

**2010
2011**

UN Integrated Strategic Framework for Haiti



The United Nations
System in Haiti



Haiti's Ministry of Planning
and External Cooperation

UN Integrated Strategic Framework for Haiti 2010-2011

Final version¹

A. Introduction

1. The UN Integrated Strategic Framework (ISF) for Haiti articulates the joint strategy of MINUSTAH and the UN Country Team in support of the Government's stability and reconstruction efforts after the earthquake of January 2010. Based on a shared vision of the UN's role in Haiti and its comparative advantage, the ISF identifies the strategic objectives and the expected results that the UN will collectively achieve by December 2011 in full alignment with the March 2010 Action Plan for National Recovery and Development. It establishes a division of responsibilities among UN entities for the delivery of mutually reinforcing tasks for peace consolidation, social and economic recovery and long-term development. While the ISF and the 2011 Consolidated Appeal for Haiti (CAP) have different objectives - the former aims to support peace consolidation and recovery, while the latter is driven by humanitarian needs - relevant elements of the CAP are in alignment with the ISF, and both documents contribute to the UN's shared vision for Haiti. Life-saving activities related to the cholera response are only included in the CAP. However, it was deemed essential to reflect early-recovery results in both documents since they ensure the transition from relief to longer-term recovery.

2. The period covered by the ISF corresponds with the timeframe defined by the Government with regards to the Action Plan for National Recovery and Development, with December 2011 seen as a turning point in the long-term reconstruction effort. The ISF timeframe coincides with the remaining phase of the 2009-2011 UN Development Assistance Framework (UNDAF). The ISF provides a platform for the realignment of UN Country Team programmes with the National Action Plan, to reflect the reality on the ground after the earthquake. The ISF is to be used as the strategic reference document for programming of UN Development Group (UNDG) entities and MINUSTAH in the country.²

¹ The ISF was approved by the United Nations System in Haiti on 25 November 2010 and the Ministry of Planning and External Cooperation for the Government of Haiti on 4 February 2011 (see annex 1). It was also validated by the UN Integrated Mission Task Force for Haiti in New York on 17 January 2011.

² The UNDAF 2009-2011 no longer responds to the current needs of the country, hence the need for the UN system in Haiti to quickly define its strategic priorities in support of the Government's Action Plan and to ensure an enabling environment for sustainable peace and recovery. In addition the SG's decision of June 2008 called for Haiti to develop an ISF, which would cover a period of 18 months. The request made by the DSRSG was hereby approved by the UNDG LAC.

3. The ISF also corresponds to the period identified by the Secretary-General as a time of high risk in respect of peace consolidation in Haiti, in which political, security, protection and recovery objectives must be pursued simultaneously to preserve the political legitimacy of the State and contribute to an enabling environment for recovery and development. The ISF therefore also provides a priority framework for the utilization of assets assigned to MINUSTAH under the “surge effort” authorized in Security Council resolution 1927 (2010), with the objective of supporting the Government to preserve the gains of stabilization to date and enable a smooth transition to long-term reconstruction.

4. The ISF process was launched at a retreat of MINUSTAH and UN Country Team senior officials in July 2010, which set out the strategic direction of the UN in Haiti. Five joint working groups were established to identify the strategic objectives, results and division of responsibilities in each of the four pillars of the National Action Plan—institutional, territorial, economic and social rebuilding—and in creating an enabling environment for stability and reconstruction. These documents have been developed under the guidance of the Integrated Strategic Planning Group (ISPG) and consulted with UN Headquarters through the Haiti Integrated Mission Task Force (IMTF). The Deputy Special Representative of the Secretary General/Resident Coordinator and Humanitarian Coordinator informed H.E Prime Minister Bellerive of the development of this document during the course of its elaboration. Discussions were also held with the Ministry of Planning and sector Ministries at technical level. As a last step, a meeting will be organized with the Ministry of Planning to formally present the ISF and seek the government’s endorsement.

1. Situation Analysis

5. Haiti has made significant progress towards stabilization and sustained economic development since 2004. The earthquake that devastated its capital and other major cities of the south on 12 January 2010, claiming the lives of more than 220,000 people, did not cancel out these gains, but created new obstacles. The capacity of the State was seriously affected and institutions that are central to stability and development were weakened. The Presidential Palace, Parliament, the Supreme Court and most ministerial and public administration buildings were destroyed. Many schools, hospitals, courts, police stations and prisons also sustained severe damage and human losses. This significantly worsened the already precarious situation of the public administration, the judiciary, the police, as well as institutions that provide public services—health, water, sanitation, hygiene, food security, education and culture. Today, the country faces a combination of post-disaster and stabilization challenges in addition to enduring structural weaknesses. Prior to the earthquake, Haiti's public administration already had limited capacities; with structural weaknesses resulting in inadequate and poor quality services; vulnerability to political instability; high-levels of food insecurity; significant loss of technical know-how with the departure of qualified personnel; limited mastery of budgetary mechanisms and financial management; an over-centralization of the state, and corresponding weakness of decentralized structures, with significant disparities in access to social services outside of the capital city and in rural areas. The social protection sector was particularly fragile, characterized by segmented and ineffective interventions and the absence of a national plan. Beyond buildings and infrastructure, the earthquake also caused a significant loss of human capital –18,000 civil servants are estimated to have died in the earthquake including 1,500 education personnel. Rebuilding and developing human capital are thus critical to ensure sustainable social and economic recovery in Haiti.

6. The 2006 elections were a turning point. With a democratically-elected president and Parliament in place, much progress was achieved in the area of security, paving the way for political stability. Armed gang violence, a major cause of instability in the past, was significantly reduced as State rule of law institutions gradually grew stronger. Protection of human rights also improved, although there were still major impediments to protection from exploitation, non-discrimination, due process, gender equality, access to justice, education, health services, and economic opportunities, including for children who make up nearly half of the population. There was very limited progress in State decentralization and de-concentration to regions beyond Port-au-Prince. The majority of the country's 10.1 million people is highly vulnerable and the environment is seriously degraded. Despite modest economic growth, issues such as widespread unemployment, food insecurity and HIV/AIDS remained factors of concern, with high levels of poverty throughout the country, and the most

significant incidence of poverty in rural areas. Furthermore, food insecurity combined with low purchasing power and an inadequate production sector left households even more vulnerable to future crises.

Pre-earthquake key figures

78% of the population was living in poverty (<2USD/day)

54% of the population was living in extreme poverty (<1USD/day)

Highest under-five mortality rate in the region at 87 deaths for 1,000 live births

Maternal mortality ratio was 630 deaths per 100,000 live births, the highest in the region

47.7 % of youth were unemployed nationwide

Only 58% of infants were immunized against measles

40% of households had no reliable access to food

30% of children were chronically malnourished

58% of the population lacked access to clean water

7. The earthquake thus exacerbated already high levels of vulnerability. At the peak of displacement an estimated 1.5 million people were living in temporary shelters in the metropolitan area and 600,000 people had left affected areas to seek shelter elsewhere in the country, with 810,000 people still displaced and living in spontaneous settlements in early 2011. Yet, due to very limited basic public services and economic opportunities in the regions, many are returning to devastated neighborhoods and tent camps in Port-au-Prince. A large number of households have become severely indebted and have been forced to sell their productive assets to purchase food. The earthquake totally destroyed or damaged about 184,400 homes. Considerable challenges exist regarding the resettlement of earthquake-affected populations, including, as a priority, debris removal and processing in an environmentally responsible way, land tenure issues, identification of disaster-prone areas and suitable sites for relocation, and provision of shelter, housing and necessary support. It is likely that a significant number of displaced will stay in camps for some time to come. The UN System will work under the Government's leadership and with partners to identify transitional measures to attend to their needs and ensure their protection while livelihood opportunities are developed and basic social services provided to encourage movement out of camps back into communities.

8. New vulnerabilities and security threats have also emerged since the earthquake. Living and security conditions in temporary settlement camps have put displaced persons, particularly women and children, at risk of crime, exploitation, sexual and gender based violence (SGBV) and, consequently, HIV/AIDS, while crowded living conditions have elevated the risk of communicable disease. The heaviest focus of efforts to address SGBV have centered on the protection of women in IDP camps. For most of 2010, police reports

showed no significant change on SGBV from pre-earthquake levels; while police reports are acknowledged as reflecting only a small proportion of actual cases, they are still a useful indicator of a trend because there is no reason why the rate of reporting cases would be lower post-12 January than before. Anecdotal analysis during 2010 by human rights officers – investigations of specific cases, hundreds of meetings with camp residents and camp managers – have similarly not reflected a rise in cases (with the exception of a recent sharp rise in some specific camps in December 2010 and early January 2011). Information from *Medecins du Monde* indicated that 80% of rape victims treated in their facilities were attacked outside of camps. Crime patterns in the vicinity of camps reflect the patterns of crimes in the neighborhoods in which the camps are based, suggesting that SGBV incidents in camps have less to do with the camp than with the community.

9. The fundamental human rights concerns related to Haiti's long-standing weakness in the rule of law remain the same as prior to the earthquake: impunity, stemming most often from a lack of capacity, and sometimes from corruption; violations of due process guarantees in the context of arrest and detention decisions; and violations in the context of conditions of detention and fair trial rights.

10. In addition, a considerable proportion of the country's population is located in high-risk areas susceptible to tropical storms, hurricanes, flooding, landslides, as well as seismic movement. Structural issues, such as the lack of water and sanitation systems and the insufficient presence of health facilities throughout the country, have become dramatically evident through the ongoing cholera epidemic³. As of 23 November, the Ministry of Health has reported 1,415 deaths and 25,248 hospitalised cases of cholera since 20 October. WHO/PAHO estimate that the cholera outbreak could affect up to 400,000 people over the next six months. On 11 November, the UN and partners issued an inter-sector cholera response strategy to support government's efforts, aiming to reduce mortality and morbidity by advancing prevention and medical treatment interventions over the next fourteen months. This strategy seeks \$164 million based on an earlier caseload estimation of 200,000 cases and is part of the 2011 Consolidated Appeal for Haiti. This new large-scale emergency comes at a time when many agencies had started transitioning into post-earthquake early recovery strategies. The epidemic thus forced most UN agencies to shift back into full-scale emergency mode to mobilize all available resources in support of the government's response. Ongoing efforts are complicated by the lack of awareness and understanding of Haitians of this disease which is new to Haiti, by the absence of immunity and by various long-term structural factors, including chronic poverty, destroyed or non-functioning infrastructure,

³ The humanitarian response to the cholera epidemic is detailed in the national inter-sectoral cholera response plan issued by the Humanitarian Coordinator in November 2010. The needs included in the document are part of the 2011 Consolidated Appeal for Haiti.

large-scale lack of access to clean water, sanitation, health care and other basic services, as well as inadequate shelter.

11. The risk of political unrest could potentially increase with the cholera epidemic and the hurricane seasons, compounded by a perception of inadequate response by the Government and international community. At the same time, criminals and gang leaders escaped from prisons are trying to reorganize. Reduced judicial activity and the destruction or absence of property, birth, marriage and death records undermined the legal protection of earthquake victims. Critical reforms in the police, the judiciary and the corrections administration slowed down or temporarily stopped after the earthquake because of damage to facilities or loss of personnel. The disaster also disrupted the labour market resulting in higher levels of unemployment, an increase of unsustainable informal sector activities, and a deterioration in already precarious working conditions. Close to eleven million working days have been lost as a direct consequence of the earthquake. In addition, population displacement has created additional pressure on natural resources, putting environmental considerations at the forefront of the recovery agenda.

12. The February 2010 elections for the Chamber of Deputies and one third of the Senate were postponed, resulting in the lack of quorum in parliament with the end of terms of all deputies and one third of senators and contributed to a climate of political uncertainty. Against this backdrop, the Parliament in April approved a bill extending the state of emergency for eighteen months and establishing an Interim Haiti Recovery Commission (IHRC) to oversee reconstruction activities. The Commission, co-chaired by Haiti's Prime Minister and former U.S. President William J. Clinton, received an 18-month mandate—at the end of which the Commission will hand over its functions to a new government development authority. Key functions of the Commission include planning and coordination of recovery efforts, definition of sector strategies, in coordination with relevant Ministries, and approval of recovery projects and programmes. The presidential elections, scheduled for 28 November 2010, are seen as essential for re-asserting the legitimacy of the State and consolidating the country's stability. The holding of senatorial, mayoral, territorial, communal and town delegates' elections in 2011 is a critical test to preserve political stability and the legitimacy of elected institutions.

13. A number of other factors need to be taken into account in planning for the coming months. For instance, the lack of systemic data and information, including on population dynamics, is an additional challenge for programme planning and implementation. The country may face some instability in the pre and post electoral periods. Funding delays are possible, if clear operational plans are not articulated. Ongoing advocacy with donors to ensure that commitments to Haiti are fulfilled and pledges are disbursed is critical given the already slow pace of contributions to the recovery effort.

2. **Role of the United Nations**

14. The transformation of Haiti after the earthquake will be measured by the well-being of future generations. In March 2010, the Government of Haiti presented a National Action Plan for institutional, territorial, social and economic rebuilding. The UN is committed to supporting the country's efforts in these four critical areas, which are deemed to be the foundation for peace consolidation, recovery and development. The UN will also contribute to an enabling environment for political stability, security and human development. The activities of the UN will be aligned with the priorities of the Government's Action Plan for National Recovery and Development, the UN Shared Vision of March 2010, the Post-Disaster Needs Assessment of March 2010, Security Council Resolution 1927 (2010), the 2009-11 UN Development Assistance Framework, and the 2007 Poverty Reduction Strategy Paper. The UN's commitment rests on the principles of Haitian leadership and mutual accountability for results.

15. The UN undertook a major humanitarian relief effort in response to the earthquake and expanded its field presence to support early recovery and long-term reconstruction efforts. MINUSTAH began a temporary surge effort in support of the Government to preserve the gains of stabilization to date. To address continuing humanitarian needs while scaling up recovery efforts, UN agencies, funds and programmes will sustain an increased presence throughout the country, with special attention to regions. MINUSTAH's temporary surge in response to the earthquake will gradually phase out as reconstruction efforts wind up. Over the next 18 months, and building on this complementary strategy, the UN System in Haiti will contribute to strengthening government institutions and rule of law, facilitate the safe resettlement of displaced populations and support the implementation of the Government's March 2010 Action Plan.

16. Drawing on the UN comparative advantages, including its convening power, technical expertise and human resources and long-term country-wide partnerships, the UN has identified a number of strategic objectives and tangible results that it will collectively deliver against the above-mentioned goals by December 2011.

3. **Desired end-state**

17. By December 2011, the UN System in Haiti will have contributed to a more politically stable environment following the November 2010 presidential and legislative elections and the local elections scheduled for 2011. Improved security conditions will have reduced the vulnerability of displaced persons, in particular women and children, to sexual and gender-based violence, crime and HIV/AIDS. In support of government-led efforts, the United Nations and its partners will have provided temporary housing to more than half of the 1.3

million persons who were displaced at the outset of the 18 months period covered by the ISF through the construction of an estimated 135,000 transitional shelters by mid-2011. Income generating activities and skill training programs will have created new economic opportunities for tens of thousands of youth and women affected by the earthquake. An estimated two million cubic meters of debris, of the more than estimated twenty million cubic meters caused by the earthquake, will have been removed. Equitable access of vulnerable groups to basic social services and social protection, including in the sectors of health, food and nutrition, education, culture, water, sanitation and hygiene, will have been scaled up reaching the most excluded and vulnerable populations. Public and non public institutions, in particular key State institutions, ministries and public administration offices, especially those affected by the earthquake, will be operational and equipped for the efficient management and coordination of quality social service delivery to all. The justice, correction and police infrastructure and human resources will have been strengthened, resulting in increased ability of the State to deliver security for its citizens, improved access to justice for the most vulnerable, more adequate correction standards and reinforced protection mechanisms. Decentralization and de-concentration will have achieved visible progress and will be supported by a greater presence of UN and other international development agencies in the regions. Reforms towards State decentralization and key reforms of the police, judiciary and corrections are expected to gain momentum by December 2011. UN efforts in this regard will focus on a new Rule of Law Compact bringing together the Government, civil society and donors to reinforce a comprehensive reform agenda for the police, the judiciary and corrections. The new Rule of Law Compact will seek progress in achieving benchmarks for long-term security and stability. This desired end-state will have an impact on the post-earthquake surge of the UN System. A peaceful handover of power to a newly-elected president and a new Government in 2011 will allow MINUSTAH to gradually reduce the military and police surge capacity authorized by the Security Council after the earthquake. Whilst the overall force will be on track to drawdown by the end of 2011, military engineering capacity is expected to be maintained to meet recovery needs. The Mission's temporary civilian surge capacity is expected to phase out after June 2012 as State capacity grows and reconstruction efforts wind up. The UN Country Team will progressively increase direct technical assistance to the Government, in priority areas including disaster risk management, strategic policy and planning and information management, rule of law and social service delivery at both national and local level.

4. Integrated Strategy:

18. The priorities identified for each pillar are inter-dependent and were defined based on an analysis of UN capacities and added value. They represent the UN combined investment in support of Government priorities presented in the March 2010 Action Plan for National Recovery and Development. To avoid overlaps between pillars, the UN joint planning team

has convened several cross-pillar meetings and, when necessary, has requested guidance from the Integrated Strategic Planning Group, composed of Mission Sections and UN Country Team representatives, under the chairmanship of the Special Representative of the Secretary-General. This group has overseen the development of the ISF and has advised on the most efficient distribution of results between working groups. The following describes the strategic objectives for each pillar. Results and indicators are detailed in the annexed matrices.

Institutional rebuilding

*19. **Strategic Objective:** Strengthen the capacity of State institutions to provide police, justice and public administration services at the national and local level, with particular regard to services for the displaced and vulnerable groups.*

20. Following the devastating impact of the earthquake on the human resources and infrastructure of the State, the most immediate goal is to help the Government fully reestablish the operations of Ministries, Parliament and rule of law institutions (courts, tribunals, police and prisons). Within the 18-month framework, the UN System also intends to contribute to building the foundations for increased public service delivery.

Territorial rebuilding

*21. **Strategic objective:** To strengthen the capacity of local and national government to mitigate and respond to disasters; plan and manage return and resettlement of affected population, including debris management; and to develop territorial plans based on population analysis.*

22. The priority is to create incentives for the return and resettlement of displaced families through a community-based approach involving social and economic revitalization. This strategy involves debris removal (at least two million cubic meters will be removed with UN support), repair of damaged houses, cash and food-for-work schemes, and social service delivery (this particular aspect is coordinated under the social pillar). As part of a longer-term effort, the UN will continue to support the capacity of the Government to prevent and manage disaster risk as well as develop territorial plans.

Social rebuilding

*23. **Strategic objective:** Reduce disparities and ensure equitable access to quality basic social services, including health, food and nutrition, education, culture, water and sanitation and protection, ensuring all are provided in a culturally, gender sensitive and enabling environment, with particular attention to the most excluded and vulnerable groups and to gender equality.*

24. In complement to the community-based approach described in the territorial pillar, the social pillar has prioritized increased access of vulnerable populations to basic social services throughout the country. Although 18 months is a short timeframe for social policy development, the UN has identified key steps, working with government counterparts and other national partners, to reach minimum consensus on a selected number of policies. While supporting the delivery of essential social services, the UN will continue to reinforce the capacity of relevant ministries and departments at national and local levels.

Economic rebuilding

25. *Strategic objective: Support the creation of new economic opportunities for Haitians (men, women and youth) in areas affected by the earthquake and of high displacement, through employment generation and additional agricultural income, while ensuring decent work and environmental sustainability.*

26. The UN support to the Government's economic priorities will focus on creating immediate economic opportunities for the most vulnerable while generating longer-term employment and income. This approach involves efforts in both urban and rural areas and includes a strong emphasis on the agricultural sector. The UN will contribute to developing a normative framework for decent work and to the implementation of labour rights in the country.

Enabling environment

27. *Strategic objective: Maintain security conditions conducive to political stability, credible presidential and legislative elections, and rights-based values and policies, thus enabling the effective implementation of the Government Action Plan for National Recovery and Development.*

28. A significant part of the UN's surge effort in response to the earthquake, including the increase in UN military and police authorized by the Security Council, will help the Government to meet Haiti's greater security and stability needs. The focus will be on creating an enabling environment for the 2010 November presidential and legislative elections; the transition of power to the new Government in 2011; and the political stability and social peace that the new Government will need in order to accelerate reconstruction efforts and undertake much-needed structural reforms.

5. Monitoring and evaluation

29. The ISF for Haiti will be an important tool for monitoring the UN's progress in delivering expected results at the strategic level. Effectively tracking implementation is an important part of the ISF process and in line with the UN's commitment to ensure accountability to the Government and people of Haiti. MINUSTAH's results-based budget framework and the country programmes of UN Country Team members will translate the strategic priorities set out in the ISF into rights-based programmes and activities to achieve the collective outcomes.

30. Monitoring and reporting on ISF implementation should not replace or duplicate existing tools for tracking delivery of activities (e.g. MINUSTAH RBB, UNCT agencies management mechanisms). Rather it should provide a simple tracking mechanism for senior managers and Government counterparts on progress and challenges.

31. Implementation: The ISF is approved by the SRSG, the DSRSG, the DSRSG/HC/RC and the Government, and endorsed by the Headquarters-based Integrated Mission Task Force for Haiti and the United Nations Development Group. A small M&E group is constituted, led by the ISF planning team, with participation from UN agencies and MINUSTAH M&E focal points, including OCHA to ensure liaison with inter-cluster coordination.

32. Monitoring arrangements: In December 2010, June and December 2011, the ISF planning team (Mission and DSRSG/RC/HC Office) will compile a summary briefing for the ISPG consisting of the following elements (template below) based on the inputs provided by the M&E group:

- Update on indicators for each pillar
- Short narrative explanation of progress/setbacks
- Recommended overall traffic-light for each expected result (*green = on track to be achieved by the target date; yellow = some movement, but risk of delays or incomplete achievement by the target date, needs attention; red = no progress or unlikely to be achieved by the target date; blue = obsolete or overtaken, requires revision*)
- Requested/recommended action for ISPG or UNHQ: e.g. to tackle capacity/resource gaps; convey advocacy messages; provide further guidance.

33. The ISPG will review the briefings at December 2010 and June 2011 and decide on any needed action. These briefings will be shared and discussed with Government and other key counterparts. They will also be shared with the Humanitarian Country Team in Haiti, UNHQ IMTF and UNDG LAC together with any requests for action. In December 2011, an ISF review will be undertaken in consultation with national partners to assess the effectiveness of the UN response over the last 18 months. Given a possible change of

political context, the ISF review may also serve to identify a rationale for extending the current ISF beyond its initial period.

Monitoring and evaluation framework

BY PILLAR (for the December 2010 briefing)

Expected result by December 2010 or 2011	Indicators by December 2010	Means of verification of indicator (source)	Progress	Setbacks	Status (traffic light)	Intervention required
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BY PILLAR (for the June 2011 briefing and the review in December 2011)

Expected result by December 2011	Indicators by December 2011	Means of verification of indicator (source)	Progress	Setbacks	Status (traffic light)	Intervention required
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6. Implementation arrangements

Implementation

34. The ISF will be the main reference document for the United Nations system in Haiti, represented by MINUSTAH and 16 resident agencies, funds and programmes. To ensure a coordinated, coherent and efficient implementation of the objectives set forth in this document, the UN, in partnership with the Haitian Government and under the overall leadership of the Special Representative of the Secretary General (SRSG), will join efforts through the various coordination mechanisms outlined in this section.

35. While each United Nations agency will pursue its specific mandate in various fields, each will also join efforts within the framework of the ISF in support of the national development priorities. Agency specific Country Programme Documents (CPDs) will therefore be reviewed to ensure their alignment with the ISF and, consequently, with the priorities defined in the National Action Plan.

36. Equally, within the overall Security Council mandate of the Mission and the guidance provided by the SRSG through the Office of the Chief of Staff, each MINUSTAH component will align its workplan to prioritize delivery of results assigned to it in the ISF.

37. The enlarged Integrated Strategic Planning Group (ISPG), co-chaired by the SRSG and a representative of the Haitian Government and composed of MINUSTAH Heads of Sections and UNCT Heads of Agencies, will be responsible for ensuring that the programmes contributing to the implementation of the ISF are effective. The enlarged ISPG will decide on the strategic orientations for the preparation of the planning documents, monitor progress in

the delivery of results and propose corrective measures, when applicable. A Joint Planning Unit (JPU) comprising strategic planners from MINUSTAH, the Resident Coordinator's Office and OCHA will provide operational support to the enlarged ISPG.

38. The implementing MINUSTAH Components and UN agencies are responsible for ensuring the implementation of activities funded through the UN which are required to achieve the ISF results. They all have equal programmatic and financial accountability for their activities in the various pillars. These activities may be carried out by implementing partners (Government counterparts, NGOs or other UN agencies) according to pre-existing Annual Work Plans (AWPs), reviewed and in line with the approved ISF Strategic Objectives.

39. While humanitarian clusters contribute to a number of early recovery results identified in the ISF, the designated leads for each thematic pillar, as per the attached results matrices, are responsible for the coordination of planning, implementation, monitoring and reporting of the delivery of each ISF result. Lead agencies will therefore play a pivotal role in fostering the delivery of the ISF-related results and determining the appropriate implementation modality (including Joint Programmes, where relevant).

Coordination structures

40. A three leveled working structure - strategic, policy and operational - is envisioned to ensure a coordinated implementation of the ISF, linking the strategic view of the ISPG with the implementation level (work of agencies and Mission Components).

41. **Strategic level:** The enlarged ISPG, whose functions are described above, is the joint strategic organ of the UN System in Haiti (ISPG terms of reference attached). An ISF M&E group, including OCHA to ensure adequate liaison with clusters, will be created to inform and support the work of the enlarged ISPG, as further detailed in the "Monitoring and Evaluation" section.

42. **Policy level:** In addition to regular ISPG and country team meetings, cooperation will revolve around United Nations theme groups (TGs) dedicated to specific issues. These will include the UN Theme Group on HIV/AIDS, and the Programme Management Team (PMT), composed of Programme managers from all UN agencies. Other groups might be established during the ISF implementation period if the Mission or the UNCT identify longer-term coordination needs in relevant sectors.

43. TGs are expected, on the one hand, to provide policy advice and guidance to the UN System on complex interagency issues over an extended period of time. TGs have, on the other hand, programmatic functions, including coordinating interagency action, whether

through joint programmes or individual agency interventions, intended to achieve the relevant ISF results. Membership in a TG should include all agencies and MINUSTAH Components supporting the relevant ISF results, and others whose mandates relate to the result in question. Through OCHA, clusters will be involved in the implementation of the ISF results as relevant.

Operational level

44. **Joint support teams:** This level is exemplified by the work presently being done by the Operations and Management Team and the Communications Team. The main objective of these groups is to provide operational support to the UNCT, MINUSTAH and Theme Groups, allowing them to deliver on their substantive mandates.

45. **Task-Forces:** The Task Forces (TF) are to undertake short-term, specific tasks at the request of the ISPG/UNCT. These are not permanent TG functions, and a TF should be disbanded once the particular task has been completed. TF members should be selected on the basis of technical expertise in the relevant area, chaired by technical staff and overseen by a Head of Agency or Mission Component selected by the ISPG or the UNCT who would report to that body.

46. In addition to these coordination structures, the UN System in Haiti will continue to participate and support the reinforcement of the existing national coordination mechanisms.

Partnerships

47. The preparatory processes of the ISF, although realized under tight deadlines, supported the development of strong partnerships, increased networking among stakeholders, greater exchange of information and expertise, and increased collaboration among UN entities, Government, civil society and community-based organizations, private sector, and humanitarian and development partners. The UN System will build on this process to consolidate its position as a trusted and committed development partner. The UN will also pursue partnership building with the Government of Haiti and development partners for the consensus, coordination and synergy of national priorities. Partnership arrangements with the Government will ensure full ownership and leadership of UN's programmes and projects framed within the priorities laid out in the National Action Plan. Mutually beneficial partnerships with multilateral institutions and bilateral donors will be pursued based on the convergence of interests and objectives.

48. Achieving the ISF will require engaging closely with civil society, community organizations and the private sector, in addition to the Government. The United Nations team will expand its current partnerships with NGOs and the private sector, to drive innovative approaches towards achieving the MDGs. Bilateral partners, foundations and the private

sector will be invited to join and co-finance several activities envisaged in the ISF, continuing with a consolidated, strategic partnership approach.

Principles and parameters

49. The ISF will be implemented through a number of UN programming principles and parameters that contribute both to the aid effectiveness agenda and to UN reform/coherence requirements. These include: capacity building, the promotion of a rights-based context, environmental sustainability, the de-concentration of UN presence in the country, and maximum effectiveness⁴.

50. **Capacity building:** Capacity development is the central thrust and main potential benefit of the ISF. Through its implementation, the UN System should therefore contribute to strengthening capacities for coordination of development and humanitarian assistance; facilitate consensus-building processes and broker relations between key development stakeholders; strengthen capacities to implement and monitor reconstruction and development programmes; and support the development and use of information and results-based management systems for greater accountability.

51. **Human Rights-Based Approach (HRBA):** The UN has a duty to support Member States to fulfill their obligations as duty bearers and to support populations to enjoy their rights as rights holders. The UN is cognizant of the responsibilities for both duty bearers and rights holders. In that sense, through the ISF, the UN is committed to achieving gender equality and eliminating all forms of discrimination so that the development agenda is responsive to the needs of both male and female populations of all ages.

52. **Environmental sustainability:** Environmental sustainability is an essential consideration for the UN System in Haiti. The UN is committed to developing new capacities among government counterparts at all levels and across relevant sectors to integrate environmental concerns and strengthen environmental management in a country affected by recurrent natural disasters compounded by erosion.

53. **De-concentration:** The UN System will reinforce ongoing efforts to support the decentralization process foreseen in the National Action Plan, notably by continuing to decentralize staff throughout the country. This de-concentration process will support the reinforcement of local capacities, to enable local authorities to take a visible lead on the coordination and delivery of relief and reconstruction efforts.

⁴ All of these are in line with agreed UNDG programming principles and have been prioritized according to the Haitian context.

54. **Maximum effectiveness:** While implementing the ISF, the UN System will strive to ensure coherence, synergy and reduction of transaction costs, sharing resources as appropriate. In that sense, great focus will be placed on the development of joint programmes (JPs) and common services. In this context, the UN will identify a selected number of priority joint programmes per ISF Strategic Objective, for submission to the IHRC and subsequent joint resource mobilization. For greater efficiency and to enhance the UN integrated approach, the UN System is also reinforcing common services arrangements and seeking opportunities to continue sharing premises in Port-au-Prince and in the Departments. Along this line, MINUSTAH and the UNCT will develop a “Common Services Agreement”, through which MINUSTAH will continue providing basic services to the UN agencies and will recover related costs accordingly.

In a separate annex: Budget for each pillar: institutional rebuilding, territorial rebuilding, economic rebuilding, social rebuilding and enabling environment

Explanation on the ISF budget:

The ISF budget is the **total programme resource picture until December 2011** for all participating UNCT organizations including:

- i) **regular (or core) resources** of organizations involved,
- ii) **received/pledged other (or non-core)** resources from all sources as well as
- iii) the **funding gap** between existing resources and the total cost of the ISF

Logframe by ISF pillar

Institutional Rebuilding

Strategic Objective: Strengthen the capacity of state institutions to deliver basic rule of law and administrative functions across the country in a manner that is accountable to citizens, respects human rights and gender equality, and takes account of the needs of the most vulnerable

Assumptions

- Commitment of the Government counterparts and rule of law sector stakeholders to pursuing a human rights-based reform agenda.
- Provisional government buildings comply with seismic standards.
- Awareness raising campaigns are carried out to sensitize vulnerable populations about their rights.

Risks

- Financial resources are insufficient to carry out all planned activities.
- Change of key state personnel in ministries due to the elections compromises programme implementation.
- Lack of sustained high-level political engagement in effectively promoting institutional rebuilding efforts.
- Lack of clear accountability lines amongst relevant Haitian institutions.

Justice

Expected Result	Indicators (Dec 2010)	Indicators (Dec 2011)	Lead and other partners within UN	Main government counterpart
1. Provisional infrastructure available for the Ministry of Justice and Public Security and for the courts.	1.1 At least 600sq meters of space provided: construction, rehabilitation and prefabs.		Lead : Joint Rule of Law Program UNDP MINUSTAH (Justice)	Ministry of Justice and Public Security - MJSP

<p>2. Strengthened capacity of the justice system, including better understanding of the SGBV judicial response, and child exploitation legal issues, HIV/AIDS and human rights.</p> <p>3. Access to justice is improved, including for juveniles.</p> <p>4. Functioning of the judicial system improved by increasing the number of hearings and the rationalization of the</p>	<p>2.1 Number of judges and prosecutors per 1,000 residents.⁵</p> <p>2.1 Continuous training provided to 200 judges, prosecutors and judges of peace on national and international legal framework including in SGBV, AIDS, human rights, child protection, and discrimination.</p> <p>3. 1 Twelve Legal Aid Offices (BAL) fully functional , consolidated or newly implemented. 5 operational “<i>relais de justice</i>”.</p> <p>3.1.2. One pilot project on alternative to detention/pretrial detention for minors designed and implemented in PaP</p> <p>4.1 The « <i>Observatoire National de la violence et de la Criminalite</i> » is functional. Port-au-Prince Jurisdiction is functional.</p>	<p>2.1. Number of judges per 1,000 residents.⁶</p> <p>3. 1 Fifteen Legal Aid Offices (BAL) fully functional , consolidated or newly implemented. 10 operational “<i>relais de justice</i>”.</p> <p>4.1 Five regional offices of the « <i>Office du Protecteur du Citoyen</i> » are functional.</p> <p>4.2 Data on violence (incl. Gender disaggregated) is available and is used by the</p>	<p>MINUSTAH (Human Rights, Gender, Child Protection, CVR) UNICEF, UNIFEM, UNAIDS, OIM</p>	
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⁵ UN Rule of Law Indicators *Project Rule of Law Indicators in Haiti* report, 27 September 2010 (Indicator 40)

⁶ UN Rule of Law Indicators *Project Rule of Law Indicators in Haiti* report, 27 September 2010 (Indicator 40)

<p>registry.</p>		<p>judiciary.</p> <p>4.3 Percentage of all inmates in pre-trial detention (in Port-au-Prince and outside Port-au-Prince) ⁷.</p> <p>4.4 Percentage of inmates in prolonged (over 4 months) pre-trial detention (in Port -au Prince and outside Port-au-Prince).</p> <p>4.5 Courts record information on pending cases including: (a) the date the case was transferred to the court; (b) the charge; and (c) the date of next hearing or other action. ⁸</p> <p>4.6 Courts have the materials necessary to: (a) record proceedings; (b) store and maintain written records; and, (c) keep track of pending cases and hearing dates.</p> <p>4.7 MJSP's judicial inspectorate is functional. Drafts of legal reforms are submitted to the Parliament</p>		
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⁷ UN Rule of Law Indicators *Project Rule of Law Indicators in Haiti* report, 27 September 2010 (Indicator 56)

⁸ UN Rule of Law Indicators *Project Rule of Law Indicators in Haiti* report, 27 September 2010 (Indicator 43)

		(penal code, penal procedure code, juvenile Justice)		
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Corrections

Expected Result (Dec 2011)	Indicators (Dec 2010)	Indicators (Dec 2011)	Lead and other partners within the UN	Main government counterpart
5. Increased capacity of the Penitentiary Administration Directorate (<i>Direction de l'administration pénitentiaire, DAP</i>) to operate an efficient National Prison System and improved penitentiary infrastructure based on international human rights standards.	<p>5.1 Cell space is increased by 10% per overall total compared to 2009.</p> <p>5.2 Registrars' Manual is revised and validated.</p> <p>5.3 Standard operating practices related to security are developed, and Crisis management policy is developed.</p>	<p>5.1 Cell space is increased by 10% per overall total compared to 2010.</p> <p>5.2 Increased percentage of juveniles (both pre-trial detainees and convicted offenders) who are held separately from adult inmates.⁹</p> <p>5.3 Training of registrars completed and manual for Registrars is fully implemented.</p> <p>5.4 Three hundred DAP new recruits are trained (initial training) and deployed.</p>	<p><u>Lead</u> : joint ROL program UNDP MINUSTAH (correction)</p> <p>MINUSTAH (Justice, UNPOL, Human Rights, Gender, Child Protection, CVR, Civil Affairs, JMAC), UNICEF</p>	Ministry of Justice, DAP

⁹ UN Rule of Law Indicators *Project Rule of Law Indicators in Haiti* report, 27 September 2010 (Indicator 64)

	<p>5.4. The training manual for the DAP recruits training program is updated/validated and 10 DAP facilitators are selected and trained.</p>	<p>5.5 Policies relating to inmate medical and psychological needs developed by DAP giving due regard for the special needs of women and children (IBESR).</p> <p>5.6 Number of trained DAP medical personnel.</p> <p>5.7 Increased number of corrections officers who received training on appropriate use of force.</p> <p>5.8 Percentage of inmates who have been examined by a qualified medical professional when admitted to prison.</p>		
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Police

Expected Result (Dec 2011)	Indicators (Dec 2010)	Indicators (Dec 2011)	Lead and other partners within the UN	Main government counterpart
<p>6. Increased operational capacity of the HNP, incl. BPM, to deliver its mandate, and establishment of a functional database on criminal activity.</p>	<p>6.1. 6 permanent Joint UNPolice/HNP IDP Camp Units established and operational including 6 permanent UNPolice/HNP SGBV Cells to strengthen the capacities of HNP capacity and maintain a data collection system on sexual and</p>	<p>6.1 Reduced number of complaints against HNP and decrease in number of violent demonstrations over all.</p> <p>6.2 Percentage of settlements with a population of at least 5,000 residents having a police</p>	<p><u>Lead:</u> joint lead UNDP MINUSTAH</p> <p>MINUSTAH (Civil Affairs, Justice, Human Rights, Gender, Child Protection, JMAC) UNICEF, UNIFEM, IOM,</p>	<p>Haitian National Police, Ministry of Justice and Public Security</p>

<p>7. Increased awareness of domestic violence, sexual and gender-based violence, HIV/AIDS and child protection issues, including trafficking of children, by the PNH, BPM, immigration officers and community-based organizations.</p>	<p>gender-based violence.</p> <p>7.1. Standard Operating Procedures and policies for the prevention and response to sexual and gender-based violence are in place.</p> <p>7.2 Construction and equipment of 3-room space for the reception and investigation of cases of sexual and gender-based violence in at least 10 Police stations in the West region.</p>	<p>station.¹⁰</p> <p>6.3 The « centre de commandement de la PNH » is operational.</p> <p>6.4 Increase in the number of female police officers (and other law enforcement officers) per 1,000 residents.¹¹</p> <p>6.5 Deployment of « Service départemental de Police Judiciaire » in 10 departments compared to four in 2009.</p> <p>7.1 BPM structure (offices, communication and data base system) in place and increased in number and quality of BPM staff to be more responsive to children cases in at least 10 departments, including selected camps and 5 border areas.</p> <p>7.2 PNH and community-based organizations in 6 IDP camps of PaP and every department are increasingly aware of domestic violence, sexual and gender-</p>	<p>UNAIDS, WFP, UNHCR</p>	
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¹⁰ UN Rule of Law Indicators *Project Rule of Law Indicators in Haiti* report, 27 September 2010 (Indicator 9)

¹¹ UN Rule of Law Indicators *Project Rule of Law Indicators in Haiti* report, 27 September 2010 (Indicator 12)

		based violence, HIV/AIDS and child protection issues.		
8. Increased institutional capacity of the Haitian National Police.	<p>8.1 Development of work plan and strategy to implement HNP reform plan of 2006.</p> <p>8.2 Training conducted on financial management and budget.</p>	<p>8.1 Establishment of Performance indicators for the HNP General Inspectorate.</p> <p>8.2 Development of procedures and standards for the selection of Divisional Heads of the IGHP.</p> <p>8.3 The Haitian National Police has a current strategic plan and budget projections.¹²</p> <p>8.4 HNP Procurement system implemented pursuant to relevant Haitian public procurement rules and procedures.</p> <p>8.5 Deliver training to HNP on all newly installed communication systems.</p> <p>8.6 Next iteration of the HNP reform plan developed and adopted.</p>	<u>Lead:</u> MINUSTAH (Police Component)	Haitian National Police, Ministry of Justice and Public Security.

¹² UN Rule of Law Indicators *Project Rule of Law Indicators in Haiti* report, 27 September 2010 (Indicator 16)

Public Administration

Expected Result (Dec 2011)	Indicators (Dec 2010)	Indicators (Dec 2011)	Lead and other partners within the UN	Main government counterpart
<p>9. Increased role and capacity of the delegations, vice-delegations and municipalities in participatory planning, budgeting, monitoring in order to provide basic services, reducing vulnerabilities and protecting the population; including the local management of the IDP return and resettlement process.</p>	<p>9.1 The GoH has a plan that redefines the roles of central and de-concentrated/ decentralized administration and the relationship between them.</p> <p>9.2 At least 9 Local development plans elaborated and 25 people per local administration trained in 9 municipalities.</p> <p>9.3 Municipalities in the North East implement projects to improve basic service provision and employment.</p>	<p>9.1 Earthquake affected municipal administrations, (vice) delegations are reinstalled in new or temporary buildings and have sufficient staff to function (Ouest/Sud Est depts).</p> <p>9.2 Selected municipalities implement projects to improve basic service provision, climate change adaptation and employment.</p> <p>9.3 Increasing share of municipal budgets allocated to provision of basic services and progressive increase of locally generated resources (based on training and revitalization of a locally adapted taxation system).</p> <p>9.4 Increase in tax revenue collected by local administrations following the implementation of the local tax reform.</p> <p>9.5 Adoption by Parliament of a gender-sensitive law on local government civil service</p>	<p><u>Lead:</u> MINUSTAH (Civil Affairs)/UNDP-UNCDF</p> <p><u>Other partners:</u> MINUSTAH (Legal Adviser, Justice, Human Rights, Gender, Child Protection) UNIFEM, OCHA, UNFPA, OIM, WFP</p>	<p>Ministry of Interior, MICT; Ministry of Planning and External Cooperation, MPCE; Ministry of Women Affairs; Office of the Ombudsman FAES IHSI Mayors</p>

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Parliament

Expected Result (Dec 2011)	Indicators (Dec 2010)	Indicators (December 2011)	Lead and other partners within the UN	Main government counterpart
10. Increased legislative capacity of the Parliament.		<p>10.1 The executive and legislative branches engage each other constructively on key institutional reform and reconstruction policies.</p> <p>10.2 A legislative agenda is drawn up, and includes constitutional reform, decentralization and political party reform.</p> <p>10.3 The 49th legislature meets regularly, with high participation of parliamentarians.</p> <p>10. 4 Adoption of a law on public service that ensures the independence of parliamentary</p>	<p><u>Lead: MINUSTAH (Civil Affairs – Parliament section)</u></p> <p>Partners: MINUSTAH (PIO, PAPD, Justice, Gender), UNIFEM, UNICEF</p>	Parliament, Government

		administration.		
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Border Management

Expected Result (Dec 2011)	Indicators (Dec 2010)	Indicators (December 2011)	Lead and other partners within the UN	Main government counterpart
11. Cross border traffic between Haiti and the Dominican Republic is more efficiently processed.	11.1 The Haitian Government establishes a Commission des Frontiers (CF) or similar body to deal with technical border issues, rehabilitation of infrastructure and capacity building and services for prevention and response to child and women trafficking.	<p>11.1 Haitian Government adopts the draft “Haitian Plan for Integrated Border Management” and an “official mechanism” is established to develop and coordinate a national level border management strategy.</p> <p>11.2 The Automated System for Customs Data (ASYCUDA) system is rehabilitated and operational. New Customs Code is officially published and implemented.</p> <p>11.3 GoH and the Dominican Republic ratify the World Customs Organization International Convention on Customs Matters adopted in Brussels in June 2003.</p> <p>11.4 Memorandum of Agreement defining the roles and authority of civil authorities working at the Ports of entry is drafted, signed and in effect.</p>	<p><u>Lead: MINUSTAH Border Management</u></p> <p>Partners: UNPOL, Military, MINUSTAH (Legal Adviser, Civil Affairs, Justice, Human Rights) UNICEF, IOM, UNHCR</p>	MEF, MICT, MJSP, Min of Agriculture, Ministry of Health, Ministry of Social Affairs and Labor.

<p>12. Improved cooperation between both countries for more sensitive repatriation / reinsertion of children and women and prevention cases of trafficking especially related to children and women.</p>	<p>12.1 Increased number of separated or non-accompanied children screened at the borders, and reunified with their families or placed in temporary care when necessary.</p>	<p>12.1 Bilateral agreement on cross-border trafficking of children & women between DR and Haiti drafted and submitted for approval.</p> <p>12.2 Increase in the number of border crossing points and international airports with standing police presence of the Brigade for the Protection of Minors of the Haitian National Police to prevent cases of child trafficking.</p>		
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Territorial rebuilding

Strategic Objective: *To strengthen the capacity of local and national government to mitigate and respond to disasters; plan and manage return and resettlement, including debris management; and to develop territorial plans based on population analysis.*

Assumptions:

- Commitment of newly elected local authorities to continue decentralization efforts and implement local development plans.
- Sufficient quantities of debris are removed in a timely fashion to allow physical rebuilding to take place.

Risks:

- Occurrence of natural disasters erases recovery gains and mitigation efforts.
- Lack of clarity on land ownership compromises resettlement of displaced populations.
- Insufficient ownership and expertise for development of national plans for housing and debris removal .
- Insufficient financial resources to carry out all planned activities.

Expected Result (Dec 2011)	Indicators (Dec 2010)	Indicators (Dec 2011)	Lead and other partners within the UN	Main government counterpart	Budget (available and to be funded)
Population Dynamics					
1. Improved Government access to demographic data and analysis leads to positive impact on poverty reduction and implementation of the Government Action Plan for National Development.	1.1 Cartography of devastated zones is updated. 1.2. Master sample is re-established. 1.3. 5th Population and Housing Census (2013) preparatory activities started. 1.4. Poverty surveys at local level completed.	1.1 Population and housing count across the country is completed. 1.2. Impact of earthquake on MDG achievement report prepared. 1.3. 5th Population and Housing Census (2013) activities ongoing. 1.4. Govt. policy decisions on poverty reduction and	Lead: UNFPA UN Partners: UNDP, IOM, UN-Habitat, UNOSAT, UNICEF	MPCE ONPES CNGIS MEF	

		development strategies are informed by up-to-date demographic data. 1.5. MICS/DHS is finalized and provides department and commune level data on key MDG related indicators.			
Disaster Risk Reduction					
2. Strengthened capacity of local institutions for disaster risk management through reinforcing policies and tools and ensuring their inclusion across sectors and into local development plans, including through early warning systems.	2.1. Updated contingency plan for natural disasters is in place based on accurate data and including pre-positioning, coordination mechanisms, early warning and communication. 2.2. Reinforcement of watershed management, and relocation of most at-risk population is completed. 2.3. Agreements are signed to establish a CTBTO National Data Center at BME and tide gauge towards an early warning system for coastal alert.	2.1. A national natural disaster risk reduction strategy, based on a cartography and analysis of disaster risks and population dynamics, and inclusive of environmental dimensions, is completed and launched. 2.2. Disaster Risk Management legal framework is updated. 2.3. Early warning system for coastal alert is established.	Lead: UNDP UN Partners: OCHA, MINUSTAH, IOM, WFP, PAHO, UNICEF, UNESCO.	MICT MPCE SEMANAH BME	
Debris					
Expected Result (Dec 2010)	Indicators (Dec 2010)	Indicators (Dec 2011)	Lead and other partners within the UN	Main government counterpart	Budget
3. Definition of debris removal strategy, including identification and clearance of central collection/recycling sites for the	3.1. Debris removal and recycling strategy finalized.	3.1. % of rubble removed (target is at least 2,000,000 cubic meters with UN support).	Lead: UNDP UN Partners: MINUSTAH, IOM,	President's Commission on Relocation MPCE	

main regions of debris concentration, community involvement/ employment, definition of recycling process, assessment of environmental impact, funding resources and definition of legal framework for ownership.			UNOPS, HABITAT, WFP, UNEP, OCHA	MTPTC MICT Local Govts. CIAT	
4. Environmentally safe debris removal on defined priority sites initiated with community involvement/employment.	4.1. # of neighborhoods (target is 6 in PAP +1 Léogane) with debris management plan.	4.1. cubic meters (target is 230,000 en PAP and 300,000 in Léogane) of debris removed and collected.	Lead: UNDP UN Partners: IOM, UNOPS, UN-HABITAT, WFP, ILO	President's Commission on Relocation MPCE MTPTC MICT Local Govts. CIAT	

Territorial development and Resettlement

Expected Result (Dec 2010)	Indicators (Dec 2010)	Indicators (Dec 2011)	Lead and other partners within the UN	Main government counterpart	Budget
5. Enhanced capacity of central and local authorities to define, programme, implement and monitor a return and resettlement strategy.	5.1. At least 10 temporary premises and basic office equipment available to delegations and municipal authorities where damaged/ destroyed by the earthquake. 5.2. Consortium of partners supporting the implementation of voluntary safe returns to housing and neighborhoods are established in 10 neighborhoods of PAP, and integrated programs	5.1. Transitional instruments for financing of housing, urban land information and management systems are developed. 5.2. # of Temporary shelters constructed under UN Coordination (target is 87,337). 5.3. # of yellow houses repaired under UN Coordination (target is 30,000).	Lead: UN-HABITAT UN Partners: MINUSTAH, IOM, UNDP, WFP, OCHA, UNICEF, WHO, ILO, UNIFEM, UNFPA, UNOPS	President's Office MPCE MTPTC MICT Local Govts. CIAT	

	<p>for safe return are implemented.</p> <p>5.3. Mechanisms and capacities for stakeholders/ communities consultation, coordination and emergency urban planning are established in eight departments or municipalities.</p> <p>5.4. # of Temporary shelters constructed under UN Coordination (target 45,986).</p>				
<p>6. Enhanced capacity of central and local authorities to plan, implement and manage the reconstruction and territorial development strategies and to deliver basic services in all departments.</p>	<p>6.1. Areas and municipalities selected.</p> <p>6.2. Technical assistance deployed.</p>	<p>6.1. Urban strategic development plans including (rehabilitation /construction, training and small project) - taking into account the historic and socio-cultural values of the communities - are finalized for Port-au-Prince Metropolitan Urban area, other cities directly affected by the earthquake and some selected development poles.</p> <p>6.2. Transitional instruments for financing of housing, urban land information and management systems are developed.</p> <p>6.3. Consultative table management takes place with</p>	<p>Lead: UNDP</p> <p>UN Partners: UN- HABITAT, MINUSTAH IOM, WFP, UNESCO, UNOPS</p>		

		regular bimonthly meetings of the TDCs in 10 departments.			
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Social Rebuilding

Strategic Objective: Reduce disparities and ensure equitable access to quality basic social services, including health, food and nutrition, education, culture, WASH and protection, ensuring all provided in a culturally sensitive and enabling environment, with particular attention to the most excluded and vulnerable groups and to gender equality.

Assumptions:

- Agreed standards and principles on basic social service delivery between state and non-state providers.
- Shared understanding on equal access to basic social services among relevant national stakeholders.

Risks:

- Financial resources are insufficient to carry out all planned activities.
- Lack of sustained high level political engagement in supporting social sector investments.

Priority (a): Support definition, adaptation and implementation of evidence based social sector policies, norms and standards including appropriate legal frameworks, and work towards the adoption of sustainable financing mechanisms, social budget analysis and sound Management Information Systems (MIS) to ensure equitable and efficient distribution of quality social service delivery in country.

Expected Results (Dec 2011)	Indicators (Dec 2010)	Indicators (Dec 2011)
<p>1. A Social Protection Policy and Social Protection Floor Programme established, providing clear benefits to children, women, female headed households, the elderly, people living with HIV or with disabilities, children headed households and other vulnerable groups.</p> <p>UN Partners: ILO, UNICEF, UNFPA, WHO, WFP, UNAIDS, IOM, UNHCR</p> <p>Government Partners: MAST, MPCE</p>	<p>1.1 Existing social protection initiatives across all sectors mapped and coordination framework for the implementation of a social protection strategy across all sectors presented to Government. Specifically:</p> <ul style="list-style-type: none"> - An implementation action plan for a social protection in health scheme drafted. - National strategy preventing work-related accidents, particularly necessary during the recovery process adopted. 	<p>1.1 A Social Protection Policy, including a funding scheme, approved and implementation initiated.</p> <p>1.2 A social protection in health scheme is being implemented for access to services for children and women free of user charge.</p> <p>1.3 An institutional strategy including legislation and policy reform advisory followed and supported by an actuarial valuation of the current old age social security system, in partnership with family allowance programmes, and services to support communities.</p> <p>1.4 Current legal framework of the Office National d'Assurance Accidents du Travail, Maladie et Maternité (OFATMA) revised to, ensure compliance with international standards and consistency with national needs</p>

<p>2. Sound education policies and plans including coherent and feasible fee abolition strategy and national school feeding legal framework and policy strategies developed.</p> <p>UN Partners: UNICEF, UNESCO, WFP</p> <p>Government Partners: MENFP, Direction Nutrition/MSPP, Institut National de Formation Professionnelle, Secrétariat d’Etat a l’Alphabétisation</p>	<p>2.1 Education Sector Operational Plan finalized and implementation started, including legal and regulatory framework, ECCE, literacy/NFE policies (Dec. 2010).</p> <p>2.2 National school feeding policy drafted.</p>	<p>2.1 Draft policy for establishing a sustainable financing mechanism and abolishing all fees in the education system in place.</p> <p>2.2 Regulatory capacity of MOE enhanced to enable them to certify non-public sector providers.</p> <p>2.3 Presidential decree approved or law on national school feeding presented in Parliament.</p> <p>2.4 A functioning Education Management Information System established for improved collection, analysis and utilisation of disaggregated data for policy making, planning, monitoring and evaluation.</p>
<p>3. Health and nutrition sector reform, as well as wash sector reform are undertaken, in particular regarding access to health, nutrition and wash services, funding of the systems, decentralization of governance and reorganization of service delivery.</p>	<p>3.1 National policies on the Integrated Management of Childhood Illness (IMCI) updated and available for use.</p> <p>3.2 AIDS in emergencies plan finalized and disseminated in 10 departments.</p> <p>3.3 National guidelines for the treatment of acute malnutrition and for the “Points Conseil de Nutrition pour Bébés’ defined and implemented in affected zones.</p>	<p>3.1 The objectives of the Government interim health plan for 18 months related to increased access to appropriate health care for vulnerable and affected populations, funding, decentralization and reorganization of health delivery are implemented and achieved.</p> <p>3.2 A national strategy on child health is elaborated, adopted and being implemented.</p> <p>3.3 A performance-based contracting approach is in place to improve access to health services and to develop an integrated network of health, including an efficient referral system.</p> <p>3.4 Organic law of the Health Ministry is submitted to Parliament</p>

<p>UN Partners: WHO, UNFPA, UNICEF, UNAIDS, WFP, IOM</p> <p>Government Partners: MSPP, DINEPA</p>		<p>for adoption.</p> <p>3.5 The law on midwives is accompanied by an implementation framework for 5 years.</p> <p>3.6 Rural Wash Strategy is developed, including a sanitation focus, and wash national standards are adopted.</p> <p>3.7 National alliance and action plan for WASH in schools within the education sector established.</p> <p>3.8 The National AIDS Commission is in place and functioning</p> <p>3.9 A national nutrition policy, strategic plan 2011-2016 and operational plan for 2011 approved and implementation initiated (and finalized for operational plan 2011).</p> <p>3.10 National guidelines for the treatment of acute malnutrition and for the “Points Conseil de Nutrition pour Bébés” defined and implemented in affected and non-affected zones.</p>
<p>4. National culture policy and information-base developed.</p> <p>UN Partners: UNESCO</p> <p>Government Partners: MENFP, ISPAN</p>	<p>4.1 Culture statistical database created.</p>	<hr/> <p>4.1 A culture policy framework developed at national level.</p> <hr/>
<p>5. Legislation and policy reform on alternative care, adoption, trafficking and other forms of child protection developed and implemented.</p> <p>UN Partners: UNICEF, UNFPA, MINUSTAH, IOM</p>	<p>5.1 A draft protective legislation for persons and children with disabilities is available.</p>	<p>5.1 Child adoption law revised by the Senate in accordance with the Hague Convention:</p> <ul style="list-style-type: none"> - <i>The Hague Convention on Inter-Country Adoption</i> is placed on the legislative agenda and ratified. - Existing policies and guidelines on children in residential care are implemented. - Laws on trafficking in persons, and child adoption passed by the Parliament. - A National Action Plan for Children is finalized with Inter-Departmental and Ministerial contributions.

<p>Government Partners: MAST/IBERS, MJSP</p> <hr/> <p>6. Adoption of the youth policy, a policy on gender equality, a new national plan addressing violence against women and a Law against stigma and discrimination against People living with HIV.</p> <p>UN Partners: UNFPA, UNICEF, UNIFEM, MINUSTAH, UNAIDS, UNESCO, IOM, UNESCO, WHO</p> <p>Government Partners: MCFDF, MJSAC, MSPP</p>		<hr/> <p>6.1 Gender equality policy finalized and voted in the Council of Ministers, and initiated in at least two localities.</p> <p>6.2 New action plan addressing violence against women (as a follow-up to the 2006-2011 action plan) adopted.</p> <p>6.3 Youth policy developed by youth, validated by Parliament and implemented by the government.</p> <p>6.4 Mechanisms for local, youth and community based organizations in place to promote participation in formulation and monitoring of policy.</p> <p>6.5 Law against stigma and discrimination against People living with HIV adopted by Parliament.</p>
<p>Priority (b): Strengthen public and non public technical capacity at all levels (central, department and local) for an efficient management and coordination of quality social service delivery to all without discrimination.</p>		
<p>Expected Results (Dec 2011)</p>	<p>Indicators (Dec 2010)</p>	<p>Indicators (Dec 2011)</p>
<p>1. Ministries and departments' technical capacities supported for effective planning and management of sustained and integrated service delivery systems (Education, WASH,</p>	<p>1.1 Post-disaster plan developed for integrated management of water resources.</p> <p>1.2 Relevant MoE staff has strengthened capacity to manage and use the Education Management Information System (EMIS).</p> <p>1.3 At least 5 centres / offices are</p>	<p>1.1 50 MoE staff have sufficient skills and knowledge in EPM and CFCE, 50 university staff, 50 teachers and TVET trainers have the skills and knowledge to act as trainers in TVET governance, accreditation and quality insurance.</p> <p>1.2 The Programme National des Cantines Scolaires (PNCS)' capacity development strategy is designed and funded with support from donors and partners.</p> <p>1.3 Capacity of PNCS to manage a national school feeding</p>

<p>Protection, School Feeding, Health and Nutrition, Social Work).</p> <p>UN Partners: UNICEF, UNFPA, WHO, WFP, UNESCO, ILO, UNAIDS, IOM, UNHCR</p> <p>Government Partners: MPCE, MSPP, MENFP, DINEPA, MAST, MJSP, MJSAC, MCFDF, MARMDR, CNSA and Institut National de Formation Professionnelle.</p>	<p>established for child protection services supporting MAST/ IBERS.</p> <p>1.4 National school feeding capacity assessment completed.</p> <p>1.5 Absence of stock disruption management for key inputs in the area of reproductive health and key inputs in the area of nutrition.</p> <p>1.6 Nutrition Stabilization units in pediatric services for the treatment of severe acute malnutrition are established and functioning in 10 departmental hospitals.</p> <p>1.7 The capacity of at least 8 Line Ministries and Related Autonomous Government Entities is strengthened through direct UN technical assistance.</p> <p>1.8 Adequate registration and control system of insured workers (including dependants) and retirees, compatible and integrated to the system of the Office National d'Assurance Accidents du Travail, Maladie et Maternité (OFATMA) developed.</p>	<p>programme strengthened.</p> <p>1.4 Teacher training institution is operational and equipped to implement the national teacher training policy.</p> <p>1.5 The objectives for 2011 as per the government 5-year health and nutrition plan are achieved.</p> <p>1.6 The national health and nutrition authority is reinforced, in particular those offices that are related to regulation, leadership and essential public health and nutrition functions, as well as human resources and programme management.</p> <p>1.7 Nutrition sentinel sites are implemented in at least 5 Departments based on new growth standards.</p> <p>1.8 Three health departments (North-East, North and North-West) have the required capacity for planning and management of health and nutrition services and the nutrition capacity of the Department and Commune level providers is strengthened.</p> <p>1.9 In at least 4 Departments, the nutrition capacity at communal and institutional level is strengthened.</p> <p>1.10 Six Ministries (MAST, MCFDF, MCC, MJSAC, MJS, MENFP) have an HIV/AIDS focal point and a sectoral plan on HIV/AIDS based on the National Multisectoral Strategic Plan (2008-2012).</p> <p>1.11 At least 10 centers/offices are established for child protection services supporting MAST/IBERS, including at the four border points.</p> <p>1.12 A sustainable financing model at department level for maternal, neonatal and child health related to the establishment of social service delivery systems, free of charge at the service delivery points, is developed.</p> <p>1.13 Capacity of government staff is strengthened in actuarial modeling techniques of pension schemes, as well as family allowance, and schemes for people with disabilities.</p> <p>1.14 DINEPA decentralized capacity is reinforced with at least three model approaches with a view to scaling up.</p>
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<p>2. Community based systems developed for an integrated social protection response through risk mitigation, prevention and response.</p> <p>UN Partners: UNIFEM, UNFPA, UNICEF, ILO, WFP, UNAIDS, IOM, WHO, UNHCR</p> <p>Government Partners: MAST/IBERS, MCFDF, MSPP</p>	<p>2.1 At least 5,000 separated / unaccompanied children are registered, followed by the reunification with their family or by the best family based care solutions until formal reunification takes places, including with birth registration of all children prioritized.</p> <p>2.2 Mapping of existing GBV and HIV services and gaps in service availability realized.</p>	<p>1.15 Social work curriculum is enhanced and used for teaching by the Social Science Faculty.</p> <p>2.1 In 10 Departments, inter-sectoral social work services are available for children, women and other vulnerable populations.</p> <p>2.2 A safety net system for social protection of most vulnerable families, including people living with HIV, designed and financing being sought in at least three affected departments covering key social service sectors.</p> <p>2.3 At least six departments (SE, NE, N, W, Nippes and Artibonite) have an active referral network for women and girls survivors of gender-based violence.</p> <p>2.4 All children in residential care facilities throughout the country and all facilities are registered.</p>
<p>3. Culture infrastructure and industries revitalised.</p> <p>UN Partners: UNESCO, IOM</p> <p>Government Partners: ISPAN</p>	<p>3.1 National and World heritage sites as well as museums protected, including from illicit trafficking, and key sites protected from damage.</p>	<p>3.1 Cultural industries sector revitalized in at least 3 departments.</p> <p>3.2 Capacities developed for enhanced role of (world) heritage sites in socio-economic development for local communities.</p>
<p>Priority (c): Increased equality of access for girls and boys, men and women, rural and urban to social services, of acceptable quality and affordability.</p>		
<p>Expected Results (Dec 2010)</p>	<p>Indicators (Dec 2010)</p>	
<p>1. Provision of direct social services to earthquake affected populations, especially women and children, in the sectors of education, wash, health,</p>	<p>1.1 200 schools are constructed benefitting more than 230,000 earthquake affected children with access to water and sanitation facilities and integrating Disaster Risk Reduction norms and standards.</p> <p>1.2 10 new clinics for the provision of basic emergency obstetric neonatal and maternal care are established.</p> <p>1.3 90% of IDP camps and two departments (South East and North East) have an active referral network for</p>	

<p>nutrition, food security and protection.</p> <p>UN Partners: UNICEF, WFP, UNFPA, WHO, UNIFEM, IOM, UNAIDS, UNHCR</p> <p>Government Partners: MENFP, MSPP, MCFDF, MAST, DINEPA.</p>	<p>women and girls victims of gender-based violence.</p> <p>1.4 More than 333,000 earthquake affected people benefit daily with safe water.</p> <p>1.5 Provision of 13,000 latrines reaching 1,300,000.</p> <p>1.6 Blanket supplementary feeding for children 6-59 months and pregnant and lactating women, and targeted supplementary and therapeutic feeding for moderately and severely acute malnourished children 6-59 months respectively and pregnant and lactating women implemented.</p> <p>1.7 More than 100 counseling sites for breastfeeding established in affected sites.</p> <p>1.8 100% of routine EPI vaccines are available for earthquake affected children nationwide.</p> <p>1.9 Nutrition survey completed in affected zones and used for planning and strategy definition for the nutrition sector.</p> <p>1.10 Increased access of earthquake-affected populations to condoms.</p> <p>1.11 More than 275,000 children immunized against major vaccine preventable diseases.</p> <p>1.12 126 outpatient therapeutic feeding programmes and 28 stabilisation provide life-saving care to malnourished children.</p> <p>1.13 70,000 children benefit from recreational and psychosocial support activities in more than 320 child friendly spaces.</p>	
<p>Expected Results (Dec 2011)</p>	<p>Indicators (Dec 2010)</p>	<p>Indicators (Dec 2011)</p>
<p>2. Guarantee with equity the return to school of all students in adequate learning conditions including provision of one hot meal per day per child.</p> <p>UN Partners: UNICEF, UNESCO,</p>	<p>2.1 720,000 school-aged children nationwide have access to quality basic education in a safe and secure environment in the framework of the <i>Go to School initiative</i>.</p> <p>2.2 20% of affected teachers trained to ensure psychosocial support.</p>	<p>2.1 At least 1,000,000 school-aged children nationwide have access to quality basic education.</p> <p>2.2 Education curriculum reformed, including integrating Disaster Risk Reduction issues.</p> <p>2.3 Food provided every day of the school year to 1,100,000 children in more than 3000 targeted schools.</p> <p>2.4 Learning outcomes improved in primary and secondary</p>

<p>WFP, IOM.</p> <p>Government Partners: MENFP, DINEPA, Direction Nutrition/MSPP</p>	<p>2.3 Food provided every day of the school year to 800,000 children in 2258 targeted schools.</p>	<p>education, particularly in Math, Science (microscience) and Life skills (for health, hygiene, nutrition, food security, protection, and natural hazards).</p> <p>2.5 Targeted communities empowered to ensure meaningful participation in learning of their children, in school management and in the exercise of social control on the delivered services.</p>
<p>3. Prevent and address the threat of under-nutrition i.e. acute and chronic malnutrition, micronutrients deficiencies in the most vulnerable groups: children under 5, pregnant and lactating women, women in child bearing age and primary school age children.</p> <p>UN Partners: UNICEF, WFP, WHO Government Partners: Direction Nutrition/MSPP</p>	<p>3.1 Micronutrients supplementation of children 6-59 months and pregnant and lactating women is strengthened.</p> <p>3.2 Deworming provided to all children aged 1-5 years in school.</p>	<p>3.1 75% of children 0-5 years and pregnant and lactating women who have acute malnutrition are cured through adequate nutrition services.</p> <p>3.2 Food provided to children in schools is fortified with vitamins and minerals.</p> <p>3.3 Improved complementary feeding of children below 5 years in at least three affected departments and IDP camps.</p>
<p>4. Increased alternative learning opportunities (NFE), including TVET especially targeting youth, in particular female.</p>	<p>4.1 6 TVET institutions (re)constructed and/ or equipped and mapping of institutions completed.</p> <p>4.2 Literacy and NFE courses provided to 1000 youth, especially female.</p> <p>4.3 At least 100,000 young people (sex disaggregated) receive information</p>	<p>4.1 2000 learners in ALO/NFE achieve the nationally defined minimum learning outcomes in literacy, numeracy and life skills.</p> <p>4.2 Literacy and NFE courses provided to 1000 youth, especially female.</p> <p>4.3 An additional 100,000 young people (sex disaggregated) have received information and training on RH, HIV/AIDS and life skills.</p>

<p>UN Partners: UNESCO, UNICEF, UNFPA, UNAIDS, IOM</p> <p>Government Partners: MNEFP, MJSAC, Institut National de Formation Professionnelle</p>	<p>and training on reproductive gender issues, health, HIV and life skills.</p>	<p>4.4 Income generation, microfinance and vocational training provided to youth and adolescents in most vulnerable communities in at least 5 Departments.</p>
<p>5. Enhanced role of the culture sector as platform for social inclusion.</p> <p>Un Partners: UNESCO, UNFPA, UNICEF, IOM</p> <p>Government Partners: MJSAC, MNEFP</p>		<p>5.1 Children and youth in at least 3 Departments have increased access to culture, including in their local language and respecting local traditions.</p> <p>5.2 Social capital among affected communities is increased as a result of the organisation or establishment of at least 50 cultural events and practices, as well as community programmes, which enable the inclusion of vulnerable groups including people with disabilities.</p>
<p>6. Increased and equitable access to neonatal and child health care and nutrition, PMTCT (Prevention of Mother to Child Transmission of HIV/AIDS) services, reproductive health services and appropriate obstetric care, as well as water and sanitation, to reduce maternal and infant mortality and morbidity.</p> <p>UN Partners: WHO, UNICEF,</p>	<p>6.1 All health centers are equipped with functional Cold Chain equipment.</p> <p>6.2 At least 75% of children under 1 year old are immunized against vaccine preventable diseases at national level.</p> <p>6.3 80% of pregnant women are immunized against diphtheria and tetanus at national level.</p> <p>6.4 At least 80% of children and women are reached through the Child Health week with ORS, Zinc, Deworming, Vitamin A, Iron Folic Acid and other basic health services.</p>	<p>6.1 50 % of women give birth in a medical institutional environment.</p> <p>6.2 National contraceptive prevalence rate (including condom) increases by 30%.</p> <p>6.3 Malaria and anemia cases at national level reduced by 20%.</p> <p>6.4 Parents are better informed on child care practices and child rights through the nation-wise dissemination of Information on facts for life.</p> <p>6.5 60% of pregnant women have access to PMTCT services.</p> <p>6.6 Human resources for Maternal, Neonatal and Child health are increased, trained and retained.</p> <p>6.7 At least 5% Increased coverage of water supplies and basic sanitation in most deprived areas.</p>

<p>UNFPA, UNAIDS, WFP, IOM</p> <p>Government Partners: MSPP, DINEPA</p> <hr/> <p>7. Ensure adequate multi-disciplinary care of survivors of gender-based violence.</p> <p>UN Partners: UNIFEM, UNFPA, UNICEF, WFP, IOM, UNAIDS, WHO</p> <p>Government Partners: MASP/IBERS, MSPP, MCFDF</p>	<hr/>	<hr/> <p>7.1 Establishment of at least 3 safe spaces and 20 transitional centers in the North, South East and West.</p> <p>7.2 30% of police stations and 90% of SONUB and level 2 and 3 health services ensure adequate care, including HIV prevention prophylaxis for women and girls survivors of gender-based violence.</p> <p>7.3 7 departments have psychosocial services for women survivors of gender-based violence.</p>
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Economic rebuilding

Strategic Objective:

Appuyer la génération de nouvelles opportunités économiques pour les haïtiennes et haïtiens, au sein des zones affectées par le séisme et des zones de déplacement des populations, par la création d'emplois et de revenus agricoles additionnels dans un contexte de conditions de travail décent et d'environnement durable, avec une attention particulière pour les femmes et les jeunes.¹³

Assumptions :

- Geographic distribution of cash for work activities is based on a vulnerability assessment unrelated to political dynamics.
- Engagement of government counterparts at all levels to develop a normative framework for labor standards.
- Basic infrastructure investments foreseen in the National Action Plan for Recovery and Development are successfully carried out.

Risks:

- International business environment is not conducive to private investment in Haiti.
- Resistance in some sectors to increased competition on the national market.
- Natural disasters generate losses in the agricultural and fishery sectors.
- Insufficient financial resources to carry out all planned activities.

Expected Result (Dec 2010)	Indicators (Dec 2010)	Lead and other partners within the UN	Main government counterpart	Budget (available and to be funded)
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¹³ 1 La dimension du chômage et les conditions de travail en Haïti sont alarmantes : 1,5 million de travailleurs sont au chômage, représentant environ 55% de la force de travail. 65% des actifs travaillent dans le secteur informel. Sans une politique active pour l'emploi, un cadre normatif du travail fonctionnel et respecté, d'énormes investissements dans la reconstruction et un développement accru de l'économie, il ne sera pas possible d'absorber le chômage préexistant et le chômage additionnel créé par le séisme.

<p>1. 350.000 personnes/jour d'emploi créé par des investissements d'intérêt public à haute intensité de main d'œuvre (HIMO), dans les domaines prioritaires du Gouvernement.</p>	<p>1.1 350.000 personnes/jour créés par les programmes HIMO comprenant au minimum 40% femmes.</p>	<p>PNUD (PAM, IOM, FAO, BIT/ILO)</p>	<p>MPCE, MARNDR, MTPTC, MAST</p>	
<p>2. Formation technique de courte durée de 540 travailleurs de la construction (y compris 240 maçons spécialisés dans les techniques de construction antisismique pour des bâtiments de haute valeur culturelle, visant à créer une offre de main d'œuvre et services capable de répondre à la demande croissante dans ces secteurs.</p>	<p>2.1 Méthodologie de formation pour travailleurs HIMO dans le secteur de la construction développée et testée.</p> <p>2.2 Nombre de travailleurs/ organisations ou entreprises locales de la construction ou Autorités / techniciens des structures décentralisées ayant achevé des formations techniques de courte durée ou en organisation et gestion.</p> <p>2.3 % des salaires versés aux groupes cibles (main d'œuvre, organisations ou entreprises locales) par rapport au budget total du programme.</p> <p>2.4 Quantité de travaux réalisés (par ex. km de routes réhabilitées, m2 ou unité de classes/habitations /autres bâtiment construits, réhabilités ou entretenus).</p>	<p>BIT/ILO (PNUD, IOM, UNESCO)</p>	<p>MAST/MPCE, MoE, MoCC</p>	
<p>3. Revenus générés pour 10.000 familles regroupées en associations de producteurs et d'artisans dans le milieu rural ou périurbain, par</p>	<p>3.1 Revenus additionnels générés pour le nombre de familles regroupées en associations de producteurs et d'artisans</p>	<p>FAO (PNUD, PNUE, IOM)</p>	<p>MARNDR, MDE</p>	

l'utilisation durable des ressources naturelles, la mise à disposition d'équipements de transformation des produits agricoles, de pêche et d'industries artisanales, ainsi que par la fourniture de formation technique et professionnelle appropriée.	ayant reçus des équipements de transformation des produits agricoles, de pêche et d'industries artisanales.			
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Expected Result (Dec 2011)	Indicators (Dec 2011)	Lead and other partners within the UN	Main government counterpart	Budget (available and to be funded)
4. Conditions favorables à la génération d'emplois durables et à l'augmentation de la production agricole et des filières associées (élevage et pêche) créées à travers un meilleur accès et disponibilités des intrants, la réhabilitation des systèmes d'irrigation et des infrastructures de stockage, l'aménagement des bassins versants et le reboisement dans les zones d'intervention, le renforcement de la formation professionnelle et d'associations/coopératives artisanales en milieu rural et urbain dans les zones affectées par le séisme ou celles ayant connue de déplacement des populations.	<p>4.1 Volume additionnel de production agricole par rapport à l'année 2009 (y-compris pêche et élevage), quantité et type d'intrants agricoles distribués, surface additionnelle irriguée, reboisée et aménagée, nombre d'infrastructures de stockage réhabilitées et proportion du revenu des ménages (y compris monoparentaux) consacré aux besoins alimentaires dans les zones d'intervention.</p> <p>4.2 Nombre de travailleurs (au minimum 40% de femmes) ayant achevé des formations techniques et professionnelles et nombre d'associations/coopératives artisanales créés ou</p>	FAO (PNUD, PNUE, IOM)	MARDRN, MDE	

<p>5. Développement d'un cadre institutionnel adéquat pour une politique nationale de l'emploi en établissant les mécanismes de dialogue social entre Gouvernement, Employeurs et Travailleurs, en renforçant les capacités des partenaires sociaux et en révisant les mécanismes institutionnels de contrôle, capables d'assurer - pendant la reconstruction et par la suite - le succès des programmes de création d'emploi dans un cadre de respect de conditions de travail décent et de fonctionner en tant que plateforme pour le maintien de la paix sociale.</p>	<p>renforcées dans les départements de la Grande Anse, du Sud, du Sud-Est, de l'Ouest, de l'Artibonite et du Centre.</p> <p>5.1 Mécanismes de dialogue social en fonction ; politique consensuelle pour l'emploi formulée ; Code du Travail révisé ; services d'inspection et conciliation renforcés ; politique sur le VIH dans le lieu de travail mise en place dans les entreprises du secteur industriel et des services ; actions en place pour l'élimination du travail des enfants ; syndicats et représentations patronales des MPEs renforcés et appuyés.</p>	<p>BIT/ILO (PNUD, UNESCO, IOM)</p>	<p>MAST, MPCE, MEF, MoE, MoCC</p>	
<p>6. 2,500 micro et petites entreprises (MPEs) dans les secteurs de l'industrie/artisanat et commerce/services appuyées et 25,000 emplois durables additionnels créés (patrons, salariés et apprentis) à travers : (i) la mise à disposition de fonds de recapitalisation ; formation en gestion de l'entreprise ; formation technique des patrons et travailleurs ;</p>	<p>6.1 Nombre d'emplois durables additionnels créés par des MPEs.</p> <p>6.2 Nombre d'emplois créés dans le domaine des industries culturelles.</p> <p>6.3 Nombre d'emplois « verts » créés dans les filières d'énergie durable testées et adoptées.</p>	<p>PNUD (UNESCO, PNUE, ONUSIDA, BIT/ILO, IOM)</p>	<p>MEF, MPCE, MAST, MDE, Min Commerce et Industrie, SONAPI</p>	

<p>services financiers (accès au crédit formel et informel) et non financiers (guichets d'avis/conseil, services de comptabilité etc.) ; ainsi que (ii) par les nouvelles opportunités économiques (emplois « verts ») créées pour les entreprises liées au développement des filières « vertes » y inclus d'énergie durable sur la base d'initiatives pilotes en cours (charbon de bois, GPL, éolienne etc.).</p>	<p>6.4 Nombre d'évaluations d'impact environnementale et d'évaluations environnementales stratégiques associées aux initiatives et plans d'investissements.</p>			
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Enabling environment

Strategic Objective: *Contribute to political stability and sustainable recovery through protection of human rights and the provision of security in particular for the displaced and the most vulnerable groups, environmental safeguarding, credible elections, and increased participation of women and youth in the electoral and reconstruction processes*

Assumptions

- All mainstream political parties will be committed to upholding the Constitution, and the electoral calendar and the electoral results.
- State institutions will be committed to investigating reported cases of human rights violations.
- Adequate police and judicial resources will be available to investigate cases of sexual and gender-based violence.

Risks

The 2010 November legislative elections may result in an unstable majority in Parliament, contributing to political instability.

Expected Result (Dec 2011)	Success indicators (Dec 2010)	Success indicators (Dec 2011)	Lead and other partners within the UN	Main government counterpart

<p>1. Overall security remains stable.</p>	<p>1.1 Increased daily joint HNP-UN police patrols per 1,000 internally displaced persons.</p> <p>1.2 No significant increase in the number of violent civil unrest incidents triggered by political issues during the November 2010 presidential and legislative electoral campaign as compared to the previous presidential and legislative elections.</p> <p>1.3 Fewer polling centre closures during the November 2010 presidential and legislative elections because of security concerns as compared to the 2009 legislative and 2006 presidential elections.</p> <p>1.4 Zero recovery activities disrupted by breach of security threats.</p>	<p>1.1 Increased daily joint HNP-UN police patrols per 1,000 internally displaced persons.</p> <p>1.2 Increased number of gang leaders and members arrested by police compared to 2009.</p> <p>1.3 Increased number of recaptured prison escapees since the 12 January earthquake.</p> <p>1.4 No significant increase violent civil unrest incidents triggered by political issues between election day and the inauguration of the new president in February 2011 and during the 2011 local elections, as compared to the previous presidential inauguration and local elections.</p> <p>1.5 Fewer polling centre closures during the 2011 local elections because of security concerns as compared to the 2006 local elections.</p> <p>1.6 Forty per cent decrease in the number of kidnappings reported in Port-au-Prince during 2010/11 compared to 200 cases reported during 2009/10, and 53 percent decrease compared to 285 cases reported during 2008/09.</p> <p>1.7 Zero reconstruction activities disrupted by breach of security threats.</p>	<p>MINUSTAH (<u>Military and Police Components</u>, JMAC)</p>	
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<p>2. Political stability and a democratic transfer of power in the timeframe established by the Constitution.</p>	<p>2.1 Compliance of the Government, the Provisional Electoral Council, Parliament, mainstream political parties, and civil society groups with the electoral calendar and the results of the presidential and legislative elections.</p>	<p>2.1 The elected president takes office in February 2011 and forms a new Government.</p> <p>2.2 Local elections are scheduled for 2011.</p> <p>2.3 Adoption and implementation by Parliament of a legislative agenda in line with the Government's Action Plan for National Recovery and Development of March 2010.</p> <p>2.4 Amendment of the electoral law pursuant to the reform of the Constitution.</p>	<p>MINUSTAH (<u>Political Affairs Division</u>, Electoral Affairs Section)</p>	
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<p>3. Inclusive and credible presidential, legislative and local elections.</p>	<p>3.1 Participation of a wide spectrum of political parties, candidates and a majority of registered voters, including the displaced population, in the November 2010 presidential and legislative elections.</p> <p>3.2 Acceptance of the elections results by the main political parties participating in the elections.</p> <p>3.3 Improved standards in media reporting through training of 390 journalists in communication and media skills.</p>	<p>3.1 Participation of registered voters among the displaced population in the 2011 local elections is comparable to the average participation for the whole country.</p> <p>3.2 At least 10 per cent increase in women candidates for local elections compared to the 2006 local elections.</p> <p>3.3 Improved standards in media reporting through training of 780 journalists in communication and media skills.</p> <p>3.4 Increased youth participation in the political process through dialogue with political candidates in all 10 regions.</p>	<p>MINUSTAH (<u>Electoral Assistance Section</u>, Gender Unit), UNDP, IOM</p> <p>UNESCO</p> <p>UNICEF UNFPA UNESCO</p>	
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<p>n</p>	<p>4.1 Increased number of displacement camps and violence-prone neighborhoods secured by joint military/ police presence and mobile patrols.</p> <p>4.2 Increased number of police investigated rape cases in the displacement camps and violence-prone neighborhoods.</p> <p>4.3 Positive feedback from a community survey conducted with vulnerable groups on improving the security protection situation .</p>	<p>4.1 Increased number of displacement camps and violence-prone neighborhoods secured by joint military/ police presence and mobile patrols.</p> <p>4.2 Increased number of police investigated rape cases in the displacement camps and violence-prone neighborhoods.</p> <p>4.3 Positive feedback from a community survey conducted with vulnerable groups on improving the security protection situation.</p> <p>4.4 At least 90 Haitian National Police and 120 police and civilian officials from the Brigade for the Protection of Minors trained on protection of vulnerable groups.</p> <p>4.5 Increased number of youth and women benefiting from community-violence-reduction and civil action programs compared to 2010.</p> <p>4.6 Studies addressing the roots of violence realized.</p>	<p>MINUSTAH (<u>Military and Police Components</u>, Gender Unit, Child Protection Unit, Human Rights Section).</p> <p>IOM</p> <p>MINUSTAH, IOM</p> <p>MINUSTAH (<u>Community Violence Reduction Section</u>), UNFPA, UNICEF, UNDP, IOM, UNESCO</p> <p>UNESCO</p>	
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<p>5. Local communities empowered to contribute to the decision-making and implementation of recovery and reconstruction activities.</p>	<p>5.1 Three new decentralized community radios operational, with programming commenting on recovery and reconstruction issues.</p> <p>5.2 Increased number of media articles reporting on the needs of local communities affected by recovery and reconstruction activities.</p> <p>5.3 Increased media interaction with local communities affected by the earthquake through the creation of a master course in journalism specialized in local investigative reporting.</p>	<p>5.1 Eight new decentralized community radios operational, with programming commenting on recovery and reconstruction issues.</p> <p>5.2 At least one town-hall meeting of local government and civil society representatives in each provincial capital held by Dec 2011.</p> <p>5.3 Increased number of media articles reporting on the needs of local communities affected by recovery and reconstruction activities.</p> <p>5.4 Setting up of a journalism school.</p>	<p>MINUSTAH (<u>Public Information</u>, Human Rights, Civil Affairs), UNESCO.</p> <p>UNESCO</p>	
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<p>6. Increased donor funds allocated to recovery and reconstruction projects that improve gender equality, environmental safeguarding, youth participation and HIV/AIDS prevention.</p>	<p>6.1 Gender equality, environmental safeguarding, youth participation and HIV/AIDS prevention are among the criteria used by the Interim Haiti Recovery Commission to approve projects funded by the Haiti Reconstruction Fund.</p> <p>6.2 Inclusion of gender and protection perspective in major official documents.</p> <p>6.3 New Global Fund Facility Established to deliver HIV-AIDS prevention and treatment.</p> <p>6.4 Increase in the HIV/AIDs prevention programmes included in the plans of key ministries other than Ministry of Health.</p>	<p>6.1 Increased number of projects with gender equality, environmental safeguarding, youth participation and HIV/AIDS prevention objectives approved for funding by the Interim Haiti Recovery Commission compared to 2010.</p> <p>6.2 Gender, child and youth responsive budgeting mechanisms established by the Ministries of Women Affairs, Social Affairs, Employment, Economy, and Planning.</p> <p>6.3 Increased number of recovery, reconstruction, and development projects assisted at design and implementation level by Technical Assistance Facility in close collaboration with the Ministry of Environment compared to 2010.</p> <p>6.4 % of funds mobilized for new initiatives in land management, climate change, management of protected areas and assistance to the MDE.</p> <p>6.5 Increased number of progress reports on the environmental and sustainable development performance of relief, recovery and reconstruction sectors compared to 2010.</p> <p>6.6 % of implementation of Global Fund Facility.</p> <p>6.7 Increase in proportional allocation funds to HIV/AIDS prevention activities.</p>	<p>UNIFEM, UNICEF, UNFPA, IOM</p> <p>UNEP, IOM</p> <p>UNEP, IOM</p> <p>UNEP, IOM</p> <p>UNEP</p> <p>UNDP</p> <p>UNAIDS, MINUSTAH (HIV/AIDS Unit)</p>	<p>GoH Ministry of Health</p> <p>PHAP+ PEPFAR Global Funds NGO Forum</p>
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Annex 1: Government's endorsement letter



MINISTÈRE DE LA PLANIFICATION ET DE LA COOPERATION EXTERNE

PALAIS DES MINISTÈRES

REF.....MPCE/DG/PNUD.....

No.....1800.....

04 FEV 2011
Port-au-Prince, le.....

Monsieur Nigel Fisher
Représentant Spécial Adjoint du Secrétaire Général
Coordonnateur Résident/Coordonnateur Humanitaire
Nations Unies
En ses bureaux

Monsieur le Représentant Spécial Adjoint du Secrétaire Général,

La Direction Générale du Ministère de la Planification et de la Coopération Externe (MPCE) présente ses compliments au Système des Nations Unies en Haïti pour les efforts de coordination des priorités et résultats présentés dans la stratégie des Nations Unies 2010-2011. Le MPCE remarque avec satisfaction que la structure et les paramètres de ce document sont en conformité avec le Plan d'Action national de mars 2010 pour le Relèvement et le Développement d'Haïti (PARDH).

La Direction Générale prend note que la stratégie des Nations Unies 2010-2011 est un document flexible, susceptible d'être actualisé à la lumière des nouvelles priorités du Plan d'Action et de Relèvement. Aussi, c'est dans cette perspective que le Gouvernement haïtien approuve la stratégie des Nations-Unies 2010 – 2011.

La Direction Générale souhaite travailler avec les partenaires des Nations Unies afin d'assurer l'alignement du système de suivi des Nations Unies avec celui du Gouvernement d'Haïti.

En conséquence de l'approbation de la stratégie des Nations Unies 2010-2011, le Gouvernement d'Haïti sollicite l'extension de la durée des programmes de pays des agences membres du Groupe de Développement des Nations Unies (UNDG) pour une année additionnelle jusqu'à décembre 2012. Cette extension permettra une évaluation des priorités révisées du Gouvernement d'Haïti dans le cadre de la revue à mi-parcours de la stratégie des Nations Unies 2010-2011.

Comptant sur votre collaboration, la Direction Générale du Ministère de la Planification et de la Coopération vous renouvelle, Monsieur le Coordonnateur Résident, l'expression de sa parfaite considération.


Yves-Robert JEAN
Directeur Général