Final CSI memo

July 31, 2012

Strategic Planning, Local Capacity Integration and University Partnership: Brief on Final Findings

Introduction/Goal

“Capacity development” is a particularly acute problem in Haiti (Norad 2010). A history of brutal authoritarian rule and externally imposed projects and policies has produced a legacy of weak governance and social distrust. The 2010 earthquake, which killed a large number of government officials and local experts including university lecturers and students (INURED 2010), deeply exacerbated this problem. Currently, it is clear that to improve the inter-related areas of planning, development, environmental management and disaster mitigation, state institutions and networks of local expertise and knowledge must be strengthened and democratized (Olshansky and Chang 2009, Gros 2011, White 1994, Williams 2011).

The overall aim of this memo is to provide some useful guidance to the CSI initiative in the area of “local capacity” building and integrating such capacity development into this large-scale project. Indeed, this is an important area of concern: large-scale projects like CSI face serious risks of displacing and over-riding local “capacity” rather than enhancing it. Capacity involves well-functioning institutions and local knowledge systems. These systems ideally facilitate and inform public processes and internally driven measures to successfully address the myriad of pressing and connected problems facing the country.

How to ensure that capacity is enhanced within the CSI project thus becomes an important problem to address. This memo is based on field research and interviews with local experts in the field of agronomy and planning including government actors,

1 Jacqueline Klopp, Associate Research Scholar (CSUD) prepared this memo. However, it would not have been possible but for the invaluable work of PhD student Sophonie Joseph and MA student Megan Marini. Sophonie contributed to the bulk of the fieldwork, collection of plans and the critical intellectual input throughout. MA student Megan Merani likewise contributed to the fieldwork, literature review of the plans and critical thinking. Elizabeth Marcello and Jennifer Schumacher-Kocik at CSUD also provided invaluable intellectual and logistical support. We all thank the many inspiring people in Haiti who took their time to talk to us and share their knowledge and ideas. A special thanks to Fokal, which gave us a venue to discuss this work with a wider audience. We also thank the CSI project for the opportunity to learn so much and contribute to their efforts.

2 The January 2010 earthquake struck a terrible blow to the highly centralized and already very deteriorated and problematic university system concentrated within the Port au Prince metropolitan area. It killed thousands of students, over one hundred and thirty one faculty, destroyed a great deal of physical infrastructure, accelerated brain drain and dispersed students (Inured 2010: 10).
university lecturers and civil society in the South between June 2011 and May 2012.\(^3\) It also involved the collection and preliminary review of relevant planning documents. This memo follows a previous preliminary report (CSUD 2011) and the recommendations in that report remain relevant.

**Key Findings**

Decentralization is mandated by the 1987 constitution. However, it is well known that little incentive exists for many national politicians to implement the law. Currently, the government has launched the “decentralization” program “Katye Pam Poze” which still appears top down and run by a newly appointed Minister of State for Local Authorities. At the same time a number of local elected officials have been dismissed and replaced by presidential appointees and local elections have also been postponed for some time, creating a serious obstacle to supporting and improving local governance. Overall, much power remains at the central level, particularly in the president’s office.

This configuration facilitates a political system that is heavily based on patronage rather than policy. Combined with the government’s heavy reliance on donor funds for budgetary support, this leads to top-down agreements between central actors within the president’s circle and donors. In this way, many donor-funded projects play directly into the patronage-based system. Donors often find a single “champion” with his or her networks within the presidential circle and finance many parallel initiatives, planning exercises and projects without making documents part of the public record or properly informing the Ministry of Planning. Projects are also initiated without adequate attempts to fit into existing plans and ideas, and those who hold the pocket book most often drive the content and direction of projects. The result is a proliferation of planning and plans\(^4\) linked to various disconnected projects that often fit more into donor country interests such as support for their firms and expatriate advisors. Overall, this complex dynamic undermines building a planning and policy culture in Haiti.

At a national level, the constitution of Haiti provides an institutional and legal framework that should be encouraged and respected and in fact, reinforced and implemented. The constitution and planning laws actually allow for bottom-up planning but are misaligned with fiscal structures that tend to support centralized, patronage-based, politics. The failure of national policy-making and genuine decentralization means that local and regional governments do not always have solid policy guidelines and stable support in terms of budgets and staff. Further, in the case of local government, without the political

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\(^3\) CSUD was allocated $50,000 out of the entire CSI budget as well as a limited number of trips and shorter stays in Haiti for this work. This study also draws on the work of Sophonie Joseph who worked with UNEP as a consultant June-July 2011. Much more sustained work would be required to deepen this study and provide more detailed recommendations.

\(^4\) It should be noted that a number of planners feel that having one firm, Dan Arbour and Associates, producing plans for the Ministry of Planning and External Cooperation is not a good situation and that the Ministry should build more of its internal capacity and produce its own major planning documents.
ability to raise local taxes, limited downwards accountability exists. Within this context, many local officials expressed the feeling that planning without budgets makes very little sense.

Without budgets, proper policy guidelines, properly decentralized institutions, and implementation capacity, local level planning seems futile. This is one reason why many plans are funded by external actors and are often distorted to meet top down or external objectives. Sometimes, as in the recent controversy around the Caracol factory\(^5\) project, planning processes are bypassed and ignored altogether.

Nevertheless, even within this very problematic institutional context, planning occurs around projects, plans are formulated at national, regional and local levels, studies are conducted and skilled planners teach and work in Haiti including at the resource-squeezed, national universities. National policy frameworks also exist. Government planners sometimes cite the overarching IMF required Poverty Reduction Strategy Paper (DSNCRP) as one important framework. A well-established Canadian firm, Dan Arbour and Associates, continues its 30-year tenure of assisting the Haitian government to produce plans, including for the South Peninsula (IBI/DAA 2010). Although this firm produces high-quality technical assessments and some sound strategies, few in the public know about these documents and a gap exists between the plans, projects, budgetary allocations\(^6\) and implementation. Local institutions like the table system, which entails consultative meetings (tables) at the departmental and commune level, do function, even if they are debilitated by the centralized donor-patronage system. However, they are often used simply to communicate what donors are doing, rather than engage in actual planning. In sum, while institutional reforms are needed for planning to function in Haiti, institutions exist that if reinforced and supported as an interacting network, could better facilitate public discussion and input, encourage more inclusive short-to-medium term planning and build capacity including more systematic local knowledge bases. This in turn could serve as a network for advocating for reform of the status quo. However, currently this potential remains largely untapped.

**Knowledge Networks**

Supporting local knowledge systems in development and planning is a profoundly neglected aspect of most donor interventions. This appears to be the case in Haiti where projects and planning seem to rely disproportionately on highly paid foreign experts, including Haitian diaspora. At the same time that lack of capacity and knowledge is


\(^6\) Haitian Planner Dr. Tatiana Wah also notes that, “at national and regional levels, costing experts don't exist to help put together credible budgets aligned with the operational plan for successful implementation. Also missing are often indicators of success. This is something CSI can help actors develop.” Personal Communication June 28, 2012.
lamented, little is done at an institutional level to change the situation. The institutions that foster broader societal understanding of local problems such as universities, think tanks and technical schools and even high schools are rarely engaged as partners. However, they play a critical role in producing the technical experts and accumulating and documenting locally specific as well as more universal forms of knowledge. In Haiti, the poor state of the tertiary education system often becomes an excuse not to work with this system, rather than a motivation to help rebuild it.\(^7\) Further, it is unclear how lower levels of education will be improved without rebuilding the system that produces teachers and policy makers in the education sector.\(^8\)

Another problem is that the studies, project documents and knowledge produced within various fragmented planning and projects, as we described earlier, are never circulated or shared within local knowledge systems. NGOs or donors often hire local experts who are also faculty to act as consultants. Yet because of confidentiality and also sometimes the desire to hoard scarce opportunities, knowledge still is not shared via these consultancies within the university. In some cases, faculty working for projects attempt to bring in students to learn from the work they are doing but they have to pay from their own salary and have difficulties with inflexible work schedules. This was the case with the CSI project.\(^9\)

Conversely, many institutions have accumulated large amounts of important knowledge that are inaccessible to both external and local actors beginning to work in a particular area since besides the fact that such actors rarely visit the universities to share and consult with them, there are inadequate funds for properly archiving and digitizing theses and numerous valuable technical reports.\(^10\) This means that projects and plans tend to assume a blank slate and do not learn from the past, which means there is a high probability of replicating mistakes, deepening a climate of distrust and frustration within communities where these projects take place. Further, knowledge fails to accumulate, circulate and inform actions.

In the South Department any project that aspires to support environmental change in a holistic way would thus absolutely need to tap into existing networks of knowledge and action and develop approaches to strengthen them via the project work. In Les Cayes a

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7 See Theodat 2010 and also Prou 2009 on the challenges involved.
8 Josiane Hurdicourt at Fokal made point emphatically (Fondation Connaissance et Liberté) Port au Prince May 25, 2012.
9 Interviews with Pierre Cernio, Lafortune Walmy, Theogene Andre and Ludger Jean Simon, who are employees at Catholic Relief Services and also faculty members at local universities. May 29, 2012 Les Cayes.
10 This was raised in an interview with Agronomist Auremeil Morin at University of Notre Dame (Haití) May 29, 2012 in Les Cayes who was very much in favor of building a “Salle de Recherche” that would serve as an archive for all the local universities. He noted however that the cost of Internet connectivity to make this a virtual resource was often difficult to pay. Port au Prince based urbanists Marc Roger and Sabine Malebranche in Port au Prince June 1, 2012 also confirmed the need for such repositories of accumulated knowledge and this came up also in a discussion held at Fokal on May 31, 2012. Further, we discovered that the Seeds Ministry has an extensive archive of field observations from the work of their extension students that could be explored as a public resource.
good number of universities exist including the Public University of the South at Cayes (UPSAC), University of Notre Dame of Haiti (UNDH), American University of the Caribbean (AUC) as well as numerous technical schools including the Seeds Ministry, which trains agricultural technicians and has a particularly well thought out approach and training system. At all of these institutions, we found interesting and relevant work in agro-forestry and a strong interest in environmental issues more generally, including on water quality and mitigating natural hazards. We also found faculty involved in demonstration projects around improved horticulture and agro-forestry and in developing the Botanical Gardens at Cayes\textsuperscript{11}, an important site for learning and public education. UPSAC was also eager to start environmental education outreach and is trying to collaborate with the City University of New York (CUNY). Further, the two joint events that the Earth Institute planned at these institutions (a joint presentation of a land tenure study at AUC and an event in celebration of the International Day of the Environment) drew large numbers of interested and engaged students and faculty.

Our interviews at all these institutions not only revealed a great deal of local capacity but also a deep need for more classes and public lectures, by faculty who can teach agroforestry and environmental science, and more collaborations with universities like Columbia University that can facilitate access to relevant global knowledge networks, journals, soil laboratories etc. so that local experts can work more effectively within their communities to solve pressing environmental problems. One lecturer in agronomy emphasized the need to connect to global knowledge networks as a way to improve the quality of local actionable research into existing problems.\textsuperscript{12} Despite the lack of resources, the network of local experts we interviewed (and they tend to know each other and work together) had accumulated a great deal of knowledge on how to approach and work with local actors on these issues. One interviewee at Seeds Ministry, a technical school, suggested that after many years of research they have succeeded in at least one agro-forestry project in St Louis de Sud that could serve as a learning case. A number of the university students came from the areas of CSI intervention, one working on charcoal trading at Paricot, Port a Piment. These young scholars also serve as vectors of communication in their communities and in some cases their training in fact involved extension work. A failure to invest in the work of these young people in their own communities would entail missing a key opportunity for change. With the exception of the Open Society Foundation which funds exchanges with the Earth University in Costa Rica, some Chilean embassy funds for student projects and a new partnership with Clark University all at UNDH, little other support seemed visible.

In many ways this local system of learning and embedded experimentation around pressing problems is the best bet for lasting change, especially if well-resourced projects find ways to support and strengthen this internal capacity, knowledge production and extension service to communities. Spaces and incentives might be created for this local

\textsuperscript{11} This is a joint project with Fokal and the key contact is agronomist William Cinea from AUC. At the time we visited M. Cinea at these wonderful gardens, people were already starting to visit.

\textsuperscript{12} Interview with Auremil Morin, agronomist UNDH Les Cayes May 29, 2012.
knowledge system to be respectfully incorporated into projects and planning in the region. If projects such as CSI could also facilitate more linkages between these locally rooted and knowledgeable experts and local and regional government (of which there are many informal connections) this would also boost local capacity in a more sustainable and low-cost way. However, based on what we experienced of CSI, this would require a dramatic shift in thinking and approach from the rather narrow technocratic and hierarchical mode of engaging locals to more “authentic partnerships” that respect local knowledge and prioritize building it.13

Conclusions

Despite being starved of resources and support and facing a number of structural constraints, knowledge networks and institutions that generate local technical expertise do exist in Haiti’s South Department and remain important to any plan for sustainable development in the region. Linking them to local and regional government and leveraging them to build local planning in connection to local civil society is possible and should be the aim of any work by CSI in the region. Central state strengthening, devolved power (Tendler 1997) and local knowledge systems are all critical and in fact, a necessary condition for improving the region. Critical local governance institutions to strengthen include the regional representatives of ministries, the tab system, local mayor’s offices (once the mayors actually are elected), CASECs and local universities and technical schools, local civil society from peasant’s organizations, youth and women groups, as well as various konbit and commodity trade associations. If CSI wishes to have a positive long-term impact on the South Department, it must work to strengthen rather than sideline this set of existing networks and activities and also support their constructive interactions in a strategic way. The extent to which this occurs over the course of the project should be one key indicator of sustainability.

So far, the CSI project is not distinguishing itself from the trend in the country. As noted in a recent evaluation, decision-making appears top down and the project has set up parallel processes, rather than supporting local governance structures, knowledge systems and hence local capacity development. Little reference in CSI work appears to be made to either existing plans for the South Department or ideas of the Regional Planning Ministry or local experts at universities in the region. Further, despite the existence of a network of expertise in agronomy and the local environment centered at the universities in the South, CSI has done little to tap in and support this existing knowledge system and hence learn from local experience. Simply hiring locals to work within the UN hierarchy is not enough. While some of this valuable local experience is also embedded within CSI implementing partners such as CRS and ORE, it is unclear how these partners are

13 Fowler succinctly characterizes “authentic partners” versus relations involving “clients” or “counterparts” as involving “an equality in ways of working and mutuality in respect for identity, position and role” (1998, 141).
brought into the agenda-setting, conceptualization and leadership of the project along with government. A telling diagram in one of local implementer’s office when we visited showed the donor (Norwegians) at the top, UNEP and other multi-lateral donor agencies under them and the Haitian organisations (along with EI) at the very bottom of a pyramid with the Government of Haiti nowhere visible (see below)

CSI also continues to heavily rely on external experts, rather than reaching out to local institutions of higher learning and the network of existing experts in the Cayes who remain on the sidelines.

It is also unclear how systematically CSI disseminates its work and findings. A website is not a highly effective means to do this and appears more geared towards donors than a local Kreyol speaking audience that relies more on radio, public meetings and its own local experts to explain and circulate knowledge and ideas. Overall, this means the project has done very little to none “local capacity” development. It is hoped that in the next phase and through a process of reform it will take these issues more seriously.
Recommendations

If the CSI project wishes to change its current problematic trajectory then we suggest the following recommendations:

1) CSI should develop a more comprehensive strategy around capacity development that includes support for local knowledge networks and institutions and that reflects the principles of Norad’s Guidance Note (2010).

2) One helpful assessment and development strategy currently exists for the South Peninsula (IBI/DAA 2010) and other local level planning processes have occurred or are ongoing, for example via support from the Kellogg Foundation. A series of open planning consultations with the national, regional and local planning institutions, universities and civil society should be held to better fit the CSI into existing priorities and reinforce existing plans by selecting key elements of those plans that make the most sense to implement together. CSUD has put together a preliminary list and archive of all such plans we could find for the region (see the appendix). We highly recommend that any interventions planned by CSI fit into this existing planning framework, supports a continuation of existing planning initiatives and works to systematically strengthen the local planning system as one of its key goals.

3) An advisory board of local planning and environmental experts should be created to review existing CSI projects plans and provide critical feedback. This would also provide added legitimacy, transparency and accountability.

4) Authentic partnerships should be forged with local universities and technical schools and they should be engaged to work with local authorities and regional government to help document and evaluate the project. This would be a way for knowledge to circulate and for more local knowledge to be inserted into the CSI process.

5) Better systems of public communication should be developed using local universities, technical and high schools and their students, radio, civil society and closer and more authentic relationships with government.

References

CSUD (Center for Sustainable Urban Development) 2011 “CSI Strategic Planning and University Partnership: Brief on Initial Findings” Unpublished policy brief.


Appendix

Haiti Preliminary Planning Document Analysis for the South Department
2012

Through our work with partners in Haiti, CSUD gathered and reviewed a catalogue of 13 existing plans in the South Department to identify the various planning strategies and projects prioritized among the different plans. Funding and time constraints did not allow us to go into depth into all of these diverse plans, but this review process is an effort to understand what planning processes have taken place. Our review process was aimed at collecting information from each that would be useful to the CSI over the long term, particularly as it attempts to influence and contribute to local planning processes. Further, we attempted to document basic and essential information from each plan what would allow CSI partners to have an understanding of the contents and goals of each plan without having to read them all. This preliminary analysis aims to help avoid future duplication or replication of processes that have already occurred. It is important that existing planning information is shared with key players and stakeholders in the South Department. Continued coordination with the stakeholders and planning institutions in the South Department is vital and can lead to actionable steps. Particularly significant in this regard are the Potapiman preliminary community development plan for the Port a Piment watershed and the technical assessment for a Regional plan for the South Department completed for the Ministry of Planning by the Canadian consulting firm Dan Arbour Associates (DAA/IDI). We highly recommend that any interventions planned by CSI fit into this existing planning framework, supports a continuation of existing planning initiatives and strengthens the local planning system.

The following pages detail our preliminary analysis of the existing plans in the South Department. More discussion with local actors, stakeholders, and citizens - particularly those who developed the plans – is necessary for a more detailed analysis and assessment of the planning situation in Haiti. Besides a summary, we include a brief note on the potential relevance/significance for the CSI project.
1. Document Description

**Name:** Developpement de la Commune de Port-a-Piment  
**Date:** January 2007  
**Area of intervention:** Port-a-Piment  
**Time Frame:** 2015 (7 years)  
**Language:** French

Associated contact: Development Alternatives Group

**Broad Objectives**

The development plan seeks to align with the constitution of 1987 by emphasizing decentralization and enabling the commune level with the means to control its development.

More specifically:
1. Sanitation and Urban Space planning  
2. Livelihood activity production  
3. Tourism Planning  
4. Development of a framework for promoting culture, art and sports for youth  
5. Promote animal husbandry  
6. Improvement of base services  
7. Transport infrastructure  
8. Environment  
9. Health Care Infrastructure  
10. Education Infrastructure

**Brief content summary**

This document is a 7-year development plan for the commune of Port-a-Piment. The plan contains: an overview of the commune that outlines the different aspects and components, and the elements of the development plan.

Vision: There is no explicit vision statement.

**Actor assessment**

**Planning agents:** Development Alternatives Group  
**Implementing agents:** A consolidated taskforce - not yet in place - to manage and implement activities in partnership with other local actors.
**Description of Methodology**

1. The planning agency first conducted a survey of actors and development operators to create an intervention map and outline the level of participation of each actor in the plan.

2. Training and Sensibilization: Conducted meetings in the Sections Communales to inform about the plan and the planning process.

3. Planning and Basework: Work teams were then formed with representatives of different organizations and institutions.

4. Research: Collection of sufficient current and pertinent information and data needed for the different axes of the plan (document research, surveys, sectorial consultations/interviews).

5. Analysis of results.

6. Drafting of plan: The base plan was elaborated by the ‘editing committee’ that is composed of a number of local representatives that reviews community resources, assets, and limitations of the commune.

7. Production of the preliminary version of the plan, which is then presented to the community to make necessary corrections and validate the document. The population must decide how the gathered information is best used, whether the proposed actions are pertinent to the needs, constraints, and identified assets.

8. Finalization: Taking into account the critiques and observations from the group of experts permitted an ultimate correction for rendering the document complete.

**CSI Document Significance**

- **Was there collection of community input?**
  Yes, local community actors include: de-concentrated state services in economic and social sectors; local collectives elected and other; civil society from socioeconomic groups, local NGOs, businesses, etc; universities; directors of chapels or catholic churches and the heads of protestant churches in the sections communales.

- **Technical data collection and input? If so, how?**
  Yes, surveyors collected data through a field survey that assesses indicators such as: education, demographics, housing, livelihood, livestock, etc). Consultations and interviews were also held to collect data.

- **If yes, are these technical capacities available for future planning processes?**
  The surveyors were from both Port-au-Prince and Port-a-Piment - most of which were students in planning or project management. It is unclear if the planning agency is foreign or local.
Are the costs for proposed solutions to identified problems delineated within the plan?
No, there is no budget for the proposed projects or recommendations.

Are the proposed solutions defined spatially or are the solutions purely methodological?
The projects are broadly spatially defined at the quartier level. There is no specific site selected for any project. They do offer a strategy for implementing the plan (training, partnerships, and consolidation of existing structures to coordinate and manage the collective actions).

Does the document reference national plans or are the themes of intervention aligned with national priority during the time it was published? (this would be significant to see if they received funding or if they were implemented)
Yes, the document refers to the Document de Stratégie Nationale de Croissance et de Réduction de la Pauvreté (DSNCRP). Specifically around three sectors: 1) agriculture and rural development, infrastructure, tourism, transport, electricity, science, technology and innovation, etc; 2) human capital development i.e. education, health and sanitation, and potable water; 3) justice and public security, etc. The plan also refers to the 1987 constitution. The authors also refer to international goals such as Agenda 21 and the MDGs.

Is there overlap with other plans?
In terms of sectors and geography, yes, but not in terms of specific projects outlined.

Which government agencies were involved? At which level?
- Local government i.e. the mayor, deputy, CASEC (section communale)

Are there goals delineated for higher education?
Not for universities but the redevelopment of the professional school for health care is under the ‘education axis’. University involvement is mentioned as a planning strategy, students were used as enumerators.

CSI Document Significance

What are the areas of overlap with CSI? Which documents/studies/sections would be relevant to CSI initiatives?
Tourism, Urban Design, Route Sude

How does the plan measure success?
There is no section that outlines how success will be defined.
2. Document Description

**Name:** Esquisse D'Amenagement Touristique des Cayes et sa Region Periurbaine  
**Date:** 2007-2008  
**Area of intervention:** South Department - Les Cayes  
**Time Frame:**  
**Language:** French

Associated contact: Marc Roger & Sabine Malebranche, Leslie Voltaire

**Broad Objectives**

This is mostly physical planning, the document claims to strive towards social and economic ends but the projects outlined are mostly oriented towards physical improvements of existing spaces. Aims are to transform Les Cayes into the gateway and commerce center of the South Department.

**Brief content summary**

This document includes the vision plan and priority projects for the short-term for the tourism development of Les Cayes.

Vision: “The vision for the proposed plan on tourism development for Les Cayes will focus, on one hand, on the protection of the environment and on the natural character of the zone, the integration of the periurban region on the city in the implementation of an integrated and sustainable economic development and the implantation of basic services and social projects. The implementation of protective infrastructure to counter flooding risks will be an essential component to the visions.”

**Projects:**
- Heritage and Architectural trail/route for downtown Cayes
- Improvements to Boulevard Quatre Chemins and gateway to Cayes
- Development and improvement of the coastline from Cayes de L’Islet to Gelee (improvements to the docks, the beach, street furniture, pedestrian paths, etc).
- Rehabilitation of two major roadways to Cayes
- Cleaning of the facades along the two major roadways
- Improvements to the beaches from Gelee to Cayes (including landscaping and bridges, merchant kiosks, restrooms, etc)
- Development of a waste disposal site for Cayes

**Components/Attached Documents:**
1. ‘Rapport Preliminaire: Diagnostic et orientation’ (May 2007)
2. Esquisse d’aménagement touristique de Port-Salut (no date)
3. Esquisse d’aménagement touristique des Cayes (January 2008)
4. Plan de développement local et d’aménagement touristique de Torbeck (May 2008)
5. Fiches Resumées des Projets (May 2008)
6. Plan local d’urbanisme et de développement touristique d’Aquin (June 2008)
7. Proposition d’aménagement de la plage publique de Gelee aux Cayes (August 2008)

Actor assessment

Planning agents: Republique d’Haiti, Ministere du Tourisme: Amenagement Tourisque du Departement du Sud

Implementing agents:

Description of Methodology
There is not a thorough description of methodology included in the plan. The diagnostic/analysis portion includes: Historical context, description of conditions (demographic, hydrology, ecology, urban physical framework, services, transportation, and natural constraints).

The Document then describes the concept and need for an extension of the City Plan for Cayes, which includes: zoning plan, transportation planning, and ways to control sprawl and future development. A section that details the different projects outlined follows.

CSUD Document Significance

- Was there collection of community input?
  No, there were two mentions of working with local populations through public consultations in the future. This was in reference to the Tourism Development Plan of the South in which there are recommendations to engage local communities in the elaboration of plans and social projects.

  “This approach will include the active participation of the collective and of local populations in the process of implementation of priority projects to reinforce the image of the town of Les Cayes and of the Department Sud” - p. 14  … it is unclear exactly how the public will be involved.

- Technical data collection and input? If so, how?
  There is no description of how data for the diagnostic portion was collected. For the purposes of this plan, no original research was conducted however the bibliography includes 2 studies conducted by the South Department of
Tourism Planning (Diagnostic de la REgion Sud - Rapport preliminaire/Diagnostic et Orientation, and Enquete pour la Region Sud - Revision Plan Directeur Tourisme). Additional sources for the diagnostic portion include: IHSI, MPCE (Le Livre Blanc du Sud), UNDP (Etudes d’Urbanisme pour la ville des Cayes), etc... (See page 33)

If yes, are these technical capacities available for future planning processes? Yes, the planners were working with the South Department’s bureau of tourism at the time. The key local specialists are Marc Roger, Sabine Malbranche and Leslie Voltaire (urban planners/architects/designers). They are all based in Port au Prince and could be consulted with for advice and insight.

• Are the costs for proposed solutions to identified problems delineated within the plan? Yes, there is a budget that lists the costs associated with each project and sub-component, but a breakdown is not provided.

• Are the proposed solutions defined spatially or are the solutions purely methodological? The proposed solutions are spatially defined at the commune level and are plotted out on maps. No methods are described for how/who needs to achieve these ends.

• Does the document reference national plans or are the themes of intervention aligned with national priority during the time it was published? (this would be significant to see if they received funding or if they were implemented) Yes, this document is a subset of a regional tourism development plan which was provoked by the 2006 Updated Plan Directeur du Tourism (from 1996).

• Is there overlap with other plans? Yes, there were several instances of overlap with the South Peninsula regional plan (improvements of Gelee, the airport at Cayes, and developing Cayes as a regional capital/attraction for economic activity).

• Which government agencies were involved? At which level? • Bureau d’Aménagement Touristique - Sud (regional level)

• Are there goals delineated for higher education? No, this isn’t in the scope of the plan.

CSI Document Significance
• What are the areas of overlap with CSI? Which documents/studies/sections would be relevant to CSI initiatives?
Tourism, Urban Design, a.k.a. “Destination Sud”
Route Sude

• How does the plan measure success?
There is no section that outlines how success will be defined.

3. Document Description

Name: Le Plan d’Aménagement et d’Extension de la Commune de Port Salut
Date: August 2009
Area of intervention: Port Salut
Time Frame: 
Language: French

Associated contact: Marc Roger & Sabine Malebranche

Brief content summary

The plan is to spur long-term economic and tourism development in Port Salut through the rehabilitation of ‘Point Sable’, a beach in Port Salut. The plan also helps mitigate the consequences that arose after the expansion of the National Road from Port Salut to Port a Piment - which began in 2008 - that increased land prices and sparked informal urban sprawl through construction of vacation home developments that encroaches on farmland. The plan seeks to facilitate an integrated and sustainable tourist development for the South Department, particularly for the shore, and to initiate concrete actions that will permit the control of the form and quality of development in the region.

The document includes a brief description/overview of Port Salut of key urban issues (spatial organization, transportation, distribution of economic activities, potable water, natural constraints, etc.) and then launches into recommendations.

Broad Objectives

Strategic Axes:
1. Requalify and reinforce the beach front from Port Salut to Carpentier
2. Reinforce and ameliorate the framework of life in the center of Port Salut.
3. Improve the centers of small neighborhoods and localities around Port Salut.
4. Create hierarchy to the existing road network and pedestrians.
5. Create hierarchy and protect the spaces
6. Preserve the landscape and natural spaces in the extension zone
7. Preserve agricultural spaces and residual rural spaces in the Port Salut region

Actor assessment

**Planning agents:** PDT Sud, CAO-DAO  
**Implementing agents:**  
Financing agents: Republic of China, Taiwan

**CSUD Document Significance**

- **Was there collection of community input?**  
  No, if so, none was mentioned in the plan.

- **Technical data collection and input? If so, how?**  
  On a certain level. Data was not collected or was strictly from observation, there was one reference to IHSI concerning population. Land use analysis was also conducted

  *If yes, are these technical capacities available for future planning processes?*  
  Yes, the planners are situated in Haiti, though based out of Port au Prince rather than in the South.

- **Are the costs for proposed solutions to identified problems delineated within the plan?**  
  No, there is no budget included in the plan.

- **Are the proposed solutions defined spatially or are the solutions purely methodological?**  
  The plan provides overarching goals, called ‘strategic axes’, and suggests projects that can achieve those goals - these projects are general to Port Salut and not necessarily spatially defined with the exception of land use and housing solutions which are spatially defined and are plotted out on maps. No methods are described for how/who needs to achieve these ends.

- **Does the document reference national plans or are the themes of intervention aligned with national priority during the time it was published? (this would be significant to see if they received funding or if they were implemented)**  
  Yes, this document is a subset of a regional tourism development plan which was provoked by the 2006 Updated Plan Directeur du Tourism (from 1996). The plan also builds off of the 2008 ‘Esquisse d’Aménagement Touristique de Port Salut, Document de Projet, Région Sud, Août 2007’ that was carried out by the same department and people.
Is there overlap with other plans?
Yes, there were several instances of overlap with the South Peninsula regional plan (improvements of Gelee, the airport at Cayes, and developing Cayes as a regional capital/attraction for economic activity).

Which government agencies were involved? At which level?
- Bureau d’Aménagement Touristique - Sud (regional level)

Are there goals delineated for higher education?
No, this isn’t in the scope of the plan.

CSI Document Significance

What are the areas of overlap with CSI? Which documents/studies/sections would be relevant to CSI initiatives?
- Tourism, Urban Design, a.k.a. “Destination Sud”
- Route Sud

How does the plan measure success?
There is no section that outlines how success will be defined.

4. Document Description

Name: Plan d'Action pour la Relevement d'Haiti (PARDH)
Date: March 2010
Area of intervention: Haiti
Time Frame: 1 year, 5 years, and 20 years
Language: French

Associated contact: Gouvernement d'Haiti (GOH), MPCE

Actor assessment

Planning agent(s): MPCE, Prime Minister Office with foreign technical assistance
Implementing agent(s): HDA, IHRC
Financing agent(s): Multi-laterals, bilaterals (Foreign Governments that pledged assistance post-earthquake); and Haiti Reconstruction Fund

Brief content summary

Page 19 of 46
PARDH is the National post-disaster action plan for assessing the structural causes of the disaster and determine/define main axes of intervention to address the structural weaknesses and reduce Haiti's vulnerability.

Contents:
1. Synthesis of the Post Disaster Needs Assessment
2. Long-term vision and strategic options
3. Immediate zones of intervention: national transportation network, electrification, stimulation of domestic production, stimulation of the cultural patrimony sector, preparation for the hurricane season, etc.
4. Governance
5. Macro-economic framework
6. Financing mechanisms: i.e. budgetary support, multilateral donor fiduciary funds, bilateral funding, NGO managed funds
7. Structure of reconstruction management: la commission intérimaire pour la reconstruction d'Haiti (CIRH), l'autorité pour le développement d'Haiti (ADH)

Broad Objectives

1. Infrastructural development: national transportation network including assigning street addresses (house numbers), electrification, reconstruction of devastated zones, and urban renovation
2. Improved governance: justice and security, rebuilding capacity of public administration, spatial/land use planning and local development.
3. Vulnerability reduction and increased base service provision: education, health, hurricane season preparations, programs for job creation (HIMO), housing of displaced populations, and planning/development of watersheds
4. Economic growth: stimulation of domestic production, cultural production, economic and financial circuits, job creation

Specific short-term goals:
1. Assure preparations for the hurricane/rainy season of 2010 - particularly for the displaced populations.
2. Systematically assess the environmental aspects of all decisions connected to the reconstruction of all sectors.
3. Put in place policies that boost employment, assist micro-enterprises, reinforce professional training, integrate high-intensity labor principals (HIMO) for local labor as well as communities.
4. Encourage the de-concentration and decentralization of base service provision, while assuring a substantial reinforcement of the state's authority above NGO's.
5. Decongest the metropolitan zone of Port-au-Prince through deconcentration and decentralization policies and placing emphasis on anterior growth poles.
6. Continue to provide assistance and support to the 1.3 million Haitians who had suffered/lost and the 3 million people affected by the disaster, while accelerating the process of reconstruction to avoid dependence on external aid.

Vision:
By 2030, Haiti will be perceived as an emerging country with an equitable, just, and united society living in harmony with its environment, its culture and a modernity where the law, freedom of association and expression and spatial management are established, given a strong, dynamic, competitive, open and strong economy, where the combined base needs of the population are satisfied and managed by a unified, de-concentrated and decentralized state.

Description of Methodology
Synthesis of needs assessment/diagnostic study

Not specified

CSUD Document Significance

1. Was there collection of local community input?
The planners primarily consulted the international community, experts, foreign diplomats, multi laterals, large NGOs, etc. Principal sectors of Haitian society were also consulted over the course of several weeks.

2. Technical data collection and input? If so, how?
For the assessment component of the PARDH (PDNA) about 250 international and local experts worked over a period of 1 month in 8 thematic teams to estimate the damages, losses, and the needs - this resulted in a monetary value that estimates the total losses experienced as a result of the earthquake. However the PDNA is an English document, hence the English title. A joint team of national and international experts with participation from NGO and Haitian civil society representatives conducted the analysis/synthesis of this document.
Research on collective and public interest in each sector was also performed - the exact methodology is not specified.

If yes, are these technical capacities available for future planning processes?

What techniques were used for identifying problems/prioritizing problems?
Not specified in the document. PDNA was not specifically used to identify or prioritized; the government made a statement that this was 'the refoundation' strategy as many problems existed before earthquake needing solutions so to deal with disasters.

3. Are the costs for proposed solutions to identified problems delineated within the plan?
Costs associated with each 'worksite' or intervention access exist but these generalized/estimated and are not broken down.

4. Are the proposed solutions defined spatially or are the solutions purely methodological?
The projects/worksites are not spatially defined since the scale of the plan is at a national level, thusly the solutions are extremely generalized and meant to be carried out at a more localized level throughout the country. Each project is given an anticipated timeframe for implementation. The plan does provide a framework for implementing the proposed projects/solutions i.e. the institution of the Haitian Development Authority (HDA) and the Interim Reconstruction of Haiti Commission (IHRC) and time frames for these agencies as well as the actors that will be involved in these development processes.

5. Does the document reference national plans or are the themes of intervention aligned with national priority during the time it was published? (This would be significant to see if they received funding or if they were implemented)
Yes, the PDNA (Post Disaster Needs Assessment) - which was the basis for formulating recommendations and strategies. The Declaration of Paris

6. Is there overlap with other plans?
PARDH overlaps with the previous national strategy plan (DNSCRP) but this document was rendered obsolete in the aftermath of the disaster.

7. Which government agencies were involved? At which level?
8. Are there goals delineated for higher education?
To a certain extent, there is emphasis placed on professional training and job creation - in this sense there are recommendations for the strengthening of certain public administration training institutions (i.e. ENAPP) and the recruitment of educated youth and setting education requirements for public administration positions.

CSI Document Significance
9. What are the areas of overlap with CSI? Which documents/studies/sections would be relevant to CSI initiatives?
CSI draws from this document so to align its programs with the broad goals of the plan; specifically focusing on South Growth Pole

10. How does the plan measure success?
The plan delineates certain measures to attain for the 1-year strategy plan but the 5-year/20-year plans are more generalized.

5. Document Description

Name: Plan de Developpement Communal d'Aquin
Date: May 2008
Area of intervention: Commune d’Aquin (Commune)
Time Frame: 5 years (2008-2013)
Language: French

Associated contact: FAES

Actor assessment

Planning agent(s): Fondation d’Assistance Economique et Sociale (FAES)
Implementing agent(s): CDC (Committee de Developpement Communal) - 57 person committee comprised of the 3 mayors, the department delegate, and 1 CASEC and ASEC and 2 civil society representatives from each section (p. 91)
Financing agent(s): Unspecified

Broad Objectives

Page 23 of 46
1. Local economy - production sectors (agriculture, livestock, fishing, beekeeping, and seasalt production) and informal economy, tourism, artisan, transport, credit, logging, gambling, etc.
2. Social sectors - education, health, justice, security, gender equity, cultural activities, and social assistance.
3. Infrastructure - roads, markets, public plazas, drainage, roadways, urbanization, green spaces, etc.
4. Basic services - electricity, potable water, communication, sanitation, road safety, etc.
5. Environment - planning of watersheds, reforestation, trash collection, and rainwater drainage/runoff

**Brief content summary**

A global community development plan for the commune of Aquin over a 5 year term.

**Contents:**
1. General description of the commune: physical characteristics, social services, and production sectors.
2. Communal diagnostic: strengths, weaknesses, opportunities, and threats for different sectors of Coteaux
3. The general guidelines for development
4. Action plan
5. The conditions for implementation

**Vision:**
1. Social Cohesion - to lead to a harmonious and global development, the people of Aquin should work together in dialogue with synergy, confidence and transparency. In this sense, the municipality has a role to play to drive this social cohesion.

2. Participation - effective participation in the development process is necessary for the sustainability of entrepreneurial actions. It assumes the sensitization of local populations, the work that they can provide and resources they can mobilize.

3. Reinforcement of human capital - To attain the activities listed in the plan, developing human competency is necessary. An emphasis is placed on the support and training of youth and women who comprise 2 vulnerable groups. At the same time, it’s necessary to create jobs, facilitate access to credit, and reinforce the management and organization capacities of the population.

**Description of Methodology**

The approach used was participative according to the following steps:
1) Collection of secondary data, and existing plans and studies in the area since 2006
2) Preparation of a summary sheet for each section communal development plan to be used in updating and validation workshops for the section communal plans
3) Planning for fieldwork - establish a calendar of workshops for updating plans and drafting the communal plan
4) Updating and Validating the plan developpement des sections communales (PDSC) - in groups of 25 for each section communale
5) Development of a scoping diagnostic of the downtown and the communal development plan (PDC) - meetings were held with 52 participants including the Mayors, city executives, city delegate, block representatives, and the representatives of decentralized state units.
6) Drafting of the PDC and training of the Community Development Committee (CDC) - consisting of CASEC, ASEC, and civil society members, local authorities, executives, etc - 57 members in total
   - Diagnosis: SWOT analysis
   - Global development problematic: problem tree
   - Envisaging of solutions/actions/and results
   - Determination of strategic development axes based on assessment of need

**CSUD Document Significance**

- **Was there collection of community input?**
  Yes, communities were involved in the updating and drafting of the communal development plans and the section communal development plans. Meetings occurred in each section in which ~25 different representatives of the population were present: members of the steering committee, health agents, CASEC/ASEC, leaders, teachers, farmers, artisans, etc.

- **Technical data collection and input? If so, how?**
  The plan relies on secondary data and statistics available through the IHSI and other existing studies, a limited amount of first hand data was collected; this is mostly limited to inventories i.e. of water sources, public markets, schools, radio stations, etc., observation, and analysis of existing conditions.

  *If yes, are these technical capacities available for future planning processes?*
  Yes, FAES is based out of Les Cayes and has been active in planning processes in Cote Sud.

  *What techniques were used for identifying problems/prioritizing problems?*
  FAES used a SWOT analysis to assess the potentials and constraints by each sector, these were grouped by: potential/strengths, and Weakness/Constraints.
A problem tree was used to create a global development problematic in which for each sector/development theme the population identified problems, causes and the resulting consequences.

The population then drafted possible solutions to the identified and prioritized problems, actions to fulfill the problems and anticipated results.

- **Are the costs for proposed solutions to identified problems delineated within the plan?**
  Yes, there is a ‘break down of estimated costs’ included in the document. These gives the rough cost of each project but it is not clear how the numbers were derived - if there is a more detailed breakdown it is not included in the main body of the document or the appendices.

- **Are the proposed solutions defined spatially or are the solutions purely methodological?**
  Some of the solutions are spatially defined at the section communal level - but there are many that are general and are prescribed to ‘all sections’, while others are confined to ‘centre-ville’. The plan suggests a logical framework for the implementation of the PDC and Action Plan including the implementing actors (although these were not specific), the potential sources of funding (although this is more general, i.e. ‘the state, ONG, diaspora, etc.’), and the time frame for each project. Additionally, a section detailing the implementing agency, enforcement of the capacity of la Mairie, and a monitoring and evaluation mechanism.

- **Does the document reference national plans or are the themes of intervention aligned with national priority during the time it was published? (this would be significant to see if they received funding or if they were implemented)**
  Yes, the document references previous plans relevant in the commune of Aquin and incorporated the updating of these plans with the communities.

- **Is there overlap with other plans?**
  Yes, the plan overlaps with the Tourism plans for Les Cayes, the South Peninsula plan, etc.

- **Which government agencies were involved? At which level?**
  Local (communal and section communal): Mayor, CASEC, and other representatives/heads of public service units (i.e. police, court, etc)

- **Are there goals delineated for higher education?**
  Yes, one of the activities/projects outlined is the construction of a university, and the construction of professional vocation schooling centers.
CSI Document Significance

• What are the areas of overlap with CSI? Which documents/studies/sections would be relevant to CSI initiatives?
  No, because this commune isn’t within the CSI geographic area.

• How does the plan measure success?
  For each listed ‘envisaged solution’ the population identified necessary actions and expected results to attain. In the action plan, short term (2008-2009) and medium term (2010-2013) indicators are defined for each objective/activity in each axis.

6. Document Description

Name: Plan de Développement de Conde: 4eme Section Communale des Coteaux - Département du Sud
Date: September 2007
Area of intervention: Commune des Coteaux - 4eme Section Communale, Conde
Time Frame: Action Plan
Language: French
Associated Contact: FAES

Brief content summary
Vision: The general objective is to find solutions to problems in the Section to contribute to the amelioration of the conditions and helping the people of Despas to manage their environment, reinforce local institutions and augment their means of production.

Actor Assessment

Planning Agents: FAES, Operateur Prestataire de Services (OPS) - a group of young professionals grouped under OPS for training purposes on how to implement Action Plans, Community of Despas
Implementing agents: CDSC (Steering Committee)

Description of Methodology
FAES involved the population both the diagnostic process - DPSC (Diagnostic Participatif de la Section Communale) - and the research and formulation of solutions to problems in the community. This reinforced technical and organizational capacity of the base community, elaborate social and economic projects of community investment to ameliorate conditions in Despas, Put in place a management committee of PDSC - CDSC (Comite de Developpement de la Section Communale).

Elaborated by OPS who led many participatory interviews and consultations.

Page 27 of 46
4. Methode Acceleree de Recherche Participative (MARP) was used to elaborate the CDSD, the steps include:

- problem identification
- identification of assets and potentials
- problem tree
- objective tree
- logic matrix (presents fundamental parameters of proposed projects, monitoring indicators, potential risks, and resources needed, etc).

CSUD Document Significance

- Was there collection of community input?
  Yes, according to the plan, the Accelerated Participatory Research Method (MARP) was used which combines a number of tools to collect information with the participation of the population through work sessions to identify constraints, assets, needs and appropriate solutions according to their vision. The community chose eight community initiative projects (PICs). A local steering committee was formed to ensure the follow-through of the plan. The CDSC, Comite de Developpement de la Section Communale, is comprised of elected representatives; with 3 CASEC members, 3 ASEC members, 6 representatives from Civil Society organizations, 3 CBO representatives, 1 leader, and 1 woman organization representative.

The community is involved at 4 levels:
- self-organizes for action planning
- defines its collective and individual needs and to face its needs and resolve its problems
- executes its own plans using community resources
- if necessary, resorts to equipment and services of governmental and nongovernmental organizations

- Technical data collection and input? If so, how?
  Somewhat, but no methodology explaining this process was detailed. It can be assumed that FAES conducted the analysis portion, but this is not explicitly declared.

  If yes, are these technical capacities available for future planning processes? Unclear.
1. Are the costs for proposed solutions to identified problems delineated within the plan?
   No, there are no budgets delineated in the plan.

1. Are the proposed solutions defined spatially or are the solutions purely methodological?
   The solutions are more general for the commune and specific sites aren’t defined in the plan. Rather a committee was set up to follow through with the plan, the CDSD or steering committee.

1. Are the themes of intervention aligned with national priority areas at the time? (this would be significant to see if they received funding or if they were implemented)
   Not intentionally, the themes were selected by the population of Conde but they are grouped into economic and social projects (2 out of 4 of the National Plan’s themes). The priority areas include: Water, Sanitation, Professional Training, Health, Infrastructure, Reforestation/Environment, Animal Husbandry/Medicine, and Commerce.

1. Which government agencies were involved? At which level?
   OPS led the planning process with assistance from FAES - which is an autonomous public institution based at the regional level in Les Cayes, the regional department of Cote Sude. At the section-communal level the CASEC and ASEC were involved.
   It is stated that the central government will finance the plan (grants, loans, etc.), provide technical support, and execute certain projects. But they were not involved in the planning process. It is also stated that the local government will participate in the implementation, enforce codes related to projects, and follow through with the steering committee.

1. What government organizations should be involved?
   Regional planning bodies could have been involved as well as local communal leaders, i.e the local mayor, rather than members of the section-communal, to establish more political buy-in.

1. Are there goals delineated for higher education?
   There were goals for professional development but not specifically for university education.

1. Are there areas of overlap with other plans?
CSI Document Significance

1. What are the areas of overlap with CSI?

1. Which documents or studies would be relevant to CSI initiatives?

7. Document Description

Name: Plan de Developpement de la Commune des Coteaux
Date: June 2009
Area of intervention: Commune des Coteaux
Time Frame: 2010-2014
Language: French

Associated contact: FAES

Actor assessment

Planning agent(s): Fondation d’Assistance Economique et Sociale (FAES)
Implementing agent(s): CDC (Committee de Developpement Communale) - 57 person committee comprised of the 3 mayors, the village delegate, and 1 CASEC and ASEC and 2 civil society representatives from each section
Financing agent(s): Unspecified

Brief content summary

A global community development plan for the commune of Aquin over a 5 year term.

Contents:
1. General description of the commune: physical characteristics, social services, and production sectors.
2. Communal diagnostic: strengths, weaknesses, opportunities, and threats for different sectors of Coteaux
3. The general guidelines for development
4. Action plan
5. The conditions for implementation

Broad Objectives
1. Spatial planning: sustainable urban planning, sanitation,
2. Environment: promote the sustainable management of natural resources
3. Social Sector: improve the offering of basic social services
4. Local economy: create a local economic dynamic and increase the household revenue
5. Improve communal management (communal facilities, revenue, communication, human resources, etc)
6. Improved public services (newspapers, police, etc.)
7. Cultural production: Improve cultural production of the community (create leisure spaces)

Vision:
In 2020, Coteaux will be prosperous commune based on good governance, solidarity, peace, economic prosperity, social and cultural development.

Description of Methodology

Preparation
- Discussion of methodology with FAES
- Document Analysis/Research
- Sensibilization

Diagnostic
- Launching of process - ceremony to debate and begin the planning
- Upadating of the Section Communal Plans
- Diagnostic of ‘Quentin’ and the downtown area
- Validation of the diagnostic: with representatives of the community
- Study of inhabitants
  - semi-structured interviews with open ended questions to people who live or work in the commune
- Analysis
- Draft of report
- Validation of the plan communal

Methods
a. second hand data collection
b. brainstorming, historic profile, institutional relationship venn diagram, local map, agricultural/work calendar, daily household routine, diagram of fluctuations in the production systems, problem identification, semi-structured interviews

CSUD Document Significance
● **Was there collection of community input?**  
Yes, communities were involved in the updating and drafting of the communal development plans and the section communal development plans. Meetings occurred in each section in which ~25 different representatives of the population were present: members of the steering committee, health agents, CASEC/ASEC, leaders, teachers, farmers, artisans, etc.

● **Technical data collection and input? If so, how?**  
The plan relies on secondary data and statistics available through the IHSI, CNIGS, and other existing studies. There was a significant amount of first hand data collected through the ‘study of inhabitants’ section. This process involved semi-structured interviews with community members, map/inventories of public services, calendars of sicknesses, holidays, agricultural production cycles, analysis of environmental conditions, problem identification, analysis and classification according to a wellbeing matrix created by the community, etc.

*If yes, are these technical capacities available for future planning processes?*  
Yes, FAES is based out of Les Cayes and has been active in planning processes in Cote Sud.

*What techniques were used for identifying problems/prioritizing problems?*  
FFOM = Strengths, Weaknesses, Opportunities, and Strengths i.e. SWOT (for each sector)  
Evolutionary prospects

● **Are the costs for proposed solutions to identified problems delineated within the plan?**  
Yes, there is a budget in the plan that includes cost estimates for most of the projects but this is not exact in anticipation of a fluctuating economy. There is a costing plan elaborating the amount that the local community should invest in projects versus external aid for short-term projects.

● **Are the proposed solutions defined spatially or are the solutions purely methodological?**  
The proposed solutions are not spatially defined - more broad and applicable to ‘all the communes’. Solutions are more methodological for achieving each specific objective mentioned. Strategies, such as financial schemes, etc., for achieving ends are outlined: reinforcement of human capital, social cohesion, promotion of local employment, partnerships (between local and regional governments, NGOs, etc.), reinforcement of traditional organizations, and sensitization and mobilization.
Does the document reference national plans or are the themes of intervention aligned with national priority during the time it was published? (this would be significant to see if they received funding or if they were implemented)
Yes, the document references and attempts to align its interventions with the Document de Strategie Nationale pour la Croissance et la Reduction de la Pauvreté (DSNCRP) and the Millenium Development Goals (MDGs).
The plan also incorporates the updating of previous plans relevant in Coteaux with the community members.

Is there overlap with other plans?
Yes, the plan overlaps with the Tourism plans for Les Cayes, the South Peninsula plan, etc.

Which government agencies were involved? At which level?
i. Local (communal and section communal): Mayor, CASEC, and other representatives/heads of public service units (i.e. police, court, etc)

Are there goals delineated for higher education?
One of the objectives for improving basic social services is to create more professional schools. There are also suggestions to improve quality of education through training teachers, creating a monitoring organization, providing libraries and other learning materials, etc - but this does not apply specifically to higher education.

CSI Document Significance

What are the areas of overlap with CSI? Which documents/studies/sections would be relevant to CSI initiatives?

How does the plan measure success?
The plan does not quantify what should be achieved to improve baseline conditions. It more broadly claims that xx should be improved by the construction of xx.

8. Document Description

Name: Plan de Developpement de la 2eme Section de Despas (Commune des Coteaux) - Departement du Sud
Date: August-September 2007
Area of intervention: Commune des Coteaux - 2eme Section Communale, Despas
Time Frame: Action Plan - No defined time frame but the longest duration of the projects is the road from Mathieu to Coteaux and the construction of a health center, both will take 2 years.

Language: French

Associated Contact: FAES

Brief content summary
Vision: The general objective is to find solutions to problems in the Section to contribute to the amelioration of the conditions and helping the people of Despas to manage their environment, reinforce local institutions and augment their means of production.

Summary of selected projects:
1. Agriculture and Livestock - permit farmers to have access to credit and to be technically trained on the new cultural practices and strategies for combatting illnesses amongst animals and plants. Put in place a veterinarian clinic, depots for agricultural products where farmers can receive improved seeds, have the possibility to irrigate their fields and also find markets for selling their products.
2. Education - build more primary schools, expand the campus of ‘l’école Nationale de Despas, a training program for the professors, construction of a professional center, establish an alpha center all equipped with the necessary materials.
3. Health - construction of a health enter with work equipment, a qualified staff able to respond to needs of the community, training health agents, pharmacies, matrons?
4. Commerce - build a public market, training sessions for management with small merchant, give access to credit to the population with relatively low interest rates - 1.5% per month - and to extend the repayment period.
5. Other - Throughout the development process, it’s necessary to assure that the people of Despas have the means to formulate their own policy, this is to say, the capacities and knowledge to lead to an improvement of their section.

Actor Assessment

Planning Agents: FAES, Operateur Prestataire de Services (OPS) - a group of young professionals grouped under OPS for training purposes on how to implement Action Plans, Community of Despas
Implementing agents: CDSC (Steering Committee)

Description of Methodology
FAES involved the population both the diagnostic process - DPSC (Diagnostic Participatif de la Section Communale) - and the research and formulation of solutions to problems in the community. This reinforced technical and organizational capacity of the base community, elaborate social and economic projects of community investment to
ameliorate conditions in Despas, Put in place a management committee of PDSC - CDSC (Comite de Developpement de la Section Communale).

Elaborated by leading many participatory interviews and consultations.

1. Data collection (obtained information on total population, population density, number of households and an inventory of resources and potentials in the zone) from ISHI and UTSIG (now CNIGS)
2. Collection of data from the field - from August 3 2007, to August 21 2007 then a second time from 25-28 September 2007
3. Steps followed in the sessions
   - choose a reporter, designer/editor
   - workshops
   - plenary meeting for restitution
   - semi-structured interviews
4. Methode Acceleree de Recherche Participative (MARP) was used in combination with Planification des Interventions Par Objectifs (PIPO)
   - problem identification
   - identification of assets and potentials
   - problem tree
   - objective tree
   - action plan

CSUD Document Significance

- *Was there collection of community input?*
  Yes, according to the plan, the general population was engaged in identifying different problems in the section in order to define concerted and concrete actions.
  A local steering committee was formed by elected representatives (the CDSC, Comite de Developpement de la Section Communale) with 3 CASEC members, 3 ASEC members, 6 representatives from Civil Society organizations, 3 CBO representatives, 1 leader, and 1 woman organization representative.

- Technical data collection and input? If so, how?
  Yes, a team of 6 was organized (2 members per zone) to obtain information on total population, population density, number of households and take an inventory of resources and potentials in the zone- this was collected from ISHI and UTSIG (now CNIGS). Also data was collected in the field from August 3 2007, to August 21 2007 then a second time from 25-28 September 2007.
If yes, are these technical capacities available for future planning processes?
Yes, FAES is a local organization that is based in Les Cayes, the regional capital of Cote Sud.

- Are the costs for proposed solutions to identified problems delineated within the plan?
Yes, there is a budget for each project listed (8 in total - 4 economic and 4 social) presented as a lump sum, but these costs are not broken down in more detail.

- Are the proposed solutions defined spatially or are the solutions purely methodological?
The solutions are more general for the commune and specific sites aren’t defined in the plan. Rather a committee was set up to follow through with the plan, the CDSD.

- Are the themes of intervention aligned with national priority areas at the time? (this would be significant to see if they received funding or if they were implemented)
No, the themes were selected by the population of Despas. These include: Education, Health, Agriculture, Animal Husbandry, Environment, Commerce, Potable Water, Sports and Leisure, Organizational, Artisinal.

- Which government agencies were involved? At which level?
FAES led the planning process - which is an autonomous public institution, which is usually mobilized at the regional level - there is an active FAES office at Les Cayes, the regional department of Cote Sud. At the section-communal level the CASEC and ASEC were involved.

- What government organizations should be involved?
Regional planning bodies could have been involved as well as local communal leaders, i.e the local mayor to establish more political buy-in.

- Are there goals delineated for higher education?
There were goals for professional development and primary education but not specifically for university education.

- Are there areas of overlap with other plans?

CSI Document Significance

- What are the areas of overlap with CSI?

Which documents or studies would be relevant to CSI initiatives?

9. Document Description

**Name:** Programme des interventions urbaines prioritaires pour la ville des Cayes et sa région périurbaine  
**Date:** February 2008  
**Area of intervention:** Les Cayes (urban and peri-urban)  
**Time Frame:**  
**Language:** French

Associated contact: SODADE, Ministère de Travaux Publics Transports et Communications (MTPTC)

**Broad Objectives**

The strategic plan is a tool to synthesize, coordinate, and guide integrated development and to prioritize investment for infrastructure projects in Les Cayes.

The objectives of the study/plan are to provide basic urban facilities, implement large scale infrastructure projects to ensure a more comprehensive definition of public action, protection of the city from flooding, improving traffic, the improvement of urban parking to facilitate the general functioning of the city, and the restructuring of the physical framework of the city.

The study also aims to suggest a redistribution of public space and facilities in accordance with diverse economic activities: public plazas, bus stops, public market, roadside markets, type and placement of social housing, displacement of population in high risk areas, expansion of the town, and the definition of industrial parks and agro-industrial areas.

**Brief content summary**

A strategic plan for dealing with urban growth in many different facets and to reinforce Les Cayes as a regional growth pole and capital.

**Components:**

- Background, issues and assessment of current conditions  
- The Expansion Plan of the city of Les Cayes and its suburban area;  
- The strategy of regional planning;  
- Defining the strategic axes of intervention program;
- The selection criteria and the types of projects prioritized;
- The data sheets of prioritized projects;
- The budget estimate for projects prioritized;
- The contribution of thematic maps and sketches of proposed planning

**Vision:**
The development vision of Local Development Plan for Les Cayes focuses on the planned extension of the city through 1) the protection of the environment and of the natural character of the area; 2) the integration of peri-urban town through establishment of social facilities and sustainable infrastructure projects specifically for protection against flooding; 3) the development of sites with tourism potential inventoried in the region.

**Actor assessment**

**Planning agents:** SODADEX

**Implementing agents:** Ministere de Travaux Publics Transports et Communications (MTPTC)

**Description of Methodology**

- MTPTC identifies priorities amongst the projects delineated in the ‘Plan Local d’Urbanisme des Cayes’
- the revision of the ‘Plan d’Extension de la Ville des Cayes’ must pass through a consensus amongst the municipality and the different civil society representatives; namely the chamber of commerce, socio-professional associations, and religious associations.
- Public meetings and consultations start after the acceptance of the revision of the study document by the MTPTC
- Informational meetings and presentations of the plan to the community are held to clarify to the public the process of the identification of natural assets and constraints and MTPTC’s process of project prioritization. Public comprehension of priority projects will facilitate the participation of the population in regards to monitoring at the local level.
- The municipal council of Les Cayes then permits the second validation of the local plan

**CSUD Document Significance**

- **Was there collection of community input?**
  Public meetings were held but there was no incorporation of community input into the plan, the meetings were informational only. The revision to the existing plan was
conducted by MTPTC, dependent upon approval by elected officials. The plan also states that public participation will occur through the implementation of projects.

- **Technical data collection and input? If so, how?**
  The plan relies on statistics available through the IHSI and other existing documents, no first hand data was collected other than through observation.

  *If yes, are these technical capacities available for future planning processes?*
  N/A

- **Are the costs for proposed solutions to identified problems delineated within the plan?**
  Yes, there is a budget in the plan that includes cost estimates for most of the projects but this is not exact, a quantity survey would be the next step.

- **Are the proposed solutions defined spatially or are the solutions purely methodological?**
  Yes, a map was created for the plan and for each project. There are also methodological recommendations for how to carry out planning and the implementation of the projects outlined in the plan (p. 38+40). Each project outlined in the plan has objectives and associate actions needed to implement the project (p 58-87).

- **Does the document reference national plans or are the themes of intervention aligned with national priority during the time it was published? (this would be significant to see if they received funding or if they were implemented)**
  Yes, the document references the Plan Directeur d’Urbanisme des Cayes de 1997 - it considers the options recommended in this plan and incorporates this into the plans vision which is organized around the same 4 goals (poverty reduction, infrastructure development, integration of Haiti into international commerce, facilitation of an acceptance of touristic development). The vision also references the ‘Strategie Nationale des Transports’ from 2006-2011 which is organized around 4 objectives.

- **Is there overlap with other plans?**
  Yes, the plan overlaps with the Tourism plans for Les Cayes, the South Peninsula plan, etc.

- **Which government agencies were involved? At which level?**
  - The municipal council of Les Cayes (conseil communal)

- **Are there goals delineated for higher education?**
No, not within the scope of this plan - constricted to spatial/transportation planning.

CSI Document Significance

- What are the areas of overlap with CSI? Which documents/studies/sections would be relevant to CSI initiatives?
  Tourism, Urban Design, Route Sude

- How does the plan measure success?
  The plan delineates a set of concrete results that it expects to obtain, these are as follows:
  - a functional and economic use of land
  - a better integration of peripheral pathways deemed priority
  - a better integration of pathways connecting to the Boulevard des Quatre Chemins, the primary central axis of Les Cayes

10. Document Description

Name: Rapport Final de l’Atelier Participatif Départemental, portant sur ‘la Stratégie National pour la Croissance et la Réduction de la Pauvreté’ (DSNCRP)
Date: June 2007
Area of intervention: Département du Sud
Time Frame: xx
Language: French

Associated contact: Ministère de la Planification et de la Coopération Externe (MPCE)
Direction Départementale du Sud

Brief content summary

This document provides a summary and critique of a participatory workshop session held according to a new participatory approach delineated by the DSNCRP. The workshop resulted in the prioritization of themes mentioned in the DSNCRP, an assessment of assets, constraints, and needs, and the identification of actions and projects to ameliorate conditions. More importantly, the document offers a valuable study of the new approach and surveyed the satisfaction of participants in using this approach.

Broad Objectives

In general the recommendations are focused on agriculture and local production and on promoting tourism.
Strategic Axes:
1. Promotion of tourism
2. Improvement of electric and energy infrastructure
3. Construction of modern ports
4. Expansion and planning of existing ports
5. Construction of an international airport serving the Departments of: Nippes, la Grand-Anse, Sud, and Sud Est
6. Research on the complements between le Sud and la Grand-Anse
7. Improvement of road infrastructure linking these departments

Actor assessment

Planning agents: Ministère de la Planification et de la Coopération Externe (MPCE)
Direction Départementale du Sud
Implementing agents: Unspecified, broadly civil society

Description of Methodology
1. Sensitization of the population through press/radio during an entire week on the process of elaborating the DSNCRP such as the objectives of the workshop and the participative approach
2. Mobilize departmental staff to send invitations to the mayors and CASEC, sector directors, heads of NGOs, and representatives of civil society
3. Meeting with local mayors of the South delegation
4. Sensitization and visits of sectoral directors on their roles in the animation of ‘tables sectoriels’
5. Meeting with the principals and heads of NGOs around the steps and encourage their collaboration
6. Host workshop:
   - subgroups were formed to reflect on 2 broad themes: socio-economic diagnostic (assets and potentials, constraints, and axes of intervention) and the Departmental poverty profile (access to health services, primary education, running water, and sanitation)
   - the diagnostic launched a discussion about concerns of the community
   - an evaluation survey was completed by 120/152 attendees about the organization of the workshop, the presentation of interventions, the comprehension of the subjects debated, and the quality of the debate

CSUD Document Significance

- Was there collection of community input?
Yes, the document was the culmination a large community workshop based on the participatory model described above.

- **Technical data collection and input? If so, how?**
  Yes, surveys were administered to assess the new approach taken and the comprehension of attendees.

*If yes, are these technical capacities available for future planning processes?*
Yes, the planners are situated in Cot Sude in Les Cayes.

- **Are the costs for proposed solutions to identified problems delineated within the plan?**
  No, there is no budget included in the plan.

- **Are the proposed solutions defined spatially or are the solutions purely methodological?**
  Most suggestions are broad and genre-based; they are not spatially defined.

- **Does the document reference national plans or are the themes of intervention aligned with national priority during the time it was published? (this would be significant to see if they received funding or if they were implemented)**
  Yes, this document tests and builds off of the DSNCRP.

- **Is there overlap with other plans?**
  Yes, there is overlap with most other plans since the sectors or themes are the same and the geographic target area covers the expanse of the South Department.

- **Which government agencies were involved? At which level?**
  - Local: CASEC, representative of la Mairie
  - Regional: Ministere du Tourisme, l’Environnement, la Condition feminine, and l’Agriculture

- **Are there goals delineated for higher education?**
  Not specifically for higher education, the goals for education are general. Yes, the construction of one professional school per commune and one university for each district is a goal and the redesign of scholarly curricula through building partnerships between the state and civil society.

**CSI Document Significance**

- **What are the areas of overlap with CSI? Which documents/studies/sections would be relevant to CSI initiatives?**
  Destination Sud
Route Sud
Environment
Martitime
Agriculture
Education
Health
Millennium Development Goals

- *How does the plan measure success?*
  Undefined.

11. Document Description

**Name:** Proposal for the Regional Development Strategy of the South Peninsula: Support project for the strategic management of public investment, Volume II  
**Date:** December 2010  
**Area of intervention:** South Peninsula – Departement du Sud, Departement de la Grand-Anse, Departement des Nippes (Regional)  
**Time Frame:** 2030 (on par with the National Plan, PARDH)  
**Language:** French

Associated contact: Groupe IBI, DAA

**Brief content summary**

**Volume 1** Assessment of the study area, including land use, environmental conditions, and identification of present attractions, infrastructure, equipment and services in the South Peninsula as well as the ongoing activities and potential for fishing, agriculture, and tourism.

**Volume 2** Summary of the current planning and national development framework, proposal for operational long-term development goals, detailed proposal of programs and projects for the economic, social, institutional, and spatial reform of the South Peninsula.

*Long-term development guidelines:*
- Rational and sustainable use of the land, environment, and natural resources
- highlight the main comparative advantages of the South Peninsula for sustainable growth of individual and state revenues
- satisfy the basic needs of the population in regard to nutrition, habitat, and public security and justice
- put in place health and public health networks
- ensure social solidarity towards the most marginalized
- increase sport and leisure activities
- develop cultural creativity and historic patrimony

*Development Objectives:*
- Structure the organization of the land to reduce the centralization of activities and thus their vulnerability, to equalize land use, and to better distribute opportunities and services.
- Develop and diversify the modern economy - to create jobs, increase revenues, and increase access to basic services and reduce pressure on the environment and natural resources.
- Protect and rehabilitate and restore value to the environment.
- Deploy modern social and cultural service networks.
- Develop a framework for managing development and land use planning.

*Short Term Axes of Intervention:*
1. Establishing hierarchical architecture of infrastructure, equipment, and services from regional development poles to section-communal capitals.
2. Spatial re-distribution of employment and sociocultural development opportunities, through the establishment of regional development poles and support to local development.
3. Implementation of transportation, telecommunication, and energy networks.
4. Structure and develop local land use planning based on the Arrondissements.
5. Creation of buffer cities to accommodate fluctuating immigration.

**Volume 3** Compilation of 5 feasibility studies for: the expansion of the Les Cayes airport, redevelopment of the road from Jeremie-Tiburon, construction of a water retaining structure on la Grande ravine du Sud, development and planning of priority tourism zones i.e. Port Salut and Saint-Jean-du-Sud, and redevelopment of the Gelee beach at Les Cayes. A feasibility plan for the development of an industrial port in la Baie de du Mesle and la Baie des Flamands is underway but not yet completed.

**Actor assessment**

**Planning agents:** Ministère de la Planification et de la Coopération Externe (MPCE), Groupe IBI.

**Implementing agents:** Government of Haiti.

**Description of Methodology**

Technical and Participative components
1. Site Analysis of conditions – based on review and analysis of existing literature, governmental and local documents (i.e. MPCE’s 1990 Livres Blans Departementaux), specific studies of certain areas in the site or of certain sectors.
2. Confirmed by geo-located photographic records, different sites of interest, existing infrastructure, etc.

**CSUD Document Significance**
Was there collection of community input? Yes. Regional and local actors in both the private and public domain were consulted, and extended meetings were held over the course of 1 year to validate information collected by the planning agency and to improve ideas for the proposed direction, programs, and projects.

- Representatives of school, religious, and business interests attended regional workshops.
- Local input and knowledge was generated through interviews with different associations on the ground (fishing, and farming associations) to understand activities, needs, and to integrate their input into the regional vision for development and in the choosing of projects to implement.

Technical data collection and input? If so, how?
Data was collected from different sources (IHSI, CNGIS, etc). Field observations were conducted to identify the potentials and constraints to development in the South Peninsula, these also informed the proposed operational development objectives, and the list of programs and projects. Meetings were held with technical experts of the different ministries and governmental organizations (i.e. MPCE, MSPP, MDE, MARNDR, EDH, DGI, etc.) to validate data and discuss direction and objectives.

If yes, are these technical capacities available for future planning processes? The consulting group who created the plan is based in Port au Prince but is likely only available depending on funds available. However, the experts within the different departments will be available for future consultations.

Are the costs for proposed solutions to identified problems delineated within the plan? There are no budget or financial implications mentioned in volume II. Although there are thorough budgets delineated in the feasibility studies in volume III, however these studies are on micro-scale.

Are the proposed solutions defined spatially or are the solutions purely methodological? The proposed solutions are spatially defined at the commune level and are plotted out on maps. Methods are provided for how to implement the proposed programs and projects, but these methodologies are not very robust.

Are the themes of intervention aligned with national priority areas? (this would be significant to see if they received funding or if they were implemented)
The plan is based broadly on ‘the major themes’ delineated in PARDH (National Plan) around which the programs, sub-programs, and projects are organized:
- Spatial reform
- Economic reform
- Social reform
- Institutional reform

The plan also shares common goals with PARDH such as targeting the private sector to create jobs and wealth, and to decentralize economic activity and redistribute population by developing regional growth poles.

• **Which government agencies were involved? At which level?**
- Regional capital meeting participants: senators, deputees, departmental delegates, mayors, and professional directors of ministries,
- Communal meeting participants: Mayors, Section Communale representatives, NGO’s and civil society representatives.

Departmental: Ministries of
- Technical experts were consulted from departmental ministries:
  - MPCE - Ministère de Planification et de Coopération Externe
  - MSPP - Ministère de la Santé Publique et de la Population
  - MDE - Ministère d’Environnement
  - MARNDRI - Ministère de l’Agriculture des Ressources Naturelles et du Développement Rural
  - EDH - Electricité d’Haïti
  - DGI - Direct Relief International?

• **Are there goals delineated for higher education?**
Yes, one program [3.1.1] is devoted to access to superior education and professional and technical training. This portion proposes the establishment of a public higher education network by establishing university campuses in each of the regional capitals (development poles): Les Cayes, Jeremie, Miragoane. These public education networks would be accompanied by technical school centers [3.1.2] to strengthen the private sector, develop local human capacity, and reduce the cost of attending school. Each campus will have a welcome center, and will “integrate the initial training of teachers and curricula.

**CSI Document Significance**

• **What are the areas of overlap with CSI?**