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## **Annual Report 2018**

# **Project to Strengthen the Solid Waste Management System in Haiti in the Municipalities of Ouanaminthe, Jérémie and Mirebalais**

Funded by the Government of Japan

March 2018 – December 2018

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## List of abbreviations

<b>TBD</b>	To Be Determined
<b>NOEA</b>	National Office of Environmental Assessment
<b>SWM</b>	Solid Waste Management
<b>MDE</b>	Ministry of Environment
<b>MPCE</b>	Ministry of Planning and External Cooperation
<b>NIM</b>	National Implementation Modality
<b>UNDP</b>	United Nations Development Program
<b>PRODOC</b>	Project Document
<b>PSDH</b>	Haiti Strategic Development Plan
<b>NSWMS</b>	National Solid Waste Management Service

## Project Background Information

<b>Project Name:</b>	Project to Strengthen the Solid Waste Management System in Haiti	
<b>Project Number:</b>	00103055	
<b>Implementing Partner<sup>1</sup>:</b>	Ministry of Environment	
<b>Responsible Entity</b>	United Nations Development Program	
<b>Implementation Modality</b>	National Implementation Modality (NIM)	
<b>Project Location:</b>	Haiti in general and specifically in Ouanaminthe (North East Department), Jérémie (Department of Grand 'Anse), and Mirebalais (Center Department).	
<b>Beginning Date:</b>	March 2018	
<b>End Date:</b>	March 2023	
<b>Impact of the Program on the Country</b>	The national, regional and local institutions as well as the civil society improve the management of urban and rural areas, agriculture and the environment, as well as the mechanisms for prevention and risk reduction, in order to strengthen the population's resilience to natural disasters and climate change.	
<b>Results of the Program in the Country</b>	3.1 The national actors have the knowledge, the capacities and the tools to improve natural resource management as well as risk reduction and management. 3.2 Some mechanisms and partnerships are implemented to promote sustainable patterns of production, distribution and consumption.	
<b>Total resources needed:</b>	8 530 967 US	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	500 000 US
	<b>Government of Japan :</b>	8 030 967 US
	<b>Government:</b>	
	<b>In-kind Contributions:</b>	

<sup>1</sup> Note: The term « Completion Partner » can also be understood as « Implementation Partner » or « Execution Partner ».

## I. Project Presentation

### 1.1. Project Description

By implementing the project to strengthen the solid waste management system in Haiti, UNDP and its partners intend to contribute to the improvement of the living conditions of the targeted populations throughout the national territory through the appropriate management of solid waste and thereby contribute to the achievement of the Sustainable Development Goal 11 in particular. The latter calls for "ensuring that cities and human settlements are open to all, safe, resilient and sustainable" and stipulates in its Target 11.6 to "reduce the negative environmental impact of cities per capita, including by paying special attention to air quality and waste management particularly at the municipal level" by 2030. The project adopts a multidimensional approach based on better environmental management and equitable integration of women and men in planning and decision-making that can contribute to the improvement of living environments. It is implemented mainly in the municipalities of Ouanaminthe and Jérémie and will cover the period from March 2018 to March 2023.



UNDP will capitalize on its long-standing collaboration with the Haitian Government and its solid experience in land-use planning, governance support, search for synergy and cooperation between stakeholders to effectively implement the project activities and achieve these three key results:

1. A sustainable strategy for solid waste management that is gender-sensitive and based on the existing legal framework is defined and implemented;
2. Solid waste management capacities are strengthened in the municipalities of Ouanaminthe and Jérémie;
3. Innovative critical solid waste management infrastructures are put in place and facilitate inclusive and equitable economic development.

The project is structured around three distinct but complementary and interdependent components:

- **Component 1** will provide technical assistance to MDE / NSWMS and other stakeholders in defining a sustainable SWM strategy. The project will bring together stakeholders around a platform for consultation and reflection on the current legal framework. The academic sector and the general public will be involved through conducting research and an education and advocacy campaign on the issue of SWV in Haiti.
- **Component 2** will establish an effective and gender-sensitive community-based mechanism to strengthen the municipalities internal capacities. This will involve developing and implementing a needs-based capacity building program identified with the local communities, authorities and stakeholders to build a community more respectful of the 4R principles: Reduce, Reuse, Recover and Recycle waste.
- **Component 3** will facilitate economic development and will improve the living environment and conditions in an inclusive and equitable manner in the partner municipalities. It will be implemented through the conduct of preliminary studies and the establishment and operationalization of SWM services and infrastructures. The establishment and strengthening of local structures for the

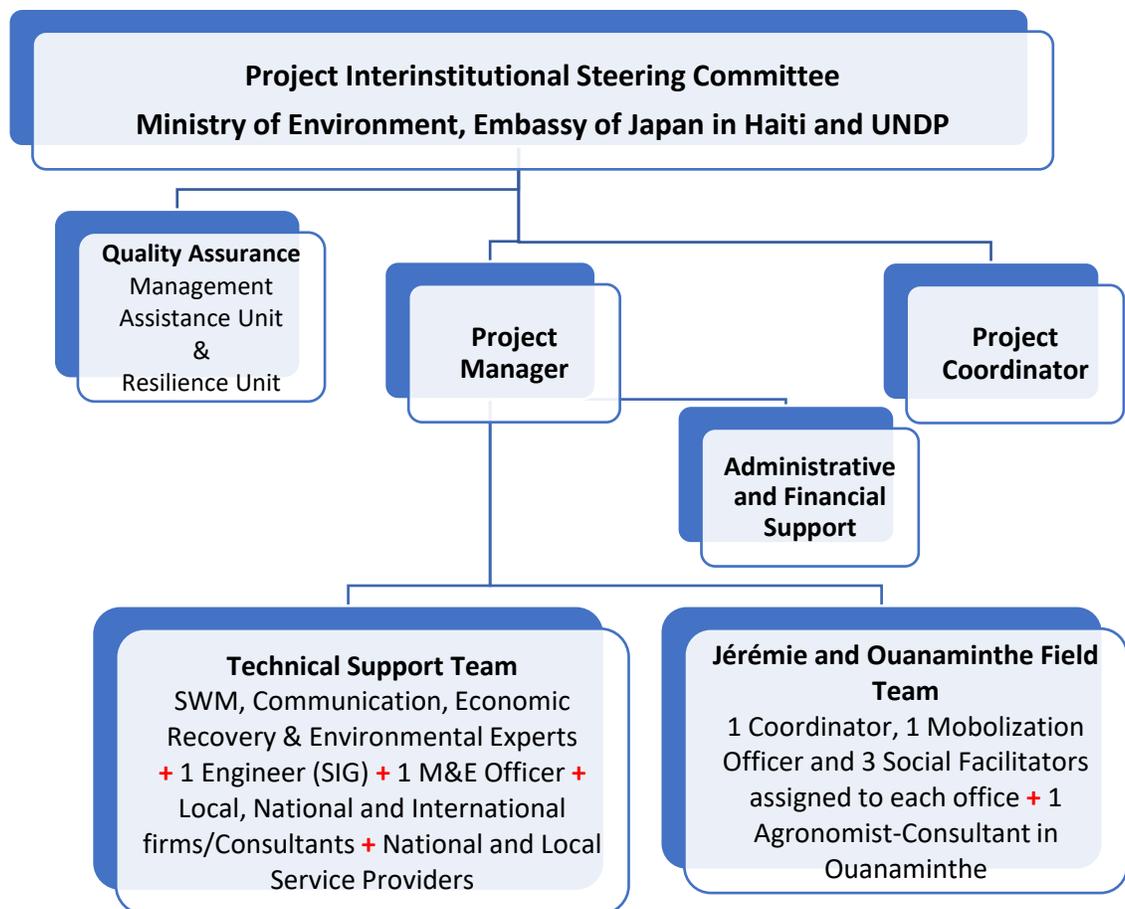
management of services and infrastructures will make it possible to set up a participative and sustainable exit strategy.

In fact, following the request for technical assistance by the Municipality of Mirebalais to strengthen its solid waste management system, and after an agreement between the main project stakeholders (MDE, UNDP and Japan), the municipality of Mirebalais has been integrated into the project in addition to the two municipalities identified initially. The objective is to enable this municipality to benefit from direct project actions through the conduct of preliminary studies (pre-feasibility, feasibility, environmental and technical) for the establishment and operationalization of solid waste management infrastructures. These studies will be funded by a contribution from UNDP and should facilitate the search for the resources needed to set up the infrastructures adapted to the needs of the city.

## 1.2. Management of the project implementation

In order to ensure the effective and efficient implementation of the above activities, the following structure has been established:

**Figure 1: Project Flowchart**



- **Management and Coordination of project activities**

During this first year, under the authority of the Steering Committee, the project was managed and coordinated jointly by the Project Manager and the Coordinator appointed by the Ministry of Environment, with the support of the Ouanaminthe field coordinator.

Indeed, UNDP is responsible for the recruitment process of managers, firms and consultants to support the implementation of project activities according to the current procedures at the level of the institution. However, in response to discussions with the Ministry of Environment, it was agreed that the recruitment process of the two mobilizers and the six social facilitators be conducted directly by the latter based on the terms of reference prepared by the project management. The recruitment process is underway at MDE and successful candidates will be shared with UNDP, which will ensure payment of salaries for the services that will be provided according to the terms of reference and project guidelines.

## **II. Ties with the PNUD's Program priorities and the Government's priorities**

Solid waste management is part of UNDP's priorities through the "Country Program for Haiti" which, in partnership with the Ministry of Environment, promotes the "participatory debates on waste management and use ". It is reflected in the Sustainable Development Goal 11 of the 2030 Agenda, which considers sustainable cities and communities. It also aligns with several UNDP strategic documents, such as the United Nations Strategic Framework in Haiti and the 2017-2021 Sustainable Development Framework.

The Government of Haiti has identified the strengthening and development of solid waste management systems under the priority actions of the Haiti Strategic Development Plan (PSDH), published in 2012 and in which the country has defined a long-term vision of its development that aims to make Haiti an emerging country in 2030. The PSDH proposes to consider the creation of service delivery mechanisms at the district level, so as to ensure the collection and management of solid waste as a first step in setting up intercommunal structures to pool and make the best use of the limited human, technical and financial resources available to local authorities. The location and management of landfills will also be supported by municipal entities. In addition, the Plan envisages to maximize the secondary value of solid waste through energy production or through composting and recycling.

The PSDH proposes to proceed in stages, beginning with a major clean-up campaign targeting cities and villages, in parallel with the identification of temporary storage areas for solid waste collected when no permanent area has already been identified. At the same time, it advocates the development of individual SWM plans for large cities and rural areas, corresponding to what it refers to as regional development hubs, based on the assessment of local needs. In all of the above, the leadership of local authorities in this area is recognized. As a result, the project is aligned with government's plans and priorities established through 2030 and will contribute to national outcomes.

## **III. Implementation Context**

Following the signing of the project document in March 2018 by the United Nations Development Program (UNDP) and the Haitian Government, represented by the Ministries of Planning and External Cooperation (MPCE) and Environment (MDE), several major events have occurred in the country. Haiti has been experiencing turbulent and "country lock down" days since July 2018. This new socio-political and economic situation led to a change of government in September 2018. As a result, a new minister

took over the MDE and proceeded to swear in the Director of NSWMS, a newly created autonomous body to manage solid waste and coordinate the efforts of the SWM sector in collaboration with the local authorities. With this new reality the discussions have resumed with the ministry to address the new priorities and ensure ownership of the project by the new officials.

In fact, discussions were held with MDE to increase the investments planned in Ouanaminthe and integrate the municipality of Mirebalais into the project following a request for technical assistance in SWM by the local authorities. It was also necessary to ensure the ownership of the project by NSWMS, particularly through its active participation in the planning and implementation of the activities and its shared responsibility with the local authorities for the management of solid residues in the country. In parallel, an internal technical review was carried out to integrate gender-specific indicators into the project formulation to ensure better consideration for the inclusion of women and other minority groups in project implementation.

This has resulted in substantive revisions including the reorganization of resources and the implementation schedule in light of the new changes, the development of a new strategy related to these changes, to meet the new requirements of the ministry and to facilitate a better participation and ownership of the project by the partners.

#### **IV. Progress of the project's activities**

Following a delegation mandated by the Japan's Minister of Foreign Affairs, the United Nations Development Program and the Government of Japan signed a grant agreement for the implementation of the Project to Strengthen the Solid Waste Management System in Haiti. Subsequently, UNDP and the Government of Haiti through its Ministries of Planning and External Cooperation (MPCE) and the Environment (MDE) approved and signed the project, which has since been officially authorized to carry out its activities through its areas of intervention.

In addition, a few months later, the Haitian government replaced the Minister of Environment; this led to changes in the document signed in March 2018. Until December 2018, the proposed revision was discussed and accepted by key stakeholders. Nevertheless, its validation by the steering committee and its signature by the UNDP and the MDE are planned for January 2019. At that time, key stakeholders will authorize the project team to implement the activities as approved in the revised work plan. Beyond the harmful socio-political context amplified by periods of country lock down and uncertainty about the change of government, several activities were implemented jointly with MDE between the end of March and December 2018. They are presented in the following lines.

In fact, until December 31, 2018, the following key accomplishments can be highlighted:

- The planning process with the Ministry of Environment team and the preparation of the substantive review are completed;
- The annexes to the PRODOC and some tools for the operationalization, management, monitoring and evaluation of activities have been prepared, revised and finalized;
- The first meeting was held by the project steering committee and the document was signed in January 2019;
- The PRODOC, including the multi-year budget and work plan, the results framework and the project activities, has been revised with greater consideration of the participatory

- and inclusive approach (gender aspects), and the involvement of the National Solid Waste Management Service (NSWMS) in the implementation of the project;
- An exploratory and preparatory visit was carried out in the implementation areas, thus promoting a better understanding of the project by local actors.

#### **4.1. Substantive Reviews**

The implementing partners discussed and analyzed the necessary revisions and then incorporated them into the project document in line with the new MDE priorities. These major revisions were subsequently submitted to the Steering Committee for discussion and validation:

- a. The 2018 activities and budget have been rescheduled for 2019, which has led to a reorganization of the implementation schedule while integrating new activities;
- b. The work plan and results framework have been revised and adapted to the new priorities;
- c. With the arrival of a new Director at the head of NSWMS, an internal capacity building component of the entity was integrated into the project;
- d. The municipality of Mirebalais has been integrated from a UNDP contribution which proposes to fund the preliminary studies to support the search for funds for the establishment and the operationalization of a SWM infrastructure in Mirebalais.

#### **4.2. Steering Committee**

On December 17<sup>th</sup>, 2018, senior officials from UNDP, the Ministry of Environment and the Embassy of Japan discussed the substantive revisions and the revised work plan. Several changes were proposed by MDE representatives. On December 21<sup>st</sup>, 2018, another meeting was held between MDE and UNDP decision makers to finalize the process. The conclusions of this meeting were similar to those of the previous one.

#### **4.3. Develop Synergy among the Field Actors**

Between November and December 2018, in order to better understand the reality on the ground, to capitalize on the experiences and lessons learned by other actors and to develop synergy at the local level, the project organized a series of meetings to exchange and share information with some field actors in Mirebalais, Ouanaminthe and Jérémie. Discussions were extended to various UNDP projects in the intervention areas. Documents and information relevant to these areas, past, ongoing and future efforts in SWM, challenges and constraints were shared. More than twenty (20) actors and partners were met, including the municipal authorities, the departmental directorates of the Ministry of Environment (MDE) and Agriculture (MARNDR), local entrepreneurs, civil society actors and others, to present the project, share experiences and lessons learned on SWM and foster ownership at the community level. All stakeholders met expressed their interest in contributing to the search for a viable and concerted solution to the SWM problem in their respective areas in consultation with the project.

- **In Mirebalais**

Indeed, **Mirebalais** was not part of the initial list of municipalities that were partners in the project. During the multiple visits of the UNDP Director, the local authorities and stakeholders of this municipality have, on several occasions, requested UNDP technical assistance in terms of solid waste

management in order to fight against unsanitary conditions and ensure better environmental management in general. The requests were presented to MDE which considers they were justified since, on the one hand, insalubrity constitutes a major threat to the health of the population and the general environment of Mirebalais, and, on the other hand, they align with government priorities. In this sense, with a view of pooling available resources, the integration of Mirebalais into the solid waste management project was discussed and agreed with MDE, nevertheless a contribution from UNDP to conduct a pre-feasibility and feasibility studies. Those are necessary to determine the activities to be carried out and thus to guide the search for funding for the creation of a SWM infrastructure that meets the standards and needs of the municipality.

In view of the above, they made a visit to Mirebalais in November 2018. During this visit, the project team met and discussed with local authorities and stakeholders concerned with the SWM issue and also went to a proposed site for the construction of a SWM infrastructure.

- **In Ouanaminthe**

Discussions were held with the NGO Agro-Action Allemande, which has experience working in the sector. It had implemented a project for "strengthening the competencies of the municipal administration and local structures for the sustainable and equitable access to sanitation services for the city of Ouanaminthe's population". Carried out between 2013 and 2015, the project built SWM infrastructures at Morne Casse to promote the idea of inter-municipality between Ouanaminthe, Fort-Liberté and Ferrier. However, a few years later, the site was virtually abandoned due to various management and operationalization issues resulting from a lack of local leadership necessary for the success of any SWM project.

Several meetings of the project presentation and exchange on SWM were held with the municipality mayor, the MDE departmental directorate and the members of a civil society organization in Ouanaminthe, a private SWM company and a youth organization that produces briquets and biochar. Following the discussions, two sites were visited respectively in Morne Casse and Savane au Lait with the city mayor and some civil society members. The site of Morne Casse, built by Agro-Action Allemande, is in a state of disrepair, since it is not used or maintained. It really is a wild dump site where everything mixes in total disorder on a piece of land with no fences. There is currently no form of management, the buildings were vandalized, the doors and windows were removed. The roofs are in a state of extreme deterioration because the area is very windy. As for the land in Savane au Lait proposed by the mayor for the construction of the SWM infrastructure, it is a private property located about 3 kilometers from the city. No management structure is in place at this unfenced land used for the wild dumping of any kind of waste.

During the exchanges and visits, the discussions particularly focused on the conflicts around the site of Morne Casse and the possibilities to own, in due time, a land that pertains to the State's private domain. A huge disagreement exists between the mayor and other actors as to the strengthening of the site in Morne Casse instead of the establishment of infrastructures on the other site that does not yet belong to the State.

- **A Jérémie**

The same meetings as that of Ouanaminthe were repeated with representatives of the Town Hall, the Ministries of Environment and Agriculture, the Chamber of Commerce and Industry of Grand Anse

(CCIGA), and FAO to inform them of the project's components and intervention strategy. The fact stands and remains that the problem is crucial and all the actors express their interests to participate in a collective effort to find sustainable solutions to the SWM problem.

Following the exchanges, the Garbage Collection Director visited Lasaline's wild site and he took the opportunity to present the critical reality of the sector as well as the challenges the town hall faces in terms of SWM equipment and infrastructure. This site, located along the river, is also close to the sea. It poses a major health and environmental threat. With the road access being in very poor condition, the residents tend to dump the garbage anywhere at the entrance and further complicate the level of accessibility. Hence, the need to set up an infrastructure in a suitable area and to close the wild site in Lasaline.

#### ***4.4. Land provision for the implementation of the SWM infrastructures***

To strengthen the municipal solid waste management system, the project aims to support local stakeholders in the implementation and operationalization of the SWM infrastructures. Thus, discussions were undertaken with stakeholders to identify appropriate sites and support local authorities in closing wild sites that pose a risk to health and the environment in general.

The three municipalities informed the project of the availability of land where they should build SWM infrastructures. These lands' availability must go through the process of proving with the legal documents that the State actually owns the land and of declaring the property to be of public utility. Before reaching this stage, they agreed with the mayors to first carry out a pre-assessment to conduct an initial validation pending the comprehensive studies. Once the land has been validated, the municipalities will be able to proceed with the legalization of title deeds while awaiting pre-feasibility and feasibility studies for final approval.

#### **Monitoring the outcomes and the performance indicators**

The following Results Framework and Activity Table present the Project Performance Outputs and Indicators and the Project Activities respectively. Nevertheless, given the socio-political situation that led to the substantive revisions not yet validated, the targets were reviewed and carried forward to subsequent years. Thus, only some planning activities were implemented during this first year.

**Expected outcome as indicated in the UNDAF / Country [or Global/Regional] Program Resources and Results Framework:** National, regional and local institutions as well as the civil society improve the management of urban and rural areas, of agriculture and the environment, as well as prevention and risk reduction mechanisms, to improve the population resilience to natural disasters and climate change.

**Outcome indicators as contained in the Country [or Global / Regional] Program Resources and Results Framework, including baseline and targets:**

**Applicable result (s) of the UNDP Strategic Plan:**

3.1 National actors have the knowledge, the skills and the tools to improve natural resource management as well as risk reduction and management.

3.2 Mechanisms and partnerships are in place to promote sustainable production, distribution and consumption patterns.

**Project Title:** Solid Waste Management System Strengthening in Haiti

**Atlas Project Number :** 00103055

EXPECTED OUTCOMES	OUTCOME INDICATORS	DATA SOURCE	REFERENCE SITUATION		Results	Target	Result
			Value	Year	Previous	Year	Year
					Years	2018	2018
1.1 The process of improving the current legal framework (Law of September 21 <sup>st</sup> , 2017 creating the NSWMS) is supported by a participatory and inclusive consultation mechanism and an advocacy process.	1.1.1 Number of advisory platforms (sectoral tables) put in place with relevant and realistic terms of reference	Meeting minutes / activity reports / terms of reference documents	0	2018	N/A	0	0
	1.1.2. Number of consulting and / or brainstorming activities organized or supported by the project on the legal framework and / or the problematic of the SWM sector in Haiti	Activity reports, meeting minutes / memorandum of understanding	0%	2018	N/A	0	0
	1.1.3. % of female among the participants in the consulting and / or brainstorming activities on the legal framework and / or the problematic of the SWM sector in Haiti	Activity reports, meeting minutes	0%	2018	N/A	0	0
1.2 The definition of a sustainable national SWM strategy is supported, which considers the gender aspects revealed by the consultation process and aims to develop operational mechanisms	1.2.1. Number of ministries and / or government entities whose SWM capacity has been strengthened by the project.	Training and technical assistance report activities / planning, budget, ministries strategy document/ list of	0	2018	N/A	0	0

<i>to implement the current legal framework</i>		SWM equipment delivered					
<i>1.3 Partnerships are established with universities for research and innovation for SWM (recycling, funding, etc.)</i>	<i>1.3.1. Number of cooperation agreements concluded with research centers and / or universities.</i>	Agreement records/ activity reports	0%	2018	N/A	0	0
	<i>1.3.2 Number of scientific articles and / or research papers produced and published on SWM with recommendations on the effective strategy to be adopted by the SWM sector</i>	Documents created/ activity reports/ scientific reviews	0%	2018	N/A	0	0
	<i>1.3.3 % of female among the researchers who have produced scientific papers and / or published dissertations</i>	Activity reports/ meeting minutes	0%	2018	N/A	0	0
<i>1.4 Awareness and advocacy campaign is conducted with the general public and targeted change agent groups to promote an effective strategic plan for solid waste management</i>	<i>1.4.1 Number of mass public gatherings or advocacy events held across the country</i>	Activity reports/ event minutes/ memoranda of understanding with event organizers	0	2018	N/A	0	0
	<i>1.4.2. Number of people directly reached through the events (by sex)</i>	Activity reports/ event minutes	0	2018	N/A	0	0
	<i>1.4.3. Number of media communication created and disseminated to the general public</i>	Activity reports/ contracts or memorandum of understanding documents	0	2018	N/A	0	0
<i>2.1 An effective education and awareness program for the management of the appropriate SWM infrastructure and services (ecosite, dumpsters, landfill sites, etc.) is sponsored to improve public health and increase environmental protection</i>	<i>2.1.1 Number of people trained or who participated in SWM technical assistance sessions in the municipalities</i>	Training or technical assistance sessions reports/ activities minutes	0	2018	N/A	0	0
	<i>2.1.2 % of female instructors among the community members who have received a training to become instructors</i>	Activity reports/ activities minutes	0%	2018	N/A	0	0
	<i>2.1.3 Number of participants at the thematic workshops organized by the communities</i>	Activity reports/ events minutes	0	2018	N/A	0	0
<i>2.2 Local stakeholders and municipalities are supported in the</i>	<i>2.2.1 Number of municipalities or boroughs with a SWM plan</i>	SWM plans developed	0	2018	N/A	0	0

<i>development and implementation of gender-sensitive local SWM plans based on the national policy</i>		/ activity reports/ contracts and/or consultation reports					
	<i>2.2.2 Number of community organizations involved in SWM efforts</i>	Activity reports/ memoranda of understanding with the organizations	0	2018	N/A	0	0
	<i>2.2.3 Number of studies on waste composition and viable recycling options</i>	Studies documents/ activity reports	0	2018	N/A	0	0
	<i>2.2.4 % of female involved in the SWM plans development process</i>	Activity reports/ minutes of the community meetings	0	2018	N/A	0	0
<i>2.3 Internal capacities of the municipalities to ensure governance of the SWM sector are strengthened</i>	<i>2.3.1 Number of SWM community groups established and/or strengthened in the project framework and actively involved in SWM</i>	Activity reports/ minutes	0	2018	N/A	0	0
	<i>2.3.2 Number of municipalities that have been strengthened to implement a solid waste management system.</i>	Activity reports/ evaluation reports/ local authorities receipt documents/ exchange travel reports	0	2018	N/A	0	0
	<i>2.3.3 Number of women organizations or women-managed groups strengthened to support SWM efforts in their municipality</i>	Activity reports/ list of members	0	2018	N/A	0	0
<i>2.4 A community more respectful of the 3Rs principle (Reduce, Reuse, and Recycle the waste) is established through the promotion of best practices identified in the project's three target areas</i>	<i>2.4.1 Number of families involved in recycling and/or domestic composting of solid waste</i>	Activity reports	0	2018	N/A	0	0
	<i>2.4.2 Number of organizations involved in recycling, production and/or promotion of compost from solid waste</i>	Activity reports/ minutes	0	2018	N/A	0	0
	<i>2.4.3 Number of people sensitized and/or informed about the transformation of waste into compost and or handicrafts</i>	Activity reports	0	2018	N/A	0	0
	<i>2.4.4 Number of women trained and engaged in the transformation of solid waste into compost and/or handicrafts</i>	Activity reports/ discussions minutes	0	2018	N/A	0	0

2.5 Income-generating activities related to waste treatment are developed to improve the living conditions of the most marginalized populations of formal employment, especially women and young people.	2.5.1 Number of jobs created by the income-generating activities supported by the project	Activity reports/ supporting documents/ sponsored companies report	0	2018	N/A	0	0
	2.5.2 Number of micro enterprises and sole proprietorships created and/or strengthened	Activity reports/ signed agreements/ supporting documents	0	2018	N/A	0	0
	2.5.3 Number of companies created and/or reinforced owned or managed by women	Activity reports/ signed agreements/ supporting documents	0	2018	N/A	0	0
3.1 An Environmental Impact Assessment (EIA) on the establishment and/or construction of SWM infrastructures (ecosite, dumpsters, controlled landfill and MRI) is conducted	3.1.1 Number of Environmental Impact Assessment (EIA) with clear and realistic recommendations products created and approved	Activity report/ document report/ signed contract	0	2018	N/A	0	0
3.2 The establishment and/or construction and opening of SWM infrastructures (ecosite, dumpsters) are carried out	3.2.1 Number of memoranda of understanding containing the properties' legal documents, signed with the municipalities	Activity report/ memorandum of understanding document	0	2018	N/A	0	0
	3.2.2 Number of municipalities with operational SWM infrastructures and equipment for collection, transport, recycling and disposal of solid waste	Activity report/ completion report	0	2018	N/A	0	0
	3.2.3 % of female among the SWM infrastructures managers	Activity report/ managing committee minutes	0%	2018	N/A	0	0
3.3 The closure of Jérémie's landfill is confirmed	3.3.1 Number of jobs created by SWM infrastructure implementation and landfill closure activities	Activity report/ supervision visit report	0	2018	N/A	0	0
	3.3.2 Number of landfill sites closed	Activity report/ supervision visit report	0	2018	N/A	0	0

	3.3.3 % of women workers in SWM infrastructure works and landfill site closure	Activity report/ supervision visit report	0	2018	N/A	0	0
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## Status of progress activities

EXPECTED OUTCOMES	PLANNED ACTIVITIES	Outcomes	Entities in Charge	Comments
		A1		On track; Off track; Achieved
<p>1.1 The improvement process of the current legal framework (Law of September 21<sup>st</sup>, 2017, creating the SNGRS) is supported by a participative and inclusive consulting mechanism and an advocacy process</p> <p><b>Marker type : 2</b></p>	<p><b>Activity 1.1.1</b> Establishment of an advisory and discussion platform (sectoral table) regarding the new legal framework in force and the SWM problem in Haiti in general</p>	Planned for year 2	UNDP	On Track
	<p><b>Activity 1.1.2</b> Planning and organization of consulting and discussion activities (technical round tables, forums, meetings and workshop) bringing together the key actors and stakeholders of the public and non-public sector to identify the legal problems, reflect on the SWM problems in Haiti and propose improvements when necessary</p>	Planned for year 2	UNDP	On Track
<p>1.2 The definition of a sustainable national strategy in terms of SWM is supported, which considers the gender aspects revealed by the consulting process and which aims to develop the operational mechanisms to implement the framework currently in fore</p> <p><b>Marker type : 2</b></p>	<p><b>Activity 1.2.1</b> Development and implementation of a Capacity Building Program (technical assistance sessions, discussions and consultations, support for thematic events) with the concerned ministries and or state entities to encourage the inclusion of SWM in their strategy, their planning and their annual budget</p>	SAME as before	UNDP	On Track
	<p><b>Activity 1.2.2</b> Support and strengthen the implementation of the agreement between MDE and MENFP on the integration of Education on the Environment</p>	SAME as before	UNDP /MDE	On Track
	<p><b>Activity 1.2.3</b> Direct provision of support and technical assistance to MDE to strengthen the NSWMS</p>	SAME as before	UNDP /MDE	On Track
<p>1.3 Partnerships are established with universities for research and innovation to benefit SWM (recycling, financing)</p>	<p><b>Activity 1.3.1</b> Development and reinforcement of partnerships and cooperation with universities and research centers for the production and dissemination of SWM in Haiti</p>	SAME as before	UNDP	On Track

EXPECTED OUTCOMES	PLANNED ACTIVITIES	Outcomes	Entities in Charge	Comments
		A1		On track; Off track; Achieved
<b>Marker type : 2</b>	<b>Activity 1.3.2</b> The conducting of SWM research by students and professors from universities and/or research center partners	SAME as before	UNDP	On Track
1.4 An awareness and advocacy campaign is conducted with the general public and target change agent groups to promote an effective strategic plan for solid waste management. <b>Marker type : 2</b>	<b>Activity 1.4.1</b> Planning and organization of communication, awareness and advocacy events focusing on SWM	SAME as before	UNDP	On Track
	<b>Activity 1.4.2</b> Production and dissemination of SWM communication and information material	SAME as before	UNDP	On Track
2.1. An effective education and awareness program for the management of appropriate SWM infrastructures and services (ecosite, dumpsters, landfill sites, etc.) is sponsored to improve public health and increase environmental protection. <b>Marker type : 2</b>	<b>Activity 2.1.1</b> Development and implementation of a SWM building capacity program for the institutions, the enterprises, the schools and communities of the beneficiary municipalities	Planned for year 2 pending the report of the baseline study and SWM municipal plans	UNDP	On Track
	<b>Activity 2.1.2</b> Planning and organization of technical workshops on public health and environmental protection	SAME as before	UNDP	On Track
	<b>Activity 2.1.3</b> Design and implementation of a SWM information, community engagement and awareness campaign in the schools and the communities	SAME as before	UNDP	On Track
2.2 The local stakeholders and the municipalities are supported for the creation and the implementation of local SWM plans considering the gender issue, based on the national policy <b>Marker type : 2</b>	<b>Activity 2.2.1</b> Implementation of an efficient waste collection community system	Planned for year 2	UNDP	On Track
	<b>Activity 2.2.2</b> Promotion of solid waste collection and recycling community activities among men, women and young adults	SAME as before	UNDP	On Track
	<b>Activity 2.2.3</b> Conducting SWM evaluation and local studies (Baseline including particularly waste composition) in the municipalities targeted by the project	SAME as before	UNDP	On Track
2.3 The municipalities internal capacities to ensure governance (both the physical and the governance aspects) of the SWM sector are strengthened	<b>Activity 2.3.1</b> Supply of equipment for waste collection and transport and of individual protective equipment (IPE) in two municipalities	Planned for year 2	UNDP	On Track
	<b>Activity 2.3.2</b> Establishment and capacity building of community groups in the targeted municipalities	Planned for year 2	UNDP	On Track

EXPECTED OUTCOMES	PLANNED ACTIVITIES	Outcomes	Entities in Charge	Comments
		A1		On track; Off track; Achieved
<b>Marker type : 2</b>	<b>Activity 2.3.3</b> Development and implementation of a municipality technical capacity building program including exchange travels and experience sharing with SWM sector stakeholders	Awaiting assessment of the capacities and the solid waste municipal management plans	UNDP	On Track
2.4 A community more respectful of the 3R principles (Reduce, Reuse and Recycle waste) is established with the promotion of the best practices identified in both areas targeted by the project. <b>Marker type : 2</b>	<b>Activity 2.4.1</b> Implementation of a collective mechanism for household waste composting including appropriate containers	Awaiting the baseline study and SWM plans	UNDP	On Track
	<b>Activity 2.4.2</b> Development of a partnership with community organizations to strengthen the recycling efforts in general and produce compost and promote its use by local farmers	Awaiting the baseline study and SWM plans	UNDP	On Track
	<b>Activity 2.4.3</b> Conducting awareness raising activities on the use of compost in municipal agricultural markets in certain areas	SAME as before	UNDP	On Track
2.5 Income generating activities tied to waste treatment are developed to improve living conditions of the people most marginalized from formal employment notably women and young adults <b>Marker type : 2</b>	<b>Activity 2.5.1</b> Development of income generating activities and job creation	Planned for year 2	UNDP	On Track
	<b>Activity 2.5.2</b> Promotion of appropriate financial mechanisms to help the creation of new enterprises or the strengthening of existing SWM enterprises	SAME as before	UNDP	On Track
	<b>Activity 2.5.3</b> Sponsoring private companies engaged in solid waste recycling with an innovative technology and replicable process	SAME as before	UNDP	On Track
3.1 An environmental impact assessment (EIA) on the establishment and/or construction of SWM infrastructures (ecosite, dumpsters, controlled landfill, MRI) is conducted <b>Marker type : 2</b>	<b>Activity 3.1.1</b> Conduct a detailed Environmental Impact Assessment (EIA) for all infrastructures that will be implemented under the project	Planned for years 2 and 3 following pre-feasibility studies	UNDP	On Track
3.2 The establishment and/or building and or opening of SWM infrastructures are completed <b>Marker type : 2</b>	<b>Activity 3.2.1 a)</b> Conducting prefeasibility studies prerequisites for the technical and feasibility studies for the development of the infrastructures	Planned for year 2	UNDP	On Track
	<b>Activity 3.2.1 b)</b> Conducting technical and feasibility studies for the implementation of the infrastructures	Planned for the years 2 and 3	UNDP	On Track

EXPECTED OUTCOMES	PLANNED ACTIVITIES	Outcomes	Entities in Charge	Comments
		A1		On track; Off track; Achieved
	<b>Activity 3.2.1</b> c) <i>Conducting prefeasibility, feasibility and technical studies to support the search for funding for the establishment of a SWM infrastructure in Mirebalais</i>	Planned for year 2 once the municipality, according to the legal procedures, makes the appropriate land available to the project	UNDP	On Track
	<b>Activity 3.2.2</b> <i>Establishment of the facilities / acquisition and installation of the equipment</i>	Planned for year 3	UNDP	On Track
	<b>Activity 3.2.3.</b> Support for the operationalization of the SWM infrastructures and services	Planned for the years 3, 4 and 5	UNDP	On Track
3.3 <i>The closure of the Jérémie landfill is confirmed</i> <b>Marker type : 2</b>	<b>Activity 3.3.1</b> <i>Planning and taking the steps for the closing process</i>	Planned for year 3	UNDP	On Track
	<b>Activity 3.3.2</b> <i>Closure of the Jérémie landfill</i>	SAME as before	UNDP	On Track

## V. Challenges

The project implementation faces potential and real challenges requiring appropriate strategies.

- **Effective coordination with key implementing partners**

The Ministry of Environment is the implementing partner. The Living Environment and Sanitation Directorate coordinates the project for the Ministry and, at the same time, a Special Adviser to the Minister plays the role of focal point for all solid waste related issues. Thus, they had all strategic planning and technical discussions with this team that manages the project on behalf of the Haitian Government. Therefore, NSWMS, an autonomous body placed under the umbrella of the MDE following the 2017 law, is not the only vis-à-vis in the context of the activities planning and implementation, although it is directly and specifically concerned with the objectives and results of the project. The existence of several vis-à-vis, official and de facto, is a major challenge facing the project management; which requires more planning and coordination effort.

Full collaboration is needed between the NSWMS team, whose office is not in the ministry, and that of the central MDE to promote the effectiveness of project actions. All activities require the active participation of NSWMS. In this sense, a good synergy must be developed between the latter and the central MDE with which all the planning was done since the beginning of the implementation. Hence, coordination efforts should be made with both the central MDE and the NSWMS to ensure their involvement and the ownership of the project by both teams.

- **Poor municipal management capacity**

Field missions and discussions with local authorities and actors confirmed the level of vulnerability of the municipalities in terms of solid waste management. They are lacking both services and infrastructures while a large volume of waste is produced. This demonstrates a weak capacity of the municipalities to implement an effective waste management system. In some cases, the town hall cannot even repair broken down equipment for a few thousand gourdes. As a result, they need to undertake capacity building efforts, to develop and discuss efficient management strategies for equipment and infrastructure with all local stakeholders and actors.

- **Change of government and end of term for some elected officials**

The Ministry of the Environment is the authorized entity for solid waste management. At the same time, the local authorities must ensure the joint management of the sector with the NSWMS under the supervision of MDE. The country is so unstable that at any time there can be a change of government. On the other hand, the mandate of the local elected representatives will come to an end at the beginning of the 3rd year and there is no certainty as to when elections will be held. From this perspective, the project may have to work with a new team that may not have the same motivation or interest. In this sense, additional efforts will be made to encourage and promote the effective participation of new actors who will be integrated in the system. The sharing of

information, the involvement of new actors and the exploitation of previous achievements will be prioritized as actions to be undertaken.

- **The process for land provision by the municipalities**

Property title issues are common in Haiti. No one is exempt from this reality. Given that, the construction of infrastructures, will require the ownership of land, it becomes a concern to know if the municipalities will have land of the State private domain available at the right time. Thus, the project will work in close collaboration with the local authorities and the central government - Directorate General of Taxes (DGI) and the ministries directly concerned among others - to facilitate the coordination and to promote the smooth running of the process of providing the land required for the construction of SWM infrastructures in the municipalities.

## **VI. Lessons learned**

Some lessons were learned during the first year of the project implementation. They are the result from each experience and also from the challenges that were faced during this implementation period. Thus, the project team noted that:

- ***The development of synergy between MDE and NSWMS and between NSWMS and the town halls is essential for the success of solid waste management activities in Haiti***

The NSWMS, responsible for the solid waste management sector in Haiti, must work in consultation with the local authorities who had full authority over SWM before the publication of the 2017 law. Also, with the presence of SNGRS, we are witnessing an open conflict between the mayors and the latter on who should take the leadership of the sector in the municipalities. In addition, since MDE is the supervising ministry of NSWMS, it ensures the leadership of the sector through representations to donors and NGOs. Politically, diplomatically and strategically, it has its own words to say on the operationalization of the NSWMS. In this sense, the combination of the efforts of these three entities is an absolute necessity if one wants to set up a real SWM system in Haiti. The development of the synergy needed to strengthen the sector and improve the living environment in the municipalities, first of all involves taking these three entities into account in all planning related to SWM. Hence, the importance of the project for the search of a median solution and the improvement of the legal framework underlying inter-institutional conflicts.

- ***In any project requiring the construction of infrastructures, land conflict issues must be analyzed beforehand***

Discussions with other actors teach us that at any given time, a dispute may arise between an individual and local authorities over a piece of land made available to a project. Even with legal documents, we are not exempt. One sure way to protect against this phenomenon is not only to

have the legal documents justifying that the land is the State private domain and actually belongs to the municipality but also that the State declares the land to be of public utility in order to avoid any land conflict and any sealing once infrastructure building activities have started.

- ***The majority of town halls do not have sufficient technical and financial capacity to manage and maintain public equipment and infrastructures***

During discussions with various stakeholders including a representative of the National Federation of Haitian Mayors (FENAMH), they explained that given the level of tax revenues in municipalities, they usually cannot afford to include a line in their budget for the maintenance and operation of equipment and infrastructure. This often leads to abandonment and dysfunction. Thus, the need for further reflections and discussions on the process of managing the equipment and infrastructures that will be made available to municipalities is becoming increasingly apparent.

- **With the current legal framework, a good relationship between NSWMS and the local authorities are difficult to maintain**

Given the roles and responsibilities assigned to NSWMS in the 2017 Law, there is an overlap between its responsibilities and those of the town halls. As a result, it creates a strong tension between the entities, even an open conflict, and risks weakening the relationship. Thus, significant efforts are needed to support the development of synergy between the NSWMS and the town halls and to facilitate the sharing of responsibilities. Therefore, consultations and reflections on improvements to the existing legal framework are essential for the establishment of an effective, sustainable and viable SWM system.

- **Reflections and consultations around the SWM issue require an inclusive strategy to build dialogue and cooperation**

This first year of implementation made it possible to know each other's experiences and to anticipate some of the challenges and constraints inherent in any project of this kind. The problem of SWM in Haiti is so complex that no viable and sustainable solution can be found without the involvement of local, municipal, departmental and national structures, like the mayor's associations. Solid waste management should be a participatory and inclusive process based on a gender perspective approach. A strategy of community penetration and inter and intra-municipality exchanges is very important. The ongoing consultations both at the municipal level and in Port-au-Prince have been an indicator that everyone is concerned by the SWM issue, which is of great interest to many. Thus, it is essential that communication on the project and its results is made through a participative and inclusive approach that can promote a clear and accurate

information sharing in order to avoid any misunderstanding and to keep the local population, actors and stakeholders regularly informed.

## VII. Activities planned for the next period

The following main activities will be implemented during the second year of project implementation. Most of these activities will be executed throughout the project implementation.

**Table 1: April 2019 - March 2020 Work plan**

EXPECTED OUTCOMES	PLANNED ACTIVITIES	BEGINNING DATE	END DATE	ENTITIES IN CHARGE	COMMENTS
<b>Component 1: Technical assistance to the Ministry of Environment for the participatory definition of a sustainable strategy for SWM, considering gender perspectives and based on the existing legal framework.</b>					
1.1 The improvement process of the current legal framework is supported by a participative and inclusive consulting mechanism and an advocacy process	<b>Activity 1.1.1</b> Engagement of a consultant to support the NSWMS and the establishment and operationalization of the SWM Advisory and Thinking Platform	July 2019	January 2020	UNDP	Invitation to tender process launched
	<b>Activity 1.1.2</b> Planning and organization of consulting and discussion activities (technical round tables, forums, meetings and workshop) on SWM	August 2019	March 2020	UNDP	Depends on the consultant recruitment process already underway
1.2 The definition of a sustainable national strategy in terms of SWM is supported	<b>Activity 1.2.1</b> Development and implementation of a Capacity Building Program with the concerned ministries and or state entities	August 2019	March 2020	UNDP	Depends on the consultant recruitment process already underway
	<b>Activity 1.2.3</b> Direct provision of support and technical assistance to MDE to strengthen the NSWMS	August 2019	March 2020	UNDP /MDE	Joint evaluation to be conducted with MDE to launch the process
1.3 Partnerships are established with universities for research and innovation to benefit SWM	<b>Activity 1.3.1</b> Development and reinforcement of partnerships and cooperation with universities and research centers for the production and dissemination of SWM in Haiti	April 2019	March 2020	UNDP	Discussions underway with the universities
1.4 An awareness and advocacy campaign is conducted with the general public and target change agent groups	<b>Activity 1.4.1</b> Planning and organization of communication, awareness and advocacy events focusing on SWM	April 2019	March 2020	UNDP	Ongoing process with planning for the official launch of the project and sanitation activities in Ouanaminthe
	<b>Activity 1.4.2</b> Production and dissemination of SWM communication and information material	April 2019	March 2020	UNDP	
<b>Component 2. The capacities are strengthened in terms of solid waste management in the municipalities with the establishment of an efficient, gender-sensitive and profitable mechanism.</b>					

2.1 An effective education and awareness program for the management of appropriate SWM infrastructures and services is sponsored	<b>Activity 2.1.1</b> Development and implementation of a SWM building capacity program for the institutions, the enterprises, the schools and communities of the beneficiary municipalities	October 2019	March 2020	UNDP	Will be truly launched once the SWM management plans are available
	<b>Activity 2.1.2</b> Planning and organization of technical workshops on public health and environmental protection	November 2019	March 2020	UNDP	Will be truly launched once the SWM management plans are available
	<b>Activity 2.1.3</b> Design and implementation of a SWM information, community engagement and awareness campaign in the schools and the communities	July 2019	March 2020	UNDP	Process under way but will go beyond March 2020
2.2 The local stakeholders and the municipalities are supported for the creation and the implementation of local SWM plans considering the gender issue, based on the national policy	<b>Activity 2.2.1</b> Implementation of an efficient waste collection community system	May 2019	March 2020	UNDP	Process underway in Ouanaminthe
	<b>Activity 2.2.2</b> Promotion of solid waste collection and recycling community activities among men, women and young adults	November 2019	March 2020	UNDP	Will be truly launched once the SWM management plans are available
	<b>Activity 2.2.3</b> Conducting SWM evaluation and local studies (Baseline including particularly waste composition) in the municipalities targeted by the project	July 2019	August 2019	UNDP	Firm recruitment process already underway
2.3 The municipalities internal capacities to ensure governance of the SWM sector are strengthened	<b>Activity 2.3.1</b> Supply of equipment for waste collection and transport and of individual protective equipment (IPE) in two municipalities	June 2019	March 2020		Process already underway as part of the planned sanitation activities for the next quarter
	<b>Activity 2.3.2</b> Establishment and capacity building of community groups in the targeted municipalities	November 2019	March 2020	UNDP	Will be truly launched once the SWM management plans are available
<b>Component 3: Critical infrastructures and SWM services are implemented that facilitate economic development and improvement of the quality of life in an inclusive and equitable manner.</b>					
3.1 An environmental impact assessment (EIA) on the establishment of SWM infrastructures is conducted	<b>Activity 3.1.1</b> Conduct a detailed Environmental Impact Assessment (EIA) for all infrastructures that will be implemented under the project	January 2020	March 2020	UNDP	Depend on the availability of the pre-feasibility studies results and will be conducted in close collaboration with NOEA beyond March 2020
3.2 The establishment and/or building	<b>Activity 3.2.1 a)</b> Conducting prefeasibility studies prerequisites for the technical studies and	September 2019	December 2019	UNDP	Depend on land availability and will be conducted in

<i>and the opening of SWM infrastructures (ecosite, dump site, etc.) are carried out</i>	<i>feasibility studies for the implementation of the infrastructures</i>				<i>close collaboration with NOEA</i>
	<b>Activity 3.2.1 b) Conducting technical and feasibility studies for the implementation of the infrastructures</b>	<i>January 2020</i>	<i>March 2020</i>	<i>UNDP</i>	<i>Depend on the availability of the pre-feasibility studies results and will be conducted beyond March 2020</i>

### VIII. Conclusions and Recommendations

What is retained from what was said above is that the first year was particularly marked by the strategic planning implementation process. This included substantive reviews in the original document and sharing of project information with key actors and stakeholders of SWM. During this crucial period for the success of the project, the team took the opportunity to take ownership of planned activities, review the performance indicators, reinforce certain fundamental aspects including gender, learn about the areas of intervention and discuss with the local authorities and actors on the implementation approach and the content of the project.

In addition, with the socio-political situation and the temporary character of the governments in Haiti, the implementation has experienced some difficulties with corollary delay in the actual start of activities on the ground. In fact, with the changes made at the head of the Ministry of Environment and the installation of a new director at the NSWMS a few months after the signing of the funding agreement, a substantive revision had to be made in the initial document. The project is still waiting for the validation and signature of the revision to have a version validated and signed by the main stakeholders; which has not been without consequences for the effective implementation of activities in the field. In addition, the implementation process, including staff recruitment and the establishment of regional offices, took longer than expected.

In view of the preceding remarks, to ensure the efficient management of resources and activities, project management works in synergy with MDE and field teams to analyze the planned activities and launch them in a comprehensive and integrated approach likely to promote efficiency. To achieve this, a results-based management strategy and close monitoring of performance indicators are adopted.

### IX. Appendix

**Appendix 1:** Financial Report

**Appendix 2: Photos**

**Figure 1:) Proposed land for the implementation of SWM infrastructures (Mirebalais)**



**Figure 2: New site proposed (above left) and buildings on the site in Morne Casse (Ouanaminthe)**



**Figure 3: Wild dump site in Lasaline (Jérémie)**

