

HAITI SOUTHWEST SUSTAINABLE DEVELOPMENT PROJECT



A UN Agency Joint Programme

In support of

**The 2010 Haiti Plan of Action for Recovery and Development
and the Cote Sud Initiative**

UN JP Programme Document

English translation of the signed French version

Cover and Signature Page

Organisation(s) des NU bénéficiaire(s):
UN Environment Programme, UN Office for Project Services

Directeur du Programme:

Nom: Andrew Morton

Adresse: UNEP Haiti, Zone 5, MINUSTAH Log Base,
Zone 5, Blvd T.Louverture & Clercine 18 P.O Box 557,
Port au Prince HT6111

Téléphone: +509 364 34 834, +41 79 834 7093

Courriel: andrew.morton@unep.org

N° du Programme: 000182

Nom du Programme:

Haiti Southwest Sustainable Development Project

Description du Programme: The SW SD Project is the 21 month \$8M launching project of a 20 year \$200 million sustainable development initiative for 10 Communes in the southwest of Haiti. Themes covered in the CSI include agriculture, forestry, catchment management, marine, roads, energy, water and sanitation, health, éducation and disaster risk réduction.

Domaine Prioritaire/Secteur : Local sustainable development and planning support

Ministère ou autre entité nationale: Ministère de la Planification et de la Coopération Externe

Nom: Ministre Jean Max BELLERIVE

Adresse: Boulevard Harry Truman,
Bicentenaire

Courriel:

Durée du Programme: 21 Mois

Date de démarrage estimée: 1 October 2010

Lieu(x) couvert(s) par le Programme:

Département du Sud. Communes : Tiburon, Les Anglais, Chardonnières, Port a Piment, Coteaux, Roche-a-Bateaux, Arniquet, Port Salut, St Jean du Sud, Ile a Vache.

Coût total du Programme: US\$ 8,000,000

UNDG HRF: \$8,000,000

Contribution du Gouvernement: 0

Autres: 0

TOTAL: US \$8, 000,000

Objectifs de Reconstruction National et Objectifs Immédiats : This project targets the following components of the PARD: Sections 4.1.3 (Disaster risk management) 4.1.5 (National planning and local development) 4.1.6 (watershed management), 4.2.1 (Agricultural Production), 4.2.4 (Access to electricity), 4.3.5 (Education), 4.3.6 (Healthcare, food security and nutrition, water and sanitation).

Résultats et Activités Clés: Core project activities from October 2010 – June 2012 will be:

- Mobilization of the Support Programme;
- A detailed baseline assessment;
- A 5-year planning process and a 2012 work plan;
- A wide range of technical development and practical field oriented activities aligned with MPCE plans.

Montant Total Approuvé: \$ 8,000,000

Au nom de:

Autorité nationale - MPCE

UNEP

UNOPS

Coordinateur Rés. des NU

<i>Signature</i>	<i>Date</i>	<i>Nom/Titre</i>

Executive Summary

Before the earthquake of January 12th 2010, Haiti was already the poorest, least stable and most environmentally degraded country in the western hemisphere. The January earthquake resulted in 210,000 deaths, 300,000 injured and \$7.8 billion in damages and losses. An enormous international assistance effort on humanitarian relief, recovery and reconstruction is underway and is expected to last up to 10 years. The government led master planning process for recovery is now well advanced and its master plan (the PARDN) sets out the recovery and associated environmental priorities for Haiti for the next 21 months and beyond.

In parallel, since Q4 2008 the United Nations Environment Programme (UNEP) and its partners have been developing a long-term rural sustainable development initiative, with most design, planning and partnership development efforts focused on the South Department.

In this context in September 2010 a UNEP led consortium submitted a concept note to the government led Interim Haiti Recovery Commission (IHRC) for Recovery and Development and this note has been formally approved (IHRC CN/000182). Subsequently the project was allocated \$US 8,000,000 from the Haiti Recovery Fund by the HRF Steering Committee. The HRF will in turn allocate the full amount to the UNDG Multi Donor Trust Fund who will administer the fund on behalf of the UN and disburse it to the two UN Participating Organizations: the UNEP and the UN Office for Project Services. This UN Joint Programme document is the formal agreement between the two UN organizations, the UN Haiti Resident Coordinators Office and the Government of Haiti for the implementation of the \$8 million allocation. The document follows the UNDG Joint Programme format.

The project will be implemented as one short-term element of a larger and long-term local sustainable development framework called the Cote Sud Initiative (CSI). The CSI Area is tightly focused on 10 Communes in the southwest of the South Department of Haiti, covering an area of 780km² and a population of 205,000.

The 20 vision of the CSI is the sustainable recovery and development of the entire CSI Area. In 2011 this broad vision will be translated into a detailed set of quantifiable objectives and indicators. In the context of the ongoing environmental degradation this will include substantive investment terrestrial and marine rehabilitation.

The SW SD project duration is 21 months (Q4 2010 – Q2 2012) whilst the CSI is planned for 20 years, with annual work plans, 5-year master plans and a formal coordination structure with strong department and commune level local and government ownership. The SW SD project effectively launches the CSI and at the same time contributes to the 2010 earthquake recovery efforts through practical actions that provide immediate social benefits.

In 2011 the CSI is also supported by \$6M of targeted co-financing from Catholic Relief Services and the Green Family Foundation and \$2M in other projects in the same region. Details on the CSI can be found in the CSI Framework document and the 2011 CSI Work Plan provided separately and on www.haitiregeneration.org.

The scope of work of the SW SD project has 4 major components 1) Mobilization of a CSI Office and Visitors centre that will provide centralized logistical and technical support to all of the CSI partners and projects operating in the CSI Area 2) A full spectrum socio-economic and environmental baseline assessment of the CSI Area. 3) A participatory planning process to develop a 5 year strategic plan and a 2012 costed work plan and 4) a wide range of practical actions.

The technical scope covers 4 main sectors and 17 themes. The scope of the natural resource management sector includes rural development planning, land use management, agricultural intensification, reforestation, erosion control, weather station installation, river level monitoring, flood risk mapping, marine zoning and sustainable fisheries capacity development. The economic development and infrastructure sector includes assistance to small businesses, sales programmes for improved stoves, solar lanterns and solar cell home units, installation and upgrade of two village scale mini-electrical grids, rural road maintenance, installation of potable water points and subsidized communal toilet construction. The social sector will include substantive investments in vocational and primary education, health clinic upgrades and employing a large team of local health workers.

This project will be implemented and overseen by a partnership including the following members: Government of Haiti (Min – Planning (focal point), Agriculture, Public Works, Health, Education, Tourism and Environment, Offices of the Sud Delegate and 10 Communes), Government of Norway, UNEP, UNOPS, (formal UN Participating Agencies), Catholic Relief Services, The Earth Institute, The Nature Conservancy, ORE, Earthspark and over 20 community based organizations.

The sustainability of the impacts of this 21-month project is built into the design of the 20-year CSI. This translates to investments in three areas I) Mobilization and technical development – the project finances much of the upfront costs and the organizational and technical development required to launch the CSI on a large scale. II) Financing - One of the target outputs of the project is the mobilization of US\$20 million for funding the CSI in 2012 after this project is completed. III) Local capacity building and ownership – The project includes capacity building as a cross-cutting issue and the CSI framework includes a multi-year plan for gradually increasing national and local capacity and control and the associated role reduction and withdrawal of supporting international organizations.

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1 Situation Analysis & Context

1.1 Haiti Recovery and funding context

On 15/9/2010, the United Nations Office of the Resident Coordinator formally submitted the UNEP led concept note: "Haiti Southwest Sustainable Development Programme" (CN_Haiti_SW SD Prog_2010-11_V5.doc) to the Interim Commission for the Recovery of Haiti (IHRC), the highest level joint Haitian and international governing body for the post earthquake recovery of Haiti.

On 6/10/2010, the IHRC formally approved the concept note (ref CN/000182) and recommended it for funding by the Haiti Recovery Fund (HRF), the fund created after the earthquake to assist the management of the recovery process. On 24/10/2010, the HRF Steering Committee formally approved the concept note and allocated funding of US\$8,000,000 from the HRF.

The HRF will in turn allocate the full amount to the UNDG Multi Donor Trust Fund who will administer the fund on behalf of the UN and disburse it to the two UN Participating Organizations: the UNEP and the UN Office for Project Services. Under the overall leadership of the UN Resident Coordinator in Haiti, this UN Joint Programme Document is the formal agreement between the two UN organizations and the Government of Haiti for the \$8 million allocation. The document follows the UNDG Joint Programme format.

The concept note provided an outline of a major new programme (now the HRI and CSI) and indications of co-financing of US\$6,000,000 by other partners in addition to the \$8,000,000 requested from the HRF. Since that submission, the co-financing has been confirmed and further detailed work has elaborated the HRI and CSI structure, which is set out below.

1.2 Haiti Regeneration Initiative context

In 2009 UNEP and a number of national and international partners commenced research, design, planning and partnership development for a national scale initiative for the sustainable recovery and development of Haiti: labeled the Haiti Regeneration Initiative (HRI). In January 2010 this work was interrupted by the Haiti earthquake however in the context of national recovery it became clear that the initiative is more relevant than ever. Significant time and funds have been invested in the initiative, which has now evolved into three main elements:

1. **Development and spin off of major long term practical initiatives**, which both deliver real benefits and demonstrate the larger way forward. The first initiative is the **Cote Sud Initiative (CSI)**, which contains a number of projects including the SW SD Project and subject of this document. Other initiatives under development are focused on the marine environment and clean energy. These spinoffs are managed autonomously by ad hoc consortia and self financed.

2. **Development of a dialogue on sustainable development policies and plans for Haiti** – Sponsorship and publication of papers, reports and a major book. Linked sponsorship of technical and policy discussion events.
3. **Policy support** - On the request of the government, directly contributing to Haitian government legislation, policy and plan development. This is a key end goal – expanding and sustaining the impact of the other 3 other streams, however activities have been largely deferred due to political instability.

Note that the development work in 2010 on the HRI and the Cote Sud Initiative has been largely financed by UNEP via the global level UNEP-Norway Partnership II (The supporting UNEP Project is The Haiti Regeneration Initiative Support Programme, approved in Q3 2010).

Further details on the Haiti Regeneration Initiative including the HRI and CSI framework documents can be found at www.haitiregeneration.org

1.3 Introduction to the Cote Sud Initiative

The following text is the Summary of the CSI Framework document V0.2.

Introduction The Cote Sud Initiative is a long-term recovery and sustainable development framework and associated set of programmes and projects for 10 Communes in the southwest region of the South Department of Haiti.

The 20-year vision of the CSI is the recovery and sustainable development of the entire land area of 780 km², marine area of approximately 500km² and its population of approximately 205,000. This vision can be achieved only through a sustained, well-coordinated and technically well-informed multi-thematic programme that concurrently addresses the underlying drivers of poverty, the environmental degradation, the disaster vulnerability and the lack of access to social services. In order to achieve this vision, a new implementation model is proposed – with a strong focus on coordination, national ownership, private sector engagement and building the institutional capacity of the government and local partners.

Structure and Scope The CSI structure is based upon a programme management and matrix approach. The initiative level management structure consists of a high level **Oversight Committee, a CSI Coordinator** and a **Management Committee**. For implementation a single **Support Programme (SP)** will provide coordination, technical assistance and a range of other support services to a wide range of **Programmes and Projects** implemented by a wide range of **Partners**. These programmes and projects are of three types: thematic development, integrated development and relief and recovery.

The detailed work break down structure is presented in Table 1 overleaf, noting that the CSI structure starts in January 2011 and so precedes programmes: for example projects and activities may occur in the governance theme for years before they are developed into a coherent programme. The actual scope of work will vary and grow on an annual basis – the long term goal is to address all key needs in all 10 Communes – so gradual geographic expansion and careful prioritization are core elements of the CSI strategy.

Timeframe The CSI has a 20-year vision, a 5-year planning horizon and 1 year costed work plans. The existing baseline data is inadequate for informed long term planning, so 2011 will be Year 0 and include a baseline assessment and a 5-year plan for 2012-2016.

Scale The estimated total investment needs to lift the CSI area out of extreme poverty and on a sustainable development trajectory are in the order of \$25 -30 million per annum for years 1-5, and an average of \$13 million over years 6 -10 and \$2 million per annum thereafter. Excluding inflation, the cumulative investment required over 20 years is in the order of \$200 million. This translates to 50 – 100 medium sized projects and 10+ programmes of 1-5 years or more. For 2011, secured finance for the CSI Area is already in the order of \$15 million and 3 major and 5+ medium projects.

Financing The CSI has multiple funding sources, which remain contractually separate but are coordinated via the 5-year and 1-year plans and matrix. Resource mobilization however will be conducted on a joint basis to the extent practical. New donors and project sponsors are invited to join and avoid duplication by filling the many gaps in the matrix based upon the agreed priorities stated in the plan. CSI financing looks well beyond grant based aid and also utilizes micro-credit, local community co-financing and private sector partnerships.

Oversight & Management Committees	
1	High level coordination & resource mobilization
Support Programme	
2	Coordination
3	Support
4	National and Departmental Initiatives
Sectors & Themes - Thematic Programmes	
Natural Resource Management	
5	Agriculture and Forestry
6	Marine and Coastal Management
7	Water Resource Management
Economic Development and Infrastructure	
8	Private Sector Development
9	Tourism
10	Roads
11	Water and Sanitation
12	Energy
13	Telecommunications
Social Services	
14	Education
15	Health
Governance and Disaster Risk Management	
16	Local Governance
17	Disaster Preparedness
Integrated Local Development Programmes	
18	Port a Piment Millennium Village

Table 1 – CSI Summary Structure

The Cote Sud Initiative was formally launched on January 4th in Camp Perrin in an event attended by the CSI partners. The government of Haiti was represented by a delegation from the Ministries of Agriculture and Environment. The international community was represented by the Norwegian Minister for Environment and International Development.

1.4 Introduction to the SW SD Project

This 21-month \$8,000,000 project launches the 20-year \$200 million Cote Sud Initiative. It aims to both develop the necessary long-term foundation for the initiative and to deliver practical benefits to the population by the end of 2011. Its core activities from October 2010 – June 2012 will be:

- Mobilization of the Support Programme – the foundation of the CSI;
- A detailed baseline assessment;
- A 5-year and 2012 planning process;
- A wide range of technical development and practical field oriented activities.

1.5 Other CSI linked projects and co-finance

This project is tightly linked to several other important projects co-financing the CSI in 2011:

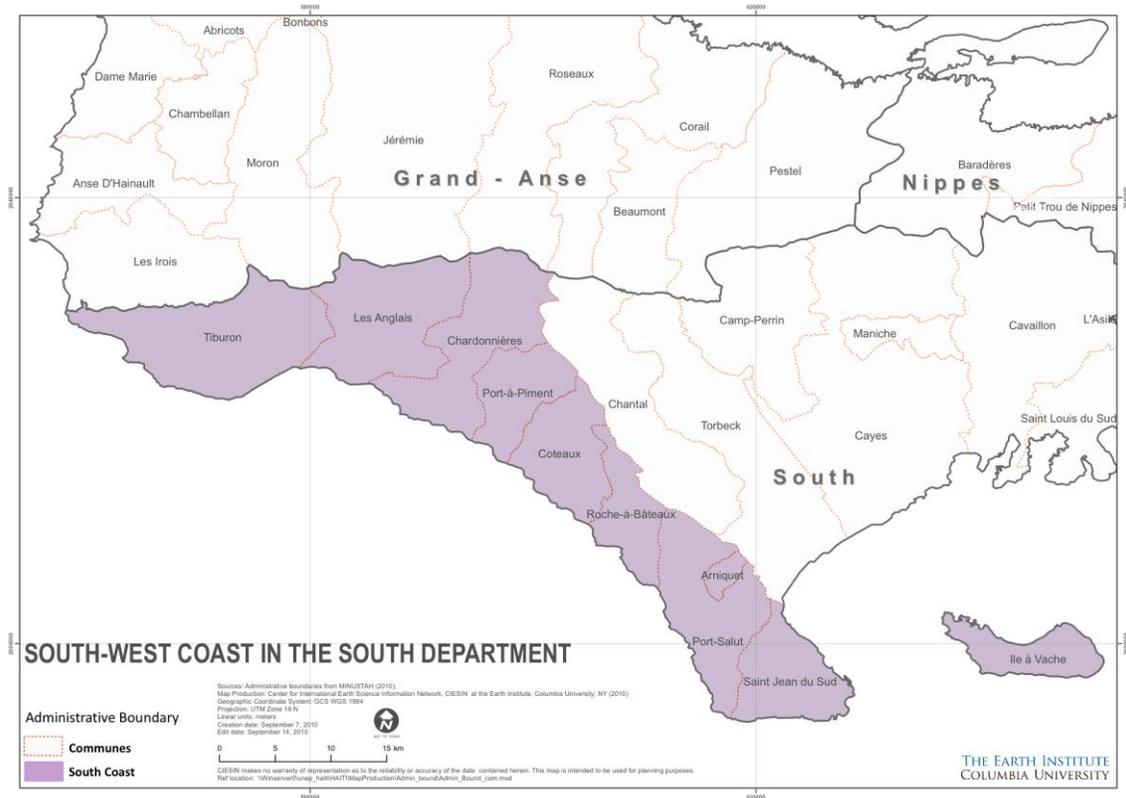
- The **HRI Development and Support Programme** funded by Norway for \$550,000 and managed by UNEP. This project has funded the concept development work to date and provided critical continuity.
- The **Multi-Year Assistance Programme (MYAP)** managed by Catholic Relief Services. This multi-thematic project is funding over \$4 million of health, education, sanitation and agriculture activities in the CSI Area in 2011;
- The **Port a Piment Millennium Village**, funded by the Green Family Foundation for \$2.5 million over 5 years and managed by the Earth Institute, Columbia University.
- **The Reduction of Vulnerability of the populations and Infrastructure in the South Department**, funded by the Haiti Recovery Fund for \$8M and managed by UNDP. This new project covers all of the South Department – in the CSI Area the scope of work is approximately \$1 million of flood and riverbank protection works.
- **Food and Cash for Work Project**, managed by the World Food Programme. This national project has a flexible scope. In the CSI Area the proposed scope is to support multiple small sites for rural roads, drainage and erosion control in the order of up to \$500,000 per annum.

None of the above 5 projects have any provision for coordination or integrated long term planning. Hence one key and explicit role of this SW SD project is to connect these five and other future projects into a coordinated framework and long-term plan. In summary, this \$ 8 million project will help transform a current collection of 6 projects into an integrated \$ 17 million programme and set the precedent and model for future coordination.

1.6 The CSI Area and Population

The CSI geographic zone of influence, labeled the CSI Area, is the Tiburon-Port Salut group of watersheds and the Isle a Vache within the Department of the South, as highlighted in the figure below. This area corresponds to 780 km² land area and ten Communes, listed from west to east: **Tiburon, Les Anglais, Chardonnières, Port a Piment, Coteaux, Roche-a-Bateaux, Arniquet, Port Salut, St Jean du Sud, Ile a Vache**. Offshore the CSI area extends to the limits of Haitian territorial waters directly adjacent to the land areas.

The population within the CSI Area is currently estimated at 205,000, although all estimates are considered to have less than +/- 10% accuracy due to old data and ongoing internal migration.



CSI Area and Key Statistics

Commune	Size km2	Population (2009 Est.)	Pop. Density/km2
1. Tiburon	147.0	21170	144
2. Les Anglais	119.9	27182	226
3. Chardonnières	114.6	22953	200
4. Port a Piment	57.4	17207	299
5. Coteaux	70.9	19372	273
6. Roche-a-Bateaux	49.2	16727	340
7. Arniquet	8.9	26536	2981
8. Port Salut	99.3	17368	175
9. St Jean du Sud	69.2	23251	336
10. Ile a Vache	45.7	14004	306
Totals	782.1	205,770	Average 263

2 Project Rationale and Approach

2.1 Needs Assessment Introduction

The project is one part of an integrated initiative that aims to address a very wide variety of development needs within a defined geographic area. It also aims to guard against the recurrent Haitian issue of development project failure. In this context, the needs assessment covers the following: Generic national needs, CSI area needs, an example of Commune level needs, and the need for a reformed approach.

2.5 National context and general needs for recovery and development

The sustainable recovery and development needs and priorities of Haiti in general are well presented in many documents and will only be summarized here. The most important of the many government policy and planning documents on this topic are:

- The Action Plan for Recovery and Development 2010 http://www.cirh.ht/recovery_plan.html
- The National Plan for Investment in the Agricultural sector 2010: <http://www.agriculture.gouv.ht/>
- National Growth and Poverty Reduction Strategy Paper 2008: http://www-wds.worldbank.org/external/default/main?pagePK=64193027&piPK=64187937&theSitePK=523679&menuPK=64187510&searchMenuPK=64187283&theSitePK=523679&entityID=000333038_20080225005704&searchMenuPK=64187283&theSitePK=523679

In concise summary of the needs and priorities, the country suffers from a very difficult combination of under-development, high population density, environmental degradation and social instability. Following the earthquake of 2010, the country needs to be rebuilt, not to the pre-existing unacceptable situation, but to a new higher and sustainable standard. This process is expected to take up to 10 years, with a range of emergency and short-term measures needed in the interim to stabilize the country and kick start the recovery.

2.6 National scale rural needs

The sustainable recovery and development needs of rural Haiti are well known at the national scale. Under development, high population densities, land degradation and political instability have all contributed to a situation of entrenched rural poverty that is gradually worsening over time and also episodically degrades with each natural disaster.

Soil erosion and deforestation is very advanced and continuing, contributing to both low agricultural productivity and increased flood risk. Each major flooding event further erodes valuable agricultural land and destroys homes, possessions and livelihoods.

Agricultural yields per hectare are extremely low and farm plots sizes are very small, resulting in chronic food deficits and insecurity and a reliance on food imports. Food insecurity and a lack of social services and livelihood options in rural areas have resulted in uncontrolled migration to urban areas and the chaotic growth of the cities.

Numerous organizations have conducted a range of assessments on both the rural environment of Haiti and the drivers of poverty and degradation. Two of the most comprehensive of such studies to date are:

- The USAID sponsored assessment: Environmental Vulnerability in Haiti 2007. http://dec.usaid.gov/index.cfm?p=search.getCitation&rec_no=153835
- The UNEP sponsored GEO Haiti report <http://www.haitiregeneration.org/>. Note that this website also contains a large online technical library on Haiti.

2.7 The CSI Area needs and opportunities

The CSI Area has the same general challenges as most of rural Haiti- but it also has a selection of locally specific challenges and opportunities.

The south-western end of the Southern Peninsula is one of the most neglected regions in Haiti and continues to suffer from serious land degradation, relatively low levels of investment, difficult transport links and high vulnerability to hurricanes, floods and earthquakes. At the same time it is a region with significant agricultural potential, the best beach and park tourism potential and is adjacent to the Macaya National Park.

The population of the CSI Area was estimated at 205,000 before the influx of displaced from the earthquake. The GDP per capita of the Department du Sud was approximately \$330, half of the national average. One major source of poverty is isolation – parts of the Department suffer from isolation from markets and social services due to a very limited and bad quality rural road network. Anecdotal evidence is that one major source of economic support is remittances, from both the international Diaspora and family members working in the Haitian cities, particularly Port au Prince.

Births and deaths are registered but population growth rates are very unclear at the regional level due to internal migration. The anecdotal evidence is that the rural exodus is real but so is the high overall population growth rate (1.6% national). Rural populations have recently fluctuated dramatically due to the earthquake and this instability is expected to continue.

Most recently Hurricane Tomas struck the project area, causing widespread flooding and crop damage, with the Communes of Tiburon, Les Anglais and Port a Piment being the worst affected.

Several major infrastructure projects are proposed for the Department. Together they would radically alter the development profile of the region – and also significantly impact its natural resources. The major projects proposed are:

- Completion of a trunk road from Port a Piment around the western coastline to Les Irois and then to Jeremie:
- Construction of a Les Cayes International Airport:
- Construction of a seaport in Les Cayes.
- Increased electrical power generation in Les Cayes.

It is considered highly unlikely that all of these projects will commence shortly, however one or more should hopefully commence in 2011-2012. Any rural development plan in the Department needs to take into account the opportunities that these major projects will bring.

The most important opportunities for the CSI Area are in the fields of tourism and agriculture. The area boasts a number of good quality beaches and already has a modest number of low-profile hotels. There is a clear potential for increasing both domestic and international tourism, through promotion and development of basic tourism infrastructure. Agriculture presents two main opportunities: increasing food security through increased yields and accessing the global market via export cash crops such as mangoes, coffee, cocoa and vetiver.

The needs and opportunities of the CSI Area can therefore be expressed at two levels:

1. Multiple and multi-thematic catchment and commune level development needs and opportunities within the geographic limits of the CSI area:
2. Large-scale transport and power infrastructure investment opportunities in the Department, which would transform the potential of the CSI area (and the rest of the Department and the southern peninsula in general).

The CSI will focus on the first set of needs and the defined CSI Area but will also include efforts to advance the Department scale opportunities.

2.8 Commune level needs – The Port a Piment example

The Port a Piment commune and associated catchment provides a typical example of the commune level needs within the CSI Area. The catchment is highly mountainous and has a surface area of 106 km² and an extensive river system. It is a very typical small but also worse than average example of the challenges and needs faced by the mountainous regions throughout Haiti.

The estimated population of the catchment (comprising Port a Piment and parts of 2 other Communes) is approximately 30,000. Anecdotal reports since the earthquake indicated substantial temporary in-migration to Port a Piment - boosting the population and creating food insecurity problems and extra pressure on natural resources.

Three quarters of its stable population are rural dwellers engaged in smallholder agriculture and charcoal production. Agricultural techniques are primitive, without any improvements such as erosion control features, fallow periods or manuring, improved seeds, fertiliser or pesticide usage. Prior efforts at coffee and other cash crop production have largely collapsed. The largest cash crop is charcoal, some of which is extracted illegally from Parc Macaya, which borders the catchment.

Sea fishing incomes are negligible and there is no aquaculture. The main villages and town of Port a Piment are commonly flooded. Education and health facilities are limited and water is scarce away from the main streambeds.

The natural resource base of the catchment is severely damaged. Deforestation and destructive farming practices on very steep slopes have resulted in massive erosion and losses of soil fertility. The lack of soil and vegetation cover has in turn exacerbated the instability of the rivers: which rapidly flash flood from even moderate rains but also rapidly dwindle thereafter. The most recent flooding occurred in November 2010 as a result of Hurricane Tomas.

The flash flooding also results in watercourse erosion and permanent agricultural losses as strong currents tear away agricultural river terraces and leave behind only a barren gravel bed. Hurricane Tomas destroyed 6 hectares in Port a Piment in precisely this manner. The massive

scale water borne transport of topsoil and sediment has severely damaged the adjacent marine environment as the corals and sea grasses have been smothered by sediment and water clarity is commonly low.

Two recent encouraging developments are evident in the commune. First, the main trunk route from Port a Piment to Les Cayes was surfaced in 2009, significantly improving access to the regional capital. Second, a small hospital has been built in Port a Piment but not yet equipped or opened.

In summary, Port a Piment, like most of Haiti, needs sustainable rural development, environmental rehabilitation and a reduction in vulnerability to natural hazards. The earthquake and the hurricane of 2010 have seriously exacerbated existing needs.

2.9 Aid Reform - The need for an improved approach

The recovery planning process since the earthquake of January 2010 has seen repeated calls for a revised approach to the provision of assistance by the international community. Several of the much-needed reforms are now being incorporated into the government recovery plan and the interim commission.

Separately, in Q4 2008, UNEP commenced its planning process for a substantive country assistance programme with a fundamental review of prior work and lessons learned. The report is available at (<http://www.haitiregeneration.org/>)

One of the key issues noted was the commonly stated but never quantified extremely high failure rate of projects and programmes in the field of environment and sustainable development. Reforestation and land rehabilitation efforts seemed particularly prone to failure, although some have enjoyed short-term success.

Further analysis indicated one of the major root causes of failure was the complete lack of an underlying strategy or management framework for the delivery of assistance in this field. In the absence of such a framework, ad hoc and short-term ideas, projects and programmes came and went, often without registering any real permanent impact.

Another noted cause of failure was simple quality problems, both in design and implementation. Projects commonly lacked many of the basic components required to ensure quality and impact, such as baseline assessments, formal evidence-based design processes, knowledge management, open reporting and peer reviews and independent evaluations.

Addressing this need for a reformed approach is an implicit and central goal of the CSI.

2.10 Project Introduction

This 21-month \$8,000,000 project launches the 20-year \$200 million Cote Sud Initiative. It aims to both develop the necessary long-term foundation for the initiative and to deliver practical benefits to the population by the end of 2011.

The project duration of 21 months has three stages:

- Q4 2010 – CSI final design, mobilisation and 2011 work planning;
- 2011 – Implementation of approximately 60% of the CSI 2011 Work Plan

- Q1 2011 – Support Programme continuity.

This project is tightly linked to several other important projects co-financing the remaining 50% of the CSI Work plan in 2011; hence the scope of the project is highly selective, in essence filling in the gaps between the other projects to collectively deliver a coherent work plan. The core project activities from October 2010 – June 2012 will be:

- Mobilization of the Support Programme – the foundation of the CSI;
- A detailed baseline assessment;
- A 5-year and 2012 planning process;
- A wide range of technical development and practical field oriented activities – to deliver benefits and to get a number of long-term programmes underway.

The project strategy, structure and scope very closely follow that laid out in the attached CSI Framework document V0.2. Hence not all details will be presented in this document.

In 2011, all 18 current themes of the CSI Structure (shown in Table 1) will receive some funding from this and other projects however the largest investments specifically from this SW project will be in the following thematic and geographic programmes and sectors and themes:

- The Support Programme
 - Coordination
 - Support
 - National and Departmental Initiatives
- Three new programmes in the Natural Resource Management Sector
 - Agriculture and Forestry
 - Water Resources
 - Marine and Coastal Management
- Two subprojects and one new programme in the Economic Development and Infrastructure Sector
 - Tourism
 - Water and Sanitation
 - Energy (Programme)
- A limited number of activities in the Social Services Sector
 - Health
 - Education
- Integrated local programmes
 - Port a Piment Millennium Village Project

Note that the scope of the Support Programme and other 2011 activities will include support for the crosscutting issues of Population and Migration, Environment, Climate Change Adaptation and Mitigation, Disaster Risk Reduction, Capacity Building, Gender and Youth.

2.11 Project Stakeholders, Partners and Beneficiaries

Stakeholder analysis

UNEP and partners completed an initial process of stakeholder analysis and project mapping for the CSI Area in Q1 2010 and a more detailed process will be completed in Q1 2011. A concise summary of the main stakeholder groups follows:

- **Government** The lead government counterpart for the CSI is the Ministry of Planning. Important thematic Ministries include Agriculture, Public Works, Health, Education, Tourism

and Environment. The other critical authorities are the Delege of the Department du Sud and the 10 Commune administrations. A key national level counterpart body is the Inter-Ministerial Committee for Territorial Management (CIAT) and its associated secretariat.

- **The International Community** in Haiti is large, highly active and complex. At present Haiti is a UN integrated mission. For UNEP purposes, the international community can be divided into seven main groups: Peacekeepers, Military-Humanitarian (USA and Canada), Humanitarian, Development, Conservation, Northern Diplomatic-Donors and Southern/Caribbean neighbour countries. The Humanitarian sector is very large and constantly changing and coordination is based on the Cluster approach (Food, WASH, Shelter etc.) and facilitated by UN OCHA. A large number of self financed international NGOs have started operations in Haiti since January 12th. The development community is almost as large and includes many bilaterals (USA, Canada, Spain), development banks and most of the UN agencies.

Within the CSI Area the key international institutes are Catholic Relief Services, The Inter-American Development Bank (IADB), The Government of Taiwan, MINUSTAH, WFP, UNDP, Danish and UK Red Cross, Earth Institute and Earthspark. This project will also bring in several new international organisations such as the Nature Conservancy and CATIE (an agricultural institute based in Costa Rica).

- **Local communities and organisations** Local communities are the main driver of environmental change in Haiti. The population of Haiti in general are impoverished and have little social capital, particularly in isolated rural areas and in urban slums. Governance is a major issue as most groups and communities are poorly supported by government services. However it is possible to find both active local governance structures and self-managing local community organisations and NGOs. Farmers' associations/peasant groups are particularly prevalent in the mountainous rural areas.

Within the CSI Area the key local organisations include Fonkoze (a national scale microcredit/financial services organisation) ORE (an agricultural NGO) and Caritas (a part of the Catholic Church). In addition at least 30 community-based organisations are active to some degree.

- **The private sector** is generally very weak and/or informal in the rural areas and consisted largely of very small traders. However the Department does have a Chamber of Commerce and a number of small businesses are active in the CSI area, most notably in agricultural processing and tourism.

Project partnerships

The CSI is built upon partnerships and provides a relatively formal structure and process to enable partnerships to develop and operate in a time efficient manner. Specifically for this project, the following partnerships are listed below and detailed in the Project Work Plan.

Government – Virtually all of the ministries and authorities listed above will play an active role in the project. The Ministry of Planning will play the largest single role.

International organizations. Proposed partners include UNOPS, CRS, EI, TNC, Earthspark, IADB, MINUSTAH, UNDP, WFP, FAO, UNICEF,

National organizations. Proposed technical partners include ORE and Fonkoze (non financial partner). At the local level, the other partners, particularly CRS and UNOPS, will have over 20 community-based organisations and small NGOs as implementing partners.

Project Beneficiaries

The CSI target beneficiaries are the entire population of the CSI Area, which at present is estimated at 205,000 people. The SW SD project is composed mainly of activities that cover the entire CSI area, with approximately 15% tightly focused on the commune and catchment of Port a Piment and 5% focused on the commune of Les Anglais. Marine activities will focus on the communes of Isle a Vache and St Jean du Sud. The project beneficiaries for Port a Piment will be identified and impacts tracked in some detail as part of a parallel co-financed project.

2.12 Project Liaison with National Plans

The 20-year Cote Sud Initiative is designed as an implementation structure for existing and future government policies. For this project, the leading government policies and plans are the National Action Plan for Recovery and Development (PARD), March 2010, the Haiti Agricultural Investment Plan, June 2010 and the Southern Peninsula Regional Development Strategy, December 2010.

The CSI and this project target the following components of the PARDN: Sections 4.1.3 (Disaster risk management) 4.1.5 (National planning and local development) 4.1.6 (watershed management), 4.2.1 (Agricultural Production), 4.2.4 (Access to electricity), 4.3.2 (High intensity labour jobs), 4.3.5 (Education), 4.3.6 (Healthcare, food security and nutrition, water and sanitation).

Within the Government of Haiti Agricultural Investment Plan, the programme is targeted at Sections A1. (Management of Catchments and Forests), A3. (Vegetable production), B3.1 (Seeds, tools, fertilizers and services), B3.2 (Rural finance), B3.3 (Harvest management, distribution and marketing) B5. (Local markets).

The Southern Peninsula Regional Development Strategy, December 2010 is a very new (not publicly available as of January 2011) document developed by the Haiti Ministry of Planning. This document provides a large-scale baseline, an overarching development strategy and a detailed list of proposed projects for the Departments of Nippes, Grand Anse and Sud. The SW SD project and the CSI as a whole fit perfectly within this over arching master plan as there is almost complete agreement on the scope (for the CSI area). As of January 2011 the regional strategy does not provide guidance on priorities – it is anticipated that the Planning Ministry will provide guidance on this in 2011 for the 2012 work planning cycle.

In detail the project in 2011 targets the following elements of the regional strategy: Programme 1.4 (WASH), 1.5 (Local development), 1.6 (Environment), 1.7 (Catchment Management), 2.1 (Agriculture), 2.2 (Fisheries), 2.5 (Tourism), 2.6 (Labor employment schemes), 3.2 (Primary and secondary education), 3.3 (Health), 4.4 (Decentralization).

2.13 Cross cutting issues

The nominated crosscutting issues for the CSI are Population and Migration, Environment, Climate Change Adaptation and Mitigation, Disaster Risk Reduction, Capacity Building, Gender and Youth.

The integration of crosscutting issues is commonly problematic in development programmes. The issues are acknowledged at the start but in practice commonly suffer from a lack of both

investment and expertise. To address this, the Support Programme will provide adequate investment and expertise, however it is still up to the implementing partners to integrate the issues in their respective programmes and projects.

The appropriate investment in each issue will be very programme and project specific – in some cases it will be critically important, in other cases it will not be relevant. It is important to note that many issues are tightly interlinked – such as Population and Migration and Environment.

The key issues and the proposed approach is described below:

Population and Migration The CSI Area has an average population density of 263 persons/km². This is high for a rural environment and extremely high for a steep and undeveloped region with low agricultural productivity, no industry and only a basic service economy. As a result the CSI Area shows most of the signs of over-population in least developed countries: underemployment, small agricultural plot sizes, environmental degradation, food insecurity and out-migration from rural areas.

The Haitian national population growth rate was estimated in 2009 to be 1.6% per annum. If this is applied simplistically to the CSI for the 20-year period, the population will grow 37% to 280,000 with an average density of 360 persons/km².

In this context, population change and migration are critical issues. It is anticipated that the increased population will increase the pressure on already damaged and declining natural resources. In addition, if development investment levels are static, investments per person will decline due to population growth. Finally, population growth will drive out-migration.

Out-migration has and will have complex effects on the CSI Area. At present there is only anecdotal evidence of the numbers and impacts. In the first instance out-migration to Les Cayes and Port au Prince can help reduce pressure on natural resources and lower un/under employment, however in the Haitian context, this simply transfers the problems to the cities. Out migration also can result in a localized brain drain – the best educated leave the rural areas in search of better opportunities.

On a positive note, out-migrants already have a major positive effect on the CSI Area through remittances – the transfer of earnings from overseas, Port au Prince and Les Cayes to support local family members. At present there is only anecdotal evidence of the scale of this support for the CSI Area – it may actually be as important as agriculture or aid in terms of livelihoods for much of the population of the CSI Area

Environment Environmental sustainability is a core principle of the CSI and the majority of the investments will be linked to improved and sustainable management of natural resources. The main environmental issues relevant to the CSI include soil erosion, deforestation, waste management, and marine and water pollution. Wherever appropriate the use of the ecosystems services approach will be used to directly connect the well-being and development prospects of the population to the environmental issues. The Support Programme will include several environmental professionals available to provide technical assistance on environmental issues.

Climate Change Adaptation The long-term climate forecast for the Northern Caribbean is for significant change and indeed such changes are already occurring. The key changes anticipated are all negative and are listed below:

- **Temperature rise** Projected temperature rises within the CSI timeframe (20 years) are very model and scenario dependent but are in the order of 0.6 – 0.9 Celsius. This will be very significant for agriculture as it increases the intensity of acute water stress, thereby lowering agricultural productivity.
- **Seasonal variability** Project climate variability is very difficult to forecast however the overall projection is for significant shifts in rainfall patterns, both in terms of timing of wet seasons and the increased intensity of short-term rainfall events. This is significant for agriculture and for flood risk.
- **Sea level rise** Projected sea level rise within the CSI timeframe is in the order of 6-8cm. This is significant for the beaches, mangroves and beachside villages and Les Cayes. The principle issues will be increased likelihood of damage due to storm surges and increased beach erosion.
- **Sea Surface Temperature** SST is forecast to rise in the order of 0.3-0.4 Celsius in the CSI timeframe. This is expected to have a highly destructive impact on the shallow corals due to die-off from episodic heat stress.
- **Hurricane probability** Hurricanes with a potential to impact Haiti are generated by high sea surface temperatures in the southeastern Caribbean and western central Atlantic. There is a strong modeled correlation between ocean warming and hurricane frequency. Hence the forecast within the CSI timeframe is for an increased probability of hurricane strikes.

In summary, the CSI area will definitely be damaged by climate change within the next 20 years and there is an increased probability of major damage due to more frequent hurricane strikes. Programme and project designs and plans need to take this into account.

Climate Change Mitigation The CSI area is not a major greenhouse gas producer per capita due to its low vehicle ownership, lack of industrial facilities and limited numbers of livestock. CC mitigation is primarily an issue for design and financing. In programme designs, care must be taken to avoid inadvertent increases in greenhouse emissions – such increases are considered tolerable, but mitigation options must be evaluated and implemented if practical and financially feasible. Secondly, the voluntary and formal carbon credit market offers opportunities for subsidization of investments in clean energy and reforestation. Carbon credit funds are not simple to access and can be limited in many cases so this is considered a bonus rather than a primary goal for project design.

Disaster Risk Reduction Disaster risk reduction (DRR) is a much broader topic than disaster preparedness. Given the ongoing very high risks imposed by earthquake, hurricanes and floods, DRR needs to be integrated into virtually every aspect of the CSI. A particular focus will be on prioritization of investments to reduce chronic risks – and avoiding investments that increase risks (such as further development in the most vulnerable floodplains). The concept of DRR needs to also extend to financial risks – this infers the need for measures such as insurance schemes and crop diversification.

Capacity Building Local capacity is a noted major constraint to sustainable development. The technical, logistical and financial capacities of the population and the majority of organizations active in the area are currently insufficient compared to the development challenge. Whilst external assistance is needed, the long-term solution is to build local capacity. Within the CSI this will take two general forms; a) targeted capacity building activities (training, equipment

supply), and b) learning by doing (building capacity building elements into all projects, particularly via organizational design, project specific training, mentoring and staff secondments).

Gender The integration of gender issues into the CSI is a founding principle, however the real challenge is achieving this in practical terms. The greatest impacts will be felt at the grassroots level and in the fine details of the programme and project designs. The strategy is therefore focused on providing real expertise on gender directly to the programme and project management, planning and design teams.

Youth The CSI area has a relatively young population, who will be deeply impacted by and involved in the initiative over its 20-year timescale. Therefore a strong emphasis on youth development needs to be integrated into the programme. This needs to expand beyond traditional education into areas such as assisting entry into the job market, social inclusion and development.

2.14 Project Development and Consultation process

The mobilization of this project is a major milestone in a two-year process of development and consultation.

In Q1 2009 UNEP and EI CU commenced a reconnaissance and needs assessment process in the Southern Peninsula. Initial scoping work led to a focus on the western end of the peninsula and the coastal and mountainous rural regions.

In Q3 2009 a detailed baseline assessment was commenced in the Port a Piment Commune. This assessment included land use and degradation analysis and extensive interviewing of local stakeholders. This formative work also initiated contacts with CRS, ORE and others that have led to the development of the CSI Partnership.

In Q1 2010 UNEP completed a major lessons learned report to help inform the design process. The report focused on the environment and natural resource management sector and examined the records and impact of 43 ongoing and closed projects.

In Q3 2010 UNEP, EI CU and UNOPS commenced work on the detailed proposal for the Interim Commission and intensified local data collection and consultation.

In Q4 2010 the SW SD Project concept note was approved and UNEP immediately launched the project in practical terms using co-financing. Consultation efforts were targeted to the CSI Area and to the Government of Haiti. The CSI partnership was formed and the 6 foremost organizations developed the themes, structure and the 80-point/activity Work Plan over a period of 4 months.

On January 4th 2011, the CSI and the project were officially launched at a multi-stakeholder event at Camp Perrin, South Department. The Government of Haiti was represented by the Ministries of Agriculture (MARNDR) and Environment.

On January 9th 2011, the CSI team completed a rapid round of consultation with 7 of the 10 Mayors and inspected the communes to verify prior consultation work and check for the latest issues. The results of this very latest consultation have been integrated in the Work Plan, with

an increase in investment in Water and Sanitation to respond to the presence of cholera in the CSI Area. This increase is balanced by scope cuts in other themes.

3 Logical Framework

3.1 Context

This project operates under three conflicting demands for logical frameworks:

- The CSI has its own detailed planning process designed for a long-term view and annual work planning. The first 5-year plan and logical framework is one of the outputs of this project.
- UNEP has its programme and project logical framework designed for a 2-year timeframe.
- The UNDG MDTF has its own joint programme logical framework without a specified timeframe but generally suitable for 1-3 years.

As of end December Haiti does not have a UN Development Assistance Framework (UNDAF) and all major activities are coordinated under the framework of the National Plan of Action for Recovery and Development (PARDN) and coordinated by the Interim Haiti Recovery Commission. The Interim Commission and the associated Haiti Recovery Fund treat the HRF funding allocation as a single project listed under the category of Development (<http://www.cirh.ht>). As of end December the IHRC does not have a logical framework or detailed monitoring system for individual projects.

The CSI initiative is based on a Results Based Management (RBM) approach. However valid and quantifiable measurement of the real impacts of project activities requires an adequate baseline of quantitative data in the first instance. This robust baseline simply does not exist for the CSI Area and securing this is one of the primary activities of this project. Multiple small to medium sized practical investments delivering benefits to the local population will occur within the scope of this project, however the detailed design of these activities will be financed by the project and so are not complete at this inception stage to the degree allowing for credible baseline estimates.

In this context, the logical framework for the project is presented at two levels of detail:

- The CSI format **SW SD Project Work Plan** is very detailed and is attached separately. It lists the **18 themes, 63 Outputs and 137 Activities** and associated implementing partners and direct project costs, but does not at this stage provide details on baselines, planned benefits, individual indicators and enabling conditions. This detail will be provided for relevant activities only by the implementing partners in Q1 2011.
- The **UNDG Logical Framework**, which is presented below and summarizes the Work Plan as 1 Major Objective and 4 Outputs. This will also serve as the UNEP project logical framework. Note that due to a lack of data there is no attempt in 2011 – Year 0 of the CSI to quantitatively collate or measure the high level benefit of the project to the population – locally discernable practical benefits and impacts are only expected for a selected fraction of the 80 activities. The population will benefit, but not in a manner that can be sensibly collated into 4 quantitative high level Outputs.

Logical Framework – Haiti Southwest Sustainable Development Project

Objectives	Performance Indicators	Verification methods	Assumptions
CSI - Global Objective Sustainable recovery and development of the 10 Communes over a 20 year period	Work scope in Year 0 (2011) will include development of detailed baseline and performance indicators.	Independent CSI level evaluation Q4 2011	- Political stability and security to the extent needed to implement the programme - Adequate international grant finance can be secured
SW SD Project Objective The CSI is under implementation and rapidly growing with strong national and international support	- The CSI 2011 Work Plan successfully completed - US\$ 10 million funding secured for the 2012 Work Plan	Independent evaluation mission.	- Political stability and security to the extent needed to implement the project and enable international grant finance
Project Outputs			
1. A detailed baseline of the CSI Area	CSI Area Integrated Assessment Report	Independent evaluation mission Evaluation report, consultation record, CSI database	As above
2. A national and locally owned 5 year strategic plan	CSI 2012 – 2016 Sustainable Development Plan		
3. A national and locally owned 2012 Work Plan	CSI 2012 Work Plan		
4. Interim practical benefits for the CSI population	Completion and interim reports for 80% of thematic investments by value		

4 Project Budget – UNDG Summary

4.1 Context

UNDG requires a summarized budget in standard format and this is presented below. UNEP and UNOPS have separate detailed budget formats and these are available as separate documents.

BUDGET DU PROGRAMME			
CATEGORIES	UNEP	UNOPS	
1. Provisions, produits, équipement et transport Materials, products, equipment and transport.	90,970	969,325	
2. Personnel (personnel, consultants et voyage) Personnel (staff, consultants and travel)	880,800	1,065,192	
3. Formation des partenaires Training of partners	5,000	252,000	
4. Contracts Contracts/Agreements	3,774,482	238,400	
5. Autres coûts directs Other direct costs	20,500	105,200	
Sous-Total Coûts du Programme	4,771,752	2,630,117	
Frais de gestion (7%)* Management fees (UN Agencies)	334,023	184,108	
Subtotals	5,105,775	2,814,225	
Frais de l'Agent administratif (1%)** UNDG MDTF Administrative Agent fee	51,573	28,427	
TOTAL	5,157,348	2,842,652	8,000,000

5 Management and Coordination

5.1 Structure

This Project follows and supports the CSI structure, which is summarised below. Full details are provided in the CSI Framework document.

Introduction At present in Haiti both national and international investments in development are structured principally on an ad hoc thematic and project basis rather than by geography or by programme as promoted by the CSI. Investment is also typically top-down: concepts and funding opportunities are developed at the capital city level and passed down in part at a later date to departments and communes. Investment is also reactive in the form of disaster relief and recovery projects. Finally some aid/assistance is in the form of chronic humanitarian relief - food aid continues in the CSI area literally years after the 2008 hurricane impacted the region.

This evolved and partly dysfunctional pattern of investment and aid is expected to continue for the long term – hence the CSI structure must be designed to incorporate this whilst still aiming for an integrated long-term development programme for a specific area.

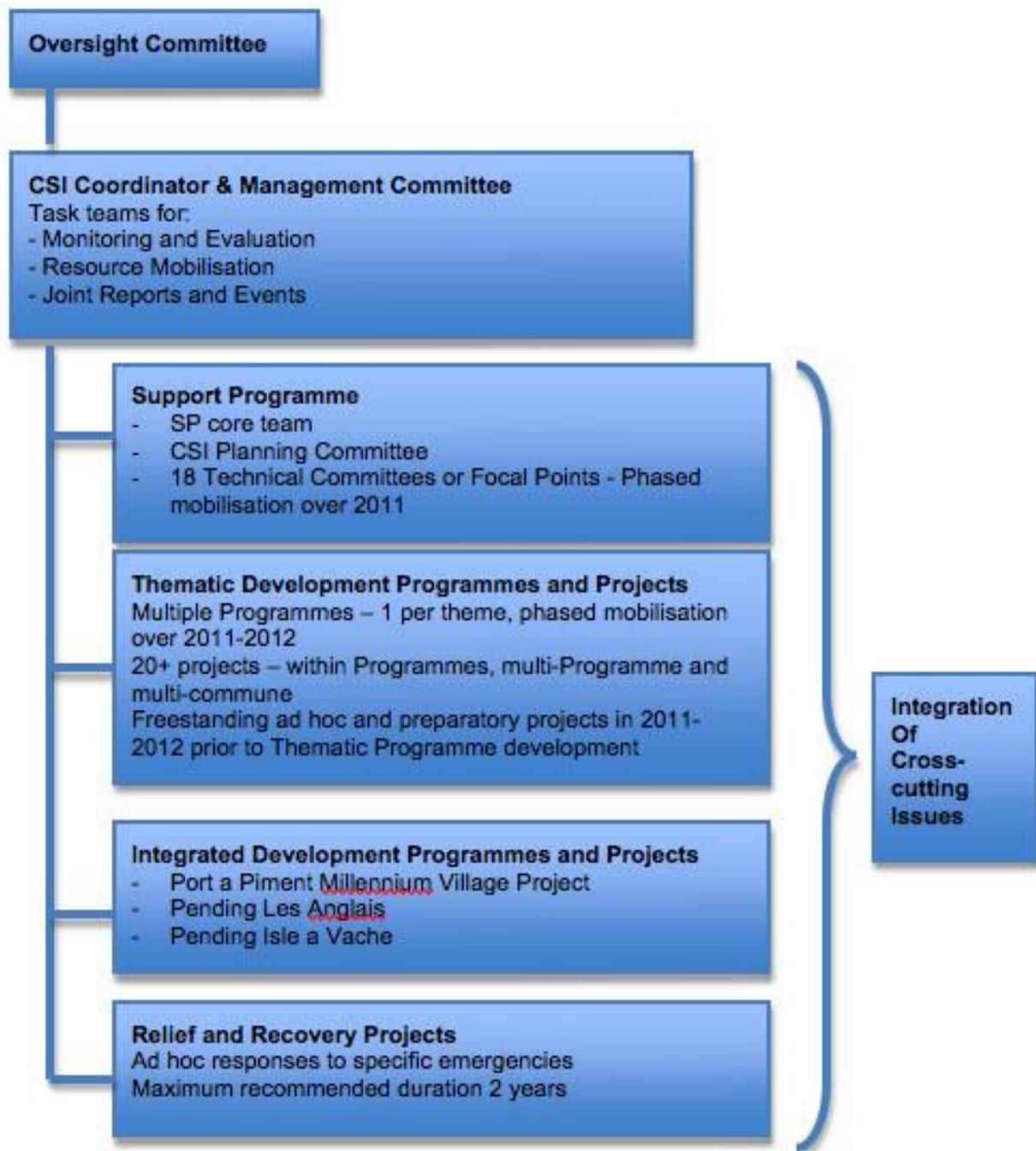
The first organizational solution is to use a matrix structure to allocate investments. A simple matrix of themes and communes can enable the attraction, tracking and coordination and allocation of investments in a logical, time efficient and fair manner. A longer-term goal of the CSI is the broad application of a fully integrated sustainable development approach. This is more challenging and to start this approach will be applied to only 1/6th of the CSI area and population.

The CSI Structure The CSI structure is based upon a programme management and matrix approach.

The initiative level management structure consists of a high level **Oversight Committee**, a **CSI Coordinator** and a **Management Committee**.

For implementation a single **Support Programme (SP)** will provide coordination, technical assistance and a range of other support services to a wide range of **Programmes and Projects** implemented by a wide range of **Partners**. These programmes and projects are of three types: thematic development, integrated development and relief and recovery.

Coordination of the many programmes and projects will occur via the **Support Programme**, with tools such as the **CSI Annual Work Plans** – which are matrix and list based summaries of the programme, project and organizational work plans developed by the multiple implementing Partners via a joint planning process.



CSI Organogram - Summary

The geographic axis of the matrix is based upon the allocation of investments in the multiple themes across the 10 communes. As the communes vary greatly in size, population and needs the distribution of projects will also be variable.

The structure is set out below as Table 3.2. The structural hierarchy is Sectors, Themes and Subjects/Outputs, noting that projects can be both multi-subject and multi-commune. Once investments in particular Themes become sufficiently large and/or coordinated they may be

designated and managed as Thematic Programmes. Also note that most of the investments in the Natural Resource Management sector will be allocated and designed on a catchment basis – there are 30 small watersheds and sub-watersheds in the CSI area.

Support Programme	
Coordination	CSI Support Programme office, integrated assessments, 1 year work planning, 5 year sustainable development planning, programme level monitoring and evaluation.
Support	CSI technical assistance facility, CSI visitors centre, web site, communications and resource mobilization, pooled fund creation and management
National and Departmental initiatives	Support to key national and regional projects and initiatives
Thematic Development Programmes and Projects	
Themes	Subjects
Natural Resource Management – NRM	
Agriculture and Forestry	Agriculture, animal husbandry, agro-forestry, forestry, value chain management, post processing, rural land use planning, erosion control.
Marine and Coastal Management	Community based natural resource management, fisheries development, marine protected areas, mangrove rehabilitation
Water Resource Management	Meteorology, river management including extractive uses and flood risk reduction, groundwater management
Economic development and Infrastructure	
Private Sector Development	Access to credit, insurance, start up grants, technical assistance
Tourism	Tourism Infrastructure, Ecotourism, Promotion
Roads	Primary, Secondary, Tertiary
Water and Sanitation	Potable water supply, sanitation
Energy	Access to the electrical grid, clean energy, mini grids
Telecommunications	Access to telecommunications
Social Services	
Education	Primary, Secondary, Tertiary, Vocational
Health	HIV Aids, Nutrition, Access to health services
Governance and Disaster Preparedness	
Governance	Local governance (commune and section commune), human rights, land conflict prevention and resolution, local urban planning
Disaster Preparedness	Commune level Disaster Preparedness
Integrated Sustainable Development Projects	
Port a Piment Millennium Village Project	A multi-spectrum, fully integrated, research intensive development project for the Port au Piment catchment based on a modified MVP model
Other Communes	Commune, Section Commune and catchment scale full SD projects - Proposed 2 nd and 3 rd Communes are Les Anglais and Isle a Vache
Relief and Recovery Projects	
General	These projects are reactive for specific incidents and so do not match the development project structure
Relief	Relief projects use the UN and Partners Humanitarian Cluster structure
Recovery	In 2010 – 2017 Pure recovery projects are expected to use the structure of the 2010 Post Earthquake National Action Plan for Recovery and Development
Crosscutting issues	
Population and Migration, Environment, Climate Change Adaptation and Mitigation, Disaster Risk Reduction, Capacity Building, Gender and Youth	

5.2 Project Management

Organizational structure

A team of over 10 organizations coordinated by the United Nations Environment Programme (UNEP) will manage this project in 2011-12 and work within the structure of the Cote Sud Initiative.

The project structure is designed for long-term sustainability. It anticipates a phased (10 year) process of increasing Haitian (local, national and governmental) capacity and ownership, at the same time moving the international organisations from a catalytic to a supporting role. This local capacity and ownership development process will be built from within the CSI itself – though engagement, empowerment and focused capacity building, based upon the following timetable:

- Year 0 – 2011 Mobilization and broad engagement of Haitian organizations. Familiarization and role establishment for all parties in this new initiative. Strong role for UNEP as the architect of the CSI. The Support Programme is 100% Haitian staffed and hosted by the UN project service organization - UN Office for Project Services (UNOPS).
- Years 1-5 Gradual increases in national content and responsibility as part of the first 5-year plan.
- Year 6-10 Step change in responsibility via the 2nd 5-year plan. Support Programme led by a national organization with strong international support
- Years 11+ 100% Haitian management with international technical assistance

The role of the top 10 organizations formally engaged in the project are summarised below. In addition the Work Plan sets out all of the activities and costs by organization, so their individual input is also seen as the sum of all of the listed activities. Note that in addition to these 10 organizations, the local communities themselves will do the bulk of the ground level implementation. In some but not all cases, these communities have self-organized into formal or semi-formal local NGOs and Community Based Organizations. It is estimated that over 30 local NGOs/CBOs across the 10 Communes will be engaged in the project

Government of Haiti (GoH) - Oversight and Coordination

The Government of Haiti will be engaged at several different levels and for all of the thematic programmes. Most of the engagement is part time, however the Ministry of Planning will second a staff member full time into the CSI Support Programme team.

UNOPS - CSI Support Programme – National Staff only

The large Support Programme team is 100% funded by this project and provides both centralised operational support for all partners and the host organization for technical staff coordinating and working within the various themes. UNOPS provides the underlying organizational structure.

UNOPS Haiti - Operational Support - Mixed international-national team

This Port au Prince based team provides back office support and oversight to the CSI Support Programme team

UNEP Haiti – CSI development & Environment - International staff only

HRI & CSI Architect and interim Coordinator, communications. The UNEP team has led the development phase and from 2011 will be focused on high-level management, general mobilization, environmental issues and additional resource mobilization.

Earth Institute Columbia University (EI CU) – Technical Assistance - International staff only The EI team are the single largest international technical counterpart and will provide technical support across a very broad array of thematic areas and for the integrated planning, monitoring and evaluation activities.

Catholic Relief Services (CRS) – Implementation - Mixed international-national team CRS is the single largest implementing organization in the CSI with activities in agriculture, health, education, water and sanitation. CSI works through 30+ community based organizations.

Organization for the Rehabilitation of the Environment (ORE) – Implementation - National NGO ORE will implement a large part of the Agriculture and Forestry thematic programme.

The Nature Conservancy (TNC) – Implementation - International NGO Technical leadership and implementation of the Marine and Coastal Management theme

EarthSpark (ES) – Implementation - International NGO Earthspark will implement part of the Energy programme.

Project staffing

The project staffing policy will emphasize Haitian content and will be based upon an international technical assistance and counterpart approach. In practical terms this entails all key longer-term positions located in Haiti being filled by national staff and national organizations. The CSI Coordinator, a Haitian with significant senior management experience, will lead this alliance and the national staff team. Recruitment and induction of this key person is expected to take up to 6 months in Q1 – Q3 2011. In the interim the CSI and this project will be led by the HRI Coordinator, a senior UNEP staff member responsible to date for the creation and development of the HRI and CSI.

International counterpart staff from several organizations will provide both technical and managerial support and build national staff capacity using a mentoring approach. These international counterparts are either full or part time and are based both inside and outside of Haiti and visiting the project site very frequently.

A detailed staff table is provided below for the Government of Haiti, CSI, UNOPS, UNEP, CRS and EI CU. The alignment across the rows shows how the counterpart approach will work, with a coalition of different international organizations providing comprehensive support. Every level and thematic area also has an allocated coordination and oversight role for the Government of Haiti.

Cote Sud Initiative - Key staff Table - V12Jan2011

Government of Haiti - Ministries	CSI Support Programme	UNOPS Haiti Support	UNEP Support	EI Columbia Uni Support	Catholic Relief Services
CSI Management Committee					
MPCE Director Dept Sud	Vacant Pending 2012 - <i>EP1 interim position</i>	Haiti Head of Programme	HRI Coordinator EP1	Policy Director CU1	Director South Dept
Support Programme - Operations					
Support Programme Mgr SP1					
--	Operations Manager SP11	Haiti Head Ops	PCDMB Ops Mgr	Programme Mgr CU2	TBA
--	Prog Accountant PO SP12		Ops Consultant EP2	Department Administer CU3	TBA
--	Logistics Mgr SP13	TBA	--		TBA
--	Prog Clerk SP14	TBA	Project Clerk EP3		TBA
--	Maintenance staff SP15	TBA			
--	3 Drivers SP16-18				
--	Boat skipper SP19				
Support Programme - Coordination & Planning and Support for Thematic Programmes					
MPCE Delegate	Head of Programme SP2	TBA	EP1	Research Manager CU4	MYAP Mgr
--	Community Coordinator SP21		--	Research Scientist CU5	
Min Tourism Dep Dir Dept Sud	Communications + Tourism Officer SP22	TBA	PCDMB Communications Officer EP4	Program Coordinator- Communications CU6	
CNIGS PaPrince	GIS Specialist SP23	TBA	--	Research Associate- Spatial Data Analysis CU7	
	Monitoring and Evaluation Specialist SP24	--	--	Program Manager CU8	
	Data Manager SP241	--	--	Research Assistant CU9	
	Data entry Clerk SP25	--	--		
MDE Dir Dept Sud	Environment Specialist SP26	--	Enviro.Project Officer EP5	Research Scientist CU10	
MARNDR TBA	Agriculture Specialist SP27	--	EP5	Research Scientist CU11	TBA
Tourism+ MARNDR+MDE	Marine Specialist SP28	--	EP5	Research Scientist CU12	
MTPTC Dir Dept Sud	Infrastructure specialist (Infra+WRM+Energy) SP29	TBA	EP5	Associate Research Scientist CU13	
EDH PaPrince Delegate	<i>SP29</i>	TBA	EP3	Assoc. Research Scientist CU14	
TBA	Education Specialist SP211	--	--	Assoc. Research Scientist CU15	TBA
TBA	Health Specialist SP212	--	--	CU8	TBA
TABLE KEY Blue = Full-time SW SD project funded posts, Green = Part time project funded or co-financed, Black = Engaged but not funded. Standard text = primary role, <i>Italics</i> = secondary roles/ multi-tasking Standard= National, Bold = International Note - Not all part- time or co-financed posts are shown, particularly for international partners (UNEP, UNOPS, CRS, EI CU)					

5.3 UNDG Fund Management and Contracting

The \$US 8,000,000 allocation from the Haiti Recovery Fund will be channelled and managed in the following manner:

The Haiti Recovery Fund Fiduciary Agent (The World Bank) will transfer all \$8,000,000 funds to the UNDG Multi-Donor Trust Fund (UNDG MDTF).

The UNDG MDTF will retain 1% for administration and pass the remaining \$7,920,000 to the 2 UN Participating organizations – UNEP and UNOPS. Each organization will provide individual financial and narrative reports to the MDTF, whilst UNEP will develop and collate a combined UNEP-UNOPS narrative progress and final report.

The project contractual structure is based upon a three-tier system:

- The first level tier is UNOPS and UNEP via this UNDG Programme Document.
- The second tier is a) major UNEP – Partner contracts/agreements with EI CU, CRS, ORE, TNC and Earthspark for a total of approximately US\$3.74 million and b) delivery of the most of the Support Programme as a package by UNOPS.
- The third tier is multiple small organizational and individual subcontracts with all Tier 1 and Tier 2 partners. Note that UNEP and EI will not have any national Tier 3 contracts as centralised support services will be provided by and managed by UNOPS. The other partners will focus on implementation of thematic activities. UNOPS will manage all funds for support supplied direct to the Government of Haiti.

Note that all Tier 1 and Tier 2 organisations have been selected through a 12-month process of joint design and planning of both the CSI concepts and the detailed work scope. Task allocation for each organization has been part of the joint planning process.

The CSI is a voluntary, non-financial coordination system, so at present no legal agreements are required to work under this framework. In Q2 2011 the core partners will develop and sign a general cooperation MOU referring to the CSI Framework document.

5.4 CSI Project Office and locations

The project will be implemented from multiple locations as follows:

- UNOPS will establish the CSI Office in Port Salut (one of the 10 Communes) for the use of all partners and for the coordination of this project and the CSI in general
- CRS will operate from its existing offices in Les Cayes (30 minutes from the CSI Area)
- UNEP will use the CSI Office with UNEP support provided from Port au Prince and Geneva.
- EI CU will use the CSI office and establish a CSI Technical Support office in EI buildings in New York.
- The Government of Haiti MPCE seconded staff will be based in the CSI Office and many meetings will be held in government offices in the CSI Area and in Les Cayes
- ORE will use its existing base in Camp Perrin (40 minutes from the CSI Area).
- TNC will use the CSI Office with support from its regional office in the Dominican Republic.
- Earthspark will use the CSI Office with support from Pittsburgh, USA.

6 Monitoring, Evaluation & Reporting

6.1 M & E processes

The Project will follow and be subject to five reporting and evaluation processes:

- **Haiti Interim Recovery Commission.** The project has mandatory progress reporting requirements, as it is IHRC approved. Reports are submitted at national level to the IHRC. As of December 2010, the IHRC M&E system is still under development.
- **Haiti UNDG MDTF** The UNDG Multi-donor trust fund operates under UNDG Joint Programme guidelines and so the MOU includes formal reporting requirements from implementing partners such as UNEP and UNOPS.
- **UNEP and UNOPS** project standard reporting and evaluation processes and procedures, available separately.
- **CSI** A core part of the CSI Support Programme scope, supported by this project, is the development of a CSI scale monitoring and evaluation system. This differs from the first four in that it is quantitative and focused on the detail and practical impact at the local level.

6.2 CSI M & E System

The Project will integrate all of these different M & E demands within the design of the CSI M& E system. This system is under development and will include the following elements:

- An open, transparent M&E system, where all narrative progress and completion reports are posted on the CSI website. Financial summary reports will be posted upon completion.
- Design of a detailed, software driven M&E and data management system. This system has already been developed by Earth Institute (EI) for the Millennium Village Project and will be adapted to fit the Haiti and project context.
- Recruitment of a dedicated M&E and data management specialist within the EI team.
- Regular/annual fully independent project evaluation missions, in this case managed/funded by the Government of Norway

6.3 UN HRF UNDG Reporting

The UN Participating Organizations will comply with the following external reporting requirements to the HRF UNDG:

- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;
- Annual financial statements and reports as of 31 December with respect to the funds disbursed to it from the UNDG HRF Account, to be provided no later than four months (30 April) after the end of the calendar year;
- Final narrative reports, after the completion of the activities in the approved programmatic document and including the final year of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the financial closing of the UNDG HRF. The final report will give a summary of results and achievements compared to the goals and objectives of the UNDG HRF; and
- Certified final financial statements and final financial reports after the completion of the activities in the approved programmatic document and including the final year of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the financial closing of the UNDG HRF.

7 Risk Analysis and Management

Table: Project Risk Log Note: PM – Programme Manager.

Risk Description		Category	Impact Severity	Likelihood	Risk Management Strategy & Safeguards
1.	Insecurity/security incidents for project staff, stakeholders and equipment	Physical Security	Medium to V High	Medium	Compliance with UN procedures for UN staff. Safety and security planning for partners. Project team to develop incident plans and procedures. Focus on rural areas (much lower security risks)
2.	Political instability-recovery is derailed by instability	Political	High	Medium	Accept as part of operations in fragile states. Maintain close political watch to predict issues and mitigate impacts. Design projects for autonomous management (e.g. by NGOs) in the case of government instability.
3	Government & Partner performance failure (extensive outsourcing in this project)	Organization	Medium	Medium	Project office in project area to allow constant contact and oversight. Focus on support and relationship management. Extensive work on co-design of the project and trialling of partner performance in earlier small projects. Capacity building budgets and schedules integrated into partner agreements. Matching nationals with international expertise for each theme.
5	Funding deficit/failure to reach 2012 funding goals	Organisation	Medium	Medium	Dedicate senior UNEP staff time to RM- delegate general management. Invest in communication of project and progress. RM base aims to be very broad inc private foundations, private sector and Diaspora.
6	Feasibility of designed projects depends on partners future performance	Organisation	High	Medium	Implementing partners have been involved from the concept and design stage. Technical and other support will be provided to the implementers by the SP. Capacity building of weaker local partners needs to be built into the scope and timetable of the projects.

8 Schedule

8.1 Schedule context

The schedule shown is a CSI level calendar of the key events and milestones only. The full calendar for all 80 activities is part of the detailed work plan and will be developed in Q1 2011 by the Partners for all 80 activities.

Cote Sud Initiative		2011 Work Plan	CSI focal point
Date	Item	Location	
JANUARY			
4th	CSI Launch Event	Les Cayes Milestone	UNEP
FEBRUARY			
	Kickoff Workshop Baseline Assessment	Les Cayes	
MARCH			
	Port Salut Interim CSI Office opened	Milestone	UNOPS
	Port a Piment MVP Launch event	Port a Piment	
	1st Management Committee meeting	Les Cayes	
JUNE			
	2nd Management Committee meeting	Les Cayes	
	1st Oversight Committee Meeting	Port au Prince	
	Publication Baseline Report	Milestone	EI
	Kickoff Workshop 5 year Plan	Les Cayes	
SEPTEMBER			
	3rd Management Committee meeting	Les Cayes	
	Publication 5 Year Plan	Milestone	UNEP
	Kickoff workshop 2012 Work Plan	Les Cayes	
NOVEMBER			
	CSI Scale Annual Evaluation mission		
DECEMBER			
	4th Management Committee meeting	Les Cayes	
	2nd Oversight Committee Meeting inc Annual Evaluation	Port au Prince	
	Release of 2012 Work Plan	Milestone	UNEP
MARCH 2012			
	Practical completion of the SW SD Project	Milestone	UNEP-UNOPS
	5th Management Committee meeting	Les Cayes	

Appendix A – HRF PROJECT RESUME

FONDS POUR LA RECONSTRUCTION D’HAÏTI (FRH) du Groupe des Nations-Unies pour le Développement

RÉSUMÉ DU PROGRAMME¹ (A mettre en ligne sur le site du FRH GNUD)

Organisation(s) des NU bénéficiaire(s):	UNEP & UNOPS	Domaine Prioritaire:	Développement		
Autorité(s) nationale(s):	MPCE – Minister de Planification				
Numéro du Programme:	000182				
Nom du Programme:	Haiti Southwest Sustainable Development Project				
Budget Total:	\$USD 8,000,000				
Zone d’intervention:	10 Communes dans le Department du Sud.				
Date d’approbation:	HRF (Concept Note) – 24 Oct 2010. HRF (Project Document) - XXXX				
Durée du Programme:	21 Mois	Date de démarrage:	1 Oct 2010	Date de clôture:	30 June 2012

Objectif global:	CSI - Global Objective Sustainable recovery and development of the 10 Communes over a 20 year period
Objectifs immédiats:	SW SD Project Objective The CSI is under implementation and rapidly growing with strong national and international support

Résultats et activités clefs:	<ol style="list-style-type: none"> 1. A detailed baseline of the CSI Area 2. A national and locally owned 5 year strategic plan 3. A national and locally owned 2012 Work Plan 4. Interim practical benefits for the CSI population
Approvisionnement:	8,000,0000

¹ Le terme “programme” est utilisé pour projets, programmes et programmes conjoints.

ADDENDUM TO THE SUSTAINABLE DEVELOPMENT IN THE SOUTHWEST PROJECT DOCUMENT

This addendum will neither modify the nature of the project, its implementing strategy, its cost nor its duration. However, it will strive to better define its design framework by integrating local development strategies planned by the Government in order to promote economic development zones in particular in the southern peninsula.

In this regard, the southern peninsula development document will need to serve as an integrating framework or an anchoring point for the set of activities defined in the project. In this case, any new sectorally defined project needs to be either complementary or supporting the development of the profiles outlined in the above mentioned document. Notwithstanding, some actions might prove incompatible, in which case the ones with the highest social and economical benefits for communities will be prioritized.

The addendum will also seek to explain the coordination and monitoring structure of field activities both at the global and local levels and will announce the creation of a central management committee and a field monitoring committee, which terms of reference shall be developed shortly.

The following elements will be defined for each of these committees:

- ✓ Committee composition;
- ✓ Status of its members ;
- ✓ Functions devolved to the group and to each member ;
- ✓ Duration of existence ;
- ✓ Period or frequency of activities implementation ;
- ✓ Functioning mode and management principles adopted ;
- ✓ Programming and monitoring tools ;
- ✓ Relationships with the groups participating in the project;
- ✓ Reports formats ;
 - ✓ Recommendations follow-up mode.

- ✓ Finally, the addendum will include a detailed budget of the project per sector, per activity and per implementing agency in order to better respond to administrative requirements and offer budgetary transparency in terms of expected results.

This document will include the main rectifications needed to be made to the project document, based on agreement between the parties.

MODIFICATIONS

Section 2.11 – Edit and Insert the following

Le Projet DD SO cible les éléments suivants de la Stratégie Régionale: les Programmes 1.4 (WASH), 1.5 (Développement local), 1.6 (Environnement), 1.7 (Gestion des bassins-versants), 2.1 (Agriculture), 2.2 (Pêche), 2.5 (Tourisme), 2.6 (Programmes d'aide à l'emploi), 3.2 (Education primaire et secondaire), 3.3 (Santé), 4.4 (Décentralisation). **The scope of work for the SW SD Project in 2011 includes substantive commune and section commune level practical investments in the above listed subjects.**

The scope of work for the SW SD Project also includes the creation of a 12-month detailed plan for 2012 and a 5-year strategy for 2012-2016. This plan and strategy will be developed to address the specific needs and priorities of the CSI Area as detailed in the Stratégie Régionale.

Section 5.2 Replace existing text on Gov. Haiti with following (translated)

Government of Haiti (GoH) – Ministère de la Planification et Coopération Externe: *Oversight and Coordination of the project and for all sectors*

The Ministry of Planning will be the central government coordinating partner for the planning and consultation processes, and will oversee the implementation phases of all the components of the Thematic Programme. An internal commission will be established to ensure oversight of the dossier. It will be composed of the Director of Territorial Management or his delegate, a consultant for the Director, South Department and an officer of the coordination unit of the Departments. The Director, South Department will coordinate the planning and plan implementation efforts in the field with the sectoral specialists.

In addition, the following individual ministries will be involved at the sector level in the coordination, planning, and analysis of monitoring and evaluation of programs and data within the region: Ministry of Agriculture, Ministry of Environment, Ministry of Tourism, Ministry of Health, Ministry of Education, Ministry of Public Works/EDH.

Insert following text end of Section 5.2

The CSI Management Committee

The CSI Management Committee will be the central body for coordination of the Cote Sud Initiative. Its membership is comprised of the Government of Haiti and the principal implementing partners of the initiative. The government will be represented by the Ministry of Planning and as of February 2011 the principal implementing partners are UNEP, UNOPS, CRS

and EI CU. The terms of reference of the MC including its future membership will be developed by these 5 organizations in Q2 2011.