

TECHNICAL COOPERATION BRIEF
HAITI
MARCH 30, 2005

I. GENERAL INFORMATION

Project title:	Preparation of the Institutional Strengthening Program for Environmental Management		
Project number:	HA-T1027		
Project team:	Leader: Michèle Lemay (RE2/EN2). Members: Nadine Schiavi (RE2/EN2), Denis Corrales (COF/CHA)		
Executing Agency:	Inter-American Development Bank (IDB), through the Environment and Natural Resources Management Division Region II (RE2/EN2)		
Beneficiaries:	The Government of Haiti, in particular the Ministry of Environment, non-governmental organizations and community groups		
Financing plan:	IDB: Canadian Technical Assistance	CAD122,000	
	Program, CANTAP-3 (CTP)		
	Local counterpart funding	CAD 6,100	
	Total:	CAD128,100	
Execution and disbursement deadlines:	Six and eight months from TC operation approval, respectively		

II. BACKGROUND

- 2.1 The degradation of Haiti's environment is a serious concern for its economic recovery. High rates of deforestation, soil erosion, pollution, and the depletion of fisheries threaten food safety, health and agricultural production. The severe environmental situation that Haiti is currently experiencing is linked to demographic pressures, unsustainable agricultural practices in rural areas, accelerated urban growth that has outpaced the provision of basic services, the lack of management of natural resources and the weakness of the institutional capacity and regulatory framework. Adverse natural events – repeated hurricanes, floods and droughts – have aggravated this situation, especially over the past two decades. It is under these circumstances that the Government faces the urgent task of setting and moving forward on a realistic short to medium term agenda that translates into measurable improvements in those environmental conditions linked to basic living conditions.
- 2.2 Originally created in 1993, the Ministry of Environment is mandated to protect and promote the sustainable use of the country's natural resources. Until recently assigned as a Secretariat to the Ministry of Planning and External Cooperation, the Ministry was reinstated in October 2004 in recognition of the urgency of Haiti's environmental situation. The Ministry is currently organized into departments (the Direction Générale, Département Administratif, Département Technique, Bureaux Régionaux). The Technical Department groups several units including for environmental impact assessment, sanitation and environmental quality, biodiversity, environmental education, coastal and

marine systems as well as a project monitoring unit. Only a few of these units are currently operational. In addition to its normative role, the Ministry is also expected to play a coordinating role among sector agencies (agriculture, energy) dependent on natural resources such as water and forest resources.

- 2.3 In effect, the Ministry has only been able to achieve limited advances in coordinating efforts to address the priorities of the National Environment Action Plan or, more recently, in responding to the short-term agenda set by the Interim Cooperation Framework (ICF). It suffers from institutional weaknesses such as insufficient technical and administrative capacity, a lack of established, transparent decision structures and procedures, insufficient resources and an almost complete dependence on external project financing.
- 2.4 In addition to the Ministry of Environment, there are several other Ministries, five state autonomous organizations, 133 municipalities, private and state universities and more than 500 NGOs and private institutions that are involved in the sector. They share responsibilities and intervene in the fields of water resources management (supply and quality) and watershed management, soil and energy conservation, land use planning and natural disaster prevention.
- 2.5 Using the ICF as a framework, the Ministry of Environment has prepared a draft investment plan aimed at establishing the foundations for reversing national trends in environmental degradation with a view to reducing poverty and improving basic living conditions. To achieve this objective, the investment plan sets out four programs as follows: (i) institutional strengthening with the specific objective of improvement the governance structure for environmental management at the national and local levels; (ii) alternative sources of energy; (iii) sustainable use of natural resources, where several priority watersheds are identified for rehabilitation and remaining forested areas for protection; and (iv) natural disaster prevention. With the institutional strengthening program, the Government's strategy is also to establish the basic capacities and coordination mechanisms needed in the short-term to create the conditions necessary for execution of the larger investment programs included in the ICF.

III. OBJECTIVE

- 3.1 The objective of the technical cooperation is to assist in the design of the loan entitled Institutional Strengthening in Environment (HA-L1006). The project is aimed at improving environmental governance to ensure that the capacity exists at the national and local levels to address the priorities agreed upon in the Interim Cooperation Framework (CCI) and in accordance with the guidelines and policy framework of the National Action Plan for Environment (NEAP). The technical cooperation would finance the consulting services needed in the preparation and feasibility analysis of the loan consistent with the requirements of the Bank's Institutional Development Sector Facility.

IV. DESCRIPTION

- 4.1 This operation will finance a consultancy that would assist directly in the preparation of a US\$5 million loan for Institutional Strengthening in Environment (HA-L1006) to be financed by the IDB and scheduled for approval in 2005. The consultancy would provide inputs for the design of the operation consistent with the requirements of the Bank's Institutional Development Sector Facility. The consulting team would include specialists in public sector administration and finance with demonstrated experience in institutional assessments of environmental agencies in Latin America and the Caribbean. The consulting team would work closely with the Ministry of Environment and the IDB project team for HA-L1006.
- 4.2 The activities to be undertaken through the consultancy include:
- a. Collection and review of data on the current institutional situation for environmental management in Haiti. This would include an assessment of the organizational structure, technical and administrative capacities of the Ministry of Environment and coordination mechanisms with other key agencies, including the Ministry of Agriculture, Natural Resources and Rural Development (MANRRD). It would also include a review of environment-related functions, responsibilities and capacities of other central government agencies, including the MANRRD and the role of local governments ('communes'). In addition, an inventory of Haitian non-governmental organizations active in environmental management, particularly in rural areas will be compiled. Attention will be directed at identifying women's groups and other community-based organizations that could be beneficiaries of capacity building activities for local initiatives. In conducting its review, the consultants will meet with representatives of other financing institutions supporting activities in environmental management in Haiti as well as international non-government organizations active in the field.
 - b. Review and confirmation with the Ministry of Environment of priority activities to be financed with the loan consistent with requirements of the sector facility and taking into account the loan profile developed as the result of an identification mission held in October 2004. The three components of the loan are: (i) support to the national system of environmental management; (ii) capacity building for local environmental management; and (iii) strengthening of the national environment information system.
 - c. Assessment of the alternatives for execution of the loan and support in the selection of the alternative. In conducting this assessment, the consultants will review the recent experience and lessons learned from projects financed by the IDB and other donors. In analyzing the alternatives, the consultants will identify and assess risks for execution.
 - d. Preparation of the terms of reference for all components of the loan, corresponding budget and calendar for implementation. The consultants would also provide inputs for the preparation of the loan proposal.

- 4.3 Expected results include: (i) the in-depth institutional assessment of the Ministry of Environment, other key agencies and non-governmental organizations; (ii) the technical justification for the selection of activities; (iii) the analysis of and proposal for the execution mechanism and the detailed designs of the activities to be financed.
- 4.4 The consultancy will help design a loan that is included in the current Country Strategy for Haiti and is related to one of its pillars (Promoting Economic Recovery). As such, the financing would directly support an activity of the Country Strategy for Haiti aimed at creating the basic conditions and capacity needed to begin stabilizing Haiti's severe environmental degradation and reversing trends so that investments in other sectors dependent on natural resources, particularly agriculture, can be sustainable. A formal request for the loan has been received from the Government of Haiti.

V. COSTS AND FINANCING

- 5.1 The cost of the technical cooperation is US\$105,000. The non-reimbursable contribution from the Canadian Technical Assistance Program amounts to US\$100,000 (the equivalent to CAD122,000) and the in-kind local counterpart contribution is US\$5,000 (equivalent to CAD6,100 for logistical support from the involved institution). The table below presents a summary budget in US\$.

TYPE OF EXPENSE	TRUST FUND	COUNTERPART	TOTALS
Expert in public administration and finance (50 days @ US\$500/day)	25,000		25,000
Expert in environment policy and management (50 days @ US\$500/day)	25,000		25,000
Local specialist in environmental management (70 days @ US\$250/day)	17,500		17,500
Per diem (60 days @ US\$234/day)	14,040		14,040
International travel (5 @ US\$800/trip)	4,000		4,000
Local travel	5,000		5,000
Consultation workshops	9,460	5,000	14,460
Totals	100,000	5,000	105,000

VI. EXECUTION AND RESPONSIBILITY IN THE BANK

- 6.1 This technical cooperation will be executed by the Bank through the Environment and Natural Resources Management Division Region II (RE2/EN2) as support the Ministry of Environment, the institution designated by the Government of Haiti for the preparation of the Institutional Strengthening for Environment Program (HA-L1006). The Bank will be responsible for contracting and administering the financial resources in support to the beneficiaries. A Project Team has been established to guide and supervise the studies
- 6.2 A consulting firm specialized in public sector administration and finance with demonstrated experience in institutional assessments of environmental agencies in Latin

America and the Caribbean will be contracted. Prior experience in Haiti and other French-speaking developing countries is a requirement. The contracting of the consulting firm will be done directly by the Bank, through RE2/EN2. This Division will also have the responsibility for supervising and approving the reports and payments to the consultants. The responsible staff member is Ms. Michèle Lemay (michelel@iadb.org).

VII. ENVIRONMENTAL AND SOCIAL IMPACTS


- 7.1 As this technical cooperation will only finance studies, it is not expected to have any negative environmental and social impacts. It is expected to have positive environmental impacts as it is aimed at strengthening environmental governance at the national and local levels.

VIII. RECOMMENDATION

- 8.1 Michèle Lemay, Sr. Environmental Specialist in RE2/EN2, recommends the use of CAD122,000 from the Canadian Technical Assistance Program, Cantap-3, to finance the operation described in this TC/Funds Brief.

IX. CERTIFICATION

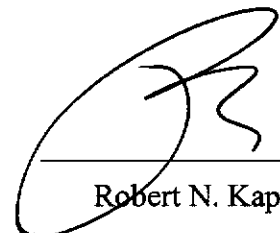
- 9.1 I certify that this operation was approved for financing by the Bank on March 22, 2005, in consultation with Mr. Jonathan Caldicott and Ms. Laura Dorling, Counselors to the Canadian Executive Director and donor representatives for the Canadian Technical Assistance Program, CANTAP-3. In addition I certify the availability of up to CAD122,000 in CANTAP-3 Trust Fund resources to finance the activities described and budgeted in this TC/Funds Brief. The commitment of resources shall be made by the Bank in the corresponding fund currency. The same currency shall be used to stipulate the remuneration and payments to consultants, except that local expenses may be paid in local currency, and consultants working in their own borrowing member country may have their remuneration defined and paid in the currency of that country. No resources of the Fund shall be made available to cover amounts greater than the amount certified above for the implementation of this project. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Funds' currency, resulting in currency exchange rate differences, for which the Fund is not at risk.


Arnaldo M. da Fonseca, Chief RE2/TEC

Date: March 29, 2005

X. APPROVAL

Approved:


Robert N. Kaplan, Chief RE2/EN2

MAR 30 2005

Date: _____

**PREPARATION OF THE INSTITUTIONAL STRENGTHENING FOR
ENVIRONMENTAL MANAGEMENT
HA-T1027**

INDICATIVE TERMS OF REFERENCE

I. BACKGROUND

- 1.1 The degradation of Haiti's environment is a serious concern for its economic recovery. High rates of deforestation, soil erosion, pollution, and the depletion of fisheries threaten food safety, health and agricultural production. The severe environmental situation that Haiti is currently experiencing is linked to demographic pressures, unsustainable agricultural practices in rural areas, accelerated urban growth that has outpaced the provision of basic services, the lack of management of natural resources and the weakness of the institutional capacity and regulatory framework. Adverse natural events – repeated hurricanes, floods and droughts – have aggravated this situation, especially over the past two decades. It is under these circumstances that the Government faces the urgent task of setting and moving forward on a realistic short to medium term agenda that translates into measurable improvements in those environmental conditions linked to basic living conditions.

A. Institutional context

- 1.2 Originally created in 1993, the Ministry of Environment is mandated to protect and promote the sustainable use of the country's natural resources. Until recently assigned as a Secretariat to the Ministry of Planning and External Cooperation, the Ministry was reinstated in October 2004 in recognition of the urgency of Haiti's environmental situation. The Ministry is currently organized into departments (the Direction Générale, Département Administratif, Département Technique, Bureaux Régionaux). The Technical Department groups several units including for environmental impact assessment, sanitation and environmental quality, biodiversity, environmental education, coastal and marine systems as well as a project monitoring unit. Only a few of these units are currently operational. In addition to its normative role, the Ministry is also expected to play a coordinating role among sector agencies (agriculture, energy) dependent on natural resources such as water and forest resources.
- 1.3 In effect, the Ministry has only been able to achieve limited advances in coordinating efforts to address the priorities of the National Environment Action Plan or, more recently, in responding to the short-term agenda set by the Interim Cooperation Framework (ICF). It suffers from institutional weaknesses such as insufficient technical and administrative capacity, a lack of established, transparent decision structures and procedures, insufficient resources and an almost complete dependence on external project financing.

- 1.4 In addition to the Ministry of Environment, there are several other Ministries, five state autonomous organizations, 133 municipalities, private and state universities and more than 500 NGOs and private institutions that are involved in the sector. They share responsibilities and intervene in the fields of water resources management (supply and quality) and watershed management, soil and energy conservation, land use planning and natural disaster prevention.
- 1.5 Through existing laws and decrees, municipalities ('communes') also have jurisdiction over areas such as the provision of potable water, solid waste management and management of local public goods. In reality however, progress towards decentralization in this as well as all other areas has been extremely limited in the absence of any financial tools or even of a municipal public service. Haitian community-based organizations and non-governmental organizations have played an important yet poorly coordinated role in carrying out initiatives in environmental management during the period of political unrest. Several of these NGOs have received strengthening in their administrative and technical capacities through the support of bilateral donors including USAID. With the support of the UNDP, communal consultative committees ('comités consultatifs communaux') have been created in the Department of the North-East with some degree of success bringing together user group associations, NGOs, representatives from line agencies and local officials in the formulation of communal investment plans that cover all aspects of development including environment.

B. The Government's current strategy in environment

- 1.6 Approved by the Government in 1999 after an intensive participatory process, Haiti's National Environment Action Plan (NEAP) provides both a general framework for policy in the country and sets priorities over the medium to long-term. It calls for action and international support for four strategic priorities as follows: (i) strengthening of environmental governance; (ii) sustainable management of energy sources including the promotion of alternative sources to wood fuel and charcoal; (iii) conservative and sustainable use of scarce natural resources, with the focus on water, soils and biodiversity; and (iv) capacity building, including those capacities needed to deal with the implications of population growth and poverty. These priorities (including an additional one for natural disaster prevention) are to be supported by ten operational programs for which international assistance will be sought. Despite its approval, the unstable political situation combined with [limits in] institutional capacity has curtailed implementation of even the most fundamental provisions of the NEAP.
- 1.7 The NEAP lays out the basic institutional structure needed to implement the programs. Chaired by the Prime Minister and comprised of the Ministers of Environment, MARNDR, Ministry of Public Works, Transport and Communications, and the Ministry of Public Health, the Inter-Ministerial Commission on Environment is charged with defining policies and managing sectoral conflicts over the jurisdiction of natural resources within the public sector. The National Environment Council chaired by the Ministry of Environment brings together representatives from the private sector and civil society. It is intended to serve both as a public forum for consultation on policy and as a mechanism for reinforcing alliances to implement actions. Most of the existing laws

guiding the use and management of natural resources and environmental quality are outdated. In general, these laws are not consistent with the spirit of the actual Constitution of 1987. The Ministry of Environment does not have an enabling legislation. In fact, most agencies in the sector are working outside their enabling legislation. An intersectoral policy and draft law for water have been drafted but action has been stalled owing to the political situation.

- 1.8 The basis for Government's current strategy in environment is contained in the Interim Cooperation Framework (ICF) for aid coordination developed in 2004. Protection and rehabilitation of the environment is explicitly included in the ICF under the main axis of economic recovery, one of the four pillars of the ICF. Along lines very similar to those included in the NEAP, priorities set in the ICF include the restoration of degraded lands and resources vital to basic living conditions, substitution of fuel wood and charcoal with alternatives sources of energy and natural disaster prevention.
- 1.9 Using the ICF as a framework, the Ministry of Environment has prepared a draft investment plan aimed at establishing the foundations for reversing national trends in environmental degradation with a view to reducing poverty and improving basic living conditions. To achieve this objective, the investment plan sets out four programs as follows: (i) institutional strengthening with the specific objective of improvement the governance structure for environmental management at the national and local levels; (ii) alternative sources of energy; (iii) sustainable use of natural resources, where several priority watersheds are identified for rehabilitation and remaining forested areas for protection; and (iv) natural disaster prevention. With the institutional strengthening program, the Government's strategy is also to establish the basic capacities and coordination mechanisms needed in the short-term to create the conditions necessary for execution of the larger investment programs included in the ICF.

C. The Institutional Strengthening for Environmental Management Program (HA-L1006)

- 1.10 The Government of Haiti has requested support from the Inter-American Development Bank in financing a Program for Institutional Strengthening in Environmental Management (HA-L1006). The basic objectives of the program and the priorities it could address were discussed with the Ministry of Environment during a Bank mission conducted in October 2004. Based on these discussions, the objective of the program would be to improve environmental governance to ensure that the capacity exists at the national and local levels to address the priorities agreed upon in the Interim Cooperation Framework (CCI) and in accordance with the guidelines and policy framework of the National Action Plan for Environment (NEAP). The specific objectives would be to: (i) consolidate the policy framework needed for effective and responsive action directed at reversing the trends in environmental degradation; (ii) establish the coordination mechanisms and tools required for efficient management and allocation of scarce natural resources; and (iii) strengthen the human resources, capabilities and systems required for future sustainable investments in natural resources management.

- 1.11 To meet these objectives, the loan would consist of three components as follows: (i) support to the national system of environmental management; (ii) capacity building for local environmental management; and (iii) strengthening of the national environment information system. A profile has been developed that describes the activities that could be financed under each component based on the discussions held in October 2004. The program would be financed using the Bank's Institutional Development Sector Facility, a financing instrument aimed at providing a prompt and agile response to finance institutional development programs. Operations financed by the Institutional Development Sector Facility must under US\$ 5 million. They are prepared following a 'fast-track' simplified process and must meet specific eligibility criteria. The operation is scheduled for approval in June 2005.

II. OBJECTIVE AND BASIC CHARACTERISTICS OF THE CONSULTANCY

- 2.1 The objective of the consultancy is to assist in the design of the loan entitled Institutional Strengthening in Environment (HA-L1006) consistent with the requirements of the Bank's Institutional Development Sector Facility. The consultancy would also provide technical assistance in preparing the elements that must be in place for timely start up and execution of the operation.
- 2.2 **Type of Consultancy:** This consultancy is for specialized services from a firm with demonstrated experience in institutional assessment of public sector agencies, particularly agencies responsible for natural resources or environmental management, in developing countries. Prior experience in Haiti and other French-speaking developing countries is a requirement. The consultancy is expected to begin in April, 2005 and be completed over a 5-month period. The consulting firm is expected to perform the work in Port-au-Prince.
- 2.3 The consulting firm will provide specialized services in the following areas: (i) public sector administration and finance with demonstrated experience in institutional assessments in developing countries; (ii) environmental and natural resources management, with demonstrated experience in the design of capacity building programs; (iii) information systems for environmental management; and (iv) community-based environmental management initiatives. It is expected that at least one specialist will have in-depth knowledge of the current situation in Haiti.
- 2.4 The consulting firm will be responsible for the mobilization of the specialists, coordination of their activities while in Haiti, supervision of individual report preparation, and preparation of consolidated reports (see Section VI). In undertaking its work, the consulting firm will work closely with the Ministry of Environment and the IDB project team for HA-L1006.

III. ACTIVITIES

- 3.1 The activities to be undertaken through the consultancy include:

- 3.2 ***Collection and review of information on the current institutional and policy situation for environmental management in Haiti.*** The consulting firm will collect information on the existing institutional, legal and regulatory framework for environmental management in Haiti. This will include information on the organizational structure, technical and administrative capacities of the Ministry of Environment and coordination mechanisms with other key agencies, including the Ministry of Agriculture, Natural Resources and Rural Development (MANRRD). It will also include a review of environment-related functions, responsibilities and capacities of other central government agencies, including the MANRRD and the role of local governments ('communes'). As part of this activity, the consulting firm will collect information on pending policy proposals for environment (i.e., water and energy resources) and on proposals for the restructuring of the institutional framework for environmental management and the creation of autonomous agencies in environmental management. Existing information systems with relevance to environmental management, such as the systems administered by MANRRD and the Unité de Teledetection et de Système d'Information Géographique (UTSIG) will be examined in terms of their existing and potential applications. In addition, a preliminary inventory and characterization of Haitian non-governmental organizations active in environmental management, particularly in rural areas will be compiled. Attention will be directed at identifying women's groups and other community-based organizations that could be beneficiaries of capacity building activities for local initiatives.
- 3.3 In conducting its review, the consultants will meet with representatives of other financing institutions supporting activities in environmental management in Haiti as well as international non-governmental organizations active in the field. These interviews will help assess lessons learned in the execution of past environmental management projects in Haiti. Information will also be collected on current and planned initiatives for institutional strengthening in environmental management that should be taken into consideration in the design of HA-L1006.
- 3.4 ***Institutional needs assessment:*** Using the information collected through the first activity, the consulting firm will assess the main institutional weaknesses to be overcome in addressing the priorities established under the ICF in a sustainable manner. The institutional assessment will focus on the national level. It will, however, include a preliminary survey of capacity building needs at the local level in 3-4 priority areas to be selected through a consensus-based process. ***At the national level,*** the consulting firm will carry out an evaluation and diagnostic of the Ministry's of Environment's operational capacity in light of its intended mission and role, the identification of strengths and weaknesses, the analysis of budgeting, accounting and auditing and procurement functions, information and other systems required, and training services needed. The institutional assessment will include an analysis of capacities in environmental and natural resources management of other key agencies such as the MANRRD with a view to improving coordination and efficient allocation of resources. The consulting firm will examine the specific needs and tools required by the Inter-Ministerial Technical Commission on Environment to function as a 'Noyau de Pilotage' and the National Environment Council. ***For the regional and local levels,*** the consulting firm will conduct a preliminary assessment of capacity building needs of community

groups that could potentially be involved in pilot activities in environmental management.

3.5 ***Confirmation and design of priority activities for HA-L1006.*** Working closely with the Ministry of Environment and the IDB Project Team, the consulting firm will confirm and prepare detailed designs of priority activities to be financed with the loan consistent with the requirements of the sector facility¹ and taking into account the loan profile developed as the result of an identification mission held in October 2004. The following will be taken into consideration in designing each of the three components:

- a. **Support to the national system of environmental management:** This component is expected to finance technical assistance, professional training and the establishment of networks with a view to enhancing planning and implementation capabilities and improving coordination among national entities playing a role in environmental management. Activities under consideration include: (i) support to the National Environment Council for the formulation of its operating regulations, to formalize procedures for civil society participation and to develop a policy agenda that reflects the priorities of the ICF; (ii) consolidation of the Inter-Ministerial Technical Commission on Environment as the technical steering body ('Noyau de Pilotage' or NIP) for coordinating policy and initiatives on priority themes including water and energy; (iii) support for the restructuring of the Ministry of Environment and its Regional Offices to align with and be responsive to the policies established by the National Environment Council. (iv) training and other capacity building activities for the Ministry of Environment and other national public entities responsible for environmental management; and (v) professional training in environmental impact assessment, water resources management, watershed restoration and other thematic areas directly related to the implementation of the priorities of the ICF.
- b. **Capacity building for local environmental management.** This component is expected to finance technical assistance, training and demonstration activities aimed at creating the skill base and the local networks needed to carry out environmental management and restoration activities on the ground. The focus would be on a few (3-4) watersheds and zones selected as priorities based on their degree of degradation, actual and potential contribution to productive activities, and vulnerability. Activities under consideration include: (i) the establishment of and support to local networks that would be responsible for identifying, validating and monitoring actions and small-scale investments in environmental restoration. This would include technical and administrative training of municipal government, private sector and community association representatives; (ii) the preparation of environmental profiles at the level of the 'communautés' in watersheds selected as priorities. Using an approach that has been demonstrated in the Artibonite Valley, the profiles would rely on a participatory methodology of mapping local assets and

¹ The Institutional Development Sector Facility requires that operations meet the following criteria to help ensure the sustainability of operations: (a) self-contained operations; (b) ownership; (c) active participation of stakeholders; (d) flexibility.

problems such as key water sources for potable water, irrigation and other uses, sites for reforestation and slope stabilization, potential safe areas for garbage disposal; and (iii) local capacity building through on-the-job training within the context of demonstration activities included in the environmental profiles.

- c. **Strengthening of the national environment information system.** This component would help ensure efficient management and distribution of information for environmental management. To avoid duplication of existing information systems, the emphasis would be on creating networks linking databases of line agencies and improving the applications for priority setting at the national and local levels. Activities under consideration include: (i) the design and the installation of a national environmental data exchange network, including the design of a consensus-based system of indicators for monitoring environmental recovery; (ii) training to strengthen analytical applications of existing information systems for environmental management, particularly with regard to monitoring the recovery of highly degraded watersheds; and (iii) preparation of a cost-effective communication strategy for environmental management.
- 3.6 For each of the components described above, the consulting firm will provide: (i) a detailed technical description of activities and/or investments proposed, including, where applicable designs, specifications and maps; (ii) a description of expected benefits, quantifiable where possible, and targeted beneficiaries; (iii) recommended technology and methods for implementation; (iv) equipment acquisition and training required; (v) recommended mechanisms of execution and institutional responsibilities; (vi) detailed budget by activity and component.
- 3.7 ***Agency and stakeholder consultations.*** Operations financed by the Institutional Development Sector Facility must demonstrate ownership on the part of the beneficiary institution or institutions. The consulting firm will be expected to provide opportunities for the Ministry of Environment, collaborating agencies and other stakeholders to participate actively in the design of the loan at key stages in the process. To this end, the consulting firm will assist in the organization and conduct of internal and inter-agency meetings aimed at reaching consensus on the program and the reforms to be introduced. The consulting firm will also assist in organizing a stakeholder workshop aimed at fostering beneficiary participation in the preparation of the program. The consulting firm will advise the Ministry of Environment and the Bank on key issues to be raised for these consultations and participate in them as required.
- 3.8 ***Execution alternatives:*** The consulting firm will conduct an assessment of the alternatives for overall execution of the loan and provide support in the selection of the alternative. Alternatives may include the creation of a Project Execution Unit (PEU) within the Ministry of Environment, hiring of a management firm and the establishment of a separate PEU. In conducting this assessment, the consultants will review the recent experience and lessons learned from projects financed by the IDB and other donors. In analyzing the alternatives, the consultants will identify and assess risks for execution.

- 3.9 ***Terms of reference:*** The consulting firm will prepare of the terms of reference for all components/activities of the loan, overall budget by investment category, procurement plan and calendar for implementation. The consultants will also provide inputs for the preparation of the loan proposal.
- 3.10 ***Bidding documents and other elements for launching execution:*** Based on the alternative for execution selected, the consulting firm will provide follow-up technical assistance leading up to the launching of the loan. This will include assistance in the preparation of the bidding documents for the main components and activities of the program and the preparation of the Operating Regulations. It will also include in-house training to the Ministry of Environment to internalize the execution procedures of the loan.

IV. EXPECTED RESULTS

- 4.1 The expected results of the consultancy are as follows:
- a. in-depth institutional assessment of the Ministry of Environment, other key agencies and non-governmental organizations;
 - b. technical justification for the selection of activities in all three components of the loan;
 - c. analysis of and proposal for the execution mechanism and the detailed designs of the activities to be financed;
 - d. bidding documents, Operating Regulations and technical assistance in preparation to execution of the loan.
- 4.2 In addition, it is expected that the overall results of the consultancy will provide the Government of Haiti and the Bank Project Team with sufficient technical information to complete the final design of the components to be included in the loan proposal for HA-L1006 consistent with the requirements of the Bank's Institutional Development Sector Facility.

V. REPORTS AND OTHER DELIVERABLES

- 5.1 To be submitted one week after signature of the contract:
- ***Initial work plan*** indicating how the schedule of work to be performed in Haiti, how activities of the various specialists will be coordinated. This will include a description of target dates for inter-agency meetings and workshops.
- 5.2 To be submitted one month after signature of the contract:
- ***Interim report #1*** containing the following items: (i) summary of data collected (paragraph 3.2); (ii) institutional needs assessment (paragraph 3.4); (iii) a preliminary

confirmation of priorities to be financed by HA-L1006 (paragraph 3.5); and (iv) and an outline of the draft consolidated report to be prepared by the consulting firm.

6.3 To be submitted two months after signature of the contract:

- **Interim report #2:** containing the following items: (i) detailed designs and technical justification of components and priority activities to be financed in each component; (ii) analysis of execution alternatives; (iii) preliminary budget by component and investment category.

6.4 To be submitted prior to completion of the contract and final disbursement of payments:

- **Draft Consolidated Report** containing the detailed designs, technical justification of alternatives, mechanisms of execution, recommended institutional arrangements, 5-year itemized budgets and schedule for priority activities within the three components. Detailed Terms of Reference for those activities to be implemented through contracts to firms of individual consultants. This Draft Consolidated Report will contain in annex the technical reports of the individual consultants.

6.4 To be submitted prior to completion of the contract and final disbursement of payments:

- **Final Consolidated Report** containing all the information of the Draft Consolidated Report including the revisions recommended by the Government and the Bank Project Team.

6.5 All products will be prepared in consultation with the Ministry of Environment, its designated Working Group and the IDB Project Team. All products are to be submitted electronically to the Ministry of Environment and the IDB Project Team with hard copies forwarded by way of the IDB Representation in Port-au-Prince. Within the IDB, Ms. Michele Lemay, Senior Environmental Specialist (michelel@iadb.org) will be responsible for overseeing the consultancy in close coordination with Ms. Denis Corrales, Natural Resources Specialist in the IDB Office in Port-au Prince and other IDB project team members.



REPUBLIQUE D'HAÏTI

**MINISTÈRE
DE L'ECONOMIE ET DES FINANCES**

Le Ministre

No. **UP/BID/02-05/142** 1489

Reçu le 10 FEV. 2005
8226

Port-au-Prince, le 10 FEV. 2005

Monsieur Emilio CUETO
Représentant Résident
Banque Interaméricaine de Développement
En ses bureaux.-

Monsieur le Représentant Résident,

Le Ministère de l'Economie et des Finances vous présente ses compliments et a l'avantage de vous transmettre, pour les suites nécessaires, une requête du Ministère de l'Environnement relative au Projet d'Appui Institutionnel pour la Gestion de l'Environnement et au projet d'Investissement pour la Réhabilitation des terres.

Le Ministère saisit l'occasion pour vous renouveler, **Monsieur le Représentant Résident**, l'expression de sa considération distinguée.

Henri BAZIN



MINISTERE DE L'ENVIRONNEMENT

MdE/YAW/05030

21 janvier 2005

No.....

le.....

Objet: Lettre de manifestation d'intérêt à adresser à la Banque Inter-Américaine de Développement

Monsieur le Ministre,

Je sollicite votre appui, à titre de représentant attitré de l'Etat Haïtien auprès la Banque Inter-Américaine de Développement, pour confirmer notre intérêt pour:

- le projet d'appui institutionnel pour la gestion de l'environnement
- un projet d'investissements pour la réhabilitation des terres qui serait co-financé par le Fonds Mondial pour l'Environnement

Ces deux projets ont été discutés avec une mission conduite par Madame Michelle LEMAY, qui était venue en Haïti au cours du mois de novembre 2004. Veuillez trouver, ci-joint, une copie de l'aide-mémoire de cette mission.

Je saisis l'occasion pour vous renouveler, Monsieur le Ministre, l'expression de ma très haute considération.

Yvain Wright
Yves-André WAINRIGHT
Ministre

p.j. Copie de Aide-Mémoire de Mission de la BID de nov.2004

c.c. Direction générale
UPSE

Monsieur Henri BAZIN
Ministre de l'Economie et des Finances
En ses Bureaux