

JOINT PROGRAMME: HAITI

Conflict Prevention and Social Cohesion through Local Community Empowerment and Institutional Capacity Building

Joint Programme Outcome(s): Poverty reduction through crisis prevention and livelihood strengthening

Programme Duration: 24 months
 Anticipated start/end dates: Mar 2009-Mar 2011
 Fund Management Option(s): Pass-through
 Managing or Administrative Agent: UNDP

Total estimated budget*: USD 7,000,000
 Out of which:
 1. Funded Budget: USD 7,000,000
 2. Unfunded budget: _____
 * Total estimated budget includes both

Sources of funded budget:
 • MDG Fund: USD 7,000,000

UN organizations	National Coordinating Authorities
Joel Boutroue <i>Resident and Humanitarian Coordinator Deputy Special Representative of the Secretary General</i>	Jean-Max Bellerive <i>Minister Ministry of Planning and External Cooperation</i> <i>Bellerive</i> 5/11/2009
Eric Overvest <i>Country Director UNDP Haiti</i>	<i>Overvest</i> 20/10/2009
Teeluck Bhuwaneer <i>Representative UNESCO Haiti</i>	<i>Bhuanee</i> 23/10/2009
Kathy Mangones <i>Representative UNIFEM Haiti</i>	<i>Mangones</i> 27/10/2009
Tania Patriota <i>Representative UNFPA Haiti</i>	<i>Patriota</i> 22/10/09
Vincent Houver <i>Representative IOM Haiti</i>	<i>Houver</i> 26/10/09

1. Executive Summary

Although Haiti's capital Port-au-Prince has experienced gradual improvements in real and perceived security, the country's secondary urban and peri-urban centres face looming uncertainty. The global financial crisis is generating new migratory pressures and unrest among specific demographic sectors. The upcoming Haitian elections in 2010 may also trigger renewed and differentiated forms of violence. These challenges can undermine recovery and reconstruction efforts and threaten achievement of the Millennium Development Goals (MDGs). Anticipating and mitigating these challenges is of the highest priority for the Haitian government, civil society, Stabilization Mission in Haiti (MINUSTAH) and the UN Country Team (UNCT). A coordinated and comprehensive approach to preventing and reducing violence within a conflict sensitive framework is imperative.

The 'Conflict Prevention and Social Cohesion' (CPSC) features an innovative and evidence-based approach to diagnosing, preventing and reversing the drivers and symptoms of insecurity and violence in selected secondary cities. It recognises that both real and perceived security constitutes the basis of effective recovery and longer-term development. Adopting a two-pronged approach the CPSC explicitly draws on the comparative advantages of five UN agencies and the UN Peacekeeping Mission to achieve two specific outcomes:

- First the CPSC will invest in a developing an independent National Violence Observatory to undertake national surveillance capacities to inform policy and programming for public and non-governmental actors.
- Second, the CPSC will reinforce legitimate community-based authority structures in five selected secondary cities and generate violence prevention plans through participatory and locally-driven partnerships.

These two outcomes are interconnected and mutually reinforcing. While the National Violence Observatory will be an impartial mechanism designed to inform national decision-making, it will also provide inputs to support the formulation of violence prevention plans and related projects. Likewise, focused community diagnostics will be used to support the development of robust data at the national level and inform policy prioritisation and agenda setting.

The CPSC is an integrated intervention designed to create a breathing space and stable environment for longer-term recovery and development efforts to take hold. Nevertheless, the political, social and economic challenges facing stabilization efforts in Haiti, including violence prevention/reduction, should not be under-estimated. In order to ensure sustainable returns, the CPSC will also seek to integrate conflict prevention, early recovery and violence prevention/reduction-related considerations into development policies and associated responses pursued by the national government. This will be facilitated through the provision of technical support to local and national institutions to generate and analyze data on the temporal, spatial and demographic dynamics of violence. Ultimately, credible and balanced analysis can enhance the prioritisation, design, implementation and impacts of government and non-governmental-driven programmes and policies to promote development and security.

The CPSC advances a multidimensional approach to tackling violence and related insecurity in five identified communities. Specifically, a limited number of peri-urban neighbourhoods will be targeted on the basis of firm criteria.¹ To date, these selected communities have not benefited from significant levels of assistance from international agencies. In order to yield demonstration effects and do no harm, the CPSC will support provide assistance to mitigate conflict while promoting socio-economic and related livelihood opportunities. Direct support will only be provided on the basis of participatory and inclusive diagnostics ('violence prevention plans') and the articulation of appropriate violence prevention/reduction interventions tailored to the needs expressed by communities themselves. Ongoing monitoring and evaluation – undertaken in concert with a range of stakeholders – will ensure that lessons are learned and course correction as required.

The formulation of the CPSC is based on a comprehensive analysis administered by the UNCT and MINUSTAH. The CPSC is aligned with the country's principal assistance and development frameworks, including the UN Development Assistance Framework (UNDAF), the National Strategy for Growth and Poverty Reduction (DSNCRP), and associated recovery plans generated in the wake of a series of natural disasters that affected Haiti in August and September 2008. Taken together, the UNCT believes that the CPSC offers an innovative framework for devising violence prevention and reduction strategies, testing their relevance and adjusting policy decisions and programming at the national and local levels. It consciously speaks to MDG priorities and offers an important bridge linking security with development.

Undertaken over a two-year period, the CPSC can be regarded as a pilot initiative, whose scope and implementation may be expanded and scaled-up over time to other urban and peri-urban communities in Haiti.

2. Situation Analysis

The situation in Haiti

After experiencing several years of instability, Haiti returned to constitutional democratic rule with the elections of President Préval and a new parliament in 2006.² National elections signalled a certain level of stability and provided an opportunity for renewed recovery efforts. The Haitian government proposed a strategy focused on economic growth and the reform of state institutions, together with strengthening the rule of law. With the support of MINUSTAH troops, the security situation improved in 2007 and the country experienced a surge in state revenues and its first signs of moderate growth in years. These incremental gains were short-lived, however.

Owing to the ongoing global financial crisis, but also tropical hurricanes, these gains have been reversed. Indeed, rising food prices have contributed to escalating political instability. Moreover, the August and September 2008 storms directly affected an estimated one million Haitians, leaving some 20,000 families homeless. Damage sustained in parts of the country, notably Gonaives and the Artibonite region, was staggering. Additional losses in

¹ These include geographic representativeness, their manifestations of variegated forms of violence (collective, inter-personal, domestic, etc), together with access and facility of logistical support.

² The departure of President Aristide in 2004 prompted the deployment of the 10,000-strong UN Mission for the Stabilization of Haiti (MINUSTAH).

agricultural production and livelihood opportunities for vulnerable groups have heightened the risks of insecurity. Likewise, looming elections in 2010 will likely contribute to an upswing in various forms of violence in the coming two years.

In spite of robust financial and political support from the international community, Haiti remains acutely vulnerable to recurring crisis and violence. Instability can take hold rapidly. This is exemplified by the relationship between run-away food prices and the April 2008 Parliamentary crisis that led to the dismissal of a sitting Prime Minister and his Cabinet. The challenges associated with maintaining the foundations for recovery and development cannot be under-estimated. Ultimately, understanding the drivers and symptoms of violence, and creating the means to overcome and mitigate recurring crises, are arguably the most important pressing entry-points to achieving meaningful development returns in the country

Drivers of violence and insecurity in Haiti

Though still comparatively poorly understood, Haiti features varied and dynamic landscapes of violence. Collective, interpersonal and domestic violence are motivated by complex combination political, social and economic interests.³ Existing data and research on violence – including its associated drivers and symptoms – is scarce and often unreliable. In most cases, it is isolated to area-specific qualitative studies or specific ‘high-risk’ groups. Developing a more sophisticated overview of longitudinal, spatial and demographic trends is a major priority.

While not necessarily ‘causes’ on their own, there is a widespread perception that systemic poverty and inequality, together with weak, inefficient or compromised state institutions⁴, condition violence onset, duration and intensity. These structural drivers of violence and insecurity in Haiti appear to be exacerbated by proximate factors such as the weakness of existing dialogue structures to build consensus amongst heterogeneous social actors, the absence of credible alternatives to violence for unemployed youth, and norms condoning gender-based violence. Ultimately, research on structural and proximate factors is still nascent and sporadic. Nevertheless, there is a growing sense that the use and manipulation of violence, notably by certain elements within the Haitian political system, is further compounded by increasing criminalization, brought about by the illicit drug and arms trade.

Violence affects men and women differently in Haiti. While data is comparatively limited, it is clear that males, particularly youth and young men, are at the greatest risk of perpetrating and being victimised by violence. Males are overwhelmingly represented as perpetrators and victims of homicide and prison inmates. But females are also acutely affected by violence. For example, the “Concertation nationale contre les violences faites

³ There is no international consensus on the definition of violence. The WHO differentiates between self-directed, inter-personal, collective and social. UNIFEM considers widespread and systematic, widespread and opportunistic, and isolated and random/relational. Meanwhile, the Geneva Declaration on Armed Violence (www.genevadeclaration.org) offers a definition relating to physical harm and mal-development. The CPSC will issue a formal definition, offering instead broad parameters relating to violence type, intensity and intent.

⁴ Indeed, nascent and recovering law and order institutions cohabit with a political culture mediated by private interests.

aux femmes”⁵, documented a significant increase of the number of reported cases of sexual violence against women and girls between 2003 and 2005.⁶ Indeed, sexual violence appears to affect women at all levels of education and domestic violence appears to be widespread.

Generating an accurate profile of the differentiated ways in which communities, households and individuals are affected by violence is critical for effective policy and programming. While national and department-level data is of uneven quality, a number of recent efforts have sought to better understand the scale and scope of the challenge.⁷ A number of assessments have found that the primary vulnerabilities associated with violence stem from a lack of trust between the police, the justice and the community, limited access to justice, insufficient economic opportunities for youth, lack of local governance structures to manage conflicts and high levels of sexual violence, especially rape, against women and girls.

Current responses to violence and insecurity

National and international responses to insecurity and violence in Haiti are seldom informed by robust evidence. Data on the scope, dynamics and vectors of violence in Haiti are fragmented and incomplete. As a result, responses routinely feature actions seeking to contain violence, rather than understand or mitigate the challenges on the ground. While these activities can achieve important short-term returns, they can also lead to a dispersal of violent actors, a hardening of aggressive behaviours, and a diminishment of opportunities to engage in vital recovery activities in neglected areas.

The experience of development agencies in conflict prevention and violence prevention/reduction in Haiti has been mixed. UN agencies and NGOs have tended to alternate between crisis response on the one hand and ‘business as usual’ on the other. Because the drivers and symptoms of violence are poorly documented and understood, development actors have tended to focus on longer-term strategies that target the ‘structural’ causes of instability.⁸ Consequently, conflict and violence prevention and reduction mechanisms (including support to victims) are generally poorly integrated into conventional development planning frameworks. A more concerted engagement with ‘proximate’ factors associated with violence is therefore warranted.

In order to bridge the gap between short-term security and longer-term development, the CPSC focuses primarily on the proximate drivers of violence in designated vulnerable

⁵ The Concertation is a tripartite structure under the leadership of the Ministry of Women, bringing together state actors, women’s organisations and international partners.

⁶ The increase in the number of reported cases may also be a result of the work undertaken by women’s organizations, with the support of UN agencies and other international actors, to encourage women who are victims of violence to break the silence.

⁷ For example, community security diagnostics were administered by UNDP in 2008 in various localities such as Port-au-Prince (neighbourhoods of Bel Air, Martissant and Cite Soleil), Gonaives (neighbourhoods of Raboteau and Descahos for instance), and Petit-Goave in the West Department.

⁸ For example, the newly launched PRSP (known as the National Strategy for Growth and Poverty Reduction) recognizes the multi-dimensional roots of violence while at the same time emphasizing that violence itself constitutes a key impediment to growth and poverty reduction. Nonetheless, the responses articulated in the document focus almost exclusively on long-term measures, such as strengthening a number of Rule of Law institutions (police, justice and prisons) and ensuring equitable economic growth as a means of redressing inequalities.

communities. The CPSC constitutes an inter-agency process toward establishing short- and medium-term activities to allow recovery and development measures to take hold. Crucially, by promoting an evidence-based approach to violence prevention/reduction, and generating demonstration effects in selected communities, the CPSC intends to promote greater acceptance and integration of violence concerns into broader national and local development policies and programmes.

The CPSC prioritises the community⁹ as the nucleus for conflict prevention and violence prevention/reduction interventions. This is critical since violent protests and unrest in Haiti frequently originate locally with national repercussions. Violence frequently erupts amongst small clusters of disenfranchised and stigmatized groups and neighbourhoods. Their exclusion from socio-economic and political processes makes them in turn highly susceptible to exploitation and manipulation for wider political and/or illicit aim. A better understanding of the interests and organisations of these key actors is essential in order to design policies and programmes that can reinforce legitimate stakeholders, enhance resilience and not inadvertently intensify risks for vulnerable groups.

3. Strategy and joint programme description

Background and Justification

The CPSC is a carefully calibrated response designed to enhance awareness of the scale and scope of violence in Haiti and address the proximate drivers of violence in a selection of hitherto secondary focus communities. It aims to prevent and reduce the differentiated impacts of violence on women and men, girls and boys. While the CPSC targets 'new' geographic areas, the intervention complements ongoing initiatives. The CPSC was therefore designed in coordination with the Community Violence Reduction (CVR) programme led by MINUSTAH, the MINUSTAH-Civil Affairs programme that supports Quick Impact Projects (QIPs) in high-risk communities, recovery initiatives and ongoing UNPOL and UNDP activities supporting the Haitian National Police and justice systems.

Practically, the CPSC proposes a two-pronged approach to promoting evidence-based and community-driven violence prevention and reduction. The inter-agency team seeks to intervene (1) at the community level, through the establishment of mechanisms for diagnosis, dialogue and concrete alternatives to violence, and (2) at the national level by strengthening the capacities for data collection, impartial analysis and policy responses. An added value of the CPSC, then, is its establishment of operational ties between tangible local level initiatives in overlooked areas and a national mechanism designed to inform policy.

Selected Target Communities

⁹ Communities can be defined at different levels – from the national to the local – and this implies that action is needed at each of these levels to effectively enhance security. As well as being defined geographically, communities can also be defined by the shared interests, values and needs of citizens (e.g. youth, women, the working class community, the disabled community, or a religious community), which can extend across borders. For the purposes of this proposal, 'communities' refer to all actors, groups and institutions within the specific geographic space. It therefore also includes civil society organizations, the police and the local authorities that are responsible for delivering security and other services in that area. In Haiti, they generally are clearly defined and respond to specific names (e.g. La Savanne in Les Cayes, Bel Air in Port-au-Prince, etc.).

Efforts to prevent and reduce violence by multilateral and bilateral actors, the Haitian government and a number of international NGOs have hitherto focused on a number of urban slums in Port-au-Prince (Cité Soleil, BelAir, Carrefour-Feuille), and larger cities such as Gonaive and Cap-Haïtien. Comparatively little attention has been paid to secondary cities and peri-urban areas that harbour chronic violence and acute vulnerability for community members. These secondary cities – located in peripheral areas of the country and close to international borders – constitute potential flashpoints for conflict in the country.

While recognizing the need to continue ongoing efforts to address violence in Haiti's capital, there is also a need for the UNCT to broaden its focus. The Programme will therefore target neighbourhoods in five secondary cities that (i) are prone to violence, (ii) are representative of different geographic areas; (iii) that feature differentiated 'forms' of violence; (iv) that have received limited attention but where minimum community capacity is in place, and (v) where the UN already benefits from entry points and established relationships/trust through existing projects or offices. On the basis of these criteria, a number of areas have been selected by CPSC principles. These include Artibonite region, Les Cayes, Port-de-Paix, and Ouanaminthe.

- **Artibonite region:** This area has long been considered a source of regional and national destabilization owing to historical, political and social considerations in relation to Gonaives, the region's capital city. But the predominant flow of resources to Gonaives and exclusion of certain municipalities in Lower Artibonite have generated new challenges. Owing to uneven livelihood opportunities, rapid rural-urban migration has occurred into Gonaives and Saint Marc leading to unregulated urbanisation. In addition, the Lower Artibonite region is amongst the most severely affected by the recent string of tropical storms that generated extensive damage to public and private infrastructure. Complex political dynamics at local and regional levels also tend to encourage sentiments of resentment and defiance against assistance provided by the authorities. In Saint Marc (approximately 200,000 inhabitants), priority communities would include Portail Montrious, Portail Guepes, La Scierie, Blockhaus and Derriere Moulin. In Gonaives (approximately 300,000 inhabitants), the following communities have been identified as areas that have been neglected and heavily affected by recent floods. As such residents are vulnerable and there is potential for situations of tensions and disturbances. Priority communities in Gonaives would include Ka Soley, Avenue des Dattes, Ba Bienac, Descahos, Bigot, Seprenn/Asipha.
- **Les Cayes:** Like other southern regions, Les Cayes is vulnerable to natural disasters, being situated along the hurricane and tropical storm routes. Recent events have again showcased the vulnerability of most settlements stretching westwards from Les Cayes to Tiburon. The successive natural disasters generated considerable acrimony towards local and national authorities, as well as inter-communal tensions due to the perceived imbalance in the allocation of local infrastructure development resources by public authorities. The area is also one of the main entry and transit points for narcotics trafficking from neighbouring islands, in particular Jamaica. As a result, certain actors have an interest in maintaining an unstable and violent environment. Political unrest in April 2007 further

demonstrated the influence of Les Cayes in triggering countrywide violence against national institutions. Lastly, the city and its vicinity, particularly the neighbourhoods and towns of Chantal (approx. 28,000 inhabitants), Torbeck (approx. 60,000 inhabitants) and La Savane, are marked by recurring political tensions, as they are strongholds of well-known criminal figures as well as former army members that do not support the country's current regime. Additionally, the following areas have been identified as potential priority communities: Aquin, Derriere Fort, La Creole and Ambas Veritable.

- **Port-de-Paix:** Despite the disbandment of networks of former armed elements, many continue to wield significant (and potentially negative) influence. Working at the community level can help ensure that local groups and civil society actors do not systematically fall prey to potential manipulation and are instead able to consider alternative options and advocate for greater emphasis on local development and social cohesion through adequate and valid channels. Haiti's North-East and North-West provinces also experience massive emigration, which not only depletes those regions of their human resources but also puts many community members at risk. At-risk groups include those who are left behind, a majority of women and children, and the many that choose to leave Haiti through irregular means. This has given rise to smuggling and human trafficking rings that take root in the same criminal networks that are active in various forms of illicit trade and sustain under-governed spaces. Port-de-Paix (approx 120,000 inhabitants) is also – for many originating from rural areas – a transit point on the irregular migration journey, which is fraught with danger. In Port-de-Paix, priority communities would include at least: Lacoupe (estimative population 4,000; youth 3,500; single-headed household 80%; level of poverty 85%); and Nan Chalè area (estimative population 3,500; youth 2,900; single-headed household 75%;; level of poverty 85%).
- **Ouanaminthe:** While presenting aspects common to other areas of the North-East and North-West provinces, Ouanaminthe sits on the Haitian-Dominican border. While Dominican authorities established a paramilitary force specifically tasked with increasing control along the country's land border with Haiti in late 2007, MINUSTAH's current mandate, per Security Council resolution 1840, continues to include border management as a key priority to the stability of the country. This has led to gradual deployment of troops and civilian forces along the border, as well as initiatives to improve law enforcement infrastructure. However, this parallel move on both sides of the border is also negatively perceived by local communities whose economic survival depends on cross-border trade and the ease with which they are able to move across the border to access market areas and main transit points. Disruption of such traditional and deeply entrenched practices, while responding to valid concerns, has given rise to frustration and anger among local communities. In Ouanaminthe, the following areas have been proposed as priority communities: Gaillard area (estimative population 8,000; youth 6,500; single-headed households 75% of the pop.; level of poverty 95%); Manquette (estimative population 10,000; youth 7,000; single-headed households 70%; level of poverty 85%) and Petite Rivière area (estimative population 9,000; youth 5,000; single-headed household 65%; level of poverty 75%).

Linkages with other UN efforts

The CPSC is aligned with UN system-wide efforts to stabilize the country and promote sustainable recovery as expressed in Security Council Resolutions 1780 (2007) and 1840 (2008). As such, it brings together a number of UN agencies and relevant sections of MINUSTAH, notably the Civil Affairs and CVR sections. It offers support geographically – by extending support to under-served communities plagued by violence or with the potential for violence – and programmatically by bridging the gap between immediate military/police responses and long-term structural strategies. In addition, the CPSC goals dovetail with the 2009-2012 UNDAF, which includes specific outcome and output provisions associated with violence prevention/reduction at the community level.

The CPSC provides an important foundation for the realization of the Millennium Development Goals (MDG) in Haiti. It is the judgment of the UNCT that the realization of the MDGs will only be possible once there is real and perceived stability at the community level. In order to generate coherent and comprehensive programming, but also to ensure that it is conflict sensitive, greater awareness is required of how violence practically and subjectively reduces community resilience and cohesiveness. It will only be possible to demonstrate the impacts of enhanced violence prevention/reduction on MDGs with more reliable information. As such, the National Violence Observatory and community-based diagnostics will generate and transmit critical information so that development programming can be better targeted to meet the needs of affected populations.

In consciously drawing on the experiences and expertise of UNDP, MINUSTAH-CVR, IOM, UNIFEM, UNESCO and UNFPA, the CPSC seeks to build on the comparative advantages of the UN's integrated mission structure. It also intends to make optimal use of the Resident Coordinator's leadership and coordination functions so as to ensure that UN interventions are brought under a coherent framework, and support the country in developing a systematic and shared understanding of violence in Haiti, as well as appropriate local and national responses. Data and analysis will be shared vertically between local and national authorities, but also horizontally between UN agencies to bolster activities on the ground.

Programme Strategy

The CPSC features a multidimensional strategy *that seeks to strengthen the systems and capacities for violence prevention/reduction and crisis reduction in Haiti*. As such, the CPSC will support (i) targeted communities, through support to the development and implementation of multidimensional violence reduction plans, and (ii) a National Violence Observatory and the establishment of sustainable mechanisms for analysis and response to the drivers and symptoms of violence and crisis. While the National Violence Observatory will remain independent so as to preserve the 'impartial' nature of its outputs, the CPSC will encourage synergies between community-based violence prevention initiatives and national mechanisms. CPSC partners will aim to share analysis, strategy and lessons learnt with national and local counterparts. Crucially, these two outcomes are directly linked to MDG Fund's Thematic Window Terms of Reference priority areas one ('Enhancing systems and capacities for conflict prevention and management') and two ('Supporting systems and capacities for armed violence prevention and reduction').

Those outcomes will be supported by the following set of concrete outputs:

Outcome 1: Local governance systems and capacities strengthened to prevent and reduce violence, including GBV, in five selected communities.

- Violence prevention plans developed and socio-economic opportunities for at-risk youth provided¹⁰;
- Access to basic services for women and girls victims of violence increased and communities mobilized against violence;

Outcome 2: National capacities and systems for understanding the causes, and dynamics of crisis and violence, and for articulating responses strengthened.

- Capacity of the national government to articulate and implement responses that address the causes and dynamics of crisis and violence improved.

Within the framework of *Outcome 1*, the UN will work towards expanding ongoing violence prevention/reduction initiatives to communities affected by chronic insecurity, yet not significantly addressed by ongoing programming. The CPSC will focus on secondary cities in Les Cayes, the Lower Artibonite area (including Saint-Marc), along the green border with the Dominican Republic (including the town of Ouanaminthe) and North West (including Port-de-Paix). On the basis of consultations, the UN will facilitate the development and implementation of violence prevention plans that respond to the specific needs and situation of the communities.

The methodology to develop violence prevention plans has been tested by the UN in a number of localities in Haiti, in Port-au-Prince (neighbourhoods of Bel Air, Martissant and Cite Soleil), Gonaives (neighbourhoods of Raboteau and Descahos), and Petit-Goave in the West Department of Haiti. The methodology draws on a combination of perception surveys, participatory consultations and analysis of existing baseline information and secondary data. Community diagnostics will be validated using a multi-stakeholder platform involving a wide array of local authority structures including mayors, local government representatives, community-based associations and non-governmental organisations, including women and youth organisations, with a view to developing violence prevention plans for the communities. The community diagnostic will also serve as means of mapping out stakeholders and their interests to ensure appropriate representation and orientation, and to address power dynamics which may have a negative impact on the implementation of the Joint Programme.

Experience in Haiti suggests that local governance structures are already in place in many neighbourhoods. Under the generic designation of 'neighbourhood committees' (comités de quartier), local elected officials, civil servants for national institutions responsible for water, electricity and public transport services, local civil society organisations and community representatives convene regular meetings to determine priority interventions within their community. These fora also serve to identify emerging concerns and tensions, exchange information and devise locally endorsed conflict prevention strategies. It is proposed that, on the basis of a mapping of existing social networks available in the five targeted communities, similar local governance mechanisms be strengthened within the Framework of the CPSC, in order to play a central role in the identification of local needs and priorities, and in mitigating tensions in the communities. The mapping will therefore assess the

¹⁰ The plans may be labeled differently in communities where reference to "violence prevention/reduction" may generate negative connotations that would frustrate participation. Alternative language could be "community advancement plans".

possible limitations of these structures (e.g. decision-making, leadership, role of women and youth, etc) so that these can be addressed in the strengthening of these platforms. .

The violence prevention plans are intended to serve as the framework for an integrated response for the national and international governmental and non-governmental partners, including from the UN. In this context, the CPSC will work with mayors and other representatives from the local and national governments, to support the implementation of the violence prevention plans, including on the basis of available budgetary resources. While tailored to each community, previous experiences in other localities in Haiti suggest a number of recurring 'security-related' priorities:

- socio-economic opportunities provided to young men and women to reduce incentives to participate in violent and criminal activity;
- activities to reduce physical insecurity and improve service delivery to communities, including strengthening access to justice and building confidence between the communities and the police;
- greater awareness of gender based violence and concrete assistance provided to women and girls victims of domestic and sexual violence, and
- violence prevention and conflict resolution awareness raising, with particular emphasis on at-risk groups such as young men.

These sector priorities are featured in the CPSC and will be elaborated on the basis of the specific needs expressed by the communities within the framework of the violence reduction plans. Other support from the UN and international actors may also be leveraged to respond to priority needs not addressed in the framework of the CPSC.

Provision of specific services to gender based violence survivors will be done through strategies developed jointly with the Ministry of Health and the 'Concertation Nationale contre les Violences faites aux femmes'. In most localities, support will consist in strengthening existing services through training to national protocols and ensuring access to medical commodities.

Within the framework of *Outcome 2*, the UN will work towards strengthening existing systems for data collection and analysis on the causes and dynamics of violence and crisis in Haiti. A National Violence Observatory will seek to produce credible and evidence-based information in order to influence policy dialogue and action. The CPSC will aim to ensure that the National Observatory is also connected to other related data-collection mechanisms in Haiti so as to share and consolidate elements of their analysis.¹¹ It is expected that the National Violence Observatory will serve as the hub for the production and dissemination of temporal, spatial and demographic data, analysis and policy recommendations on the dynamics and characteristics of violence and crisis in Haiti.

The National Violence Observatory, which will be located in the State University of Haiti, within its Master's Programme on Criminology, will benefit from the technical assistance provided by the International Center for Crime Prevention in Montreal and UNDP. The specific objectives of this Observatory are to:

¹¹ For example the National Commission on Food Security, Observatory on Poverty and Exclusion, "Commission nationale", "Concertation nationale contre les violences faites aux femmes", etc.

- Put in place a national system of data collection on violence;
- Administer victim's surveys in communities in Haiti;
- Develop national expertise on data analysis by strengthening academic capacities;
- Facilitate experience sharing between and consolidation of local experiences in armed violence reduction; and
- Provide evidence-based recommendations to the government for national policies related to armed violence reduction.

National counterparts of the National Violence Observatory include the national Police, the Ministry of Justice, and the Ministry of Planning, the Ministry of Public Health, academia and national non-governmental organisations. In addition, the CPSC will seek to establish a national platform for information and analysis sharing on violence prevention among relevant institutions, including networks such as the "Concertation nationale sur les violences faites aux femmes", which can feed into the analyses prepared by the National Violence Observatory.

Three years will be necessary to ensure the sustainability of the National Observatory on violence and ensure that the Observatory will be managed autonomously by the UEH.

The first two years will be dedicated to the set-up and functioning of the National Observatory. The establishment of the same includes not only a strong financial and administrative support from UNDP, it will also integrate a solid technical support in order to develop the methodologies, database, surveys and any other element necessary to elaborate analysis and recommendations on violence and violence reduction. Indeed, in addition to a team led by a manager dedicated to the functioning of the Observatory within the University, a technical expert hired by UNDP will provide assistance to the all methodological aspects of the Observatory, and support the establishment of relations with other academies, and institutions. Teachers and students from the relevant department will be strongly encouraged to participate in the establishment and development of the National Observatory.

The third year will be dedicated to ensuring a smooth transition towards an independent management of the National Observatory on Violence. UNDP will progressively pass financial and administrative responsibilities onto the UEH after guaranteeing that the University has the necessary resources and skills to manage satisfactorily the Observatory. Additionally, the participatory character of the National Observatory (students and teachers) ensures a strong ownership from the UEH and its staff member at all levels.

Moreover, the creation of networks with local and national entities and the development of partnerships with international entities working on violence and violence reduction during the first two years will facilitate and strengthen the substantive and technical knowledge as well as expertise of the Observatory. The role of UNDP and other agencies in the third year will be to accompany this transition and provide technical support when necessary.

The local violence prevention plans developed in the target communities of the CPSC will be shared with the National Violence Observatory so that lessons can be consolidated from ongoing initiatives and best practices can be replicated to other localities in Haiti. The local governance structures, which will be supported to design and implement the armed violence prevention plans in the targeted communities, can also serve as resources for the National Violence Observatory.

At the same time, efforts will be made in selected communities to implement those measures derived from data collection and analysis of the National Violence Observatory. This will allow for the pilot testing of specific interventions and allow for the measurement of effectiveness prior to rolling out national violence reduction strategies. Such interaction between local and national levels is unprecedented in Haiti, and will therefore require, through this project, ongoing monitoring of trends at local level, as well as strong institutional support by the UN System in capital. Monitoring and evaluation of the impacts will be undertaken in close coordination with the community to ensure a continual dialogue and adjustment to the programme in order to remain flexible and responsive, and to ensure effectiveness.

The CPSC will also explore practical avenues to scale-up successful interventions. This will require a concerted investment in strengthening the capacity of the Ministry of Planning and International Cooperation to coordinate and formulate relevant crisis and violence prevention response options, as well as to integrate this perspective into the relevant policies and plans of select Ministries. In addition, the CPSC will document the results and impacts of the five pilot initiatives in order to draw lessons for a possible next phase. Finally, it will develop partnerships with other international organizations and donors to secure additional funding.¹²

Target beneficiaries

At local level:

- At-risk groups such as unemployed and/or out-of-school young women and girls as well as women-headed households;
- Boys, youth and unemployed young men;
- Mayors, other local authorities and representatives from national ministries;
- Community-based organisations, especially women's and youth organisations; and
- Local media, especially community radios

At national level:

- The Ministry of Planning and International Cooperation as the primary counterpart for the CPSC;
- Ministries engaged in relevant sectors such as the Ministries of Interior, Justice, Education, Health, Women's Affairs, Youth, Sports and Civil education;
- Academia working on data gathering and analysis on issues related to armed violence;
- Civil society organisations, especially women's organisations and coordination structures such as the "Concertation Nationale sur les violences faites aux femmes"; and
- National radio and print media outlets

Inclusion of a conflict-sensitive approach

¹² There is a possibility of Haiti joining the Geneva Declaration on Armed Violence and Development (www.genevadeclaration.org). Should this proceed, Haiti could request becoming a 'focus country' that would allow for bilateral support toward violence prevention and reduction interventions. The Prime Minister of Haiti expressed interest in the process in 2008 and 2009.

While the CPSC will directly focus on the priority area one of the MDG Fund Thematic Window, particular efforts will also be placed towards ensuring that the design and implementation of the overall initiative are conflict sensitive. For instance:

- Local violence prevention plans will be based on a conflict analysis undertaken with local actors in a participatory manner;
- Community diagnostics will include a stakeholder analysis to map out actor interests and to develop appropriate strategies;
- Capacities and mechanisms for consensus building among actors will be strengthened, including at the local level where trust in local and national authorities remains very low;
- Capacities of the local governance structures to reduce tensions and to mitigate violence will be strengthened;
- Capacities of the government for conflict sensitive planning will be strengthened;
- The terms of reference of the manager of the CPSC will require proven experience in providing guidance on implementing programmes in a conflict sensitive manner; and
- Training of local and national counterparts, as well as UN staff engaged in the CPSC, in conflict analysis, and conflict sensitive planning will be provided.

It is important to recognise the critical relationship between violence prevention/reduction and the achievement of the MDGs. These connections have been articulated in the recent OECD-DAC Armed Violence Reduction Guidance and by the Geneva Declaration on Armed Violence and Development.¹³ There appears to be an association in Haiti between chronic violence and impoverishment. For example, more than 70 per cent per cent of the Haitian population lives in poverty and 56 per cent in extreme poverty: an increase of 10% and 8% respectively since 2000 – a period of intensifying violence. Understanding better the linkages between violent disputes over land, politically manipulated protests and urban violence can assist the government in developing more precise tools and policies to realize in an equitable manner the goals laid out in the MDGs for 2015.

Inclusion of a gender-sensitive approach

The CPSC will feature a specific emphasis on gender sensitivity as a cross-cutting issue and an area of targeted programming. This is in keeping with the approach advanced by Haiti's UNDAF and in compliance with the joint commitment to gender mainstreaming within the UNCT. This approach is also aligned with Security Council Resolution 1325 on 'Women, Peace and Security' and with the Spanish Action Plan on implementation of Security Council Resolution 1325. As a matter of example:

- All diagnoses on the causes and manifestations of violence and crisis undertaken within the framework of the CPSC will be based on sex disaggregated data and specifically include assessments that address the gender dimensions of violence and the ways in which violence affects women and girls, with a view towards consolidating existing data collection mechanisms in place in regards to gender-based violence in Haiti, and ensuring that this is integrated into the data collection and analysis developed by the National Violence Observatory.

¹³ See www.oecd.org and www.genevadeclaration.org.

- The violence prevention plans developed at the community level will ensure that women's voices are heard and will incorporate concrete socio-economic activities that respond to the specific needs and strategic interests of women and girls.¹⁴
- Awareness raising activities on gender based violence will target community organisations, local authorities and the general population, and will support and facilitate linkages between various social actors in efforts to reduce violence against women.
- Direct assistance will be provided through the CPSC to women's organisations to raise awareness about gender based violence, support violence prevention activities in the communities and provide support to women and girls who are victims of violence and link these activities to ongoing efforts supporting the implementation of the national plan of action on gender based violence.
- In all targeted communities, special focus will be placed on young men to sensitize them against sexual violence, for example through a special class in school or through existing local youth organisations.
- Direct support will be provided to existing national mechanisms, such as the 'Concertation nationale contre les violences faites aux femmes' to strengthen data analysis on gender-based violence, and other indicators resulting from the prevailing situation of violence in Haiti.
- The national capacity to collect, analyze and disseminate comprehensive violence related data will be strengthened by integrating gender specific information and analysis into national systems and efforts, including the National Violence Observatory.

Through working with national partners and developing their capacities to address gender based violence, the UNCT will be strengthening national capacity, building social capital and laying the foundations for sustainability. In the area of psychosocial support services to women and girls who are victims of violence, the focus will be on developing community based sustainable initiatives informed by the types of interventions developed by other national partners working in this area, and supported by UNCT agencies.

Meanwhile, in the area of medical services, interventions are part of the global the strategy of care of GBV victims developed jointly by the medical technical committee of the Concertation Nationale contre les violences faites aux femmes, the Ministry of Health and of Population and specialised UN Agencies involved in this area. Training, provision of reproductive health commodities; support to specialised medical staff (including trained midwives) will be secured through this project.

¹⁴ Based on past experiences in developing violence prevention plans, examples of socio-economic activities specifically targeting women and girls include: training of community-based women's organisations on project management, conflict management and mediation; creation of separate toilets for men and women to reduce risk of sexual violence at night; creation of specific storage space for women selling goods in the local markets to reduce risk of sexual violence in early morning or night; and awareness raising activities among community organisations against violence (such as rape or domestic violence).

Table 1: Results Framework Annex one

5. Management and Coordination Arrangements

The Haiti UNCT consists of 14 agencies, funds and programmes¹⁵. As MINUSTAH is an integrated mission, the office of the DSRSG/RC/HC¹⁶ is the permanent link between the two bodies. Furthermore the DSRSG/RC/HC is managing MINUSTAH's Humanitarian and Development pillar, assuming responsibility for such portfolios as Community Violence Reduction initiatives (CVR Section), HIV-AIDS, gender, child protection, support to the electoral process, and humanitarian affairs (including OCHA). The DSRSG/RC/HC's office is staffed with an advisor for strategic planning, a partnership and donor relations officer, a coordination officer, a humanitarian affairs officer. The DSRSG/RC/HC's office helps ensure ongoing and close coordination between MINUSTAH and agencies, funds and programmes through joint strategic meetings held between MINUSTAH section heads and the UNCT, along with thematic working groups such as the humanitarian forum, allowing for permanent exchange of information and joint analysis and strategies.

Based on their respective comparative advantages, the five participating agencies and MINUSTAH will have the following roles in the CPSC.

The **UNDP** will lead the implementation of the consensus based local diagnosis as well as the market studies and the support to micro-finance and vocational training institutions to support youth employment initiatives in Outcome 1. It will lead the efforts in Outcome 2 to raise capacities for data collection and analysis, with UNFPA, UNIFEM and UNESCO, and then to integrate the analysis in policy making, in coordination with MINUSTAH's Civil Affairs Section. It will also serve as Administrative Agent for the CPSC and will manage the Programme Implementation Unit.

The UNDP, present in Haiti since 1953, has long established experience with community development. At present, the UNDP is engaged at the community level in environmental management, strengthening democratic governance, post- hurricane recovery and rehabilitation; and on-going disaster risk management and prevention. Given its project reach, the UNDP will continue to work with and through existing partnerships in order to strengthen local authorities and community driven mechanisms for building social cohesion. This programme is partially based on the work undertaken by the now-closed community security project which undertook activities with high risk communities to create representative focal groups to analyze, design and implement violence reduction initiatives. In many cases, locally existing authority structures already exist and simply need to be strengthened in order for them to develop their own strategies and have the financial means to undertake projects aimed at reducing insecurity.

MINUSTAH will play an important role at the local and national levels. With its strong field presence and logistical capacities it will support the implementation by IOM and UNDP of community initiatives in Outcome 1, through the provision of guidance, support to monitoring as well as coordination of actors at the community level. It will provide

¹⁵ WFP, UNICEF, UNFPA, UNDP, UNIFEM, UNOPS, UNESCO, FAO, WHO-PAHO, IFAD, UNOCHA, UNAIDS, World Bank and IOM.

¹⁶ Deputy Special Representative of the Secretary General/Resident Coordinator/Humanitarian Coordinator

expertise gained from its own community-based violence reduction programme. Importantly, MINUSTAH will also help bring together rule of law institutions it supports, such as the national police and the justice system, to contribute to the elaboration and implementation of local violence reduction plans, as and when police and rule of law reform processes become operational. At the national level, especially through its Civil Affairs Section and as a contribution to Outcome 2 it will work with UNDP to increase capacities of the national government, using its role of primary interlocutor of the Haitian state as well as its technical expertise. Although MINUSTAH will not receive direct funds from the CPSC it will use mission assets and personnel to support implementation.

Given its experience and well-established field capabilities in Haiti with community stabilization operations and support to violence reduction initiatives, **IOM** will lead the implementation of community-based social and economic support activities, through high intensity labour programmes, provision of vocational training and the rehabilitation of community infrastructure for the purposes of violence reduction in the five target communities selected by the CPSC. IOM will also support peace education programmes for community leaders. In this way, IOM will contribute significantly to Outcome 1, in close coordination with MINUSTAH and UNDP.

UNESCO will bring its experience in working with the media and educational institutions to support proposed interventions with local radios and with youth organisations to promote a culture of peace and non –violence in Outcome 1 through relevant awareness-raising and training activities. In Outcome 2, UNESCO will, together with UNDP, provide expertise to the National Observatory to raise its capacities, especially in aspects related to the culture of violence, which represents a significant aspect of the analysis of factors that cause violence in Haiti.

As a contribution to Outcome 1, **UNFPA**, jointly with UNESCO, will lead efforts to strengthen gender sensitive interventions toward young women and men to prevent violence in general and gender based violence in particular. Besides, UNFPA will lead efforts to provide basic support services, including medical care, to victims of gender based violence in targeted communities. To contribute to Outcome 2, it will use its experience in supporting national partners involved in data collection, in particular the Concertation nationale contre les violences faites aux femmes, the Ministry of Women's Affairs and the National Institute of Statistics, to support the involvement of those organisations in the establishment of the network of institutions which contribute and benefit from the data and analysis produced by the CPSC.

As a contribution to Outcome 1, based on its current work with Haitian women's organisations at local and national level, **UNIFEM** will contribute to strengthening the capacity of local organisations to provide basic counselling services to women victims of violence as well as support awareness raising programmes targeting local authorities and communities. Social communication activities around gender based violence will be carried out in close collaboration with UNESCO. With regard to Outcome 2, it will also provide guidance for the mapping exercises, as well as contribute to maintaining the CPSC's gender sensitive focus.

Nonetheless, in addition to a specific division of tasks among agencies, it is important to note that, in order to increase the impact of the activity, all awareness raising

interventions will be implemented jointly by all UN agencies participating in this Joint Programme.

Programme implementation will focus on genuine and meaningful participation on the part of local actors, particularly excluded sectors of the population and those affected by violence in the prioritized municipalities. Ensuring that activities have been agreed and approved by the communities concerned will ensure flexibility and adaptability as well as legitimacy and sustainability of the actions implemented.

Financial expenditure for each agency involved in the proposed CPSC is listed in the following table:

Agency	Expenditure 2006	Expenditure 2007
UNDP	\$38,553,612	\$18,790,488
IOM	\$15,334,769	\$18,270,192
UNIFEM	\$156,220	\$904,404
UNFPA	\$4,086,863	\$3,860,000
UNESCO	\$822,000	\$821,000
MINUSTAH ¹⁷		
Civil Affairs section - quick impact projects	\$2,030,000	\$2,000,000
Community Violence Reduction (excl. staff costs)	\$3,842,900	\$4,001,900

National Steering Committee Board

A national Steering Committee will be established. It will include participation of a representative of the Spanish Government, the UN Resident Coordinator and the Ministry of Planning and International Cooperation. The national Steering Committee will meet twice a year.

CPSC Board (management committee)

Envisioned project activities will be jointly implemented by the offices of five agencies and the UN Mission operating in Haiti, under the aegis of the UN Resident Coordinator. The Resident Coordinator's office will provide a supporting role with regard to the political interactions led by the Resident Coordinator with national counterparts on behalf of the participating UN organisations to the CPSC. The UN Resident Coordinator (also the UN Humanitarian Coordinator and Deputy Special Representative of the Secretary General in Haiti) will chair a CPSC Board, composed of the heads of the five participating agencies, the head of MINUSTAH Civil Affairs and Community Violence Reduction Sections, and relevant national counterparts engaged in programme implementation, including sectoral Ministries (Ministry of Interior and Local Government, Ministry of Planning and International Cooperation, Ministry of Women's Affairs), civil society organisations and academia (National Violence Observatory). The CPSC Board will meet on a regular basis to review progress of the programme.

¹⁷ MINUSTAH expenditure is calculated against fiscal years running, respectively from 1 July 2006 to 30 June 2007 (first column), and from 1 July 2007 to 30 June 2008 (second column, projected expenditure).

CPSC Implementation Unit

A CPSC Implementation Unit, consisting of a Programme Coordinator and one specialist (reporting and monitoring), will also be established. It will manage the programme, support tasks, such as reporting and monitoring, across participating entities, and ensure horizontal collaboration and synchronization between participating entities. The Implementation Unit will be charged with ongoing monitoring of the programme and ensuring that the programme is adjusted as necessary in close collaboration with the agencies to provide flexibility and meet the needs of the community in terms of responding to opportunities presented during the course of implementation. The regular collection of data by the National Violence Observatory will be reviewed and analysis provided by the Implementation unit in regards to recommending adjustments to the programme depending on the situation and in close collaboration with the agencies and the Steering Committee.

In terms of implementation, participating agencies will share the same physical space as well as logistical and administrative support through existing sub-offices. Each community will feature a joint UN agency implementation team created to assure coherence and flexibility in regards to programme execution. Strategies for each community will be developed jointly ensuring consistent exchange of information in regards to programme development and the responsive actions required to adjust programming as required. The information produced by the National Violence Observatory will be shared and analysed by all agencies who are partners to this CPSC. Violence reduction plans will be developed within the CPSC together with the communities.

6. Fund Management Arrangements

The implementation agreement between participating UN agencies will be based on “Pass Through Management” (Option C). The management of allocated funds will be carried out according to respective financial rules and regulations of the recipient agencies, funds and programmes, based on agreed annual work plans. Each implementing agency will prepare reports, with the support of the PIU and in compliance with its financial regulations and operational policy guidance. Reporting formats will be harmonized and the Administrative Agent will be responsible for submission of consolidated reports in accordance with a pre-approved timeline. Furthermore, joint measures will be taken by UN Country Team members to publicize the CPSC and provide visibility for the donor and other participating agencies; information provided to the media and beneficiaries, and all official materials, will acknowledge the role of Haitian national and municipal institutions, the donor, and any other relevant parties. In particular, the Administrative Agent will endeavour to ensure due recognition of the role of each participating UN agency and national partner in all external communications related to the CPSC.

7. Monitoring and Evaluation

A monitoring and evaluation specialist will be recruited and assigned to the Implementation Unit with a separate budget for relevant costs. The specialist will work on enhancing organizational development learning, ensuring informed decision-making, and supporting substantive accountability as well institutional repositioning and necessary adjustments to activities, should there be major shifts in the development process or in the economic, social or political situation.

Importantly, the UN participating agencies will also bear joint responsibility for the ongoing monitoring of the CPSC implementation, in close cooperation with key stakeholders and partners and the monitoring and evaluation specialist. The Results Framework included in section 4 will form the basis for performance monitoring and reporting. Further monitoring will be performed on the basis of work plans prepared by the Programme Implementation Unit (see below), which will submit quarterly reports to the Project Board, enabling stakeholders to benchmark and assess progress on rollout of activities. A Monitoring Plan will be activated in the UNDP/UNIFEM/UNFPA ATLAS management information system. Quarterly progress reports tracking quantitative and qualitative indicators and communicating best practices and lessons learned will be submitted by the Project Manager to the Project Board, using the standard report format available in ATLAS.

Crucially analyses of the drivers and manifestations of violence will be undertaken in targeted communities at the outset of the CPSC. Through a combination of perception surveys and focus groups, these diagnostics will form a baseline for the initiative against which outcomes will be measured. These diagnostics will also be used to compare information gathered independently by the National Violence Observatory.

Likewise, the agencies participating in the CPSC will coordinate continuous evaluation of the CPSC by arranging thematic working groups, joint field visits, multi-stakeholders meetings, and outcome evaluations. Stakeholders from the Government, civil society, and the donor community will also be invited to participate in these mechanisms, as appropriate. Agencies will be expected to provide regular reports to the Office of the Resident Coordinator for compilation and review by Government and the UN at the level of the Steering Committee and at the agencies' headquarters.

Two independent evaluation missions are also set to take place during the programme cycle. First, a mid-term evaluation mission will assess the progress of implementation and opportunities and constraints faced. As part of the review, the concerned agencies and the Committee will be called upon to examine the extent to which the CPSC outputs are contributing to the achievement of the MDGs, using the indicators established in the Results Matrix. The CPSC progress report will serve as a benchmark for reporting progress on activities and outcomes. The second and final evaluation mission will focus on the CPSC's impact and sustainability; contribution made towards the targeted MDGs; the extent to which joint programming has enhanced the UN system's effectiveness; and the effectiveness of joint programming as a strategic framework for coordinating the UN's operational activities in Haiti; and the lessons learned and good practices for reference to future programming.

All relevant evaluation findings will be shared with the Steering Committee of the CPSC, the local governance mechanisms in place in the five selected communities and with the main national counterparts involved in the programme implementation. The extension of the CPSC will be assessed based on the results of the evaluation. Overall, the evaluation and monitoring system that will be set will ensure immediate and effective feedback and taking account of lessons learned and risks in a timely manner so that appropriate corrective measures may be taken.

Table 2: CPSC Monitoring Framework (JPMF)

CPSC Outcomes	Outputs	Output Indicators	Means of verification	Collection methods	Responsibility	Risks and assumptions
Outcome 1. Local systems and capacities strengthened to prevent and reduce violence in five communities.	<p>Output 1.1 Local governance structures, consisting of representatives from the communities and the local authorities, established and/or strengthened, and participatory prevention plans developed</p> <p>Baseline: A mapping of existing social networks and capacities for violence reduction will be undertaken in each community to establish baseline</p>	<p>Local level multi-stakeholder platforms/mechanisms operational and used to discuss issues in the community and manage possible conflicts peacefully (in two years)</p> <p>Violence prevention plans are used as the reference framework for local and national governmental actions, as well as for international assistance</p> <p>Increased capacity of local officials and community-based organisations in conflict management</p>	<p>Community diagnostics</p> <p>Minutes of consultations with local counterparts</p> <p>Violence prevention plans</p> <p>End-of-training evaluations by participants</p>	<p>Analysis of the causes and manifestations of violence conducted in the communities, using tested methodologies such as conflict analysis and community diagnostics</p> <p>At the end of the two years, conduct an independent evaluation of the impact of the interventions in the targeted communities</p>	UNDP	<p>The national political situation will remain sufficiently stable to allow for continued interactions with the five targeted communities</p> <p>Expectations from the five targeted communities are managed</p> <p>Financial resources are secured to continue and/or expand the CPSC after two years</p>
	<p>Output 1.2. Targeted at-risk groups provided with socio-economic opportunities through high-intensity labour programmes and vocational training in productive sectors.</p>	<p>15% increase in funds spent in these communities by local authorities, NGOs, and international donors in two years.</p> <p>20% increase in youth occupation in the communities in two years.</p>	<p>Labour and market studies</p> <p>End-of – training evaluations by participants</p> <p>Records and publications on activities supported in communities</p>	<p>Consolidated database of high-intensity labour projects implemented and listing beneficiaries employed in the five targeted communities available and shared will all relevant actors</p>	UNDP, IOM	

	<p>Output 2.1 Initiatives, including awareness raising campaigns, organization of cultural and sports events for youth, and studies on the sources of community violence, including GBV, to reduce real and perceived violence and improve service delivery to communities implemented.</p> <p>Baseline: A victim's survey will be undertaken to establish baseline in all five communities of intervention. The survey will measure the prevalence of violence, including statistical compilation of incidents reported to and by law enforcement authorities.</p>	<p>10% decrease in perceptions of violence and insecurity by the population in the communities in two years.</p>	<p>Records and publications on activities supported in communities</p> <p>Minutes from consultations between communities and local institutions</p> <p>Data collected and analysed by the National Violence Observatory</p>	<p>Perception surveys of violence and insecurity by the population in the communities</p>	<p>UNDP UNFPA UNESCO</p>	
--	---	--	---	---	----------------------------------	--

	<p>Output 2.2 Initiatives, including provision of medical and psychological support to survivors of sexual violence, strengthening of women's organizations and awareness raising on gender based violence implemented.</p> <p>Baseline: Mapping of women needs undertaken to establish baseline</p>	<p>Increased number of services provided to survivors of gender based violence</p> <p>Increased number of cases of sexual violence reported to the police¹⁸</p> <p>Increased awareness of gender based violence within women's organisations</p> <p>Increased awareness of gender based violence within local authorities and communities on gender based violence</p>	<p>Reports submitted by women's organisations and or other local actors</p> <p>Police records</p> <p>Minutes from activities with members of women organisations</p> <p>Minutes from consultations with local authorities and community members</p>	<p>Consolidated data base of services provided</p> <p>Collection of information from local police stations on cases of sexual violence</p> <p>End of training questionnaires</p> <p>The perception surveys described above would also apply for this output.</p>	<p>UNIFEM and UNFPA</p>	
--	--	---	---	--	-------------------------	--

¹⁸ As trust between communities and the justice and police institutions is generally low in communities, activities promoted by the CPSC may result in an increase in cases of sexual violence reported, which, over a two-year period, can be seen as a sign of increased confidence between the community and the justice and police institutions. Over the longer-term, the objective is to see a decrease in the number of cases of sexual violence in the five targeted communities.

	<p>Output 2.3 Awareness raising and education to prevent violence, including GBV, and promote social cohesion strengthened, through national and community radio shows.</p> <p>Baseline: Targeted communities have not benefited from any external support towards conflict prevention and peace building efforts</p>	<p>Number of young men and women sensitized to peace and violence prevention</p>	<p>Records and publications on activities for youth and women supported in communities</p> <p>Minutes from consultations with youth and women organisations Sample surveys, focus groups</p>	<p>Questionnaires</p> <p>Periodic surveys of beneficiaries</p> <p>x target group</p>	<p>UNESCO</p> <p>And other agencies within their scope of activities and responsibilities in the JP</p>	
<p>Outcome 2 National capacities and systems for understanding the causes, and dynamics of crisis and violence, and for articulating responses strengthened.</p>	<p>Output 3.1 Evidence-based and gender-disaggregated multidimensional analysis on the causes, and dynamics of crisis and violence in Haiti developed</p> <p>Baseline: Systematic weakness of available data</p> <p>Difficult access to available information</p> <p>Weak analysis of available information</p> <p>Absence of information sharing among institutions that collect data</p>	<p>Increased capacity of national women's organisations to participate in analyses of violence and issue recommendations for national policy-makers</p> <p>Establishment of a harmonized set of indicators agreed upon by relevant institutions to follow on national trends on armed violence</p> <p>Methods to collect information on armed violence at local level developed and used</p> <p>Periodic reports made available to relevant institutions and the public on</p>	<p>End-of – training evaluations by participants</p> <p>Partnerships established between the National Violence Observatory and expert organisations from other countries that have established similar Observatories</p> <p>Reports published by the National Violence Observatory</p>	<p>Victims' surveys carried out in selected communities</p> <p>National network of relevant institutions established to share information on armed violence</p>	<p>UNDP UNIFEM UNFPA</p>	<p>Political manipulation of data on armed violence</p> <p>Impact of the armed violence data on sectors of the government</p>

		armed violence (written in French and Creole)				
	Output 3.2 Selected policies and programmes adjusted to reflect violence prevention and coordination mechanisms strengthened within the government and with local communities Baseline: Absence of national institutionalized mechanisms to manage conflicts	Selected number of government officials, including the Ministry of Planning and International Cooperation, trained in conflict analysis and management Conflict prevention platforms/mechan isms institutionalized and integrated into larger scale development activities by the government and key international partners	End-of – training evaluations by participants Consultations will be held with key sectors of the government to identify the profiles of officials who will receive training on conflict analysis and management	Questionnaire s	UNDP	Political instability
	Output 4.1 CPSC efficiently managed and monitored	Timeliness of financial and narrative reporting provided to donors The national Steering Committee of the CPSC and the programme board meet as described in the CPSC Document Evaluation is completed after the two-year implementation period	Reports Minutes of the Steering Committee and the programme board Evaluation	N/A	All UN participatin g organisatio ns	

Strategy to mitigate risks in programme implementation

Haiti remains characterized by ongoing institutional, social and economic instability. While 2006's legislative and presidential elections represented significant progress towards the strengthening of the country's democratic process, paving the way for the introduction of a

shift towards a development framework rather than ongoing emergency and post-crisis management, 2008 has seen the country suffer a series of setbacks triggered by a sharp economic downturn, social and political unrest, and natural disasters on a scale not seen since 2004. One should therefore consider it likely that similar adverse circumstances may affect, alter and redirect the implementation of the CPSC over the course of its 24-month implementation period.

This may take on the form of political instability and high turnover in government counterpart positions. In order to minimise the negative impact of such phenomenon, the CPSC, while innovative in its nature, is anchored in national development and reform frameworks that the Government of Haiti is committed to at its highest level such as the PRSP and UNDAF. These mechanisms offer a foundation on which virtually all interventions developed by the UN System and the international donor community are based.

Similarly, coordination mechanisms envisaged both at local community and central government levels do not seek to establish ad hoc, stand-alone fora but will build on established structures through which related issues are routinely discussed. They include sector-specific working groups and participatory approaches developed locally within the “community forum” concept that gathers a representative sample of local stakeholders in one single coordination group. They also include a platform of discussion among key sectors through the National Violence Observatory, which will offer opportunities for information sharing between the government, civil society and academia and will provide a space for traditionally sidelined actors (such as universities and women’s organisations) to be more integrated into discussions on national policies for violence prevention.

It is important to recognise that there is a strong likelihood of community interventions requiring regular adjustment owing to outbursts of violence. It is important, then, that the CPSC adopt a flexible and opportunistic approach – and recognise these moments as possible opportunities for enhanced engagement. The social context in Haiti is extremely fluid and dynamic, and anticipating violence, and developing appropriate response, will require a comprehensive and continuous assessment of associated risks and patterns of its varied manifestations.

Indeed, this gap in knowledge and predictability is a key factor that animates the CPSC as a whole. To this end, specific communities within the chosen geographic areas of intervention, while responding to mutually agreed upon selection criteria, as outlined in section 3, are not considered set in stone at such an early stage of the development of the project, so that the CPSC may be able to adjust its approach to the evolution of Haiti’s institutional, economic and social context, and maintain flexibility based on needs assessment, ongoing evaluation of the validity of the focus chosen for the CPSC, as well as feasibility of planned interventions at local community level.

For the specific risks identified with regard to output 6, the CPSC will ensure that the terms of reference of the Manager of the National Violence Observatory include proven experience in managing complex inter-institutional processes and solid inter-personal skills. This person will be trained in conflict analysis and management. The CPSC also foresees that consultations with relevant institutions and government sectors will be held in advance of the public release of the data produced by the National Violence Observatory in order to manage any possible reactions to the data. The CPSC also envisages the creation of an advisory committee of the National Violence Observatory, which would

include a representative from the national police, the Ministry of Planning and International Cooperation, the Observatory on Poverty and Exclusion, and women's organisations to ensure that it is seen as a useful and objective resource for Haiti.

Reporting

A common results-based reporting format will be adopted by all participating UN organisations¹⁹. The UN participating organisations will:

- Provide an annual narrative report along the agreed common format at country level to the Administrative Agent of the CPSC by 15 January. The Administrative Agent of the CPSC will submit the report to the Secretariat of the MDG-F by 28 February.
- Provide annual financial progress reports along the format specified in Annex 1 of the "Operational Guidance Note for the Participating UN Organisations" of the UNDP-Spain Millennium Development Goals Achievement Fund to the Administrative Agent of the CPSC by 30 January. The Administrative Agent of the CPSC will submit the report to the Secretariat of the MDG-F by 31 March.

8. Budget (see annex)

¹⁹ The [Standard Progress Report](#) used by the ExCom agencies or any other reporting format used by any other UN organization may be adapted for the purpose. Donor requirements should also be kept in mind. The reporting format should be approved by the CPSC steering committee.

9. Annual Work plan

Annual targets	Key activities	Timeframe 2009				UN organization responsible	Main partners	Planned budget (in USD)		
		Q 1	Q 2	Q 3	Q 4			Source of funds	Budget description	Total Amount
Output 1.1 Local governance structures consisting of representatives from the communities and the local authorities, established and/or strengthened, and participatory violence prevention plans developed.	Map and assess existing social networks and capacities for violence reduction at the community level and disseminate diagnostics	X				UNDP	Mayors, community-based organisations, national police, Ministry of Justice, Ministry of Women's Affairs	MDG-F	contract travel	40,000
	Support the strengthening of relevant platforms/mechanisms with local authorities, civil society, police, local courts, to build consensus on violence prevention priorities		X	X	X	UNDP	Mayors, community-based organisations, national police, Ministry of Justice, Ministry of Women's Affairs	MDG-F	contract and travel	40,000

	On the basis of common methodology, support multi-stakeholder analysis on the drivers and manifestation of violence, including on the basis of gender and age disaggregated data, and undertake complementary studies			X		UNDP	Mayors, community-based organisations, national police, Ministry of Justice, Ministry of Women's Affairs	MDG-F	Contract training and travel	110,000
	Assist with the development and regular update of violence prevention plans, on the basis of ongoing analysis				X	UNDP	Mayors, community-based organisations, national police, Ministry of Justice, Ministry of Women's Affairs	MDG-F	contract, training and travel	90,000
Total for Output 1.1										280,000
Output 1.2 Socio-economic opportunities for young men and women at risk increased.	Support the rehabilitation of community assets through high intensity labour programmes and vocational training to youth for locally needed products/services identified in the labour and market studies	X	X			IOM	Mayors, community-based organisations, Ministry of Women's Affairs	MDG-Fund	Personnel, contracts and travel	1,062,028

	Undertake labour and market studies	X				UNDP	Mayors, community-based organisations, Ministry of Women's Affairs	MDG-F	contracts and travel	40,000
	Strengthen local community-based micro finance associations where graduates of the vocational training will be referred	X	X	X	X	UNDP	Mayors, community-based organisations, Ministry of Women's Affairs	MDG-F	contracts and travel	145,000
Total for Output 1.2										1,247,028
Output 2.1 Initiatives, including awareness raising campaigns, organization of events for youth, and studies on the sources of community violence to reduce real and perceived violence and improve service delivery to communities implemented.	Support the implementation of awareness raising campaigns on violence, including GBV, in the communities			X	X	UNDP	Mayors, community-based organisations, national police, Ministry of Justice, Ministry of Women's Affairs	MDG-F	Contracts and travel	100,000
	Create spaces for dialogue and confidence building between the communities, the police and local courts	X	X	X	X	UNDP	Mayors, community-based organisations, national police, Ministry of Justice, Ministry of Women's Affairs	MDG-F	Contracts and travel	45,000
	Support communities in understanding the sources of violence among youth			X	X	UNESCO	Ministry of Youth and Sports, Ministry of Women's Affairs and community-based organizations	MDG-F	Contracts, Studies	50,000

	Support youth organizations to engage in violence prevention through cultural events, recreational youth centres and sports events	x	x	x	x	UNFPA	Ministry of Youth, Ministry of Women's Affairs	MDG-F	Personal, contracts, travel	200,000
Total for Output 2.1										395,000
Output 2.2 Initiatives, including provision of medical and psychological support to survivors of sexual violence, strengthening of women's organization and awareness raising on gender based violence implemented Baseline: will be determined by a community survey in each targeted community	Provision of direct services to women victims of gender-based violence in the targeted communities through: - Establishment of a multidisciplinary referral network - Provision of basic package of integrated medical/psychosocial services - (re)establishment of essential civil acts for survivors of gender-based violence	x	x			UNFPA	Ministry of Women's Affairs, Ministry of Health, Concertation Nationale contre les violences faites aux femmes	MDG-F	Personal contracts, training, travel	100,000
	Baseline survey in selected communities	X				UNIFEM	Ministry of Women's Affairs	MDG-F	Contracts	225,000
	Awareness raising within selected women's organisations	X	X			UNIFEM	Ministry of Women's Affairs, Ministry of Health, Concertation Nationale contre les	MDG-F	Training	

						violences faites aux femmes			
Training of social workers to provide services to survivors of gender based violence		X	X		UNIFEM	Ministry of Women's Affairs, Ministry of Health, Concertation Nationale contre les violences faites aux femmes, community-based women organisations	MDG-F	Training	
Provision of services to survivors of gender-based violence (counselling and legal)			X	X	UNIFEM	Ministry of Women's Affairs, Ministry of Health, Concertation Nationale contre les violences faites aux femmes, community-based organisations	MDG-F	contracts	
Development of materials for outreach activities		X			UNIFEM	Ministry of Women's Affairs, Ministry of Health, Concertation Nationale contre les violences faites aux femmes, community-based organisations	MDG-F	Training	
Awareness building activities with local authorities as well as use of media for outreach campaigns		X	X	X	UNIFEM	Ministry of Women's Affairs, Ministry of Health, Concertation Nationale contre les violences faites aux femmes, community-based organisations	MDG-F	Training and contracts	
Total Output 2.2									325,000

Output 2.3 Awareness raising and education, including GBV, to prevent violence and promote social cohesion strengthened, through national and community radio shows	Production of audio material on the issue of daily violence in communities to be broadcasted on three radio stations covering the targeted communities Organize seminars of sensitization of at least 500 youth in the five communities, using different materials, including community radios. Deliver mediation training to community-based women organizations			X	X	UNESCO	Ministry of National Education, Ministry of Women's Affairs, community-based youth and women organizations	MDG-F	Personnel, contracts, equipment and training	100,000
Total Output 2.3										100,000
Output 3.1 Evidence-based and gender-disaggregated multidimensional analysis on the causes, and dynamics of crisis and violence in	Support the mapping of existing initiatives and analysis of specific violence and crisis related issues	X				UNDP	UNDP	MDG-F	contracts and travel	20,000

Strengthen the National Observatory to support community based analysis on the causes and consequences of violence	X	X			UNDP	National ²⁰ Observatory on Violence	MDG-F	contracts and travel	130,000
Strengthen the capacity of relevant national partners on participatory safety audits			X	X	UNIFEM	National ²¹ Observatory on Violence	MDG-F	contracts	5,000
Support the development and packaging of policy relevant analysis on the drivers and dynamics of crisis and violence and its dissemination to target audiences	X	X	X	X	UNDP	National Violence Observatory	MDG-F	contracts and workshops	115,000

²⁰ For the activities undertaken by UNDP in relation to the National Violence Observatory in output 6, UNDP will use additional resources from Norway for up to an estimated \$1,500,000.

²¹ For the activities undertaken by UNDP in relation to the National Violence Observatory in output 6, UNDP will use additional resources from Norway for up to an estimated \$1,500,000.

	Support the creation of an information sharing network of relevant institutions, including women's organizations			X	X	UNDP	National Violence Observatory	MDG-F	contracts and workshops	20,000
	Workshops with the data collection committee of the Concertation nationale contre les violences faites aux femmes, the National Violence Observatory, the statistics division of the Ministry of Women's affairs and the National institute of Statistics	X		X		UNFPA/ UNIFEM	National Violence Observatory, Concertation Nationale contre les violences faites aux femmes, IHSI, MCFDF	MDG-F	Training	10,000 (UNFPA)
	Strengthen the understanding of the role that traditional tales can play in violence prevention			X	X	UNESCO	Ministry of National Education, State University of Haiti, National Violence Observatory, private universities, community-based organisations	MDG-F	Personnel, contracts and travel	30,000
Total for Output 3.1										330,000

Output 3.2 Selected policies and programmes adjusted to reflect violence prevention and coordination mechanisms strengthened within the government and with local communities	Strengthen capacity within the Ministry of Planning and International Cooperation and other sectoral Ministries, in consultation with the Office of the Prime Minister, to formulate relevant crisis and violence prevention response options	X	X	X	X	UNDP		MDG-F	contract and workshops	60,000
	Reinforce communication and coordination mechanisms between Ministries as well as between the capital and the provinces to strengthen integrated responses in the communities		X	X	X	UNDP		MDG-F	contracts	20,000
Total for Output 3.2										80,000
Output 4.1 CPSC efficiently managed and monitored	Management of CPSC and timely reporting of results	X	X	X	X	UNDP		MDG-F	Personnel, travel, equipment and supplies	462,500
TOTAL FOR ALL OUTPUTS										3,219,528

