



**Executive Board of the
United Nations Development
Programme, the United Nations
Population Fund and the United
Nations Office for Project Services**

Distr.: General
13 June 2012

Original: English

Second regular session 2012
4 to 10 September 2012, New York
Item 3 of the provisional agenda
Country programmes and related matters

Draft country programme document for Haiti (2013-2016)

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I. Situation analysis

1. Since the end of the Duvalier regime in 1986, Haiti has endured a series of political and economic crises compounded by a succession of natural disasters. The unrest and violence that followed the overthrow of President Aristide in 2004 led to the establishment of the United Nations Stabilization Mission in Haiti (MINUSTAH) with a mandate to enhance stability and security and support the rule of law.

2. According to the United Office for Humanitarian Affairs (OCHA), the 12 January 2010 earthquake resulted in unprecedented destruction, causing the death of 222,570 people and the displacement of a further 1.5 million. The total value of damage and losses was estimated at \$7.8 billion or more than 120 per cent of the country's gross domestic product (GDP) in 2009, while the cost of rebuilding was estimated at \$11.5 billion. The earthquake also resulted in significant loss in government capacity. At the March 2010 donor conference in New York, the international community responded with unparalleled solidarity, pledging more than \$5.4 billion for the reconstruction of Haiti.

3. Presidential and legislative elections were held in 2010 and 2011. Following a contested first round and the intervention of the Organization of American States, President Michel Joseph Martelly was elected along with a new legislature. The President presented a programme focusing on five priorities: employment, education, rule of law, energy and environment. In the interim, key programmes have been launched in education and the return of displaced persons living in camps to neighbourhoods. After many delays resulting from tensions between the President and the legislature, in May 2012 Laurent Lamothe was confirmed by Parliament as the new Prime Minister. This new Government includes a Secretary of State for Human Rights and Extreme Poverty, a first for Haiti.

4. According to the *Human Development Report 2011*, Haiti is the only least developed country in the western hemisphere, ranking 158 out of 187 countries on the Human Development Index in 2011 and 123 out of 146 on the Gender Inequality Index. Of a total population of 10.2 million, 56 per cent live in extreme poverty and 76 per cent in poverty. A recent food security survey, conducted by the National Committee for Food Security, indicates that 38 per cent of the population is food insecure. Haiti is also a highly unequal society. Not only does poverty disproportionately affect female-headed households, which represent 40 per cent of all households; it is estimated that 20 per cent of the country's wealthiest take nearly 70 per cent of national revenue, while the poorest 40 per cent take only 6 per cent. According to a 2007 study by the National Statistics Institute, the unemployment rate stands at 40.6 per cent, 32.3 per cent for men and 48.7 per cent for women, though this rises to 49.1 per cent and 54.8 per cent, respectively, in the Port-au-Prince area. In 2010, the Ministry of Health indicated that 140,000 people or 2.2 per cent of the population lived with HIV and 33,000 with tuberculosis. The on-going UNFPA-led Demographic and Health Survey and Living Standards Survey, the preliminary results of which will be available in July 2012, will help to address the significant socioeconomic data gaps that currently exist.

5. In July 2010, more than 1.5 million displaced people were living in 1,555 spontaneous settlement camps. As a result of recovery efforts, over 1 million persons have now left the camps and over 700 camps have been closed. During the same period, over 7.4 million metres cubed of rubble, equivalent to 74 per cent of the total, has been removed. Some 70,000 earthquake damaged houses still need to be repaired, while the housing deficit is estimated to be 700,000 units, meaning that 35 per cent of the population still require access to housing solutions accompanied by rehabilitation and livelihood investment, including financing schemes.

6. State institutions have been further weakened as a result of the earthquake. Considerable investment and capacity development is required to achieve sustainable recovery and the assurance of basic state functions. Respect for the rule of law and access to justice remain elusive. Ministry of Justice figures indicate that 74 per cent of all detentions are preventive. Significant efforts are also required to increase police and

penitentiary capacities. The new Government has committed itself to the establishment of a High Council of the Judiciary, a measure that has been pending for the past 15 years.

7. The environmental situation in Haiti is precarious and is characterized by forest cover equivalent to less than 2 per cent of the land area, 25 out of 30 watersheds close to complete depletion and dramatic loss of biodiversity. Weak and incoherent environmental governance structures combined with high levels of poverty has led to this rapid depletion of environmental resources and extreme environmental vulnerability.

8. Haiti is one of the most disaster prone countries in the world, a vulnerability that is exasperated by rapid population growth, which nationally averaged 1.58 per cent annually from 2005 to 2010 and 3.2 per cent in urban areas. This has increased the pressure on the country's scarce natural resources and has resulted in anarchic and unsafe urbanization, while it is predicted that the impact of climate change will increase the frequency and severity of tropical cyclones and rainfall.

II. Past cooperation and lessons learned

9. In 2009, the Government of Haiti and UNDP approved a country programme action plan (CPAP) for 2009-2011. This was extended for one year to 2012 in order to take into account the impact of the earthquake. In its aftermath, UNDP focused on two priorities: (a) creating jobs and promoting rehabilitation through debris management, house repairs and watershed rehabilitation; and (b) helping key government partners to re-establish basic state functions. With the help of UNDP, 74 per cent of debris has been removed, 300,000 jobs were created (of which 40 per cent were for women), giving 60,000 households access to income, and 2,000 meters of gabion walls have been built, helping to protect 10 communes from flooding.

10. Partnerships with the Government, the United Nations system, non-governmental organizations, private sector and the Haitian population have ensured the achievement of results. Joint initiatives with MINUSTAH and a number of other United Nations organizations have been central to the UNDP programme, while South-South cooperation, including several cross-border initiatives with the Dominican Republic, has also proven to be valuable. Both these approaches, partnerships and South-South cooperation, will continue to be pursued during this new programme cycle. Following the earthquake, over thirty donors channelled their support to the recovery effort through UNDP. The main partners include the governments of Brazil, Canada, Chile, Finland, France, Japan, Mexico, Norway and the United States, as well as the European Union, the Haiti Reconstruction Fund and the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM). Cooperation with the private sector has led to the implementation of innovative projects, including mobile money cash transfers and the use of mobile technology in polling station location identification.

11. The key lessons learned from the previous period include the importance of ensuring that programmes fully integrate disaster risk into their strategies, from the design stage onwards, and the crucial importance of business-continuity planning and preparedness for a country office operating in a crisis prone environment. The lessons of the last programme cycle also include the importance of investing in the coordination capacity of the Government.

12. Several major evaluations and reviews were conducted during the previous programming period that covered: (a) the 2011 watershed management and employment generation project in Gonaives. This evaluation pointed to the project's impact in protecting six micro-watersheds and creating 9,000 jobs, thereby responding to the chronic unemployment and acute vulnerability of the population following the 2004 floods. The evaluation also highlighted the weak capacity of local and national institutions to ensure sustainability; (b) the 2011 electoral support project, which recommended that UNDP strengthen its assistance in the electoral roll, boundary delimitation, vote tally system and the publication of results; (c) the 2011 waste management project in Carrefour Feuilles, which recommended carrying out in-depth viability and sustainability studies to gauge the

project's potential for replication; (d) the 2012 social cohesion and violence reduction project, which recommended identifying methodologies to accelerate investments in job creation. The 2011 country office audit also recommended greater investments in capacity building initiatives targeting key government institutions.

13. Programme delivery for 2009-2012 is likely to total \$245 million, double that of the previous programme period 2002-2006, which included two extensions to 2008. Over \$34 million of the total has come from UNDP resources.

III. Proposed programme

14. The 2013-2016 country programme is based on the priorities identified in the Strategic Development Plan – Emerging Country in 2030 of the Government and more specifically its triennial plan. These priorities are also embedded in the outcomes of the United Nations integrated strategic framework (ISF) 2013-2016, which the Government and the United Nations system in Haiti have agreed on.

15. The new programme is based on the principles of national ownership, capacity building, local purchasing and the prioritization of Haitian nationals in recruitment. In the context of the transition to non-emergency coordination structures, as per agreements between the Ministry of Planning and External Cooperation with the G12 group of donors, as well as the planned drawdown of MINUSTAH, the country programme will further invest in building capacities while maintaining flexibility to rapidly adapt in case of crisis.

16. Given the multifaceted vulnerability of Haiti as it emerges from cyclical crises, notably the 2010 earthquake, the cholera outbreak and the recent electoral tensions, the UNDP programme will focus on firmly establishing the foundations for sustainable reconstruction and development, in line with the objectives of the Istanbul Programme of Action 2011-2020 for Least Developed Countries. The country programme will combine shorter to medium term recovery and reconstruction activities with longer term poverty reduction and capacity development interventions, throughout which there will be a strong gender focus. This approach will allow the delivery of reconstruction initiatives that have high impact on the livelihoods of vulnerable groups, including women-headed households, while at the same time supporting the state as it develops its capacities to function and deliver basic services to the Haitian population. The proposed country programme includes the following five mutually reinforcing areas in italics, whose successful implementation will require adopting integrated strategies.

17. *Recovery, poverty reduction and employment.* In partnership with central Government, municipalities, local leaders and communities, including women's organizations, UNDP will support the rehabilitation of neighbourhoods through: (a) improved community infrastructure, which includes preventing gender-based violence; (b) promotion of housing solutions, including through self-repair and financial schemes; (c) provision of greater access to basic social services; and (d) improved participatory local governance. UNDP will provide assistance to the Government for reconstruction planning and the definition and monitoring of housing policies and standards.

18. On poverty reduction, UNDP will support the Government in identifying vulnerable groups and in developing and implementing social protection measures such as conditional cash transfers. Employment creation will be at the centre of the UNDP approach given its positive impact on poverty reduction and economic empowerment. UNDP will support government leadership in employment generation, with efforts focusing on: (a) promoting small enterprises and entrepreneurship, especially those that are women-led and environmentally focused; (b) supporting value chains; and (c) reinforcing linkages between vocational training and the private sector with a particular emphasis on women and youth.

19. *Democratic governance.* The UNDP programme will focus on the following strategic niches in the areas of democratic governance: (a) strengthening the rule of law; (b) supporting the organization of elections; and (c) increasing the capacities of key institutions of the executive branch, with an emphasis on reconstruction planning.

20. In collaboration with MINUSTAH, UNDP will work with the Ministry of Justice and Public Security to structure and build its capacities to increase access to justice, reduce pre-trial detentions and improve linkages between the justice system, the police and penitentiary authorities. Efforts will focus on the provision of technical support to the Supreme Court in defining its strategic development plan. MINUSTAH and UNDP will also focus on improving the capacities of the Provisional Electoral Council to manage elections, deter fraud and deal with electoral disputes and crises.

21. UNDP will assist in the development of management systems in key central executive ministries to help improve efficiency and foster results-based management. It will also continue to support the Ministry of Planning and External Cooperation on aid coordination and the implementation of the Busan Partnership for Effective Development Cooperation.

22. *Environmental management.* UNDP will support the Ministry of the Environment and a range of stakeholders, including local authorities, women's groups and other community-based organizations (CBOs) in their efforts to reverse the degradation of the environment, develop alternative energy sources and mitigate natural disasters. At the central level, efforts will focus on supporting the Government to fulfil its commitments under international conventions through the development of national action plans for: (a) climate change adaptation and mitigation; (b) biodiversity and the establishment of protected areas; (c) sustainable land management; (d) coastal zone management; and (e) renewable energy. At the decentralized level, UNDP will focus its support on the participatory development and implementation of watershed management plans that integrate aspects of reforestation, biodiversity and soil conservation, with a strong gender dimension. Pilot initiatives on renewable energy will also be developed with local actors.

23. *Disaster risk reduction.* UNDP will continue to support the Ministry of the Interior led National System for Disaster Management and its intergovernmental coordination mechanisms, which includes capacity strengthening of the Civil Protection Directorate. This will complement practical efforts to reduce disaster risk at the local level and include: (a) seismic risk assessments and management plans for urban areas and critical infrastructure; (b) improving public awareness on dealing with the threats caused by seismic activity; and (c) training of engineers and masons and safe construction.

24. *Reduction of HIV/AIDS and tuberculosis.* UNDP will contribute to universal access to health through two major programmes to combat HIV/AIDS and tuberculosis. As the principal recipient of GFATM in Haiti, UNDP will help to build the capacity of the Ministry of Health and service providers through technical support in programming, monitoring and evaluation, procurement and financial management. This assistance will be carried out at both the central and decentralized levels. A transfer of the title of principal recipient may be considered subject to decision by the Country Coordination Mechanism.

IV. Programme management, monitoring and evaluation

25. In preparing the country programme, UNDP worked closely with government partners and stakeholders to ensure the highest level of national ownership. UNDP will build on existing partnerships with the Government, donors, civil society partners and the United Nations system in order to implement the programme, which is fully aligned with the ISF and complements the initiatives and programmes of other United Nations organizations. A comprehensive schedule for outcome and project evaluations covering all five thematic areas has been defined, while a mid-term review of the country programme is planned for 2014. Given the significant data quality and availability challenges in Haiti, UNDP will carry out monitoring, evaluation and knowledge management efforts in close cooperation with key partners.

26. The national implementation modality will be privileged based on the assessment of available national capacities to implement specific programme components. Given the country's vulnerability to crises and building on the experiences of the post-earthquake period, it has been agreed that, whenever necessary, UNDP may utilize the direct implementation modality. UNDP will apply results-based management principles to

implement this country programme and will use the full range of corporate programme monitoring tools to ensure effectiveness. By 2016, it is envisaged that 30 per cent of the programme budget will be rated at the gender marker 2 level. The country office will continue the implementation of its transformation Plan, defined in 2011 to better align its structure to the changing context.

27. For the 2013-2016 period, the total programme budget is anticipated at \$225,825 million. This includes an allocation of \$17,325 million from UNDP regular resources, comprising \$2,573 million in balances carried forward from the previous programme period and a new target for resource assignment from the core (TRAC) 1 allocation of 14,752 million. In order to ensure the programme's full financing, the country office will reinforce its engagement with key bilateral and multilateral partners as part of its resource mobilization strategy.

Annex. Results and resources framework for Haiti (2013-2016)

NATIONAL PRIORITY OR GOAL: Territorial rebuilding.					
COUNTRY PROGRAMME/ISF OUTCOME 2.5: Mechanisms to favour the production of decent and safe housing for all are in place and are operational. Outcome indicator: Guidelines and terms of reference for the operationalization of housing, neighbourhood rehabilitation and urban development policies. Related strategic plan focus areas: Poverty reduction.					
GOVERNMENT PARTNER CONTRIBUTION	OTHER PARTNER CONTRIBUTIONS	UNDP CONTRIBUTION	INDICATOR(S), BASELINES AND TARGET(S) FOR UNDP CONTRIBUTIONS	INDICATIVE COUNTRY PROGRAMME OUTPUTS	INDICATIVE RESOURCES BY OUTCOME (United States dollars)
The Government will put in place the institutional capacity necessary to promote inclusive growth, poverty reduction and neighbourhood rehabilitation.	Donors, United Nations organizations and the private sector will work to support the implementation of effective recovery and reconstruction policies. Community-based organizations (CBOs) will promote community empowerment in urban rehabilitation, poverty reduction and employment generation initiatives.	UNDP will provide technical support and expertise to strengthen the Office of the Prime Minister, the Ministry of Transport and Public Works, key municipalities and CBOs to develop inclusive programmes addressing the issues of housing, neighbourhood rehabilitation, poverty reduction and employment.	<p>Indicator: Scale of housing deficit (by number of units). Baseline: National housing deficit is 700,000 units. Target: National housing deficit reduced by 30,000 units.</p> <p>Indicator: Availability of analytical products using disaggregated data. Baseline: Last Millennium Development Goals (MDG) report was published in 2004. Target: Final MDG achievement evaluation completed.</p> <p>Indicator: Number of jobs created for women and men. Baseline: 4,576,906 Haitians are currently unemployed. Target: 100,000 new jobs created (at least 40 per cent for women and 10 per cent environmentally focused).</p>	<p>Government capacities to define and implement gender-based neighbourhood rehabilitation and housing strategies strengthened.</p> <p>Analytical tools for targeted poverty reduction interventions developed.</p> <p>Government capacities to define and implement gender-based employment generation and women entrepreneurship strategies strengthened.</p>	<p>Regular: \$7 million</p> <p>Other: \$50 million</p>
NATIONAL PRIORITY OR GOAL: Institutional rebuilding.					
COUNTRY PROGRAMME/ISF OUTCOME 1.1: National institutions are strengthened in order to carry out public administration functions and to provide basic services. Outcome indicator: Action plan for public sector reform is developed and implemented. Related strategic plan focus areas: Democratic governance.					
Key central institutions will have implemented capacity development programmes permitting them to undertake institutional reforms and more effectively carry out their mandates.	International organizations (Organization of American States (OAS), MINUSTAH, United Nations organizations, European Union) and bilateral partners (Brazil, Canada, France, Japan and the United States) will provide financial and technical support for rule of law, aid coordination, elections and public administration reform.	UNDP will provide technical expertise and capacity development support to key central institutions in the areas of elections, aid coordination, urban planning, rule of law and public administration reform.	<p>Indicator: Percentage of contested results effectively judged by the Provisional Electoral Council (CEP). Baseline: 70 per cent of cases of contested results effectively judged by CEP in 2011. Target: 85 per cent of contested results are effectively and lawfully judged by the CEP.</p> <p>Indicator: Existence of a strategic development plan for the Supreme Court. Baseline: No strategic tools exist for the administration of the Supreme Court. Target: Supreme Court possesses a valid development plan.</p> <p>Indicator: Percentage of all detentions that are preventive detentions. Baseline: 74 per cent of all detentions are preventive detentions. Target: 30 per cent of all detentions are preventive detentions.</p>	<p>CEP capacities for improved management of electoral processes strengthened.</p> <p>Draft strategic development plan for the Supreme Court presented.</p> <p>Tools for improved judicial case management developed.</p> <p>Tools and best practices for improved public sector management, including the promotion of women to senior civil service posts transferred to the Office of the President, the Office of the Prime Minister and the Ministry of Planning and</p>	<p>Regular: \$5.8 million</p> <p>Other: \$85 million</p>

			<p>Indicator: Percentage of senior civil service posts held by women. Baseline: 7.28 per cent of senior civil service posts held by women. Target: 15 per cent of senior civil service posts held by women.</p>	External Cooperation.	
NATIONAL PRIORITY OR GOAL: Territorial rebuilding.					
COUNTRY PROGRAMME/ISF OUTCOME 2.3: Environmental vulnerabilities of Haiti are reduced and the ecological potentials are developed through the sustainable management of natural and energy resources focused on a decentralized territorial approach. Outcome indicator: Percentage of national policies and percentage of national resource management plans that contain a costed action plan. Related strategic plan focus areas: Energy and environment for sustainable development.					
The Government will put in place the necessary institutional capacity to effectively manage the country's natural resources in a sustainable manner.	World Bank, International Development Bank (IDB), United Nations Environment Programme (UNEP), Food and Agricultural Organization of the United Nations (FAO), civil society and bilateral partners will coordinate technical and financial resources to further implementation of the national environmental agenda.	UNDP will support the Ministry of Environment through capacity building, policy development and technical expertise in order to allow the ministry to play a leading role in reducing environmental vulnerability and managing natural resources. UNDP will also support local actors in the definition and implementation of watershed management plans and the development of renewable energy sources.	<p>Indicator: Existence of national governance frameworks for climate change, biodiversity, sustainable land and coastal zone management, and renewable energy. Baseline: Governance frameworks do not exist for these policy areas. Target: Governance frameworks for the policy areas exist.</p> <p>Indicator: Kilometres squared (km²) of watersheds covered by locally developed and gender-sensitive management plans. Baseline: 2,000 km² of watersheds covered by locally developed and gender-sensitive management plans. Target: 4,000 km² of watersheds covered by locally developed gender-sensitive management plans.</p>	Draft national action plans for climate change, biodiversity, sustainable land management, coastal zone management and renewable energy completed. Two additional local level watershed management plans integrating the participation of women drafted.	<p>Regular: \$2.025 million</p> <p>Other: \$ 30 million</p>
NATIONAL PRIORITY OR GOAL: Territorial rebuilding.					
COUNTRY PROGRAMME/ISF OUTCOME 2.4: The capacities of institutions (national and decentralized) and of civil society are reinforced for the prevention, management and response to risks and natural disasters. Outcome indicator: Disaster risk reduction is integrated in number of sectoral plans and strategies and implementation thereof. Related strategic plan focus areas: Crisis prevention and recovery.					
By 2016, the Government will have strengthened and fully mobilized the institutions that are part of the National System for Disaster Risk Management (SNGRD) for their participation in disaster preparedness and response.	The international community (United States Agency for International Development (USAID), Southcom, World Bank, European Union) will continue to provide training, equipment and financial support. Civil society organizations and MINUSTAH will implement local prevention and response programmes.	UNDP will provide technical support for the development of the National Action Plan for Disaster Risk Management and related institutional capacities, including the SNGRD, and will lead on the prevention of seismic risk, including through the development of appropriate mechanisms for its integration into urban planning.	<p>Indicator: Existence of an up-to-date and gender-sensitive national plan for disaster risk management. Baseline: The existing national plan dates from 2001 and does not take into account the gender dimensions of disaster risk management (DRM). Target: An up-to-date and gender-sensitive national plan for DRM defined.</p> <p>Indicator: Existence of mechanisms for integrating disaster risk reduction (DRR) into urban planning. Baseline: No mechanisms exist to integrate DRR into urban planning. Target: Validated DRR mechanisms are in place and utilized by local authorities in urban planning.</p>	Ministry of the Interior capacities to update the National Action Plan for Disaster Risk Management and integrate the gender dimensions of DRM strengthened. Seismic risk reduction plan covering the urban areas of the three departments of the North of Haiti drafted.	<p>Regular: \$2.5 million</p> <p>Other: \$20 million</p>
NATIONAL PRIORITY OR GOAL: Social rebuilding.					
COUNTRY PROGRAMME/ISF OUTCOME 3.3: The capacities of institutions and key stakeholders are strengthened to ensure universal and equitable access prevention, support, treatment of HIV/AIDS and tuberculosis. Outcome indicator: Percentage of pregnant women and children infected with HIV/AIDS who received antiretroviral treatment. Related strategic plan focus areas: Poverty reduction.					
The Ministry of Health will maintain the	International partners (USAID, Center for	UNDP will provide technical and capacity development support to	<p>Indicator: Treatment success rate for tuberculosis. Baseline: 78 per cent treatment success rate for tuberculosis in</p>	Capacity of the Ministry of Health and service providers to scale up	<p>Regular: \$0</p> <p>Other:</p>

<p>Projects Coordination Unit to manage contributions for HIV and tuberculosis projects.</p>	<p>Disease Control, European Union, France and Canada) will continue to provide financial and technical support. CSOs have responsibility for implementation.</p>	<p>the Ministry of Health and non-state actors in order to ensure the achievement of national HIV and tuberculosis targets.</p>	<p>2008. Target: 85 per cent treatment success rate for tuberculosis in 2016. Indicator: Percentage and number of HIV positive pregnant women who received antiretroviral treatment to reduce the risk of mother-to-child transmission of HIV. Baseline: 71.6 per cent (3,579 out of 5,000) in 2011. Target: 80 per cent (4,000 out of 5000) in 2016.</p>	<p>health services to HIV and tuberculosis infected persons strengthened. Capacity of the Ministry of Health and service providers to provide antiretroviral treatment to HIV positive women strengthened.</p>	<p><i>Tuberculosis:</i> \$11.5 million <i>HIV:</i> \$12 million</p>
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