

## Part III      PROPOSING STRATEGIES

## CHAPTER 5      DEVELOPING STRATEGIES

In this chapter, the results of two types of additional analysis needed for the formulation of the development strategies are presented, taking into consideration the situation analysis and the results of the pilot project summarized in the preceding chapters.

### **Results referred up to the previous chapter:**

According to the analysis of chapters 1 and 2, the following conclusion was reached regarding the subjects and methods of Border Region development.

1. Poverty is a major problem in the Border Region, caused principally by the “vicious circle formed by the flee of the young population because of the lack of jobs”. Therefore it is necessary to “generate employment to avoid the out-migration of young population and to attain sustainable economy”.
2. The existing principal approach to address itself to issues of the region is feeding aids to make up for shortage. From now on, it will be necessary to take an approach oriented to support self-effort for economic sustainability of the Region.
3. The problem of the development process is the lack of the common direction and the continuity. It is necessary to encourage development to proceed in a unified direction, under coordination and continuity.
4. The fundamental problem at local level has been the fact that the “local population has not played a central role in the development process of the Border Region.” A lot of people have been aware of this problem, and started to tackle with the development with local initiatives. Toward this direction, however, it is necessary to reinforce the initiative through the process of implementation.
5. For what was said previously, the “creation of employment to avoid the out-migration of young population and achieve economic sustainability at regional level”, is the imminent for the region. It is indispensable that an efficient and continuous coordination to encourage different interventions to be directed towards a common direction. However, in the people and the local entities, there is a strong tendency to be dependent on external resources. The national authorities are working out the measure to integrate the local initiative in the participative planning system. Meanwhile they should accumulate practical experiences through this on-going process.
6. The future desirable profile of the Border Region is to achieve “development of the local capacities, with which the organization and local people could resolve their issues and set out a base for sustainable development.

On the following figure, the structures of the current issues and future perspectives of the Border Region development are presented. It is understood that the fundamental problem at local is that local people do not act a main player of the development process. This is the reason why a pilot project was executed to introduce a development process based on local initiatives. Results of the pilot project are found and summarized chapters 3 and 4.

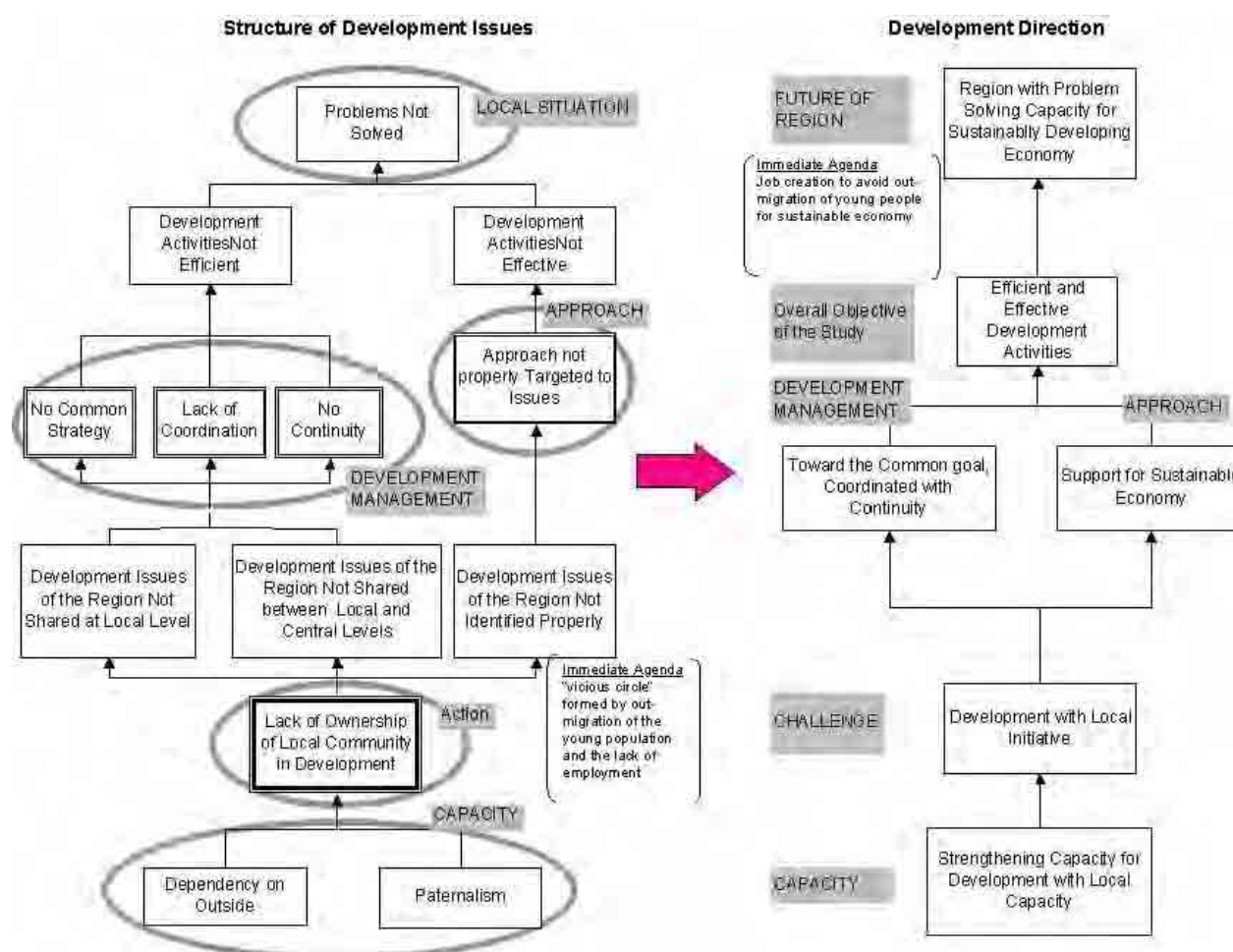


Figure 5.1 Structure of Issues in Border Region and Direction of Development

Source: JICA Study Team

### **Discussion in this Chapter:**

It is necessary to consider the following points to formulate the development strategies, taking into account the results of the additional analysis:

The first point is “how to create a region with sustainable economy”. In the Pilot Project of Capacity Development, an attempt was made to workout strategies, with an emphasis on the local initiative. Consequently, it was understood that it was necessary to make an analysis from not only local but also national and international viewpoints to identify particular advantages of the Border Region.

The second point is to analyze the present situation of the required capacities to promote development based on the local initiative (See the following figure).

This chapter analyzes these two points in the Section 5.1: "Analysis of the Advantages of the Border Region with a view to the Formulation of Development Strategies" and the Section 5.2: "Capacity to put in Practice the Traced Strategies".

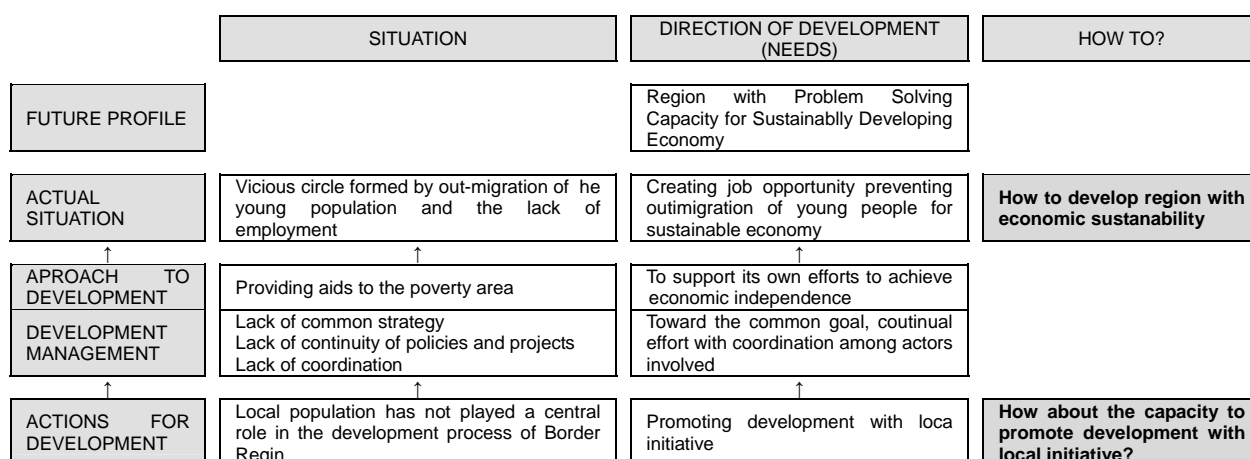


Figure 5.2 Analysis for Strategy Formulation in line with the Results of the Pilot Projects

Source: JICA Study team

## 5.1 Analysis of Comparative Advantages

### (1) Present Situation and Threats

#### (a) Border Region Left behind the National Economic Growth

The Dominican Republic is immersed in the trend of regional economic integration and the globalization. The textile products that constitute one of main products of Dominican export have been losing the competitiveness since the year 2000 in the North American market, against other major exporters like China. In March 2007, the Free Trade Agreement was made effective between the United States, Central America and Dominican Republic (DR-CAFTA). This agreement would give more privileged treatment to the DR and other member states and will contribute to a more intensive economic linkage with Central and North America. The following is leading elements of the economic growth of the DR in recent years (See Table 5.1 and 5.2).

1. Exports, mainly from the Free Zones
2. Tourism predominated by the one of "Sun and Beach" especially in eastern coastal area of the country such as Punta Cana
3. Remittances
4. Information technology industries

**Table 5.1 GDP Structure and Growth Rate by Sector**

GDP Share (%)	1991-95	1996-00	2001	2002	2003	2004	2005	2006
Agriculture, Forestry and Fisheries	11.5	9.1	9.1	8.8	9.0	8.7	8.4	8.3
Industries	32.8	34.4	32.8	32.5	32.0	32.1	31.3	30.1
Mining	1.1	0.9	0.8	0.8	0.8	0.9	0.8	0.8
Industries	21.7	22.4	21.5	21.5	21.7	21.6	21.3	20.4
Zonas Francas	4.5	5.1	5.0	4.7	4.8	5.2	4.8	4.0
Textile	2.9	3.3	3.1	3.0	3.2	3.1	2.7	2.1
Others	1.6	1.8	1.8	1.7	1.7	2.0	2.0	1.9
Construction	5.4	6.1	5.6	5.6	4.6	4.5	4.5	5.0
Services	47.9	47.2	48.8	49.6	51.5	51.7	51.5	51.5
Trade	10.6	10.6	10.0	9.9	8.7	8.2	8.6	8.7
Hotel, Restaurants and Bars	5.7	6.9	6.7	6.6	7.5	7.6	7.6	7.2
Transport and Storage	5.7	6.4	6.6	6.2	5.8	5.8	5.8	5.4
Communications	2.6	3.6	6.5	8.0	9.3	10.0	11.5	12.9
Financial, Insurance and Related Activities	2.1	2.4	2.9	3.2	3.3	2.9	2.6	2.9
Value Added	92.2	90.7	90.7	91.0	92.5	92.5	91.2	89.9
Taxes on production net of allowances	7.8	9.3	9.3	9.0	7.5	7.5	8.8	10.1
GDP	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Annual Growth Rate (%)	1991-95	1996-00	00-01	01-02	02-03	03-04	04-05	05-06
Agriculture, Forestry and Fisheries	2.8	2.0	9.5	2.5	1.8	-2.5	5.9	8.6
Industries	6.9	7.6	-2.5	4.9	-2.0	1.8	6.6	6.5
Mining	1.6	2.5	-13.5	7.7	8.8	5.8	-0.1	11.0
Industries	6.0	7.5	-0.7	5.8	0.6	1.2	7.6	5.7
Zonas Francas	8.0	9.7	-6.9	1.1	2.1	7.7	0.9	-8.0
Textile	10.8	7.4	-5.3	3.1	3.5	0.3	-4.7	-14.9
Others	2.8	14.3	-9.6	-2.4	-0.3	21.3	9.7	1.3
Construction	12.2	7.7	-3.9	4.6	-17.1	-2.3	9.2	24.6
Services	6.6	6.2	6.2	7.6	3.6	1.7	8.7	10.7
Trade	7.8	5.6	-0.6	5.7	-12.8	-4.9	15.8	11.3
Hotel, Restaurants and Bars	16.6	7.8	-1.5	2.8	13.6	3.2	9.0	4.9
Transport and Storage	7.1	10.0	2.2	0.3	-7.2	1.4	8.7	4.0
Communications	16.4	15.3	45.0	30.0	15.7	9.8	24.8	24.8
Financial, Insurance and Related Activities	8.2	9.2	14.6	17.8	3.2	-10.8	-0.7	23.6
Value Added	6.2	6.3	3.2	6.1	1.4	1.3	7.7	9.1
Taxes on production net of allowances	8.9	14.0	-9.9	2.7	-17.1	1.2	28.6	27.3
GDP	6.4	6.9	1.8	5.8	-0.3	1.3	9.3	10.7

Source : Banco Central

**Table 5.2 Foreign Currencies Revenue**

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005A.	2006
	(million US\$)										
Export	4,053	4,614	4,981	5,137	5,737	5,276	5,165	5,471	5,936	6,145	6,485
Zonas Francas	3,107	3,596	4,100	4,332	4,771	4,482	4,317	4,407	4,685	4,750	4,554
Others	946	1,017	880	805	966	795	848	1,064	1,251	1,395	1,931
Remittance	914	1,089	1,326	1,519	1,689	1,808	1,960	2,061	2,230	2,430	2,738
Tourism		2,099	2,153	2,483	2,860	2,798	2,730	3,128	3,152	3,518	3,792

Source : Banco Central

Nevertheless, except the foreign remittances, the Border Region has not developed linkages with these elements and they have been left behind the growth dynamics of the country. The situation of each element is described below.

The Dominican export has two lines: The one that comes or not of the Free Zones. Each line is registered separately in the statistics of the foreign trade. The general and line-specific characteristics are described:

### **Export from Free Zone and Border Region**

The export from the Free Zones has predominated the Dominican export. In the 2006, 56 Free Zones in all the national territory with a total of 555 installed companies and 150.000 employed workers exist. The total amount of export from Free Zones reaches 4.506 million dollars. About 70% of the Dominican export comes from the Free Zones (2006). Since 1994, the amount of

export from Free Zones increased to reach, a maximum in 2000 with 4.771 million dollars and it declined slightly in the later years.

The Free Zones of DR are practically the areas of production of goods with values added destined to the US market, since a total of 380 companies has main market in the US (as of 2006). Also, one stands out the Haitian market, since 32 companies export their products towards the neighboring country, with an increase from 26 in the previous year (2005). The main product line is textile, representing 41% of the total of the companies established in 2005 and 36% in 2006. In 2006 the textile industry occupies 54% of all the employment of Free Zones and 35% of the total amount of the export. 46% of the inverted capital comes from the United States of North America and 36% of the RD. The production system is as follows: DR buys raw materials from the United States and makes textile products like underclothes, trousers, etc., it exports and them towards this foreign market. The Free Zones have grown under the protecting policy of the North American industry of cotton, and has come working like factory from textile articles for the North American market.

The textile industry represented 50% of the export amount until 2003. However, the relative magnitude of textile in the total export has been declining since 2004 to reach 45% (2004), 40% (2005) and 35% (2006). It is no longer possible to compete with China as well as the Central American countries of the Free Trade Agreement (DR-CAFTA). In term of the production cost, besides the increase of the competition with the entrance in the market, the Dominican Republic signed the agreement of the DR-CAFTA in 2004, which has been effective from March of the 2007. The last year, in the atmosphere of the decay of the textile industry, the North American companies have got out successively from the free zones in the country. In a year between 2005 and 2006, the number of textile companies in free zones reduced from 226 to 198. The number of North American companies reduced by 15 in the same period.

Some textile companies in Santiago have chosen to make half-processed products like fabrics in DR and to make products finished in Haiti, whose manpower is low cost. This type of vertical integration of the industries is advancing; raw materials are imported from the United States, intermediate products (the fabric) are produced in DR with intensive investment of capital and sewing process in Haiti, with its plenty labor. This process offers the opportunity to export to the United States via Haiti. The majority of the Free Zones are located in the strip between Santo Domingo and Santiago. North Region around Santiago and Santo Domingo represent 46% and 22 % of the total. There are several important reasons for the concentration. The cost of investment in land and infrastructure is lower. They have satisfactory levels in health and educational services for families of the executives of foreign companies.

Very few companies settle down in the Free Zones of the Border Region and there are those that once settled down but left. The Law No.28-01 provides the investors in all the Border Region, with the conditions that are more advantageous than the Free Zones in the rest of the country.

Any investment in Free Zones enjoys the exemption tariffs by the import of raw materials and export of their products, but must export their products. However, under the Law No. 28-01, company can commercialize its products to any dissemination, without the obligation to export them. In that context, all the Border Region enjoys favorable incentives much higher than those elsewhere. Theoretically there would not be any company that it would prefer to invest in the Free Zones as far as of the Border Region.

### **Export from non-Free Zone and the Border Region**

The foreign trade to and from the areas outside the "Free Zones " has also been increased years in the last, with an annual growth rate of 21.5% between 2002 and 2007. During that period, it doubled in volume and increased by 2.6 times in value to reach 2.257 million dollars in 2007.

The main products of Dominican export are Ferro nickel and other minerals, representing almost half of the total amount, followed by traditional export products like coffee, cacao and sugar and non-traditional export products such as industrialized products, agricultural processed products and other agricultural products. The non-traditional products have been increasing in term of the amount of export.

The main destination of the Dominican export is the United States of America. Under the trend of regional economic integration, the market of the neighboring country (Haiti) has been having increasing importance for the DR, glimpsing the possibility of becoming very potential a commercial partner. The DR-Haiti trade will offer a great opportunity for the Border Region.

Table 5.3 Export of RD by Country of Destination

<b>Destination</b>	<b>2002-04</b>	<b>2005-07</b>	<b>Change</b>	<b>2007</b>
Value FOB US\$				
Total	2,658,731,595	4,871,518,649	83%	2,256,805,234
USA	989,639,778	1,438,744,354	45%	597,388,738
Holland	137,677,589	509,081,536	270%	354,980,622
Haiti	264,738,062	426,244,741	61%	155,167,548
South Korea	167,845,215	387,873,908	131%	135,186,262
Puerto Rico	296,642,410	331,686,745	12%	111,571,702
China, Peoples Republic	7,904,874	277,353,302	3409%	189,824,331
Beuguim	80,694,328	202,178,470	151%	111,471,259
United Kingdom	68,166,322	152,751,254	124%	62,340,446
Canada	100,169,423	132,877,132	33%	24,815,637
Japan	67,717,119	127,933,622	89%	72,177,211
Spain	50,520,705	82,749,731	64%	82,749,730
Germany	54,628,325	71,257,636	30%	15,407,935
Others	372,387,446	730,786,217	96%	343,723,806

Source: CEI-RD

### **Tourism and Border Region**

Tourism has two important poles: North and East (see Table 5.4.). The main modality is "Sun and Beach" tourism whose benefits tend to concentrate only in the tourism complexes. According to the Report of United Nations Development Program (the UNDP), the poverty situation of the eastern region has not improved, in spite of a very remarkable growth in its tourism.

Table 5.4 Proportion of the Number of Foreign Tourists by Airport of Entrance (% , 2007)

Punta Cana	Puerto Plata	Las Americas	La Romana	Cibao	El Catey, Samana	Lalsabela
52.17	15.81	19.73	5.9	4.34	1.77	0.38

Source : Banco Central

The Border Region is also endowed with the resources being good for the tourism of Sun and Beach, by which the DR is very well known internationally, but the access from the nearest airport is very precarious. In addition, it is necessary especially in the Border Region to introduce a type of the tourism that gives large spread effect on regional economy.

The Border Region owns some resources for eco-tourism (see Figure 5.3), but time will be needed so that the local eco-tourism is sufficiently developed. To the passage of the economic growth of the country, the demand of the domestic tourism will be increased. The average length of stay of foreign tourists is 9.26 days in 2006, so a day of that time will be able to be spent for the eco-tourism. In that sense, the eco-tourism development in this region will be an opportunity for the future.



Figure 5.3 Tourism Resources in the Enriquillo Zone in the Southern Border Region

Source : Embajada de España en República Dominicana – Agencia Española de Cooperación Internacional, Diagnóstico de la Situación del Turismo en la Región Enriquillo, 2007



### **Remittances and Border Regions**

10% of the Dominican households (National Census of the 2002) receive remittances from abroad and many of them in the Border Region do it as well. Some of those do not just work but permanently live the US. When they decide to return to his mother country, no longer they return to the Border Region, but they prefer to live in Santo Domingo or other big cities. A tendency has been seen that the remittances are only continued when the first generation is in the outside. Logically, when this generation cannot send, the remittances will discontinue.

Economically competitive people tend to leave the region for big cities, where they receive better education, and more competitive ones tend to emigrate to outside the country (the United States, for example). In this way, they end up with contribute to the progress of foreign countries. As long as the flight of brains continues, there would hardly be hope of a sustainable development of the Border Region. But, also it is certain that many return back to the region and some of them become community leaders, offering ample knowledge, experience and network they have gained outside the country. In this case only, they will be a growth opportunity.

### **Information Technology and the Border Region**

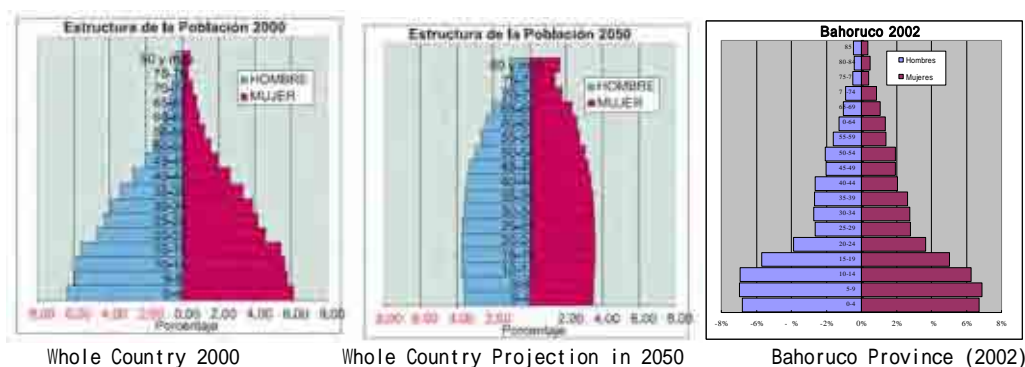
The information technology shows a rapid growth in many places (see Chapter 1.5). The most important factor of its development is the human resource. Personnel in this sector prefers an atmosphere with established urban services and they will not go to the region, like the Border Region, with deficient urban services. However, if the opportunities of businesses as a result of the expansion of the border trade are increased, it is probable that businesses to support the border trade would encourage the information technology to grow among from young people in the Border Region.

## **(b) The Position of the Border Region in DR and the Hispaniola Island**

The position of the Border Region in contrast to other regions of the country or in the context of the Hispaniola Island, is as it follows:

### **Position in the DR**

1. One observes a declining population and an increasing elderly population. In a long-term perspective, it is anticipated that the proportion of the elderly population will increase to a degree that it will be impossible to reproduce population.



Source: ONE census 2002.

Figure 5.4 Population Pyramid

2. A majority of the economically active population is dependent on agriculture. Disparities between the Border Region and urbanized areas like Santo Domingo will increase since the region cannot expect agriculture to lead its economic growth. The Region will thus continue to lose its relative magnitude in the national economy.
3. For the national economy, which is heavily concentrated on Santo Domingo, the Border Region represents an “alley” without exit, and the economic presence of this region would be considered less and less.

### **Position in the Hispaniola Island**

1. Looking at the Border Region in the context of the Hispaniola Island as a whole, it is under an increasing population pressure from Haiti where population density is high and increasing, with a possible consequence of growing cross-border conflicts.

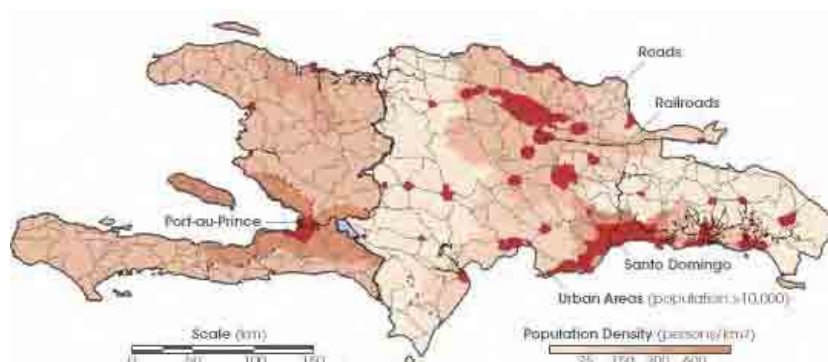


Figure 5.5 Population Density of the Hispaniola Island

Source: ONE census 2002 elaborated by JICA Study Team

2. Under the growing trend of regional economic integration, one hopes that the relation between DR and Haiti would be strengthened, through a higher speed of population increase and a lower cost of labor in Haiti. In that sense, the potentiality exists in the Border Region in that it becomes a strategically important point of border trade, but, threat may also exist in the sense that commercial transactions are made directly between major producers in Dominican

Republic and major consumers in Haiti without intervention of the Border Region.

As it was described, the Border Region suffers from “hollowing” in population and economic activities. Under the migratory pressure from the neighboring country, the region is faced with two possible threats to be “conflicts seed” and “a flyover region”.

## (2) Future Perspective and Opportunity of Development of the Border Region

Even with these threats at the moment, the trade with Haiti is mostly channeled through the Border Region. In addition, the region has two seaports of importance for the trade with the United States of America: Manzanillo in Dominican side and Cap-Haitian in the Haitian side.

The political situation of Haiti has for a long period been very unstable, but lately, it has shown a certain degree of stability. It has a large population and the GDP per capita is very low.

However, a gradual improvement of the economic situation of the neighboring country is expected, even being remained to be the lowest income country in Latin America (460US\$/persona, 2006) Table 5.5 shows estimated size of population and economic activities in the area within 100 km from the border on respective sides. If the areas on both sides are taken into account, the market potential is great as a whole.

Table 5.5 Comparison between the Areas within 100 km from the RD-Haiti Border

West (Haiti)			Gateway	East (Dominican Republic)			
Deaprtment	Population (person)	Economic Scale (mil \$)		Province		Population (person)	Economic Scale (mil \$)
				Border Region	Outside of Border Region		
Nord, Nord-Est	1,156,000	2,211	Dajabon	Dajabon, Montecristi,	Valverde	390,982	3,726
Centre, Altibonite	1,733,000	3,315	Commendador (Elias Piña)	Elias Piña	San Juan	304,984	2,422
Ouest	2,943,200	5,630	Jimani (Independencia)	Independencia, Bahoruco	Barahona	321,552	2,820
Sud-Est	518,200	991	Pedernales	Pedernales		21,207	186
Total	6,350,400	12,148				1,038,725	9,154

Sooure: Haitian side: Wikipedia

RD side: ONE and other statistics

Note: Economic scale is based on Gross Regional Products by the estimate of JICA Study Team



Figure 5.6 Area within 100 km from the Border

Source: JICA Study Team

Under the trend of regional economic integration, the “strengthening of economic linkage between DR and Haiti based on the “harmony” and “division of works” will possibly encourage respective countries to promote development and strengthen competitiveness. This could be done through a maximum use of respective comparative advantages; DR with a continuous economic growth and Haiti with abundant labor force endorsed by the high rate of population growth. The Border Region, by its strategic location, has a possibility of being the “cross-national base of harmonization and economic cooperation”. This may revitalize economic activities and retain population.

For the Border Region, an opportunity lies in the possibility to be a “strategic connection point between east and west as well as north and south” leaving after the position of “dead end alley” of Santo Domingo. To be a connection point, the Border Region has to utilize a dynamics of the border trade as the biggest growth opportunity for promoting local economy, looking at the trends of regional economic integration.

The Border Region, from now on, will stop being "dead end alley" and one will become like "a meeting point of the commercial activities" in ampler geographic dimension, whose future perspective is described below.

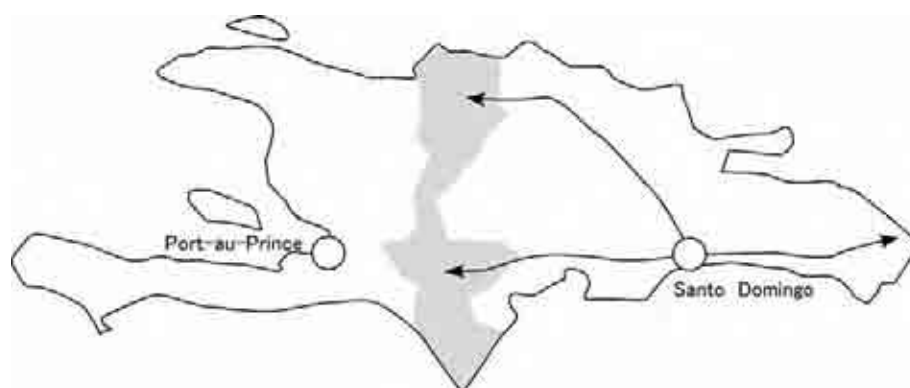


Figure 5.7 The Border Region in Hispanola Island at Present

Source: JICA Study Team

In the present situation, the Border Region is no more than "dead end valley " within the great economic apparatus of the country centralized in Santo Domingo. For the producers, this region only represents very small part of their consumers. The economic backwardness of the Border Region has induced the domestic out-migration. Trade with the neighboring country exists but in a timid way, without intensive linkages with and impact over the local economic activities.

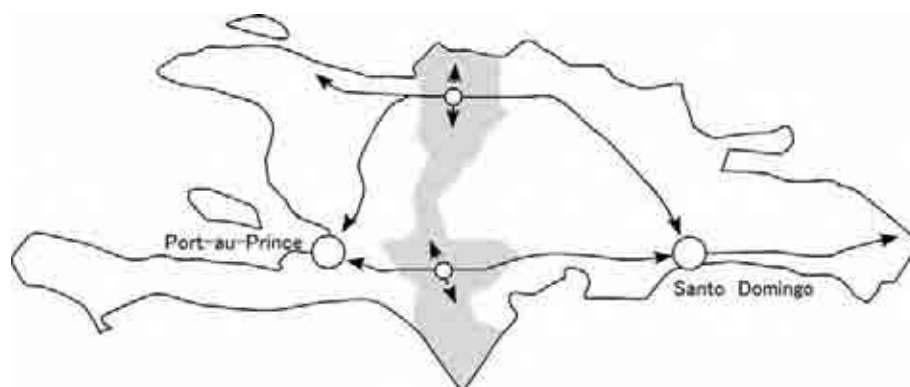


Figure 5.8 The Border Region in Hispanola Island in Future

Source: JICA Study Team

The Border Region is located between the main economic areas of the Dominican Republic and the neighboring country, and serves as a connecting point of trade activities between the two countries, through two major border cities.

Thus the Border Region aims at developing the border markets as well as their supporting industries, including information industry, on the basis of the border trade. To this end, an indispensable factor is the **“Sharing of the priorities of development” with the neighboring country.**

At the same time, it is indispensable to improve the urban services of the border cities to avoid the exit of the young people and to attract investments into the area. It is imminent **“to strengthen intermediate cities”**. In addition, it is necessary to always take the motto of a “development balanced and integrated between the rural and urban areas”

In relation to the tourism industry, with the tourism of “Sun and Beach”, the economic benefits in

their majority are concentrated in the tourist complexes and they are left very little in the surrounding communities. In addition this type of tourism has provoked diverse critics from the environmental point of view. The Border Region is rich in natural resources with eco-tourism value. But eco-tourism has not attained a solid development in the country. As the level of income of the Dominican population has increased, the growth of the eco-tourism with domestic clients is expected. On the other hand, the average length of stay of the foreign tourists is 9.26 days in 2007. One can possibly design eco-tourism in such a way that tourists spend for eco-tourism one day out of the average length of stay. In view of this future potentiality of the eco-tourism, it is necessary to preserve natural resources and environment, through effective measures to protect them based on an appropriate assessment. With these efforts, the DR will possibly attain a sustainable “eco-tourism”.

### (3) The Neighboring country's market and potentiality of the Border Region

The analysis of the potentiality of the border market and the market of the neighboring country is made, from the trend of the bi-national commerce and the investments under the scheme of the Law No.28-01. The results of the analysis are described below.

#### (a) Export Towards Haiti

The following table shows the trade with Haiti. The export has been increasing since 2001, reaching 300 million dollars in 2006. The export from the Free Zones represented approximately one tenth of all the export in 2001, it expanded to represent half of the export in 2006. In the 2000s, the textile product export towards the North American market began to decline; the neighboring country began to be a new important trade partner for DR. The amount of import from Haiti is equivalent to one-tenth of the amount of export to Haiti.

Table 5.6 Trades with the Neighboring Country

YEAR	2001	2002	2003	2004	2005	2006*	TOTAL
(Value FOB in US\$)							
EXPORT	79,482,582	100,855,535	127,301,084	77,712,595	161,049,463	300,760,126	847,161,385
NATIONAL	72,070,515	88,081,515	110,728,228	64,827,133	122,088,163	147,185,725	604,981,279
FREE ZONE	7,412,067	12,774,020	16,572,856	12,885,463	38,961,300	153,574,401	242,180,106
IMPORTACIONES	567,963	3,738,032	1,870,408	9,336,385	2,190,585	3,156,608	20,859,981
SHARE							
NATIONAL	91%	87%	87%	83%	76%	49%	71%
FREE ZONE	9%	13%	13%	17%	24%	51%	29%
Chanbe (%)							
EXPORT		27%	26%	-39%	107%	87%	2002-2006 378%
NATIONAL		22%	26%	-41%	88%	21%	204%
FREE ZONE		72%	30%	-22%	202%	294%	2072%
IMPORT		558%	-50%	399%	-77%	44%	556%

Source: CEI-RD  
BANCO CENTRAL DE LA REPUBLICA DOMINICANA  
OFICINA NACIONAL DE ESTADÍSTICA (ONE)  
\*CIFRAS SUJETAS A RECTIFICACIÓN

The following table shows the export to Haiti by commodity, without including the products from the Free Zones. Main export items are steel, zinc, wheat flour, eggs and pastas.

**Table 5.7 Products Exported in Haiti (Non Free Zones)**

(Only the ten most exported on the corresponding years. Unit: FOB US\$)

	2001	2002	2003	2004	2005	2006*
STEEL RODS	1,865,092	3,703,598	13,175,777	6,349,862	14,550,050	13,672,248
WHEAT FLOUR		4,323,340		2,667,287	6,630,231	12,661,610
AVE OF EGGS WITH FRESH CASCARA	6,473,763	10,015,158	9,967,798	5,245,281	7,782,416	8,646,447
CEMENT GREY					3,795,044	
COCOS DRY	3,487,420	4,473,683	3,167,701	1,451,341	2,542,615	8,518,279
CARDBOARD BOXES CORRUGATED		2,508,940			3,100,543	5,469,403
Pasta products			2,597,295	1,864,002	2,756,556	4,214,159
RICE GAME				1,527,622		3,297,441
METALS ZINC		2,400,850	2,247,860	1,721,019	3,308,930	3,268,811
PALITO OF CHEESE	1,548,497					2,819,046
RON OF CANE			2,239,478			2,776,884
FERTILIZERS MINERALS (fertilizers)						2,773,902
CARDBOARD BOXES PLEGADIZAS	1,929,371		2,765,898			
POLYETHYLENE ROLLS IN						
Herring				1,312,690	2,984,022	
REPOLLOS (COLE BRUSSELS) FRESHNESS			4,400,073	1,127,177	2,557,766	
RED WINE			2,917,985	1,024,779		
Bananas (BANANA) FRESCO	4,796,344	3,841,037	2,751,561			
BATTERIES DRY	1,528,847	2,554,892				
COOKIES	3,398,224	2,429,344				
FRESH HABICHUELAS	2,595,578	2,330,019				
Sub Total	30,804,404	38,580,860	46,231,426	24,291,059	50,008,173	68,118,230
Otros	41,266,111	49,500,655	64,496,802	40,536,074	72,079,990	79,067,496
TOTAL	72,070,515	88,081,515	110,728,228	64,827,133	122,088,163	147,185,725

Source: CEI-RD

The export from the Free Zones is in the following table. The increase of fabrics is observed since the year 2004. Due to the stagnation of the export of textile products to the United States, DR exports fabrics to Haiti for their processing into finish products in Haiti. In addition, the food export such as canned soup has been expanding.

**Table 5.8 Products Exported to Haiti from the Free Zones**

(Only the ten most exported on the corresponding years. Unit: FOB US\$)

	2001	2002	2003	2004	2005	2006*
EB FOR CORTADA POLOSHIRT				298,618	2,496,472	71,016,076
FABRIC OF COTTON		106,901	369,885		2,407,149	29,896,512
TISSUE OF COTTON	2,269,334	6,361,176	2,972,191	859,311		9,248,916
SOPAS And POTAJES ENVASADOS				2,393,439	5,563,974	3,739,650
REFRESCOS POWDERED			925,213	1,807,319	1,380,207	2,981,272
HILO D / COSER OF POLYESTER ALGOD.Y	1,051,354	1,439,251	1,877,440	371,474	1,450,998	2,899,934
ROPAS USED	1,822,024	2,574,834	2,837,243	1,644,140	2,688,391	2,264,491
CAMISAS CORTADAS FOR MEN						1,916,757
COOKIES					1,410,437	1,815,798
MAT FOR SANDALS. SINTETICO				748,135	2,416,040	1,727,489
POLOSHIRT FOR CHILDREN OF OTHER TEKSTILNA						
WEB SYNTHETIC		108,829				
CANDLES FOR PERMA			215,458		929,840	
TISSUE OF POLYESTER					1,398,223	
CARDBOARD BOXES CORRUGATED	54,722	218,903	270,358	301,545		
RESIN ALCIDICAS				290,715		
CAMISAS CORTADAS LADIES				253,076		
IRON STEEL RODS OR OF SECTION			797,958			
PERCHAS PLASTIC FOR ROPAS			309,425			
REFRESCOS POWDER OF ORANGE			194,186			
ACCESSORIES FOR CONF. OF ROPAS	38,325	161,022				
MACHINE P / COSER ELECT. DOMESTIC		102,615				
TAGS		98,108				
WINDOWS OF ALUMINUM		73,322				
CAMISAS COTTON FOR MEN	1,143,630					
LACE COTTON	28,829					
WHISKY	28,625					
MATTRESSES AND COLCHONETAS	21,011					
Sub Total	6,457,854	11,244,962	10,769,358	8,967,772	22,141,731	127,506,894
Otros	954,213	1,529,058	5,803,498	3,917,691	16,819,569	26,067,507
TOTAL	7,412,067	12,774,020	16,572,856	12,885,463	38,961,300	153,574,401

Source: CEI-RD

Regarding the import from Haiti, clothes have been increasing since 2003. On the other hand, Haiti receives investments not only from DR but also from other countries. Investments are made mainly on the textile manufacturing industries. Their products are exported to the countries where investments are originated.

**Table 5.9 Imports from Haiti**

(Only the ten most exported on the corresponding years. Unit: FOB US\$)

	2001	2002	2003	2004	2005	2006*
Worn Clothing and Other Worn Articles			350,206	314,339	398,513	714,749
THE OTHER STRINGS textile material			97,010	124,139	256,981	436,505
CAMISAS, BLUSAS And BLUSAS CAMISERAS, OR GIRLS FOR WOMEN OF COTTON				19,835		196,385
LONG PANTS, PANTS WITH PETO, PANTS SHORTS (CALZONES) AND SHORTS OF FINE WOOL OR HAIR						133,952
CAMISAS FOR MEN OR CHILDREN OF COTTON						123,098
OTHER SUIT					57,159	123,007
CALZONCILLOS (INCLUDING THE LONG AND THE SLIPS) OF SYNTHETIC FIBRE OR ARTIFICIAL						118,062
JERSEYS, PULLOVERS, CARDIGANES, CHALECOS ARTICLES AND S MILAR, THE POINT OF COTTON						99,209
THE OTHER SHOE TO RUBBER ZUELA	4,688		152,891	92,275	163,352	97,417
THE OTHER, TRAVIESAS (DURMIENTES) WOOD OR S MILAR TO VIAS FERREAS.						88,359
OIL AND DERIVATIVES	271,905		3,250			
(T-SHERTS) INTERIOR AND T-SHIRTS, THE POINT OF COTTON					248,005	
OTHER VEHICLES FOR TRANSPORT OF TEN CARS OR MORE PEOPLE					88,724	
Other Vehicles, Spark-ignition Engine Of a cylinder capacity exceeding 1,500 cc but not exceeding 3,000 cc	110,832	105,286	148,570	73,920	85,792	
Television receivers (incl monitors & proj receivers)					83,678	
SKIRTS IN SKIRTS PANTALON COTTON					62,323	
THE OTHER ON THE OTHER SHOE					50,702	
Crushing or Grinding Machines for Mineral Substances				8,250,000		
Herring		35,053	147,635	41,169		
Sub Total	423,103	465,718	1,199,244	8,998,937	1,495,229	2,130,742
Otros	144,860	3,272,313	671,164	337,448	695,356	1,025,867
TOTAL	567,963	3,738,032	1,870,408	9,336,385	2,190,585	3,156,608

Source: CEI-RD

### **Border Trade Situation**

The export towards Haiti has been growing and its majority takes place through the border, excluding those originating from the Free Zones. Dajabón and Jimaní are two strategically important points; formal trade is dominant at Jimaní, whereas informal trade is seen more frequent at Dajabón. Besides four markets located in the capitals of four provinces, there are three other point: Restoration, Bánica and near Hondo Valle. In the last years, trade is increasingly active in these points as well.



Table 5.10 Border Trade Situation

Province	Border Market	Order by Volume of Trade		Share of Volume at each Market		Date of Border Market	Remarks
		Formal	Non-Formal	Formal	Non-Formal		
	Total in the Border Market			50%	50%		
Dajabón	Dajabón	2	1	Construction materials	Agricultural products	Monday, Friday	
	Tirouli (near Restauración)		3		100%		
Elias Piña	Comendador	3	2	• 100 % before the second quarter of 2007. • 60 % after that.	Formal market established in the second quarter of 2007. 40% after that.	Monday, Friday	
	Banica		4		100%		
	Canana Miguel (near Hondo Valle)		6		100%		
Independencia	Jimani	1	7	98%	2%	Monday, Thursday	Gateway to Port-au-prince
Pedernales	Pedernales		5		100%	Monday, Friday	

Source : JICA Study Team, according to the interviews with the CEI-RD

The following figure shows the trend of export value from each province. The four provinces account for 90% of the total, with major parts from Dajabón and Jimaní. On the average during the period from 2005 to 2007, the trade through Dajabón and Jimaní represents 76% of the total. Meanwhile, Elias Pina shows a remarkable increase in export.

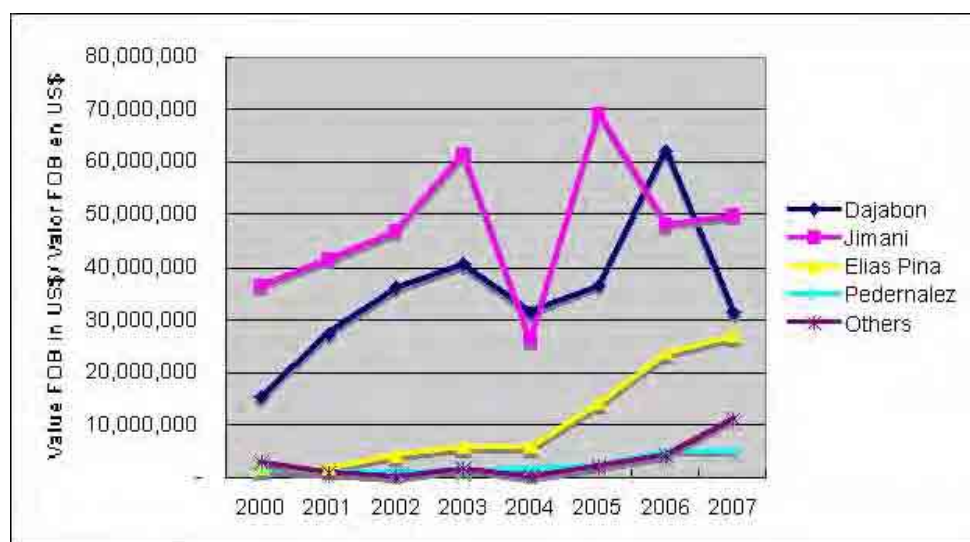


Figure 5.9 Exports To Haiti

Source : CEI-RD

The following table shows the trend in the export from each point. Jimaní is a gateway city between the two capitals, Santo Domingo and Port Prince. It predominates the food export (egg, flour of wheat, cheese, the Coco, etc.) and construction equipment (steel metals, etc.)

Dajabón is a gateway to highly populated areas in the north of Haiti, taking care of the demands

of the cities like CAP Haitian, Fort Liberte, etc. Major export items through Dajabón are foods such as wheat, grazes, egg, kidney bean and construction equipment such as metals of steel, cement, plate of zinc. Dajabón has a large border market.

In Elias Pina, major export items are construction equipment such as steel metal and cement, foods such as rice, wheat, and kidney beans, and detergents. In Pedernales, major export items are cement and other construction materials and foods such as Coco, kidney beans, wheat, sausage and Guinean.

Table 5.11 Export through the Diferrent Gates

(FOB Value in US\$)						
Gate/Products	2002	2003	2004	2005	2006	2007
<b>TOTAL GENERAL</b>	<b>88,081,514.93</b>	<b>110,728,227.89</b>	<b>64,827,132.50</b>	<b>122,355,570.05</b>	<b>147,185,725.47</b>	<b>127,856,271.02</b>
<b>JIMANI</b>	<b>46,776,439.49</b>	<b>61,328,902.70</b>	<b>25,914,286.90</b>	<b>69,251,059.70</b>	<b>48,173,449.50</b>	<b>49,849,306.20</b>
FRESH EGG AVE	5,619,853.46	6,108,715.42	1,269,186.73	5,144,395.62	5,595,232.89	2,720,586.64
COCOS DRY	1,958,837.36	46,455.90	104,458.94	2,681,589.95	4,167,317.88	824,672.16
PALITO OF CHEESE	33,002.29	1,333,941.47	463,838.55	2,334,559.61	2,318,410.02	2,186.14
CARDBOARD BOXES CORRUGATED	2,290,279.56	2,595,516.61	1,767,502.46	2,571,726.92	2,304,731.45	3,619,504.30
Groats and Meal of Wheat		142,506.38	759,021.30	1,661,475.00	1,832,367.04	1,622,485.95
STEEL RODS	967,688.48	7,474,382.08	2,498,965.57	5,674,811.43	1,048,569.68	3,286,123.88
POLYETHYLENE IN ROLLO	123,558.45	364,235.78	1,215,383.54	2,393,388.35	823,453.27	705,468.11
FEED FOR BIRDS	208,401.33	336,512.18	226,854.88	1,920,809.27	499,504.77	84,178.55
CANS ABILITY TO HIGHER 50L		22,709.09	73,875.55	1,944,953.82	340,895.69	255,081.10
RUM OF CANE	303,952.51	577,936.91	497,293.39	1,864,483.81	276,507.82	911,666.37
<b>OTHER PRODUCTS</b>	<b>35,270,866.05</b>	<b>42,325,990.88</b>	<b>17,037,905.99</b>	<b>39,698,727.02</b>	<b>21,001,827.25</b>	<b>35,817,352.70</b>
<b>DAJABON</b>	<b>36,124,298.97</b>	<b>40,498,963.40</b>	<b>31,555,738.60</b>	<b>36,674,770.70</b>	<b>62,328,516.50</b>	<b>31,688,422.00</b>
WHEAT FLOUR	3,708,399.36	741,936.63	1,629,654.92	4,627,440.91	9,332,307.04	4,479,340.15
STEEL RODS	1,635,694.44	2,839,146.18	2,743,083.66	6,051,891.38	8,211,364.14	2,090,247.07
CEMENT GREY	4,357,039.96	3,119,550.12	1,306,763.59	1,699,152.39	2,963,580.42	2,341,690.04
Pasta products	636,934.26	787,653.40	677,581.89	2,089,294.98	2,512,698.46	1,462,116.51
FRESH EGG AVE	4,364,325.97	3,541,119.60	3,747,232.10	2,356,146.11	2,466,003.27	1,044,845.88
ZINC PLATES	969,223.82	861,820.87	612,865.02	1,397,542.88	2,337,197.96	1,369,127.39
DETERGENT POWDERED	194,525.93	289,553.70	468,685.82	847,483.89	1,796,518.79	1,068,578.82
PLANCHA OF PLAYWOOD	280,863.54	334,846.75	214,464.07	949,325.91	787,492.53	59,772.61
LEGUME	750,090.00	870,321.60	688,520.31	727,582.21	736,456.45	912,062.61
HENS And ROOSTERS (CHICKENS) ALIVE	15,072.52	508,246.09	548,028.58	811,790.99	678,998.21	372,314.98
<b>OTHER PRODUCTS</b>	<b>19,212,129.17</b>	<b>26,604,768.46</b>	<b>18,918,858.64</b>	<b>15,074,954.15</b>	<b>14,707,120.32</b>	<b>16,488,345.99</b>
<b>ELIAS PIÑA</b>	<b>4,060,103.75</b>	<b>5,886,441.04</b>	<b>5,710,861.59</b>	<b>14,176,450.40</b>	<b>23,420,984.50</b>	<b>26,923,387.55</b>
STEEL RODS	1,098,581.64	2,856,641.12	1,103,972.15	2,808,423.64	4,360,481.54	5,281,498.67
BROKEN RICE	1,146,413.89	751,062.34	907,727.45	2,750,285.78	2,541,598.68	2,188,894.87
WHEAT FLOUR	161,224.03	59,973.76	419,633.69	1,157,999.41	2,857,142.14	1,729,862.21
CEMENT GREY	27,645.94	5,949.58	95,827.32	712,176.33	1,377,964.89	673,400.15
RUM OF CANE	101,291.32	34,730.87		313,425.13	1,043,223.36	237,530.00
DETERGENT POWDERED	1,587.75	5,148.78	71,202.80	422,813.68	624,996.95	397,586.10
SOAP OF WASHING	10,085.88	28,212.15	273,319.14	530,653.33	325,700.78	1,430,406.04
Pasta products	822,712.62	46,532.29	455,428.29	804,292.33	481,313.15	445,366.28
FRESH HABICHUELAS	60,296.47	101,876.10	176,238.66	745,560.00	560,607.24	175,507.19
HABICHUELAS NEGRAS FRESH		50,384.36	36,562.69	331,117.26	166,558.52	123,800.01
<b>OTHER PRODUCTS</b>	<b>630,264.21</b>	<b>1,945,929.69</b>	<b>2,170,949.40</b>	<b>3,591,005.15</b>	<b>5,536,516.69</b>	<b>14,309,536.03</b>
<b>PEDERNALES</b>	<b>1,015,077.66</b>	<b>1,181,744.02</b>	<b>1,471,655.96</b>	<b>2,063,083.53</b>	<b>5,087,962.55</b>	<b>5,079,539.50</b>
CEMENT GREY	13,780.29	9,288.83	43,496.95	136,053.53	1,711,012.97	53,800.58
COCOS DRY	28,416.69	180,263.68	421,064.89	120,469.20	758,720.39	725,262.94
FRESH HABICHUELAS	76,144.74	108,307.94	186,908.15	244,427.88	356,023.16	228,701.82
WHEAT FLOUR	408,359.85	172,644.80	111,513.16	44,638.67	278,017.52	2,123,150.65
HABICHUELAS NEGRAS FRESH			31,777.06	394,068.68	223,352.96	145,608.56
SALCHICHON	14,282.10	35,501.27	24,595.53	77,649.96	210,067.81	158,340.43
FRESH EGG AVE	16,228.73	27,203.40	49,710.29	217,167.43	181,885.64	102,758.97
BANANAS FRESHNESS (GUINEOS)	21,468.17	25,409.03	15,076.55	116,059.49	56,514.94	130,630.44
FEED FOR BIRDS	7,168.93	14,723.61	5,272.24	63,624.05	29,651.54	18,555.73
GUANDULES DRY	28,416.69		2,469.21	51,215.07		
<b>OTHER PRODUCTS</b>	<b>400,811.47</b>	<b>608,401.46</b>	<b>579,771.93</b>	<b>567,352.21</b>	<b>863,036.93</b>	<b>1,392,730.28</b>
<b>OTRAS SALIDAS</b>	<b>105,595.06</b>	<b>1,832,176.73</b>	<b>174,589.45</b>	<b>1,902,668.28</b>	<b>4,135,009.97</b>	<b>11,315,594.94</b>

Source: CEI-RD

An ongoing cross-national project is underway in the border market of Dajabon with finance

from EU/ONFED. The improved market is expected to be completed in October 2008. EU/ONFED also provides the technical assistance in the management. It is contemplated to organize a steering committee to ensure fair management. The committee comprises representatives from stakeholders of the market, church and NGOs.

#### **The Dajabón Cross-national Market Project**

- Haitian side : Road between Cap-Heitien and Ounaminte.
- Dominican Side : Market facilities, including immigrations, custom control, access road, Managerial support to the market



Foto. 5.1 Image of Border Market

Source: ONFED

ONFED is willing to explore a possibility to assist other border markets; such assistance would be a great opportunity for the DR.

Hygiene and security conditions of the existing market are very precarious and those who visit there tend to leave right away after running their errands. Due to a very short length of stay, the average amount of their expenses is very limited in the market. If the visitors stay longer, it they will leave a larger amount of money for the local economy. It is necessary to create reasons for them to spend longer time in the markets. It includes, as example, diversifying a variety of articles for sale and including luxury articles, so that buyers will have options to choose products. Also it is good to diversify support services such as restaurants, hotels and facilities, which encourage businessmen to contact each other. In this way, the market will diversify its functions and the interests of the visitors will also be increased. They will spend longer time and a larger amount of money in and around the market.

#### **BOX: Sisuation of Border Market in Dajabón**

The Dajabon market is the largest one in the Frontier Area and illegal trading activities are going on to a large extent. Dajabon city market is open twice a week, on Mondays and Friday. It extends up to 20 blocks from the city, occupying 7% of populated areas. We note the presence of a lot of Haitians who work or open their stands in the market, as well as the large volume of articles of Haitian origin.

The articles that perhaps are not accepted in other markets are sold in the Dominican stands. For the Haitian people the market offers ice, egg, agricultural products, processed corn grain, ("caqueado"), shredded chicken meat, red wine, and so on. The Haitian merchants bring from their country clothes, rice, oils and other products of excellent quality.

Dominicans merchants handle agricultural products and the quantity of products from the Cibao region has

been increasing. The clothes, food, rice and edible oil are handled by Haitians (virtually all female), most products are imported from Miami.

**Economic Impact:**

The volume handled in this market has increased four times more in recent years, reaching the figure of 12 million dollars. Around 1,500 people work in the market, most of them are Haitians. The market receives between 5,000 and 8,000 visitors and there are about 400 to 500 persons providing market-supporting services such as transporters, shippers, brokers, etc. There are people who work as translators in the negotiations between Haitians and Dominicans.

68% of Dominicans and 89% of Haitians working in the Frontier Markets, gain his living through those revenues. 82% of Dominicans who work at the market get a monthly average of 120 dollars. Revenues of Haitians are less. While Dominican merchants represent only 30%, handling almost exclusively agricultural products, the amount of total sales reaches to \$ 8 million, while Haitians only carry a total sale amount of 100,000 dollars. The average daily sale of the Haitian selling clothes is 30 dollars, with net earnings of \$ 10 only.

Among the households around the markets, 33% earn profits through market activities and 24% are employed in the derivatives business as warehouse rental, accommodation services and restaurants. The transportation within the city is also very important activity related to Frontier trade. The motorcyclist association has about 400 to 500 members. The motorcycle is the only means of transport in the city. Almost all workers who loaded the goods are Haitians; Dominicans are very few. Dominican consumers get cheap and high quality products from Haiti. Consequently, they can have an average monthly savings of \$ 30 (The average monthly income is \$ 300).

The sale of agricultural products cultivated in the Frontier Region occupies less than 10% of the total amount purchased by Haitians. Even the offer has not been done regularly due to poor road conditions; local agricultural products lose competitiveness with more potential traders such as those who come from Cibao Region. . Even the threat exists that they are hoarding business market, because really, the best beneficiaries of the Dajabon Frontier market are merchants from Cibao Region.

As a result of the boom of Dajabon market, the three big banks opened their branches in this city. Small and medium scale hotels and boutiques also were opened there. However, savings are going outside the region and there is no accumulation of capital locally. However, in the town of Dajabon, economic dynamism has brought the emergence of the middle class and business groups.

The Dajabon market has been managed by the private sector consigned by the municipal government, which obtained an income of 20,000 dollars in 1986 and 60,000 dollars in 2001 by these activities. Since 2003, the municipal government took over its administration directly, which enabled it to earn an income of more than 100,000 dollars by year. However, this remarkable economic growth of the market has not generated great palpable impact on regional development. The deterioration of the urban environment is observed due to the increase in solid and liquid waste, the greater disorder of traffic and exhaust gas emission, etc. In contrast to the urban more dynamic area, rural areas are economically stagnant and the rural population is declining.

*(Rodríguez y Mary, 2001)*

**(b) Investment under the Law No.28-01**

The companies established in the Border Region can enjoy the privileges specified by the Law No.28-01, even if they do not export. For that reason, at the moment 46 companies are established and 36 companies, are waiting for the official permission. As is indicated in the following table, almost 10.000 jobs have been created in the region with a little less than half million population.

Table 5.12 List of Established Enterprises Under Law 28-01

Province	Activity	Number of companies		Employee	
DAJABON	Agro-processing	2	4	165	253
	Assembly	1		45	
	Mineral	1		43	
MONTECRISTI	Agro-processing	11	22	3,688	4,581
	Assembly	4		387	
	Wood	3		60	
	Mineral	2		144	
	Service	2		302	
SANTIAGO RODRIGUEZ	Agro-processing	4	6	214	2,225
	Mineral	1		1,962	
	Assembly	1		49	
ELIAS PINA	Agro-processing	1		500	
BAHORUCO	Agro-processing	1		75	
INDEPENDENCIA	Agro-processing	3	8	313	470
	Mineral	4		113	
	Distribution	1		44	
PEDERNALES	Agro-processing	1	2	1,139	1,839
	Mineral	1		700	
TOTAL		44		9,943	

Notes: Data including 44 companies

Source: Consejo de Coordinación Zona Especial Desarrollo Fronterizo

The trend of investments are characterized as follows:

- The total amount of the investments is the largest in Montecristi where there is Manzanillo Port, followed by Santiago Rodriguez that is close to Montecristi. Many of the companies established in these two provinces process locally abundant natural resources such as agricultural and wood products.
- In the South area, investments are many in the processing of locally available mineral resources. Many factories process avocado in Elias Pina and Independencia.

Market destinations of these companies include domestic market, Haiti and United States. There are companies that export agricultural products to Jamaica, whose agricultural production has suffered enormous damages by tropical storms in the last year. Some companies export construction equipment to the State of Louisiana, the United States, for rehabilitating the damages from floods.

- There are companies that make products for Haiti, mainly construction equipment in and foods, processed products in particular. Some companies export their products towards countries via Haiti. The Law No.28-01 has brought about these positive effects, while there are some issues remained as follows:
- The direct economic impact to the local communities is limited, due to tax exemption and low proportion of locally recruited workers. There have been cases where companies buy construction equipment in the Border Region and sell it elsewhere by abusing fiscal privilege.
- There are some companies that invest in the Border Region, because of the abundance of water and other natural resources. Very frequently these companies exploit natural resources and discharge wastewater without treatments for environmental protection. It is necessary to increase the surveillance measures to avoid such practices causing the environmental

contamination.

- Investors are allowed to sell their products to any destinations without reporting. This causes that the investment effect by these companies over the Border Region cannot be measured accurately.
- Investors express their dissatisfaction with the quality of locally available labor forth.

**(c) Haitian Market and the Potential of the Border Region**

The followings are concluded from the analysis on the potential of market in the neighboring countries based on the trend of export and investment under the Law 28-01.

1. Haiti currently receives a large amount of international assistance and has a large demand for materials and machineries of construction, most of which are exported from DR through formal channels.
2. The demand for foods is increasing in Haiti due to population increase and the deterioration of agricultural production conditions. It is said that all the agricultural products along the border are immediate sellout. However, a majority of such exports are through informal channels.
3. Products exported to the Haitian market do not usually require very high quality. Those products are not competitive in the US or domestic markets.
4. As observed in the border market in Dajabón, the market gives positive economic effects over the communities in the hinterland of the market; this means that one can expect greater opportunities of development if the market is better organized.
5. Trade liberalization and the regional economic integration have accelerated competition and the division of works among countries. The textile industry in the Free Zones of DR is losing competitiveness in the North American market, and consequently, a vertical integration takes place in the textile production and trade. The DR produces semi-finish products like fabrics, and process them into final products in Haiti by using a Haitian advantage of having plenty labor power at low cost. Haiti is already is a destination of investors from China and Korea.

**(4) Making Strategies**

We propose for the Border Region to take maximum advantage of having the border trade as a core of development strategies.

However, it should be noted that this proposal is based on the analysis done at this moment. Economies are dynamic in nature and highly susceptible to circumstantial changes. For example, natural disasters would create unexpected demand as experienced in the cases reconstruction in the State of Louisiana that was severely hit by hurricanes, and a sharp increase in the demand for foods in Jamaica being also hit by hurricanes. Textile industry was once booming but now being

weakened. Future economic outlook at present could totally change in few years.

In that sense, the people and communities in the Border Region must be very cautious with the internal and external situations, maintain watching global trends with an outward looking stance, in order to catch opportunities and to prepare themselves in time for new threats. Also they must increasingly be responsive to internal changes of the region as well, to recognize symptoms of development and the elements that reinforce advantages or prevent weaknesses.

This responsibility could be fulfilled not by municipal, provincial and other government agencies alone, but by the participation and initiative of the local population. In necessary case, it would be necessary to involve external entities. Fortunately, already the region has been attracting interest of different external entities such as donors, NGOs, businessmen, etc.

The businessmen are the best connoisseurs of the economy. The agriculturists know the agriculture better than anybody. The teachers are the best experts of education. Then, it is necessary to analyze the future of the Border Region and the strategies of development, by integrating the wisdom and intelligence of all. The communities and people in the region should no longer spend days in political fights to conquer small “territories”.

If there are no appropriate resource persons in the region, they should make use of resource persons in Santo Domingo or even outside the country. That is a need for international cooperation. The goals of “established appropriation” and “alignment” in the Declaration of Paris can be reached when this is obtained,

In conclusion, the proposed strategy in this report involves in itself the process of examining and practicing the issue of “how to make use of the opportunities from the border trade”. To this end, all the actors, including the municipal and provincial, citizen authorities, sector agencies, NGOs and civil societies, need to think how to create a region with sustainable economy through division of works and collaboration among them towards common goals. Capacity development should be realized through this process.

## 5.2 Capacity to Implement Development Strategies

This section is the discussion and analysis on the capacities. Then, it identifies the current capacities, capacity needs and the proposals where capacities to be improved.

### (1) About the Capacities

#### **Definition of “Capacity”**

JICA defines " Capacity as the ability to set and achieve the goals, to identify development issues and to resolve problems". In other words, it refers to a problem solving ability. Capacity Development is thus defined as " the process in which the problem solving ability is strengthened at individual, organizational and institutional/ society levels". This approach comes from the definition established by international organizations including UNDP and OECD. In the capacity development, a great importance is placed on the ownership and initiative of the people and institutions. The capacities at the three levels are defined in a more specific way as under:

- "Individual" capacity: the willingness and ability of individuals to establish and to fulfill the goals of their actions, by using the knowledge and skills of their own.
- "Organizational" capacity; the ability of institutions to cooperate in attaining targets, involving decision-making process, management and organizational culture.
- "Institutional and Societal" capacity: Policy and institutional frameworks and environment whereby individual and institutional capacities are made use of.

The capacity consists of "core capacity" and "technical capacity". The core capacity includes conscience, motivation, and leadership. The technical capacity includes technical knowledge and physical elements such as equipment and materials. The technical capacity can be improved through training, but the core capacity cannot always be acquired or improved automatically with a technical qualification. It is necessary to be put under a continuous process of "try and error", mutual understanding and experience sharing.

#### **Which Capacities are needed? What for?**

At the time of initiating a process of the capacity development, it is necessary to specify which utility is. The core subject of this Study is the limited efficiency and effectiveness in the development of the Border Region. Then, the required capacity should be "the capacity to develop the Border Region efficiently and effectively to reduce the poverty of region". Therefore, the capacity development in this study is a process strengthening the ability to set targets, attain them, find problems and solve them in order to develop the Border Region efficiently and effectively to reduce the poverty of the region.

The scope of the capacity development is determined in response to the progress of the study as



follows:

- At the beginning of the study: Capacities to implement a process of efficient border development and the measures to improve its effectiveness.
- At the time of the formulation of the basic idea of the development strategies: Capacities to undertake a process of border development with the local initiative.
- At the time of the formulation of the strategies: Capacities to put in practice the established strategies.

### **Whose Capacities Should be improved?**

The type of capacities is determined with reference to those who are needed to improve. Undoubtly, for the aims of the present study, the capacities of the local population will be developed. These are municipal and provincial public authorities, involved governmental institutions at the national level in border development. In this Study, major actors are SEEPYD and DGDF.

Principal Actors (principal targets of CD): SEEPYD and DGDF

Related Actors that have influence (partial targets of CD): provincial authorities, municipal, civil society.

Other actors: (they are not targets of CD): Line ministries and other governmental institutions, institutions related to border region development, donors and NGOs.

## **(2) From Capacity Analysis to Proposal**

In the Study, the analysis has been undertaken at three steps. The content and the approaches of analysis were different from one step to another. The results of each analysis are as follows:

1. At the beginning of the Study: Overall capacities of the country to develop the Border Region
2. At the beginning of the Pilot Project: Self-evaluation of the institutional capacities.
3. At the end of the Pilot Project: Analysis of the capacities by type of actor during the period of the pilot project implementation.

### Analysis Stage: Capacity Analysis of the Border Region as a Whole

Table 5.13 Capacity Analysis at the Current Situation Analysis of the Frontier Capacity Development at National Level

LEVEL	TARGET	IDEAL SITUATION	CURRENT SITUATION	NEEDS
Individual	citizens	Principal actor for regional development process.	<ul style="list-style-type: none"> <li>● Trend of dependency on external inputs.</li> <li>● Out migration of young people who are principal forces of regional development.</li> </ul>	<ul style="list-style-type: none"> <li>● Promote the concept of ownership for the regional development</li> <li>● Avoid the out migration of young generation.</li> </ul>
Institution	Government institutions related, etc	Promote the development under the local initiative and take on development actions efficiently according to development strategies based on local needs.	<ul style="list-style-type: none"> <li>● Many institutions involved in the Frontier Development, without common goals or inter-institutional coordination.</li> <li>● Actions have no continuity. We are looking for better ways of developing local initiative.</li> </ul>	Accumulate development experiences with local initiative and identify concrete actions.
legal framework and Society	Legal framework and custom	Create a favourable environment to promote efficient Frontier Development by individuals and institutions.	<ul style="list-style-type: none"> <li>● With the entry into force of the New Law on Public Investment, a new system of development planning was established.</li> <li>● Clientelism</li> </ul>	<ul style="list-style-type: none"> <li>● It is necessary to define concrete actions which will match the related legal framework.</li> <li>● Political neutrality of public administration.</li> </ul>

Source: JICA Study Team

### At the Beginning of Pilot Project: Self-Capacity Analysis of Organizations

Table 5.14 Capacity Analysis: Self-Analysis of Organization

ACTORS	VISION: IDEAL STATE	ORGANIZATIONAL	INDIVIDUAL (MEMBERS OF THE INSTITUTION)	INSTITUTIONAL AND SOCIETAL
<b>PRINCIPAL ACTORS</b>				
SSEPLAN	Transform into an organization with the ability to perform effectively the duties required. Make coordination between related institutions.	<ul style="list-style-type: none"> <li>● Establish a multisectoral task force.</li> <li>● Have coordination channels with other institutions.</li> <li>● Establish a operating system under the legal framework.</li> </ul>	<ul style="list-style-type: none"> <li>● Transform into an organization with the ability to perform effectively the duties required. Make coordination between related institutions.</li> <li>● Establish a multisectoral task force. Have coordination channels with other institutions. Establish a operating system under the legal framework.</li> <li>● Carry out staff training in different fields. Ensure stability of the institution's staff posts and give them necessary tools to accomplish their assigned functions.</li> </ul>	
SSECI	SSECI is responsible for coordinating various actors involved. Be recognized as the central coordinating body of international cooperation and achieve high impact and effectiveness of international cooperation.	<ul style="list-style-type: none"> <li>● Prepare manuals on the institutional functions.</li> <li>● Set up the rules of the Donors Meeting.</li> <li>● Set up an information system and publish monthly bulletins. Provide an appropriate office.</li> </ul>	<ul style="list-style-type: none"> <li>● Assign skilled human resources (engineers, economists, accountants, etc.).</li> <li>● Re-evaluation of indispensable human resources in the main structure of the institution</li> </ul>	<ul style="list-style-type: none"> <li>● Establish the laws of international cooperation</li> <li>● Creation of the Institute for International Cooperation</li> </ul>
DGDF	Transform into an institution responsible for coordinating, promoting, facilitating, etc. to carry out an integrated and sustainable Frontier Development.	<ul style="list-style-type: none"> <li>● Have the functions of planning, coordination, implementation and administration of resources.</li> <li>● Carry out projects for infrastructure, agricultural production, education and sports.</li> <li>● Be an institution that operates under a decentralized and participatory system.</li> <li>● Secure and manage efficiently an adequate budget for the institution. Keep a relationship based on equality with local communities. Have an open relationship with other development institutions.</li> </ul>	<ul style="list-style-type: none"> <li>● Have staff with experience in the field of public administration. It assumes the role of "social worker" in the projects and development institutions.</li> <li>● Staff with proactive and futuristic vision.</li> </ul>	

Source: JICA Study Team

### At the end of the Pilot Project: Capacity Analysis of each Actor Involved

Table 5.15      Análisis de Capacidades por Actor Durante Todo el Proceso del Proyecto  
Piloto

ACTORS	IDEAL STATE	CURRENT SITUATION	NEEDS
Governmental institutions in general	Public administration for stable and constant development  Development management with consistency and transparency	<ul style="list-style-type: none"> <li>• The public administration lacks continuity and stability. Lack of continuity and expertise of their duties. Several institutions run development projects without coordination and unified strategies.</li> <li>• Lack of practices to share information.</li> <li>• Ambiguity of the process and methods for formulating development projects. There are several channels to formulate development projects.</li> <li>• Government institutions adopt different systems of regionalization, which serves as a basis for regional development planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuity and stability of the public administration.</li> <li>• Definition and specialization of the institutional functions.</li> <li>• Coherency of Policies to development strategies.</li> <li>• Share information.</li> <li>• Ensure transparent public administration.</li> <li>• Ensure consistency in the regionalization of the country.</li> </ul>
<b>Key Actors</b>			
SEEPYD	Formulate development plans and coordinate resources.	Weakness of the coordination between donors and national institutions.	La SSEPLAN y la SSECI se encargan de coordinar entre las instituciones gubernamentales y los donantes.
SSEPLAN	Formulate plans for Frontier Development which serve as common basic lines.	<ul style="list-style-type: none"> <li>• With the enactment of the new Law on Public Investment, was established a general framework for the formulation of development plans.</li> <li>• The need to concretize the planning mechanism and the flow for information sharing is recognized.</li> </ul>	<ul style="list-style-type: none"> <li>• With the enactment of the new Law on Public Investment, was established a general framework for the formulation of development plans.</li> <li>• The need to concretize the planning mechanism and the flow for information sharing is recognized.</li> <li>• Establish a planning framework under local initiative.</li> <li>• Make coordination with related institutions and share information.</li> </ul>
SSECI	Take over the coordination for international cooperation under local initiative of the Dominican Republic.	<ul style="list-style-type: none"> <li>• They are in the process of formulating basic lines to receive international cooperation and regulations of the Donor Meeting.</li> <li>• Increase the initiative to share information on the Frontier Development.</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate policies of international cooperation.</li> <li>• Determine the specific dynamics of the Donors Meeting and coordinate international cooperation.</li> <li>• Coordination for sharing information.</li> </ul>
DGDF	Support regional development with local initiative..	<ul style="list-style-type: none"> <li>• It enjoys high credibility by local communities of the Frontier Region. Execute individual infrastructure projects.</li> <li>• The legal status of the institution was unclear, the need to define it clearly was recognized.</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate of policies for international cooperation.</li> <li>• Determine the concrete actions of Donors Meeting and coordinate international cooperation.</li> <li>• Coordination for sharing information.</li> <li>• Define clearly DGDF functions in the actions of development.</li> </ul>
<b>RELATE ACTORS</b>			
Provincial public administration authorities and Development Councils	Coordinate the municipalities to promote municipal development.	<ul style="list-style-type: none"> <li>• Little political neutrality.</li> <li>• Lack of a number of staff.</li> <li>• Human resources concentrated in the provincial capitals.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep political neutrality and conduct more professional public administration.</li> <li>• Coordination between municipalities.</li> <li>• Share information</li> </ul>
Municipal authorities and Development Councils	Foster local development under community participation	<ul style="list-style-type: none"> <li>• The services to citizens constitute principal services provided by these public institutions.</li> <li>• In spite of being aware of the importance of regional development and community involvement, they have limited knowledge and experiences.</li> <li>• The municipalities are small.</li> </ul>	<ul style="list-style-type: none"> <li>• Become more involved in the development process and raise capacity.</li> <li>• Foster community participation in development process.</li> <li>• Provide and share information to / with citizens.</li> <li>• Increase the size and operation scale of a municipality.</li> </ul>
Civil society	Foster community initiative in the development process	<ul style="list-style-type: none"> <li>• Trend of dependency.</li> <li>• Basic knowledge and skills on development are required.</li> <li>• Training and development of community leaders throughout ONG activities.</li> <li>• Out migration of young generation which is principal force of development.</li> <li>• Understand the importance and necessity of participatory planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Raising the sense of ownership of the development of their region.</li> <li>• Raising the level of basic knowledge and skills on development.</li> <li>• Education and training of community leaders.</li> <li>• Avoid out migration of younger generation.</li> <li>• Respect political neutrality of public administration.</li> </ul>

Source: JICA Study Team

Table 5.16 Capacity Analysis: Capacity Needs by Actors Involved

ACTORS	NEEDS	ORGANIZATIONAL	INDIVIDUAL	INSTITUTIONAL AND SOCIETAL
Governmental Institutions in general	<ul style="list-style-type: none"> <li>Continuity and stability of public administration</li> <li>Definition and specialization of the functions of the institutions.</li> <li>Coherent policies for the common development strategies.</li> <li>To share information.</li> <li>Transparent public administration</li> <li>To assure the coherence in the regionalization of the country.</li> </ul>	<ul style="list-style-type: none"> <li>To strengthen the specialization of the institutions</li> <li>To share information.</li> </ul>	<ul style="list-style-type: none"> <li>To acquire basic knowledge on project management and to increase the capacity to handle them.</li> </ul>	<ul style="list-style-type: none"> <li>To clearly define institutional functions.</li> <li>To clearly define the requirements for the recruitment of public employees. To achieve the stability of public administration by guaranteeing the permanence of public positions.</li> <li>To establish the unique regionalization system.</li> </ul>
<b>KEY ACTORS</b>				
SEEPYD	SSEPLAN and SSECI take charge of coordinating between government institutions and the donors.	To achieve coordination work between SSEPLAN and SSECI.		
SSEPLAN	<ul style="list-style-type: none"> <li>To establish a régime of planning with local initiative.</li> <li>To coordinate with related institutions and share information.</li> </ul>	<ul style="list-style-type: none"> <li>To accumulate the tools of development plan formulation.</li> <li>Realize the mechanism of participatory planning with local initiative.</li> <li>To have the coordination channels with related institutions.</li> <li>To increase the capacity of monitoring and evaluation of development planning at local level.</li> </ul>	<ul style="list-style-type: none"> <li>To increase the level of planning knowledge and techniques.</li> <li>To increase the capacity to coordinate with related institutions.</li> </ul>	
SSECI	<ul style="list-style-type: none"> <li>To determine the concrete rules of the Cooperation Table and to coordinate international cooperation.</li> <li>Coordinate to share information.</li> </ul>	<ul style="list-style-type: none"> <li>Formulation of cooperation guidelines.</li> <li>Gathering, accumulation and supply of information on international cooperation.</li> <li>Cooperation Table</li> </ul>	<ul style="list-style-type: none"> <li>To increase the coordination capacity with donors.</li> </ul>	
DGDF	<ul style="list-style-type: none"> <li>Strengthening of the facilitation capacity to foster regional development with local initiative.</li> <li>Coordination in the implementation stage and share the information.</li> <li>To clarify the functions of DGDF in development actions.</li> </ul>	<ul style="list-style-type: none"> <li>To strengthen the capacity of facilitation (accumulation of tools and systematizing)</li> <li>To strengthen the capacity of information gathering</li> <li>To strengthen the coordination capacity in the implementation stage.</li> </ul>	<ul style="list-style-type: none"> <li>To increase the capacity of facilitation, project management and coordination.</li> </ul>	<ul style="list-style-type: none"> <li>To define the status and the functions of DGDF.</li> </ul>
<b>RELATED ACTORS</b>				
Provincial authorities and provincial development councils	<ul style="list-style-type: none"> <li>Impartiality and professionalization of public management.</li> <li>Coordination among municipalities.</li> <li>To share information</li> </ul>	<ul style="list-style-type: none"> <li>To strengthen the capacity of coordination and monitoring.</li> <li>To assure a complete participation of the local inhabitants in the development council</li> <li>To share information.</li> </ul>	<ul style="list-style-type: none"> <li>To increase the capacity for coordination</li> </ul>	<ul style="list-style-type: none"> <li>To assure the political impartiality.</li> </ul>
Municipal authorities and municipal development council	<ul style="list-style-type: none"> <li>To be more involved in the development process and to increase capacity.</li> <li>To foster community participation in development.</li> <li>To provide and share information to / with the citizens.</li> <li>To increase the dimension and operability of a municipality.</li> </ul>	<ul style="list-style-type: none"> <li>To strengthen the capacity of planning, management and coordination of municipal authorities.</li> <li>To increase the local population's level of awareness</li> <li>To give information to the local population.</li> </ul>	<ul style="list-style-type: none"> <li>To increase the capacity the municipal authorities personnel related to the development of their region (capacity of planning, management, coordination, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>To increase the operation scale at municipal level.</li> </ul>
Civil Society	<ul style="list-style-type: none"> <li>To increase the sense of ownership of their region's development.</li> <li>To increase the level of knowledge and basic development techniques.</li> <li>Formation and capacity development of community leaders.</li> <li>To avoid the flight of the younger generation.</li> <li>To respect the impartiality of public administration.</li> </ul>	<ul style="list-style-type: none"> <li>To foster leadership</li> <li>To foster the spirit of sharing the same idea.</li> </ul>	<ul style="list-style-type: none"> <li>To foster leadership</li> <li>To foster the spirit of sharing the same idea.</li> </ul>	<ul style="list-style-type: none"> <li>To foment the leadership</li> <li>To foment the spirit of sharing the same idea.</li> </ul>

Source: JICA Study Team

### **(3) Capacity Needs**

The analysis of capacities has been made in different stages of the Study. The core issue of this Study is "low efficiency and effectiveness of the Border Region development" and its fundamental factor at local level is that "people and local institutions have been not main actors of development." Therefore, the key to increase the efficiency and effectiveness of Border Region development is to "strengthen the capacities and initiatives at local level". In this context, capacity needs are summarized as below.

- The local people show the tendency to rely on external resources. It is necessary to foster the sense of ownership for the development of their region and community;
- Many governmental institutions implement projects and programs without having common shared strategies, without efficient coordination or continuity. Knowing it, the government is trying to employ the effective methods of participating development with local initiative under the new Law of Public Investment. Currently, a new planning system is under the process of preparation to work out operational rules and procedures, although a legal framework is established. For such reason, the governmental institutions need to accumulate practical experiences of the participatory planning system and to establish the viable methods for the continuous implementation; and
- In relation to the regime regarding the development policy framework, with the promulgation of the new Law of Public Investment, it is possible to say that the general frame of the national development system is made, then, it needs to establish the concrete measures to support its operation. In the Dominican society, still the paternalism and clientelism persist. It is necessary to professionalize and impartial the public management in the future. In addition, it is necessary to analyze the measures to discourage the out-migration of the young generation that is the main forces of the regional development.

#### **Local Level Capacities**

Firstly, it seems that there is a strong tendency toward dependence amongst people who live in the Border Area. This may be caused by the abundance of help in favor of this region. In the participatory workshops for planning, they used to fall into the discussion of "who or which body, state, NGOs or donor, would implement such a project", without thinking of local contributions. This way, without increasing the level of ownership nor increasing local capacities, effective development will not be achieved even when the government creates a new system of planning.

The new Law of Public Investment adopts the system of bottom-up planning. To implement development actions according to this law, people and local institutions of the Border Region should take on the main role, with correct ownership of the process implanted; this is the central topic of the strategy of local capacities and it is the most important task to carry out the process of participatory planning with local initiative.

Secondly, in addition to cultivating the concept of the ownership, there is a technical aspect of local communities like skill and knowledge on the development. These are awareness on the reasoning of community participation according to the new Law of Public Investment, methodology of formulation of development plans, of the monitoring with the participation of local people. Their knowledge and technical abilities as well as the level of awareness are to be enhanced.

Actors at local level include public administration like municipalities and provincial authorities and non-governmental actors such as people, NGO and local businesses. Non-governmental actors carry out the leading role is represented by the community leaders and NGOs, which can direct the community groups and organizations in front of municipal authorities. This actor does not yet have a lot of force, but, they will be able to compensate the weaknesses of the public authorities, with their abilities to forecast the future development, abundant accumulated experience, operation continuity, flexibility and neutrality of their attitudes, with the backing of an extensive communication network between people and local entities.

On the side of public administration, there is a high expectation of the role that would be played by municipal authorities, which are chosen by the direct vote of the local population. In that sense, they constitute the fundamental basis of development of the civil society. However, the management capacity of this level is very limited.

The provincial authorities, on the other hand, have certain limitations such as the number of personnel. The local population shows the largest concentration in their capitals, thus the development council should take advantage of the concentrated human resources in the provincial capitals. In that sense, the strengthening of coordination capacity inside and outside the province is required.

### **Capacity of the Institutions Involved in Development**

One of the causes of the inefficiency of the border region development is the low efficiency of the public institutions involved. The main factors in this respect are described below:

1. Creation of a mechanism that allows to integrate and to share the local needs in the formulation of policies and development plans among the municipal, provincial and central levels vertically and horizontally.
2. There is a difficulty of the accumulation of knowledge and experiences of specialties among the institutions, due to the non-continuity of the public sector's personnel. There is also a need to enhance ability of project management.
3. Inadequacy of the mechanism that allows the exchange of information on the development policies and strategies between the government institutions and donors.
4. Lack of the functional demarcation and specialization of public institutions.

The first point is the vertical integration of local needs in the formulation of policies and action plans at the municipal, provincial and central levels. There are diverse channels to incorporate local needs and proposals of development projects to the policies and plans at the central level, such as the development council (old system), Dominican Municipal League, congress members, Secretariats of State and other government agencies. Nevertheless, these channels have been not very efficient due to lack of transparency and coherence. With the passing of the new Law of Public Investment, a new system of council was introduced, being established a general framework of the bottom-up participatory planning.

Nevertheless, the effectiveness of the new planning framework will depend on the planning capacity of local people and institutions, thus making indispensable the increase of capacity of the different public bodies that are involved in the process. In particular, it is necessary to increase the capacity of municipal authorities, with respect to a great weakness of planning, project management, coordination at provincial level, formulation of programs at the central level, capacity to evaluate projects and inter-departmental coordination skills.

Secondly, the need exists to increase the capacity to accumulate knowledge and specialized experiences and project management capacity, on the part of public institutions involved in border region development. Due to the lack of knowledge and experience, these institutions tend to depend on external consultants and specialists. The recruitment requirements of public employees do not always coincide with the assigned functions. A unified competition exam is not applied for the selection of personnel. In consequence, every time that a new government administration arises, the change of a great number of public servants takes place, which is related to the clientelism that persists in Dominican society. These factors block the specialization and efficiency of public bodies. Nevertheless, it is expected that this situation will change by means of the Law of the Civil Service and Administrative Career and the establishment of the Secretariat of State of Public Administration.

In those circumstances, Law No. 496-06 and Law No. 230-07 defined the functions of SEEPYD and progress is being made in the preparation of the internal operational procedures of the institution. On the other hand, DGDF was created by Presidential Decree No. 443-00 and its institutional status has certain weaknesses as for the reach of its functions or responsibilities.

Another problem is the capacity for project management. Each public institution develops the plans of the individual projects, but the coordination mechanisms, articulation, information and approaches on the degree of priority are inefficient. Municipalities lead the process of project formulation at the local level. However, in their majority, the formulated projects are simply identified by their name, but they are not followed up on the part of municipalities. They are practically implemented without municipal supervision. Many are not projects designed by their personnel, they are not taken do account the maintenance of the projects, especially the

maintenance costs. This lack results in many goods introduced by the projects that are abandoned by a lack of maintenance. Inadequacy of monitoring systems is also one of the causes of maintenance problem. Therefore, it is necessary to enhance the personnel's capacity of governmental institutions on the sharing information, planning and management of the implementation and monitoring of development projects.

The third point is the coordination and sharing of the development strategies amongst the ministries, other governmental institutions and the donors. Although donor meetings were held as coordinated by PADF, GTZ or the World Bank, with the purpose of exchanging their experiences, there was lacking in commitment of the Dominican Government. For this reason, these meetings were limited to information exchange on specific projects. Discussion on the policies and programming levels are limited in the meeting.

A coordination mechanism was established called SINACI, in which the Dominican Government will play the role of coordinator. With the creation of SSEPLAN which is in charge of development planning and management, and of SSECI which is in charge of international cooperation, the Dominican Government has already unified the procedure to prioritize and harmonize development projects. It can improve the efficiency of communication and exchange of information between SEEPYD, other ministries and donors. I can change the previous situation wherein many donors communicated directly with each line ministry, due to the weakness of the relationship between the international cooperation window and the government institutions.

The fourth point is to define the functions of institutions in charge of Border Region development and promote the specialization of their functions. The functions of some non-financial autonomous and decentralized government institutions in charge of Border Region development are not always clearly defined and they must operate with limited budgets. This situation tends to hinder the specialization of such institutions and form an obstacle to improve their efficiency. Vague specialization also makes coordination among institutions difficult.

### **Institutional and Societal Capacities**

To strengthen the capacity of local people and institutions involved in Border Region development, it is also necessary to solve the problems of societal and institutional character that surround them.

A framework is created with establishment of the new Law of Public Investment based a bottom-up planning system. It is necessary to create a mechanism that enable the framework to work and modify institutional arrangements that can be bottleneck to new framework. Due to the culture of paternalism and clientelism, the country does not keep political impartiality of public administration, and things are determined by political convenience in many times, such as the recruiting of public employees and the selection of projects. Therefore it will be necessary to



enhance ownership of the local population, to secure the distinction between the politics and public administration, in order to foster a development management with politically neutrality, continuity and stability.

In addition, the young population's flight from the Border Region is observed. It is necessary to adopt measures to stop the exit of young people since the future generation is the force of the country's capacities.

#### **(4) For Strengthening Capacities: Methodology for Implementing Strategies**

Instead of addressing the above issues individually, it approaches in a way that collective capacities are strengthened for the actors involved in the Border Region development. Capacities of relevant stakeholders shall be strengthened through the implementing strategies. In line with this idea, Principle for Implementing Strategy, Plan of Actions and Operational Guidelines are presented below.

As the stakeholders themselves such as SEEPYD, DGDF, provinces, municipalities and local people perceived during the pilot project, when applying the development system with local initiative, these stakeholders developed not only individual capacity, but also collective capacity, as a result of synergy effects. From the experiences already obtained, one can say that the "promotion and materialization of the local initiative development" is the key of the implementation of the strategy presented here, which strengthens collective capacities of the actors involved in the development.

The implementation of the strategy refers 1) to revise and adapt the development strategies of each province, to formulate and to implement action plans and 2) to revise the strategy of the Border Region development, using the provincial strategies as a basis.

In the pilot project practiced in the selected provinces, the trials of preparation of development strategies and short-term action plans for six months are made with the participatory approach integrating local needs. Taking them as practical references, the formulation of development strategies will be expanded in the whole Border provinces. The proposed plans will be implemented. For the model provinces in the pilot project, detailed and elaborated plans will be formulated, applying the lessons learned. The proposed provincial plans will be presented at the national level of the Dominican Government for their authorization. The implementation of this program will contribute to increase the capacity of all the actors in a collective way. It is possible to produce synergy effects and the awareness shared among the stakeholders involved, and to strengthen collective capacity of local stakeholders in the Border Region.

Plan of Actions is proposed in Chapter 7 to detail the steps of the implementation of the strategies. The Plan of Actions describes how to and who take actions for implementing strategies.

A core part of capacities is related to consciousness, such as ownership, awareness, motivation,

etc. This part of capacities is developed through the implementation of activities. On the other hand, technical capacity refers to the domain of knowledge, information and technology related to development. These capacities are strengthened by human resources development (HRD). HRD has following two aspects.

### **Strengthening Local Capacity**

Capacities of local people, NGOs, municipalities and provinces need to be strengthened. This capacity development includes fostering local leaders, increase the knowledge on development, providing development information to people, enhancing project management capacity, community participation in the development councils and participatory monitoring on the development projects.

The capacity needs for each actor are shown below, which are derived from the capacity analysis.

ACTORS	CAPACITY NEEDS
<b>LOCAL ACTORS</b>	
Provincial authorities and provincial development council	<ul style="list-style-type: none"> <li>• Improving the coordination capacity.</li> <li>• Promoting community participation in development councils.</li> <li>• Sharing information.</li> </ul>
Municipal authorities and municipal development council	<ul style="list-style-type: none"> <li>• Strengthening capacity of municipalities for development (planning, management, coordination, etc.)</li> <li>• Enhancing people's awareness.</li> <li>• Providing information to people.</li> </ul>
Civil society	<ul style="list-style-type: none"> <li>• Fostering ownership.</li> <li>• Fostering local leaders.</li> <li>• Sharing principles</li> <li>• Increasing the knowledge on development.</li> </ul>

### **Strengthening Capacity of Institutions to Support Local Initiatives**

Capacities of development institutions to support local initiatives are to be strengthened. These institutions include SEEPYD, DGDF, and other governmental institutions and NGOs involved in Border Region development. These kinds of capacities are those of facilitation, the knowledge and technical abilities in project management, planning, coordination, and information management. These capacity supports to strengthen the capacity of local actors. Capacity needs for these actors are described below:

ACTORS	CAPACITY NEEDS
Governmental institutions	<ul style="list-style-type: none"> <li>• Promoting specialization of institutions.</li> <li>• Enhancing basic knowledge and skill on development activities such as project management.</li> <li>• Providing and sharing information at the municipal, provincial and central levels.</li> </ul>
<b>CORE ACTORS</b>	
<b>SEEPYD</b>	
SSEPLAN	<ul style="list-style-type: none"> <li>• Enhancing knowledge and skill in planning.</li> <li>• Strengthening coordination capacity with relevant institutions.</li> </ul>
SSECI	<ul style="list-style-type: none"> <li>• Coordination of international cooperation.</li> <li>• Sharing information for coordination</li> </ul>
DGDF	<ul style="list-style-type: none"> <li>• Strengthening of the facilitating function.</li> <li>• Strengthening of the information collecting function.</li> <li>• Strengthening coordination capacity in the implementation stage.</li> <li>• Clarifying the status and function of DGDF&gt;</li> </ul>

The capacity needs above is the outcome from the capacity analysis. Towards an ideal situation shown in Table 5.15, the responsive actors implement the strategies in line with the principle “promoting and realizing development with local initiatives”. Table 5.16 classifies capacities from viewpoints of organizational, individual and societal/ institutional capacities. Organizational capacities are strengthened through implementation of Plan of Actions. Individual capacities are developed by training. Operational Guidelines refer to necessary issues that all the actors have to mutually respect, but the Border Region development programs won’t cover. These points are presented as the Operational Guidelines presented in Chapter 8.

The Figure below shows a logical sequence from the capacity analysis to presenting implementation methodologies of the strategies.

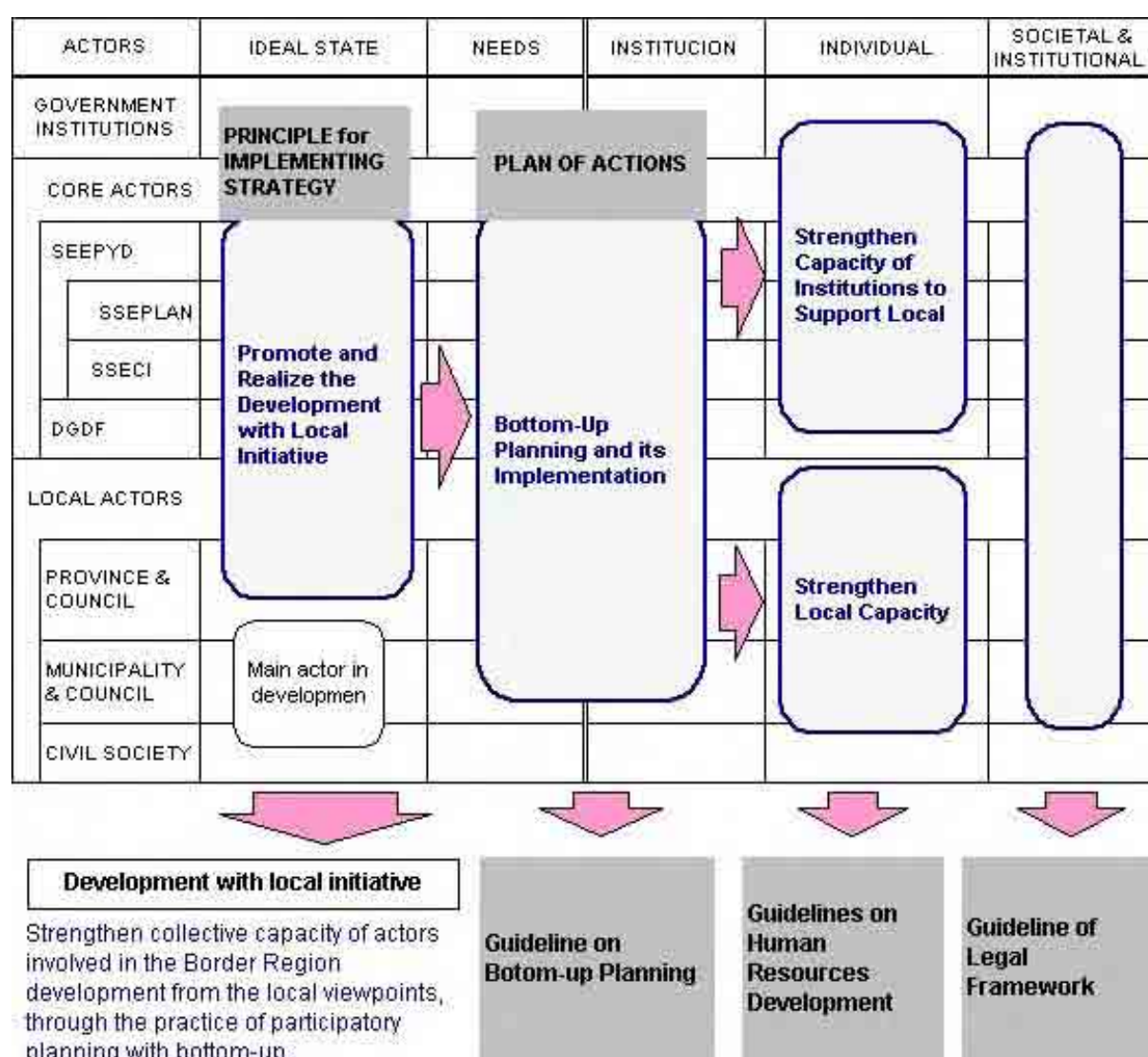


Figure5. 10 Logic Flow from Capacity Analysis, Capacity Needs, Plan of Actions and Operational Guidelines

Source: JICA Study Team

The table below summarizes issues derived from the capacity analysis and summaries of measures addressing these issues proposed as Principle for Implementing Strategies and Operational Guidelines.

Table 5.17 Summary of Capacity Needs, Implementation of Strategies and Operational Guidelines

LOCAL LEVEL/ INSTITUTIONS	CAPACITY NEEDS		TARGET	Principle for Implementing Strategy	Plan of Actions	OPERATIONAL GUIDELINE		
						Bottom-Up Type Planning	Human Resources Development	Legal And Institutional Framework
LOCAL	Fostering ownership	Strengthening local capacity	People, municipality, province	Promoting and materializing development with local initiatives	Action plan for implementing strategies			
	Enhancing awareness and knowledge on the development		People, municipality, province					Broaden the responsibilities of municipal authorities
RELATED INSTITUTIONS	Local needs into planning	Strengthening supporting capacities	People, municipality, province, DGDF, SSEPLAN, SSECI, related institutions			To strengthen the planning function	Fostering key human resources Inter-institutional HRD for Border Region development	Concrete steps of the development council system.
	Continuity and specialization of institutions		Municipality, province, DGDF, SSEPLAN, SSECI, related institutions			To strengthen the supporting function	Specialization	Strengthening of the civil servant recruitment system
	Increasing knowledge and skill of project management		Municipality, province, DGDF, SSEPLAN, SSECI, related institutions					
	Strengthening coordination function		Municipality, province, DGDF, SSEPLAN, SSECI, related institutions			Coordination capacity: coor. vertical and horizontal, coor. between national institutions and donors. Integration exchange of information		Unified regionalization
	Clarifying function of institutions		DGDF, related institutions					Justification of DGDF's role
INSTITUTIONS AND SOCIETY	Transparent and neutral administration		People, municipality, province, DGDF, SSEPLAN, SSECI, related institutions					Political neutrality of public administration

Source: JICA Study Team

## **CHAPTER 6      BORDER REGION DEVELOPMENT STRATEGY**

Chapters 6, 7 and 8 refers to topics related to the development strategy proposals of the Border Region, with the following headings:

Chapter 6: Development Strategy Proposals of the Border Region

Chapter 7: Implementing Strategy

Chapter 8: Operational Guidelines for Implementing Strategy

In this chapter the proposals is described for the development strategies of the Border Region. In the next chapter (Chapter 7), an implementation outline of the strategies is proposed. It is the step to be taken immediately after this study. In Chapter 8 the common guidelines that should be taken into account by the different actors involved in Border Region development is specified with the purpose of achieving an effective and efficient development of the region.

In section 6.1, the general outline of the formulation of the development strategy proposals is indicated.

Then, a description bemades on the additional works that have been completed since the formulation of the "Ideas on Development Strategies" (Progress Report 1: PR1) up to the strategy proposals herewith, with the purpose of showing the basics for the strategy. In section 6.2, the content of the proposed strategy is explained.

### **6.1      Process for Preparing the Development Strategy**

The development strategy proposed in this Final Report (FR) is an outcome of a series of feedback process from relevant stakeholders to whom draft strategies presented in the study process. The first version proposed in the Interim Report (ITR) is "Basic Ideas". The second version proposed in the Progress Report 1 (PR1) describes a general framework. The third version proposed in Progress Report 2 (PR2) is a draft strategy. The draft strategy was revised according to the comments on PR2. The draft strategy proposed in DFR was presented to relevant stakeholders in the meetings held in Dajabon and Santo Doming in July 2008. Many useful information and ideas were exchanged in the meetings and fed back into the Development Strategy proposed in this Final Report. The following is a chart of the workflow for strategy preparation.

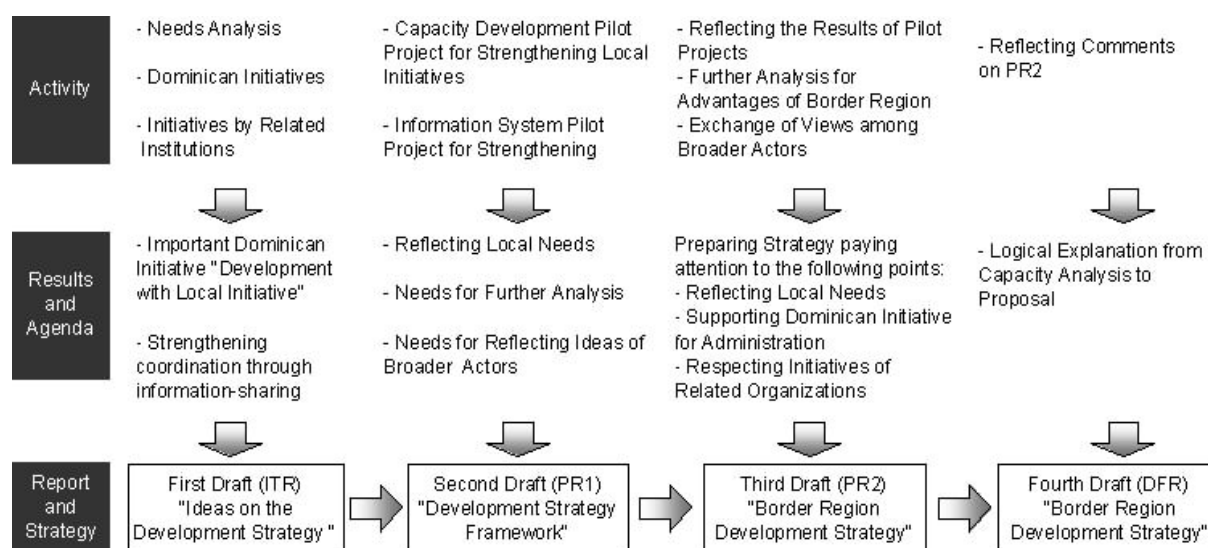


Figure 6.1 Strategy Formulation Flowchart

Source: Prepared by the JICA Study Team

### **First Proposal of the Border Region Development Strategy: Ideas on the Development Strategy (Interim Report)**

The Interim Report prepared during Phase I of this study, presented a fundamental idea on the Border Region development strategy, based upon the followings:

- Local development needs of people, communities, municipalities and provinces in the Border Region.
- Trends in improving the efficiency of development management of the country: revision of laws and other legal provision, political measures, organizations, etc.
- Initiatives taken by organizations involved in border region development.

A great importance was given to include the following essential concepts for the formulation of the basic ideas of the Border Region development strategy (first proposal) and the implementation of two pilot projects was planned in order to carry out the activities whose results will serve to reinforce those concepts described below:

- "Local initiatives" is considered an essential pillar to improve the efficiency of planning in the Dominican Republic.
- To assure an efficient coordination to achieve common goals and to share necessary information under established common development topics.

### **Second Proposal of the Border Region Development Strategy: Development Strategy Framework (Progress Report 1)**

The two pilot projects were implemented with a hypothesis established in terms of the first proposal. A general framework of the **border region development strategy** (second proposal) was conceived from the results obtained in the pilot projects implemented, although they were

still in their implementation process. It is considered that this development framework reflects a more realistic manner the local needs of the Border Region since it is the fruit of a participatory planning process and is also sustained by the results of the field studies carried out during the implementation of the pilot projects. However, we realized the need to improve them in the following aspects:

- Analysis of the background of the strategies proposed in the participatory workshops and,
- Opinions of authorities, officials and other related people at the national level of the government.

### **Third Proposal of the Border Region Development Strategy: Strategy Proposals (Progress Report I)**

Having the aforementioned as reference, this report describes the **development strategies as a third proposal** whose formulation also considered the following aspects:

- To reflect the results obtained in the pilot projects.
- To incorporate the results of the analysis about the advantages and benefits of the Border Region development, and
- Exchange of opinions with people related in different and wider environment of the border region development.

In consequence, the third proposal was established, with emphasis upon the following aspects:

- To reflect in a more tangible manner, the local development needs of the Border Region: To integrate the results of the analysis of local needs and those of the participatory planning activities for the formulation of the development strategies proposed.
- To make full use of the advantages and opportunities for growth of the Border Region.
- To support the country's initiatives with the purpose of making the planning and development policy more efficient.
- To respect the initiatives of different bodies concerned with the development of this region.

### **Proposals of the Development Strategies for the Final Report (FR)**

After receiving the comments on the reports that have been prepared since the beginning of this Study, new development strategy proposals have been formulated.

They reflect the essential findings since the main activities carried out after the Progress Report 1, comprising: (1) to reflect the results of the pilot projects in the formulation of development strategies; (2) exchange of opinions with people and institutions involved in a wider environment, (3) analysis of development opportunities that enhance the particular advantages of the Border

Region (4) logical sequence from the analysis of capacities to the formulation of the development strategies, and (5) reflecting comments on DFR into Final Report.

**(1) To Reflect the Results of the Pilot Projects**

**(a) Assumptions**

Based on the studies of Phase I, two assumptions were set as follows:

**Assumption 1:** The integration and spreading of information on Border Region development can make project management and coordination more effective .

**Assumption 2:** The empowerment of local initiative can improve the efficiency in the formulation of projects based on the people's needs.

Two pilot projects have been designed to verify these assumptions.

**(b) Results of the Two Pilot Projects, Issues, Lessons and Their Implications for Development Strategies**

**Information Center Pilot Project**

It took longer time than expected to develop the central part of information system and the time of operation was short. However, we could obtain the results, lessons and issues for the future.

**1) Development and Operation of the Information Center**

- The Information Center was established.
- The counterpart to our team defined the requirements for the system users. The counterpart also acquired necessary techniques to manage the system.

**2) Information Collection**

- The collection of information took a lot of time and the process was very complex to assure the acquisition of the information that we needed. In the process, we discovered that the sources of information do not always have an efficient mechanism of control and flow of the internal information; also, the process of the authorization for the supply of the information is usually complex. In the implementation of the project pilot, the type, methods and the maximum yield of the information collection were verified. In consequence, the types and methods of information collection were determined.
- An inter-institutional cooperation mechanism was established for the collection of the information with the participation of a great number of government agencies and institutions.
- At the municipal level, there is no control system of the necessary information and it could not be collected. Also, there is no system for the disclosure of information to the local population. The establishment of an information system at this level will be an issue for the



future.

### 3) Extension of the Information System

- DGDF signed agreements with the municipal and provincial governments, which laid the foundation for the extension of the information system.
- Text materials for the operation of the information system and to increase the skills for the handling of information at the local level.
- A model of capacity development was established to increase the ability to handle information at the local level.
- Through the activities of promotion of the information system, it was possible to increase the level of interest of DGDF personnel, the municipal and provincial governments in the system and the extension of information.
- Nevertheless, the extension of the system for the people in charge of supplying information and to the population in general was not enough and remained to be an issue for the future.
- It is necessary to promote the information system in other provinces and municipalities, besides those selected for the pilot projects, with the purpose of preparing a necessary basis for future implementation of the system.

The following can be affirmed as a result of the implementation of the Information Center Project Pilot:

- At the national level, ministries and other government agencies lack the information of other organizations, mutually. However, they possess a high level of awareness about the information and show high expectations to this information system proposed by the Project. The information system that collects, organizes and shares the existing information efficiently constitutes one of the tools for inter-institutional coordination.
- At municipal and provincial level, on the contrary, the level of awareness about information is low. However, information is shared to a certain grade through the network of informal communication among people. If it is possible to increase their awareness and ability as for the handling of information, the information system will stir up greater interest in the local population in the development of its communities and it will work as a means of exchange and inter-provincial communication and as a portal of public information to attract tourists and investors, etc. In this sense, the Information System will be able to become one of the tools for the formulation of development strategies under the local initiatives.

### Capacity Development Project Pilot

The following outline represents the overall and individual results of the Capacity Development Pilot Project and its implications for development strategies.

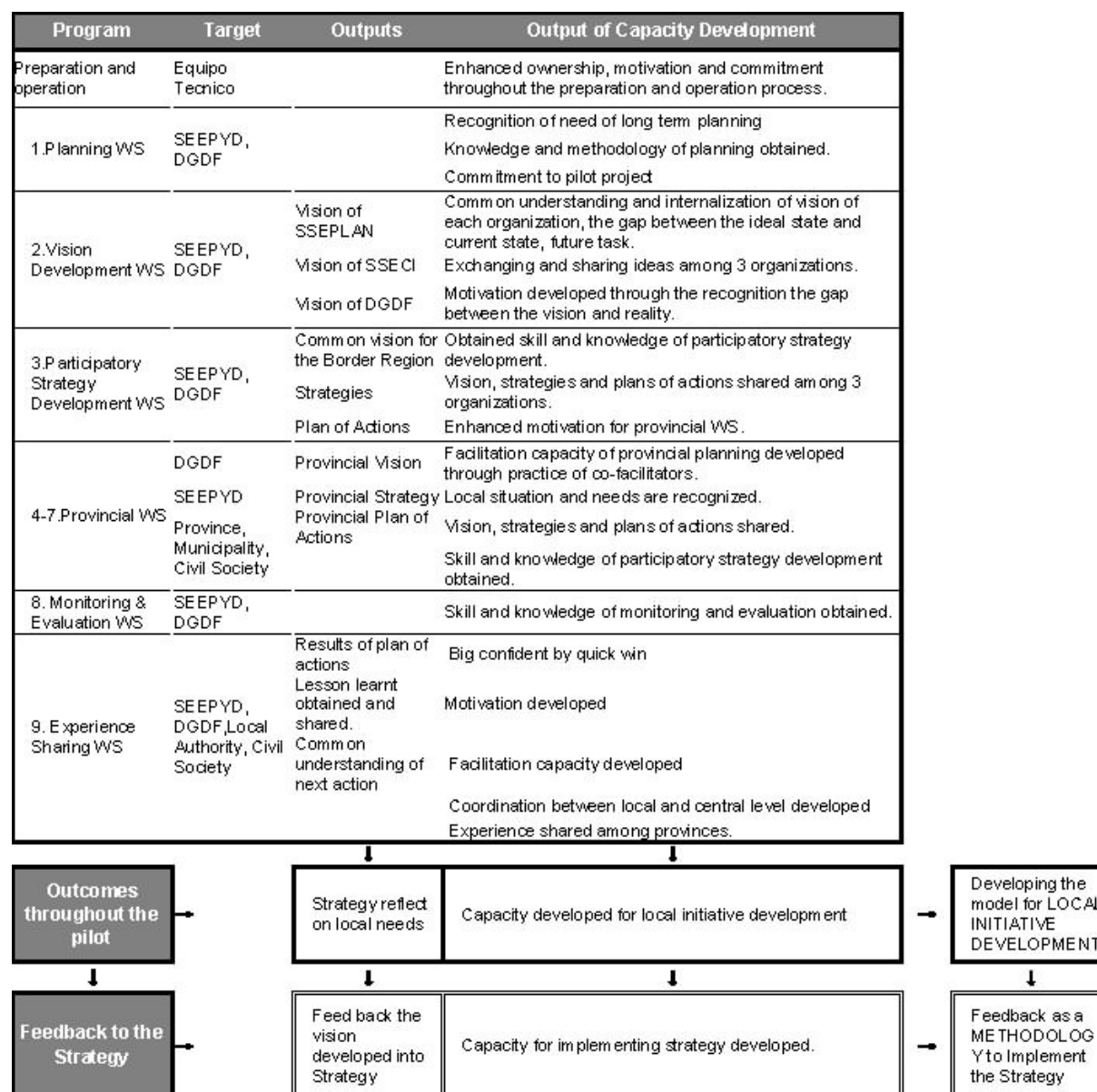


Figure 6.2 Results and Their Implications of Capacity Development Pilot Project

Source: Prepared by the JICA Study Team

The Capacity Development Pilot Project offered the following results:

- Strategies were established for Border Region development as well as for the provinces where the pilot project was carried out.
- Capacity for the development of local initiatives was increased.
- These experiences brought about "a development model based on local initiatives".

These are reflected in development strategies in the following manner:

- The "Vision" defined in this Pilot Project represent the future perspectives of the Border Region shared by the participating stakeholders, and are thus considered as “a common understanding” for the formulation of the region’s development strategies.
- The “development model based on local initiatives” is adopted as a new method of border region development.
- The improved capacities are applied to put into effect the referred development models for the implementation of border region development strategies.

The “development model based on local initiatives” will be described in paragraph 5.3.

In the Workshop on the Exchange of Experiences and Evaluation, cases took place so that the local stakeholders were able to carry out the action plans developed in the provincial workshops, after coordinating with different relevant authorities. This proved that the Pilot Project was able to produce results beyond those expected in terms of the development of local capacities. Based upon all the aforementioned, the following is affirmed about the “a development model with local initiatives”:

- The Border Region development generates positive results when local initiatives are taken. Coordination at the national level tends to be very complex, but coordination at the local level is less difficult.
- The situation is different between the southern and northern parts of the Border Region. Therefore, if the planning adopts a staggered process, from the provincial to the regional level, up to the whole region, it will be possible to make a greater scale coordination as it acquires greater local skill and ability.

## **(2) Exchange of Opinions with People and Institutions in a Wide Range**

In the process of formulation of the third version of the border region development strategies, the study team met with ministries, donors, NGOs and other relevant entities, in order to present to them the proposed strategies and exchange opinions with them. On February 12, 2008 the “Cooperation Table” was held on the border region development strategies. The results of this meeting were taken into account for the formulation of the third proposal of strategies, respecting the cooperation by international donors.

The organizations with which the study team met individually, were the following:

- Ministries and other government bodies: SECTUR, SEA, SEOPC, CEI-RD, GTI, National Council of Free Zones, Commission for the Special Area of Border Region Development

(the body responsible for the application of the Law No 28-01), Commission of Border Region Affairs.

- Donors and NGOs: Group of the UNDP Report on Human Development, Artibonito Project, AECID, USAID, CIDA, GTZ, Regional Office of ONFED, Infrastructure Directorate of ONFED, PADF, Progressio.

**(3) Additional Analysis: Development Opportunities Based on Comparative Advantages of the Border Region**

**(a) Current Situation and Threats**

**The Border Region in the Growing National Economy**

Dominican Republic is immersed in the process of regional economic integration and globalization. The engine of the economic growth of the DR comprises the following elements that are all linked with the foreign markets:

1. Exports, mainly of the Free Zones.
2. Tourism, predominantly that of "Sun and Beach": Punta Cana and the adjacent areas of the Eastern Region have registered a very remarkable growth.
3. Remittances from other countries.
4. Information and Telecommunications.

However, except remittances from abroad, the Border Region has not developed linkages with these elements and has lagged behind the growth of the country. The situation of each element is described as follows:

**Export and Border Region**

- The main products of the Free Zones are textiles towards the North American market, and most of them are located in the strip that unites Santo Domingo and Santiago, which is practically the only option in the country, since the investment cost is lower and it is endowed with levels of education and health services required to install this type of productive infrastructure. Nevertheless, entering into the new millennium, the growth of the Free Zones has stagnated due to the decrease of competitiveness of Dominican products in the North American market.
- On the other hand, the general external trade has been expanding, especially, in the line of non-traditional products, such as industrial products or processed agricultural products.
- The main destination of Dominican exports is the United States of America, however, under the trend of trade liberalization, the market of the neighboring country (Haiti) has been

gaining a greater importance for the DR, with a possibility to become a highly potential commercial partner. The DR-Haiti trade would offer a great opportunity for the Border Region.

### **Tourism and the Border Region**

- Tourism has two important poles: North and East. The main modality is the "Sun and Beach" tourism whose benefits concentrate on the tourist complexes and the benefits toward surrounding communities are quite limited. The Border Region possesses some Ecotourism resources, but time will be needed so that the local ecotourism becomes sufficiently developed. In that sense, the development of ecotourism in this area will be an opportunity, for the future.

### **Remittances from Abroad and the Border Region**

- Remittances have been increasing in the Border Region communities and within the local population that is working in the United States of America; there are already many that reside there permanently. When they decide to return to their homeland, they no longer return to the Border Region, but they prefer to live in Santo Domingo or other big cities. Therefore, remittances only continue when the first generation is abroad. When this underdevelopment model is effective in which capable human resources leave the region and end up abroad contributing to the progress of foreign countries, there would not be any hope of achieving a sustainable development in the Border Region. But, it is also true that there are many persons that return to the area and become community leaders, contributing their broad knowledge and experience acquired abroad. Only in this case, one can recognize opportunities for growth.

### **Information & Telecommunication and the Border Region**

- Information & Telecommunications is a fast-growing foot-loosing industry. The most important factor in its development is the human resource. Personnel trained in this industry prefers an atmosphere with established urban services and will hardly go to the Border Region with deficient urban services. Nevertheless, if the opportunities for business increase as a consequence of the expansion of the border trade, it is probable that support business is developed in the area of information technology and among the young generations of the rural areas.

## **The Position of the Border Region in the DR and the Hispaniola Island**

### **Position in the DR**

1. A demographic decrease and an increase in the aged population are observed. In a long-term perspective, one can foresee that proportion of the aged population will increase to such an extent that it will be impossible to reproduce human resources.
2. A great majority of the economically active population resides in the rural areas and agriculture has a little possibility to generate a high level of growth. Therefore, the economic gap will increase between rural areas and the urban area such as Santo Domingo. The relative magnitude of the Border Region will be more reduced in the national economy.
3. For the economic activities centralized in Santo Domingo, the Border Region represents an "alley" without exit and the economic presence of this area would be considered less and less advantageous.

### **Position in the Hispaniola Island**

1. Focusing on the Border Region within the context of the whole Hispaniola Island, one realizes a great contrast of the demographic dynamics of DR with those of Haiti where both the size and the density of population have been registering constant growth. It is worried that trans-border conflicts will increase in the future, accentuated by the migratory pressure coming from the neighboring country.
2. Within the movements of the regional economic integration, it is expected that the economic relationship between DR and Haiti will be strengthened, which shows a continuous tendency of population increase and provide the inexpensive labor. In that sense, the potentiality exists for the Border Region to become a point of connection for border trade, but there is also the threat in which the region becomes a "passing point" of the goods if the commercial transactions are made directly without intervention of the Border Region on the Dominican side.

As it was described, the Border Region presents the "hollowing" phenomenon in demo-dynamic and economic aspects. Under the migratory pressure from the neighboring country, it currently implies the possibility of being the source of two threats, "seed of conflicts" and "area that it will be passed through by the border trade".

### **(b) Future Perspective and Opportunity of Border Region Development**

Even with these threats, at the moment, the operations of border region trade with Haiti, in its majority, are channeled through the Border Region. Also, there are two marine ports of importance in the area for trade with the United States of America, Manzanillo in the Dominican

side and Cap-Haitien in the Haitian side.

The political situation of Haiti has been very unstable during a long period, but in the last times, it has shown a certain degree of stability. It has a large population and the per capita GDP is very low. Nevertheless, a gradual improvement of the economic situation of the neighboring country is expected, even though it will stay in the low range.

Tracing a strip of 100 km from the border to the west and another of 100 km toward the east (100 km is the distance that a person can travel and return to the same day), both strips have high potential of economic development. If the Border Region on both sides is focused, the market potential is big.

In the framework of the regional economic integration, the **strengthening of the DR-Haiti economic bond based upon "harmony" and "distribution of responsibilities"**, offers a possibility to stimulate development and competitiveness of both countries, optimizing to a maximum extent the particularities and advantages of each partner country, between the DR with a continuous economic growth and Haiti, with abundant labor force supported by the high rate of population growth. Due to its strategic location, the Border Region has a possibility to become a "cross-national basis of solidarity and economic harmonization". Should this happen, it will be possible to achieve economic reactivation and stop the demographic decrease of the region.

For the Border Region, a great opportunity lies in separating from the image of "**dead end**" of the country's economic picture as seen from Santo Domingo, and evolving toward a "**basis of strategic link**" that **unites commercial transactions both in the East-West as well as the North-South directions**. Therefore, in line with the regional economic integration; the Border Region should not lose the "**great opportunity for growth through Border Trade**".

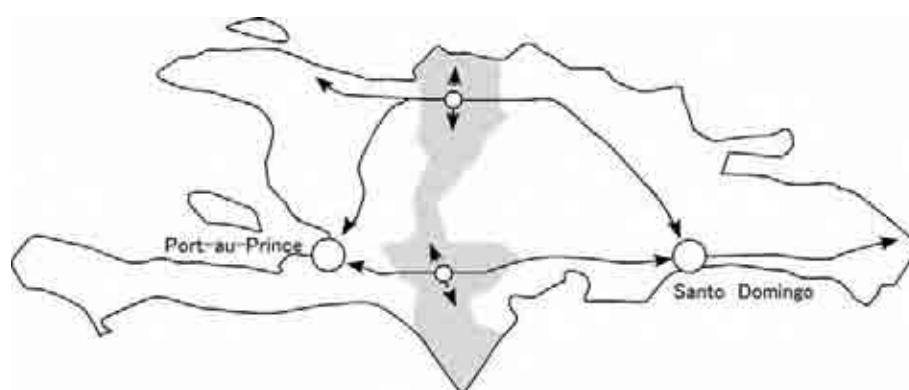


Figure 6.3 Aspects of Future Development of the Border Region

Source: JICA Study Team

With "**Border Trade**" as the central axis of development, a proposed development strategy is the growth of the "Border Market" and the business or support services derived from that market such as the computer science industry, for which the indispensable factor is "**harmonization of**

**the development priorities" with the neighboring country.**

At the same time, it is indispensable to improve urban services of the border cities to avoid the out-migration of the young people and to attract investment towards the area. It is imminent to **"create intermediate cities"** equipped with urban services. Also, it is necessary to always practice the motto of a "balanced and integrated development between the rural and urban areas" so the effects of urban development are given over the rural areas.

Regarding tourism, with the "Sun and Beach" modality, economic profit in its majority, concentrates on the tourist complexes and in very little proportion in the adjacent communities. This type of tourist exploitation has also raised diverse criticism from the environmental point of view. Many natural resources exist with ecotourism value in the Border Region, but the ecotourism has not had a solid development in the country. As the Dominican population's level of income increases, the growth of the ecotourism is expected with domestic clients. On the other hand, the average stay of foreign tourists is 9.26 days in 2007. A possibility exists in designing the ecotourism to offers one day out of this stay. Having seen this future potentiality of ecotourism, it is necessary to preserve the current natural resources and environment, to make a revision and valuation of those resources and to take measures to avoid environmental degradation. Under these efforts, DR will have a possibility to make a **sustainable commercial exploitation of "ecotourism resources" in the future.**

**(c) Market of the Neighboring Country and Potentiality of the Border Region**

The trend of cross-national trade and investments under Law No.28-01, led to the analysis of the potentiality of the neighboring country's market and the Border Region. Results of the analysis are summarized as follows:

1. Haiti receives a large amount of international cooperation and as a consequence, a great demand exists for materials and construction machinery, many of which are exported formally from the DR.
2. The demand for foods has risen in Haiti due to the population increase and the deterioration of the natural environment for agricultural production in that country. In addition, it is said that **"all the crops produced by the Border Region are sold immediately."** Nevertheless, most of these exports are made in an informal manner.
3. From the DR, products are being exported to satisfy the needs of the Haitian market, which doesn't demand high quality, and thus, products that are not competitive in the foreign markets (USA, etc.) nor in domestic markets are exported to Haiti.
4. As is the case of the border market in Dajabón, the activities of the market have generated desirable economic effects in the hinterland communities; this means that development



opportunities will be enlarged when the border markets are better organized.

5. Free trade liberalization and regional economic integration have favored the increase of competition and distribution of functions in the world economy. The textile industry in the Free Zones of DR is losing competitiveness in the North American market, and in consequence, advance in the vertical distribution of production in that sector is growing; DR produces semi-prepared materials such as cloths, and it finishes the final process of the production in Haiti for the advantage of lower cost of labor. Haiti is already being a destination of direct foreign investment from China and Korea, countries that are aware of the high potential of the neighboring country. The products are already being exported with foreign capital, participating in the competent foreign markets.

**(d) Formulation of Development Strategies**

It is proposed that the central axis of the border region development strategy is to "take maximum advantage of the commercial dynamics that takes place in the area"; because through a series of analysis carried out and described in this report, it has become evident that Border Trade will offer large development opportunities for the Border Region.

As an evidence of this, the growth of the demand for food, construction material and equipment is already observed in the neighboring country. On the other hand, in the framework of economic integration, advance is being made in the distribution of functions in production and in the case of the DR, vertical production with Haiti implies a great potential with international markets as USA.

However, we should be conscious that all this is based on the analysis made at this time. Economy has life and it is highly susceptible to the incidental changes that surround it. For example, the natural disasters will be able to change the direction of the economy, including the increase of fortuitous demand as the case of the reconstruction of the State of Louisiana, USA or increase of the demand for foods in Jamaica, both affected by hurricanes. The textile industry that had its peak is already in decadence. The current economic projections can be changed totally from here to two years.

In that sense, the people and border communities should be very cautious with internal and external events, to stay watching over the trend of the world community and to secure a development vision in a wide sense, in order to capture the positive opportunities and to get ready on time in case of threats.

They should also increase their sensibility to the internal events of the Region, identify the outbreaks of development or elements that are lacking to reinforce the advantages or to prevent weaknesses.

This responsibility won't be able to be completed by the municipal, provincial authorities and other public departments, but it should also be supported by the participation and initiative of the

local population who will assume the corresponding functions. Should the need arise it will also be necessary to involve the external agents for their integrated faculties. Fortunately, the area has already been the object of interest of different external sectors such as donors, NGOs, businesspeople, etc.

The business people are the best experts in the economy. Farmers know farming better than anybody. Teachers are the best experts in education. Then, it is necessary to analyze the future of the Border Region and the development strategies, uniting the wisdom and intelligence of all, integrating all the stakeholders related to the development of the area. It is no longer the case of passing the days in political fights to conquer small "territories."

If there are no appropriate specialists in the area, they will be able to go to specialists from Santo Domingo, or the capacity of foreign bodies or countries. This is the foundation of international cooperation. When this is achieved, the "ownership" goals and "alignment" will be reached as established in the Paris Declaration.

In conclusion, the strategies proposed in this report move around the central question, "How to take advantage of border trade opportunities?" and they suggest the implementation and adjustments on the course of an implementation framework. To put into operation this framework, the municipal and provincial authorities, citizens, Sectorial organizations, NGOs and civil society, all should think of the distribution of functions and mutual collaboration. They should assume their respective lists, guiding toward the common, committed goals all, to build a community society with wealth. The most important thing is to activate. In the implementation process, the capacity of each party will be strengthened being nurtured by the experiences and lessons acquired and generating combined effects.

#### **(4) Logical Sequence from the Capacity Analysis to the Formulation of Development Strategies**

Local capacity is the key to the success of the proposed strategies. This study was not only designed to formulate the strategies of the border development, but also to strengthen the capacities of the stakeholders and institutions that are involved in the border region development during the strategy implementation process.

In the whole study process, the analysis of capacities was made, including before and after the pilot projects, although it was carried out in a more intensive way during the implementation of the pilot projects. In the following table are summarized the results of the capacity analysis, which served as reference to proposal of implementation of strategies and the complementary guidelines. As a basic principle for the implementing strategies, "capacities of relevant stakeholders shall be strengthened through the implementing strategies".

Table 6.1 Capacity Analysis

ACTORS	IDEAL STATE	NEEDS	ORGANIZATIONAL	INDIVIDUAL	INSTITUTIONAL AND SOCIETAL
Governmental Institutions in general	<ul style="list-style-type: none"> <li>Public administration of stable and constant development</li> <li>Development administration with coherence and transparency</li> </ul>	<ul style="list-style-type: none"> <li>Continuity and stability of public administration</li> <li>Definition and specialization of the functions of the institutions.</li> <li>Coherent policies for the common development strategies.</li> <li>To share information.</li> <li>Transparent public administration</li> <li>To assure the coherence in the regionalization of the country.</li> </ul>	<ul style="list-style-type: none"> <li>To strengthen the specialization of the institutions</li> <li>To share information.</li> </ul>	<ul style="list-style-type: none"> <li>To acquire basic knowledge on project management and to increase the capacity to handle them.</li> </ul>	<ul style="list-style-type: none"> <li>To clearly define institutional functions.</li> <li>To clearly define the requirements for the recruitment of public employees. To achieve the stability of public administration by guaranteeing the permanence of public positions.</li> <li>To establish the unique regionalization system.</li> </ul>
KEY ACTORS					
SEEPYD	<ul style="list-style-type: none"> <li>To formulate development plans and coordinate resources.</li> </ul>	SSEPLAN and SSECI take charge of coordinating between government institutions and the donors.	To achieve coordination work between SSEPLAN and SSECI.		
SSEPLAN	To formulate the border region development plans that serve as basic common guidelines.	<ul style="list-style-type: none"> <li>To establish a régime of planning with local initiative.</li> <li>To coordinate with related institutions and share information.</li> </ul>	<ul style="list-style-type: none"> <li>To accumulate the tools of development plan formulation.</li> <li>Realize the mechanism of participatory planning with local initiative.</li> <li>To have the coordination channels with related institutions.</li> <li>To increase the capacity of monitoring and evaluation of development planning at local level.</li> </ul>	<ul style="list-style-type: none"> <li>To increase the level of planning knowledge and techniques.</li> <li>To increase the capacity to coordinate with related institutions.</li> </ul>	
SSECI	To make coordination of international cooperation with the initiative of Dominican Republic	<ul style="list-style-type: none"> <li>To determine the concrete rules of the Cooperation Table and to coordinate international cooperation.</li> <li>Coordinate to share information.</li> </ul>	<ul style="list-style-type: none"> <li>Formulation of cooperation guidelines.</li> <li>Gathering, accumulation and supply of information on international cooperation.</li> <li>Cooperation Table</li> </ul>	<ul style="list-style-type: none"> <li>To increase the coordination capacity with donors.</li> </ul>	
DGDF	To support the regional development based on the local initiative.	<ul style="list-style-type: none"> <li>Strengthening of the facilitation capacity to foster regional development with local initiative.</li> <li>Coordination in the implementation stage and share the information.</li> <li>To clarify the functions of DGDF in development</li> </ul>	<ul style="list-style-type: none"> <li>To strengthen the capacity of facilitation (accumulation of tools and systematizing)</li> <li>To strengthen the capacity of information gathering</li> <li>To strengthen the coordination capacity in the implementation stage.</li> </ul>	<ul style="list-style-type: none"> <li>To increase the capacity of facilitation, project management and coordination.</li> </ul>	<ul style="list-style-type: none"> <li>To define the status and the functions of DGDF.</li> </ul>

		actions.			
<b>RELATED ACTORS: LOCAL ACTOR</b>					
Provincial authorities and provincial development councils	To coordinate the municipalities to foster municipal development.	<ul style="list-style-type: none"> <li>● Impartiality and professionalization of public management.</li> <li>● Coordination among municipalities.</li> <li>● To share information</li> </ul>	<ul style="list-style-type: none"> <li>● To strengthen the capacity of coordination and monitoring.</li> <li>● To assure a complete participation of the local inhabitants in the development council</li> <li>● To share information.</li> </ul>	<ul style="list-style-type: none"> <li>● To increase the capacity for coordination</li> </ul>	<ul style="list-style-type: none"> <li>● To assure the political impartiality.</li> </ul>
Municipal authorities and municipal development council	To foster development with community participation.	<ul style="list-style-type: none"> <li>● To be more involved in the development process and to increase capacity.</li> <li>● To foster community participation in development.</li> <li>● To provide and share information to / with the citizens.</li> <li>● To increase the dimension and operability of a municipality.</li> </ul>	<ul style="list-style-type: none"> <li>● To strengthen the capacity of planning, management and coordination of municipal authorities.</li> <li>● To increase the local population's level of awareness</li> <li>● To give information to the local population.</li> </ul>	<ul style="list-style-type: none"> <li>● To increase the capacity the municipal authorities personnel related to the development of their region (capacity of planning, management, coordination, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>● To increase the operation scale at municipal level.</li> </ul>
Civil Society	To foster community initiative in the development process	<ul style="list-style-type: none"> <li>● To increase the sense of ownership of their region's development.</li> <li>● To increase the level of knowledge and basic development techniques.</li> <li>● Formation and capacity development of community leaders.</li> <li>● To avoid the flight of the younger generation.</li> <li>● To respect the impartiality of public administration.</li> </ul>	<ul style="list-style-type: none"> <li>● To foster leadership</li> <li>● To foster the spirit of sharing the same idea.</li> </ul>	<ul style="list-style-type: none"> <li>● To foster leadership</li> <li>● To foster the spirit of sharing the same idea.</li> </ul>	<ul style="list-style-type: none"> <li>● To foment the leadership</li> <li>● To foment the spirit of sharing the same idea.</li> </ul>

Source: JICA Study Team

## (5) Reflecting comments into Final Report

Draft Final Report was presented to relevant stakeholders in the meeting held in Dajabon and Santo Domingo in July 2008. Especially, the important comment is reflected in Final Report. This is that capacity strategy 5, proposed as capacity strategy in DFR, is basic principle for all other strategies; this strategy should be replaced by strengthening productive capacity.

## 6.2 Strategies Proposed for the Development of the Border Region

### (1) Development Strategy Structure

This figure expresses the structure of the development strategy. The following part explains the terms used in this Chapter.

The Objective and the Function of the development strategy express how it is expected to work in the current administration of the Border Region development.

The Vision Statement describes a future image of the Border Region in the year 2030 and a goal shows a main quantitative indicator.

The Approach is the route to the Vision.

The development strategy is the means to reach the Vision.

The Program is identified to implement the strategy.

The Principles of the Implementation of the Strategies describe the basic lines of implementation of the development strategies.

The guideline of operational provisions includes methodologies, action plans, implementation procedure and control of information.

The Methodology describes the methods of implementation of strategies. The Action Plan defines specific actions for the implementation of development strategies and describes how the stakeholders act, in terms of whom, when and how.

The Implementation Procedure refers to the implementation cycle of a project comprising planning, implementation, monitoring and evaluation.

The Guide to Establish the Implementation Régime describes the common aspects that all the stakeholders in the border region development should respect.

The proposed development strategies will have the following functions:

- To show a perspective of long term development to all the stakeholders; and
- To prepare priorities and proposal under that perspective.

This means that the Strategies will have the following functions after completing a process of

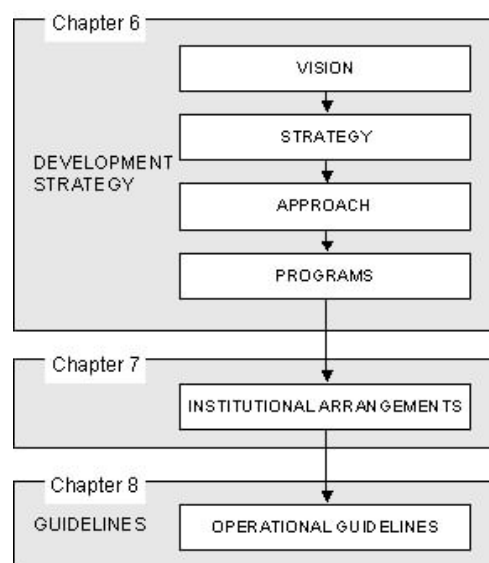


Figure 6.4 Structure of the Development Strategy

Source: JICA Study Team

appropriate authorization:

- The Strategy is used as common indicative guideline between people and related institutions;
- The government has support functions towards the Strategy;
- Some projects are identified by virtue of the Strategy; and
- The Strategy is revised periodically based on the monitoring procedures and evaluation.

**(2) Vision and Goal**

**(a) Vision Statement of the Border Region**

The Common Vision of the Border Region is defined as follows:

***"Prosperity and well-being based on Complete Sustainable Development"***

The vision expressed above has been established based upon the proposal of the JICA Study Team in the Interim report and has been developed by a series of participatory workshops held in Santo Domingo and 4 provinces of the Border Region.

This Vision implies establishing a region with ideal conditions of health, social harmony, opportunities of growth, quality and well-being of life through the investment of efforts from people and local communities in reaching the specific following aspects:

- Creation of employment opportunities and economic development
- Economic opportunities and employment,
- Preservation of environmental resources,
- To share priorities with the neighboring country, and
- Improve the level of life: even higher levels of education for their improvement, the services of health and good housing

The vision described previously is a future state visualized by the local population of the Border Region. An attempt has been made to compare the vision developed in the workshops and the draft of vision included in the Interim Report. Both visions have four types of components: people, economy, government and environment.

Table 6.2 Comparison of the Common Vision of the Border Region

	Draft of the Interim Report	Developed in Santo Domingo Workshop
Vision	Border Region. "The Prosperous Region with Diversified Economic Activity based on the Strengthening of People, the Integrated Support of Government and the Good Management of Natural Resources"	"Prosperity and Well-being Based on Complete Sustainable Development"
People	Strengthened People	Well-being
Economy	Diversified Economic Activity	Prosperity
Government	Integrated Support	Complete Development
Environment	Well Managed Natural Resources	Sustainable Development

Source: JICA Study Team

The agreed-upon Vision covers the following key words whose definition is described as follows:

- Well-being** : To discard absolute dependence upon the central public administration and to create a civil society based on participatory development with people's initiative and local public authorities.
- Prosperity** : To discard the palliative and dispersed measures against poverty and advance those of creation of employment opportunities and economic development.
- Complete Development** : To discard the dispersed development initiatives and establish the basic common understanding by means of a participatory and interactive process amongst the local population, local and central public authorities and donors.
- Sustainable Development** : To discard the dependence upon the Central Government or Donors and foster local initiatives to increase the degree of sustainability of development actions.

The visions developed in the group discussions of the workshops vividly describe the future image visualized in each participant's mind. Below is the narrative summary and the pictures of the drawings made by each group.

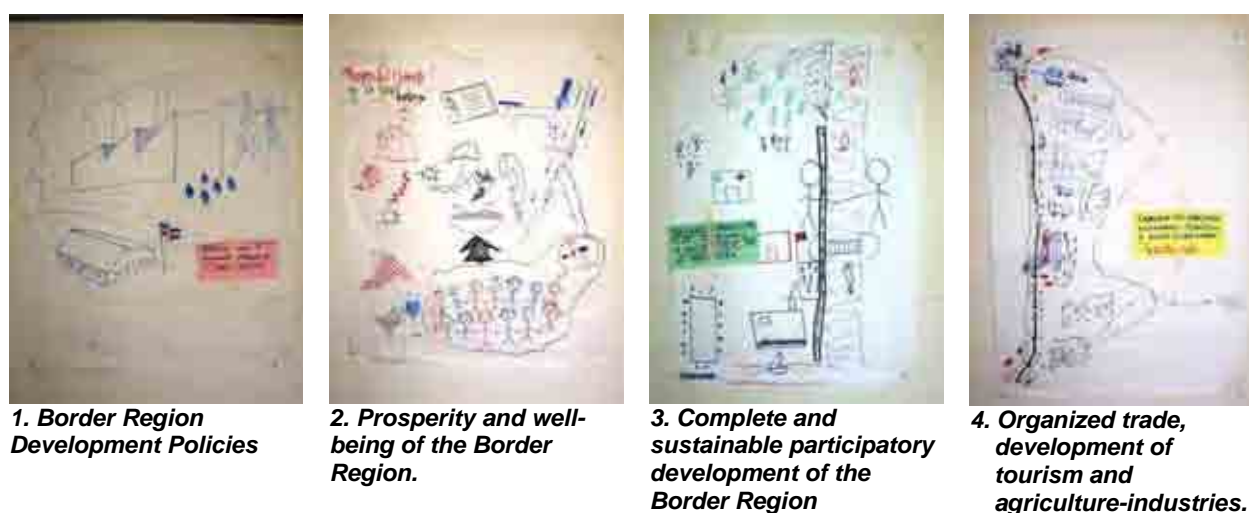


Figure 6.5 Visions and Drawings of the Future Image Developed in the Workshops

Source: JICA Study Team

**(b) Relationship with the Goal of Poverty Reduction**

The establishment of a common indicator to verify the degree of achievement of the Vision on the part of the different stakeholders who are: people, central and local public authorities, donors, and the poverty index is considered for the following reasons:

1. Poverty indexes and extreme poverty were adopted as verification indicators by the Government of the Dominican Republic to measure the level of achievement of the Millennium Development Goals and of the strategies of poverty reduction. The official goal is to reduce the average of the national poverty index by 50% from 2002 up to 2015.
2. The Border Region is the area with the greatest level of poverty in Dominican Republic.
3. With the implementation of the Capacity Development Project Pilot, it was verified that the local stakeholders strongly want to eliminate the vicious circle of "unemployment ⇔ poverty ⇔ dependence trend" and on the other hand, to generate a positive circle of "increase of employment ⇔ reduction of poverty ⇔ development with autonomy."

In the last ten years, the Dominican Republic registered a reduction of 60% to 42%, of the poverty index and from 21% to 8% of the extreme poverty index. We can say that there have been remarkable improvements as for these indexes of poverty, especially in that of extreme poverty. However, the average of the poverty index of the Border Region is 1.5 larger times than the national average, and that the extreme poverty index is to 2.8 times higher than the national average. Also, the difference has been growing with relationship to the national averages per year. That is to say, the level of poverty of the Border Region has been increased in comparison with other regions of the country.

On the other hand, the index of extreme poverty is expected to decrease at the national level as had been projected until it reaches the goal figure, however, the projections of the index of poverty will not be so optimistic, since it is considered that it would have to maintain or overcome the speed of reduction of the index registered in the past, to reach half of the figure registered at the moment.

The same as the national goal, the Border Region should also seek to reduce the level of poverty in half, according to the Millennium goals and of the Poverty Reduction Strategies. But, this will be much more difficult. In the face of this reality, after holding discussions with the members of SEEPYD and DGDF, it was agreed to establish the following projections on the behavior of the poverty index for the Border Region, with the basic understanding that the same rate of poverty reduction would remain as in the past. Taking into account the considerable flight of the young population and the high rate of unemployment that affects this population segment, it will be extremely important to foster the creation of jobs with quick effects, which will be possible for the non-agricultural productive sectors. Therefore, even having agriculture as the main industry, it is expected that in the urban areas of the border region, the presence of the manufacturing



industries, services and others related to agriculture will increase rapidly in the urban areas.

Table 6.3 Projections of the Poverty Index Reduction in the Border Region

Border Region					
Indicator	(unit)	1993	2002	2015	2030
Poverty	People, %	81.0	64.1	40	15
Extreme Poverty	People, %	37.5	20.7	7	2

Source: JICA Study Team

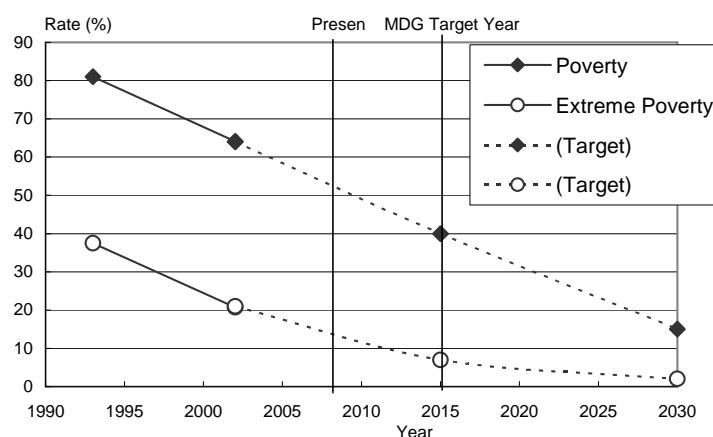


Figure 6.6 Projection of the Poverty Index Reduction in the Border Region

Source: JICA Study Team

### (3) Way to Approach the Vision

According to the Vision and the Goals established, the main problems of the Border Region can be summarized in three points:

1. The local communities don't have any force of their own to reduce poverty. In consequence, they have shown a great dependence upon the Central Government intentions and of the help provided by the donors. In consequence, these interventions or help are granted without coordination. The dispersion of the intervention (help) is not only due to the inefficiency of their planning and implementation mechanism, but, also, to a great extent, to the weakness of the local initiatives. The Study Team has identified three “latent motors” of border development that exist in the region.

#### A Cross-border trade

It is valued as a great advantage very peculiar to this potentially latent region.

#### B Regional Intermediate cities

They are valued as possible “connection points” to link the crossborder trade and the secondary productive activities, with the development of the local economy.

#### C Indications of the “Promotion of Local Initiatives”

The implementation of the dynamic development actions with the initiative of the local communities or NGOs, in Dajabón, strategic city of border trade, and other urban areas of the region, implies the possibility to expand toward other parts of the Border Region.

2. Many countries enjoy the benefits of border trade with neighboring countries. In the event of the Dominican Republic, the authorities have conformed to the idea that the bilateral relationship with Haiti, which has not always been the best that one expects, is an unavoidable "fatal disadvantage", and as if he/she had abandoned the fight to overcome it, the Central Government's interventions have been purely "assistance", those that are given to save to the weak ones of the difficulty of the moment.
3. However, from now on, solidarity and efforts of both governments are required, to improve the bilateral relationship in a quick way and in that process, to energize and take out the largest profit in the three "latent motors" of the border region development referred to previously (cross-border trade, regional intermediate cities, local initiatives).
4. The inefficiency of public administration is a common problem at the national level, including the Border Region. The main factors are clientelism, lack of continuity, ambiguous demarcation of functions, lack of a system of integration and supply of information on the situation and the policies of the country, lack of coordination amongst the national policies and the international cooperation guidelines and lack of local capacities for public management and planning. In addition to these, one can mention the following as problems peculiar to the Border Region

#### A Concentration of Assistance Programs

Being the poorest region in the Dominican Republic, the Border Region has always been the main destination of external help. Nevertheless, due to the great deficiency of the capacity of the local public administration, the assistance resources have not been taken advantage of or maintained appropriately. Also, the local communities show the largest trend towards depending on external resources or help than other regions of the country.

#### B Latent Capacity of DGDF and Little Use of Capacity

DGDF is an institution specialized in Border Region development. It possesses personnel and local offices in each one of the border region provinces. Many of their personnel are people originating from the Border Region. It implements projects in coordination with many government institutions and/or donors and their presence is vital in the Border Region. Nevertheless, it has many problems that should be overcome. In the first place, their operational environment is defined geographically (border region), instead of the fields of development sectorals, its function is not clearly defined in connection with other public bodies (Secretaries of State, provincial governments, municipal city halls, etc.) This

ambiguity is common amongst the public entities whose jurisdiction is not defined clearly according to the sectoral classification of development.

In second place, DGDF stays very busy executing the assigned projects and has very low capacity to carry out activities of planning and study. Lastly, the institution was created by a presidential decree, which makes it limited to formulate and implement the long-term operational guidelines. However, the fact that the Government of the Dominican Republic has adopted a system of participatory planning with local initiatives as a central axis of the development policies and in the face of the great weakness of the local ownership, DGDF would have a potentially large role, as the link between the Central Government and local communities.

#### C Lack of Human Resources

Although the lack of human resources is a common problem for the interior of the country, it becomes much more notorious in the Border Region, affected by the highest poverty index. It is expected that development actions be advanced with local initiative, strengthening individual and institutional capacities at the same time at the local level.

Here will be shown the ways to approach the Vision mentioned previously. In "Chapter 1: Analysis of the Current Situation", it was attributed that "the problems of poverty in the Border Region resides in a vicious cycle formed by unemployment (especially, of young people) and the flight of the rural population, leaving the area totally submerged in deep poverty."

The necessary way of approaching the socioeconomic problems in the Border Region, is not simply to remedy the poverty with the application of measures of social assistance, although this is important also to alleviate the situation, but the other approach should be emphasized:

The approach recommended is to *"Reactivate economic activities and support the Independencia and self-management of the border region communities"*.

With this approach, the Border Region development should be managed to **"promote the mutual coordination amongst institutions or amongst people involved, deploying continuous efforts toward the common goals"**.

That is to say, the support to the "development with the local initiative" will lead towards this approach, since civil society and the local inhabitants will play the main role of the development actions whose efforts are accompanied by the facilitation offered by the Central Government.

The figure 6.7 sample a conceptual outline of that said previously.

(4) Proposed Strategies

As a means to reach the Vision, to *"Reactivate economic activities and support the Independencia and self-management of the border communities"*, it is necessary to pay attention to the potential advantages of the Border Region, which are, basically, border trade and markets. Nevertheless, the Border Region, at the moment, is in "simple point of passing" of the goods for the border market and the border market has very little connection with the local economy. Would it be possible to change this situation and to take advantage of the border trade in benefit of the local economy?

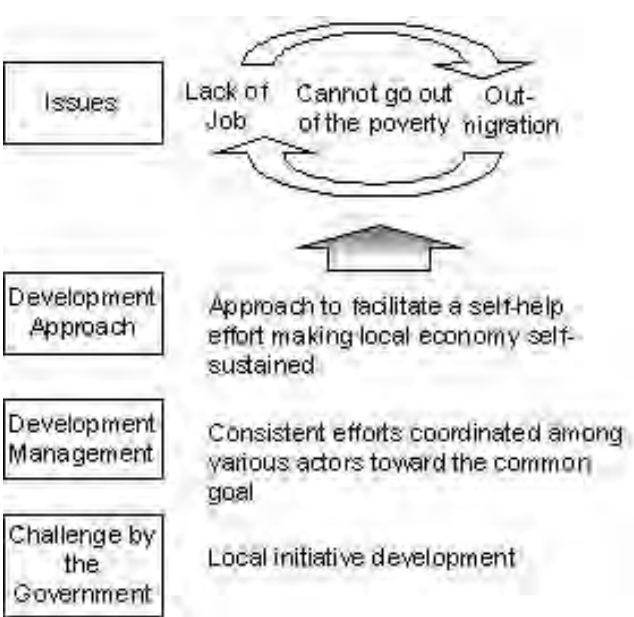


Figure 6.7 Ways to Approach Development

Source: JICA Study Team

It is possible. In many cases, local industries usually develop in the points of connection of people or agricultural products, and in their surroundings local markets and industries related to the trade proliferate, such as transport, wholesalers, repair shops, construction, financial services, etc. The presence of these infrastructures allows the establishment of processing industries and other manufacturers. In that context, what would be needed to convert the Border Region from a "crossing point" to a "point of strategic connection" of commercial transactions, is the integration of local agricultural industries to the border markets and the conditioning of regional cities so that they are more attractive and more comfortable places that can attract a wide range of people interested in commercial activities.

Within the economic policy of the Dominican Republic, the measure of "transforming the Border Region to a point of connection of the border trade" could not have as much priority at the central level as it would for the border communities. In fact, the fact that the Border Region continues as an only a "passing point", would not affect largely the national macroeconomics.

That is to say, that necessity is only perceived as "imminent" necessity by the local communities, which would have the prerogative to claim its inclusion within the local development strategies. If they do not speak loudly themselves, it is difficult that the planners at the central level will take it into account. So that the local initiatives can show their maximum efficiency in a participatory system of planning, it is indispensable that they are accompanied by measures to increase the local planning capacity.

From the point of view of the development of the Independencia of the border economy, five

development strategies are proposed as follows:

- Strategy 1: Taking maximum advantage of the cross-border market for the Region
- Strategy 2: Sharing priorities with the neighboring country.
- Strategy 3: Conserving the environment prepared for ecotourism.
- Strategy 4: Fostering intermediate cities and strengthen their linkage with rural areas
- Strategy 5: Strengthening productive capacity of border communities for the sustainable economy

"Strategy 1: Taking maximum advantage of the cross-border market for the region" and "Strategy 5: Strengthening productive capacity of border communities for the sustainable economy" are wheels of the same axis of the vehicle.

Strategy 1 has the purpose of fostering economic activities in the Border Region, revitalizing the border region markets to expand the area of impact and link it with other sectors of the local economy to stimulate a greater global economic development of the region.

Strategy 2 has to do with all other strategies, but, especially, it will constitute the basis of Strategy 1. This strategy will be considered as one of the pillars of the cross-national policy, it is already intimately related with the policies that give impact over the whole Hispaniola Island. This strategy leads to a better investment climate for the private sector, which in turn, requires the improvement of urban functions in education and health services to increase the quality of life in the Border Region.

Another very important pillar related to Strategy 1 which refers to the use of cross-border markets, is Strategy 4 that refers to the formation of regional cities and integration with the rural areas. The business atmosphere in the regional cities where the border markets are open and the connection among these with the adjacent rural areas are two necessary conditions to produce the largest economic impact in the cross-border trade in the local economy. With the realization of Strategy 4, the rural areas will also enjoy the benefits that will be brought by the cross-border trade and collateral effects such as the improvement of social services, in addition to stimulating the permanence of young people in the Border Region.

Strategy 5 that refers to the strengthening of productive capacities has the purpose of increasing income level of local communities. It supports promoting local economic activities.

Strategy 3 that refers to environmental conservation and its ecotourism use has the purpose of integrating the economic progress of the Border Region, supported by Development Strategies 1, 2 and 3, in the long-term national development strategies. It is meant to motivate the development of ecotourism, requiring environmental conservation as a previous condition. Tourism is one of the main industries of the Dominican Republic. The tourist resorts in the surroundings of the

National District metropolitan area are no longer novel destinations, and they are being replaced by other tourist destinations that have arisen later on in the Eastern Region. Likewise, other new destinations will continue arising in the future. Ecotourism, in that sense, is the avant-garde market of the strategies of tourist development of the country with a futurist vision. In the country’s tourist panorama, the use of potential tourist resources in the Border Region is highly promissory due to the abundance of local natural resources. At the same time, it is necessary to conserve the existing natural resources, which will not be possible without committing the local initiatives.

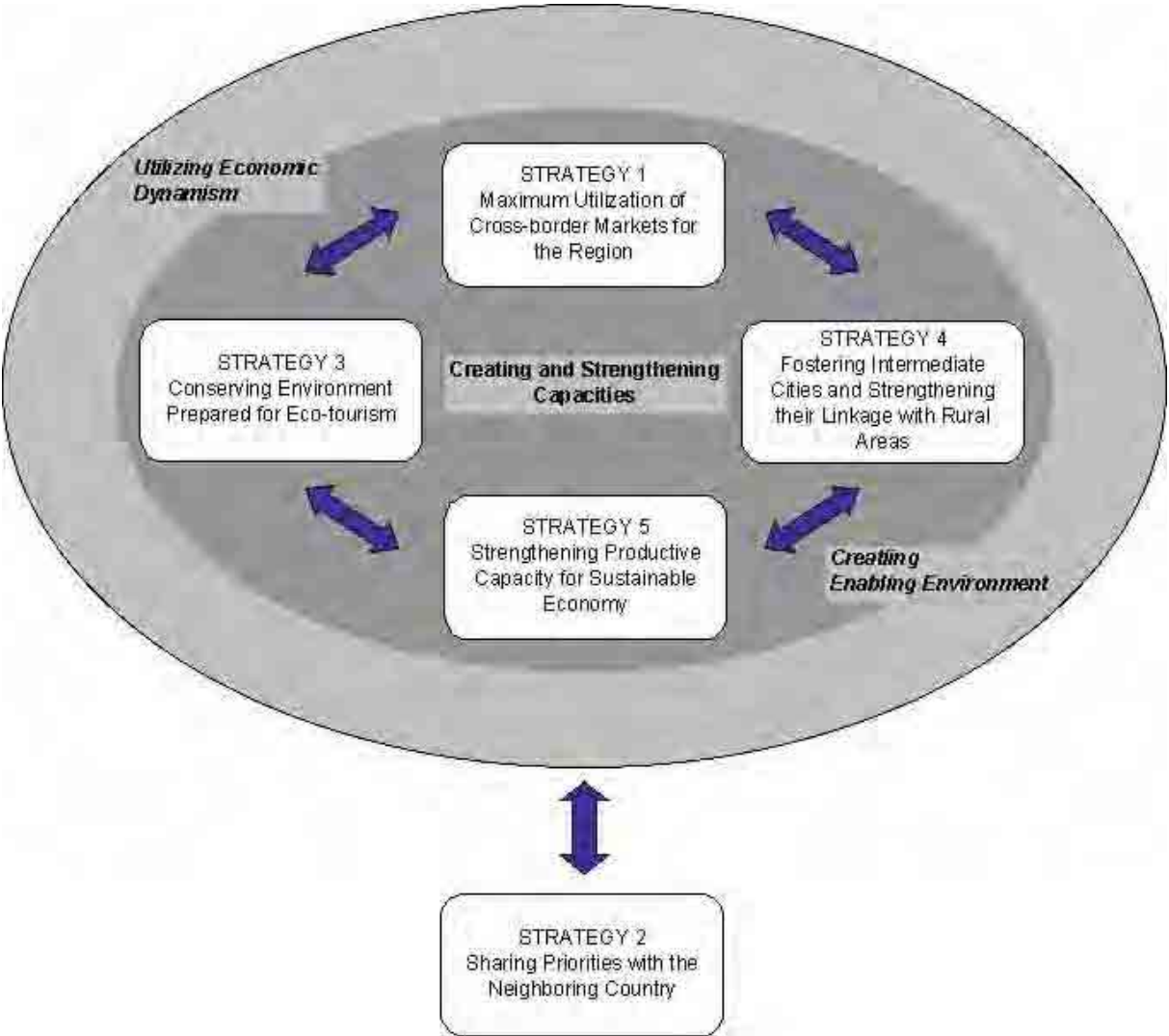


Figure 6.8 Border Region Development Strategies

Source: JICA Study Team

(5) Development Strategies and Programs

The following table shows each development strategy and its programs. Also, what follows explains the background, content and examples of the components of each strategy.

Table 6.4 Descriptive Summary of the Development Strategies

Summary	Programs	Components (examples)
1. Taking maximum advantage of the cross-border market for the Region	1.1 Modernization of the border market.	<ul style="list-style-type: none"> <li>• To diversify commodities.</li> <li>• To foster industries related to external trade.</li> <li>• To take institutional actions.</li> <li>• To enable infrastructures.</li> </ul>
	1.2 To foster private investment toward the Border Region.	<ul style="list-style-type: none"> <li>• To commit with the realization of the Border Region Vision.</li> <li>• To prepare and promote a mechanism to attract investments towards the Border Region.</li> <li>• To enable a timely atmosphere for investment.</li> <li>• To consider the local economy and environment.</li> </ul>
	1.3 To increase the offer of local products to the border market.	<ul style="list-style-type: none"> <li>• To have a mechanism to undertake the local actions and measures for matters that impact local communities.</li> <li>• To have an appropriate mechanism to understand market behavior.</li> <li>• To make the inventory of local products and the formation of groups of producers.</li> </ul>
2. Sharing priorities with the neighboring country.	2.1 Promotion of mutual understanding in bilateral relationships.	<ul style="list-style-type: none"> <li>• Educational exchange.</li> </ul>
	2.2 Development of infrastructures.	<ul style="list-style-type: none"> <li>• Access bridges.</li> <li>• Communication roads between the north and south areas.</li> </ul>
	2.3 Border control.	<ul style="list-style-type: none"> <li>• Migratory control, transparent trade and sanitary inspection.</li> </ul>
	2.4 Common matters that affect the Hispaniola Island.	<ul style="list-style-type: none"> <li>• Environmental control.</li> </ul>
3. Conserving the environment prepared for ecotourism.	3.1 Natural resource management at the community level.	<ul style="list-style-type: none"> <li>• To create management mechanism.</li> <li>• Natural resource management.</li> </ul>
	3.2 Identification and revision of local tourist resources to be exploited.	<ul style="list-style-type: none"> <li>• To create management mechanism.</li> <li>• Valuation of resources.</li> <li>• Tourist development with environmental consideration.</li> </ul>
4. Fostering intermediate cities and strengthen their linkage with rural areas.	4.1 To improve the urban services (development of intermediate cities).	<ul style="list-style-type: none"> <li>• To improve the urban function: social services (education, health and medical care).</li> <li>• Use of urban space: urban planning, land use plan, landscape plan, conditioning around the market, improvement of urban infrastructures (disposal of solid waste, potable water and sewer system).</li> </ul>
	4.2 To intensify interaction between rural and urban areas.	<ul style="list-style-type: none"> <li>• Access roads.</li> <li>• Rural markets.</li> </ul>
5. Strengthening Productive Capacity of Border Communities for the Sustainable Economy	5.1 Strengthening of management, technical and financial capacities of local producers groups	<ul style="list-style-type: none"> <li>• Basic and technical education improvement, business education, value chain development, organizing producers, and information and communication technologies.</li> </ul>
	5.2 Strategic development of infrastructure for strengthening productive capacity.	<ul style="list-style-type: none"> <li>• Road network, ports, airports, communication network, market improvement.</li> </ul>
	5.3 Developing and improving rules and mechanism for strengthening productive capacity..	<ul style="list-style-type: none"> <li>• Quality control for competitiveness, transparent and fair rules and mechanisms.</li> </ul>

Source: JICA Study Team

## **Strategy 1      TAKING MAXIMUM ADVANTAGE OF THE CROSS-BORDER MARKET FOR THE REGION.**

### **(a)      Background**

The border trade offers a great opportunity for the economy in the Border Region. The value of commercial transactions has been growing every year. The total value of exports to Haiti, including Free Zones, reached US\$300 million in 2006. Agricultural and food products are the main articles, reflecting a growing demand for food in Haiti.

In the Border Region, half of exports come from outside the Free Zones. The border trade creates opportunities for the regional economy.<sup>1</sup> In the case of the market on Mondays and Fridays which takes place in Dajabón, for example, it is considered that there are more than 1,500 salespersons on both sides of the border; 5,000 to 8,000 people that come to buy in one day; and a total of sales of US\$12.0 millions a year. From Haiti, 90% of the products are clothes and shoes, including new and used. From the Dominican side, 44% of the offer is agricultural products and the remaining 56% refers to other foodstuffs, construction materials and textiles. Besides salespersons, several thousands of people like transporters, shippers and brokers, provide services to the market, consequently, the border trade also produces additional employment opportunities. Observed, are not only the effect on employment but also other economic impact, such as, the installation of branches of main banks, increase of revenues for the municipalities and their inhabitants.

However, several limitations exist in the border trade:

- The offer of local products to the border markets is limited. According to the data of CEI-RD on the composition of the exports from the border market in Dajabón accumulated over the last three years (2005 - 2007), almost half corresponds to agricultural products, 10% to construction materials and 40% to miscellaneous articles. It is assumed that greater easiness exists to access the subcomponent of “agricultural products and foods”, even so, local products hardly represent 10% of the whole offer (source: Report presented by Rodríguez and Mary). This is due mainly to the fact that agricultural products for export originate, in most cases, in other regions of the country, for example, the Cibao Region, located in midway between the Capital and the Border Region. The middlemen established in the capital or in the adjacent areas, prevail in the channels of offer towards the border markets. On the other hand, to facilitate the insertion of local products, it is indispensable to have a support mechanism in diverse aspects, from the supply of information, road networks, organizations of agricultural producers, regulations to access the market, facilities of the provincial governments, etc. However, at the present time, it does not seem to have any government facilitation nor an organized mechanism of support.

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<sup>1</sup> ONFED



- The market itself presents an image of disorder and lack of hygiene. The security level is also questioned. It has little space for access roads and parking, and the electric infrastructure is deficient. The buyers come and leave when they finish the day's operations. The secondary industries still have not been developed such as are transports, warehouse, financial services, etc. Under the current conditions, they would be driving away the possible clients that would come although they don't have defined purposes.
- The diversity of products is limited. Border trade has been working as a market untied from the local economy. From the Dominican side, products that are cheap and easy to transport such as agricultural products, while from the Haitian side, goods that are cheap such as clothes, shoes, rice, cooking oil, alcohol, appliances, etc. The reason of the little diversity of the products offered is that the operations depend upon: (1) middlemen of agricultural products coming from other regions in the country (of the Dominican Republic), (2) Haitian merchants who can only remain in that area for a short time and are not prepared to have a long term vision of business, and (3) transporters who live off daily earnings. That is to say, they are people that have neither the motive nor the capacity to think of diversification and sophistication of the products. On the other hand, the merchants and local people of the Border Region can have justification and reason to improve the quality and diversity of their products, but there is yet no mechanism to grant facilities or infrastructure so that the population and the local productive sectors become interested in placing their products in the border markets.
- The revenues of the border trade and of related services do not return to the border communities, but, they are rather taken to the National District and other cities of the country, this is in fact because the key stakeholders of the border markets are mainly people who are non-residents in the Border Region. It is also necessary to create a favorable atmosphere for investment both for the border markets as well as to the adjacent areas. The investment to which Law 28-01 applies, are not articulated with the functionality of the border markets. (At the moment, there are 46 companies installed in the Border Region, aided by the Law and 36 are waiting the approval.)

At the moment, ONFED is developing a program to improve the infrastructure and the administration of the market in Dajabón.

Taking advantage of this opportunity, it is recommended to accumulate, diversify and improve commercial activities in the border markets, somehow to create organized groups of cross-border trade or "centers of cross-border trade" and this way to attract the necessary investment to develop other economic activities related with it. When achieving this, it would allow border markets to attract a bigger and more varied clientele in a much wider area, encouraging them to remain more time for several business opportunities in an appropriate atmosphere.

Besides the border trade, these markets could attract investment to the Border Region, especially food processing industries and support to trade.

Finally, the benefit of the border trade should extend toward the rural areas inside the area, which could be achieved through improved roads and the grouping of farmers for the sale of their products in a planned way.

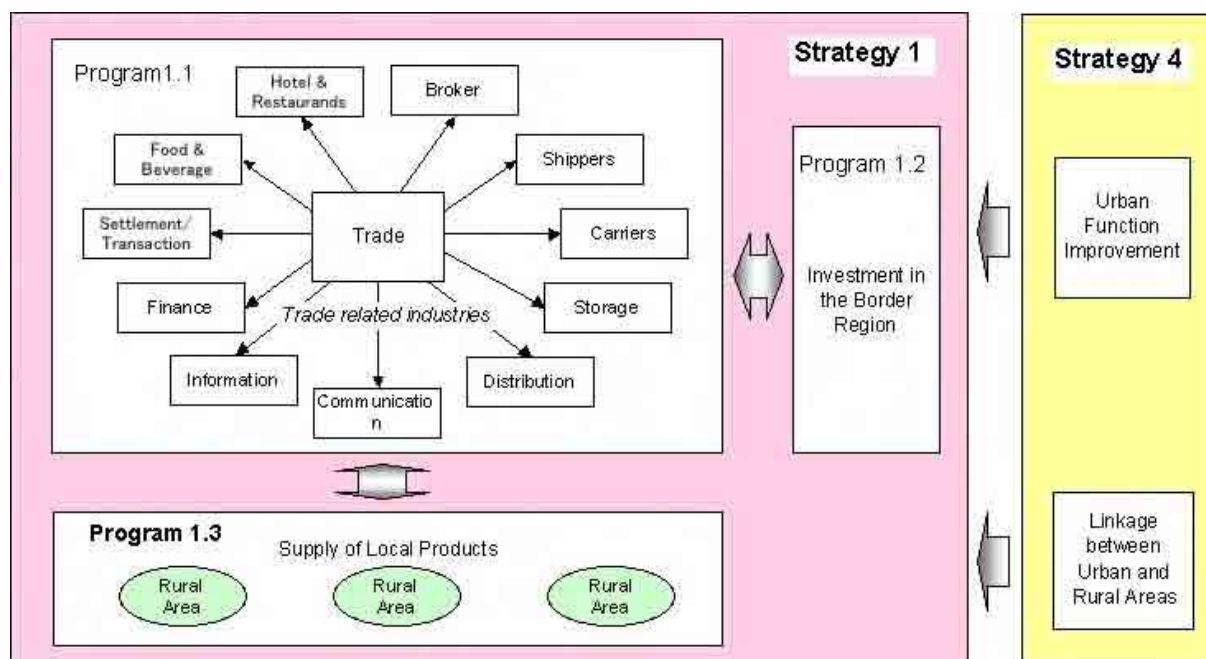


Figure 6.9 Relationship between Programs and Strategies

Source: JICA Study Team

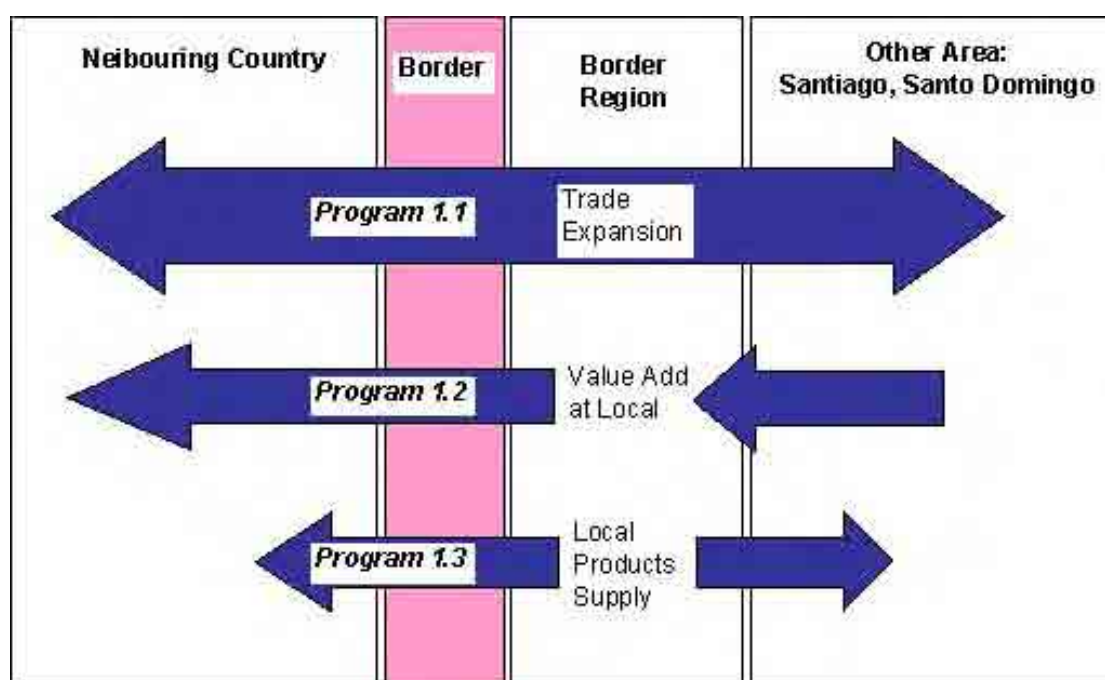


Figure 6.10 Programs and Market

Source: JICA Study Team

**(b) Programs****Program 1.1 Modernization of the Border Market functions**

- Diversification of goods to attract a wider range of clients.
  - To develop a more competent market, with more varied offers, including trademark or luxury articles, transforming it from a market with limited offers of cheap articles, raw products, copied products, fresh products and raw materials.
  - To install stores for the sale of Free Zone articles for imported merchandise (of medium and high values): perfume, products appliances, alcoholic drinks, etc.
- To foster business related with trade
  - To foster business of diversified services and high quality to support commercial, financial, informative and distribution activities (transport, warehouse, packing) to facilitate trade.
  - To transform sporadic and causal sales into “formal business” (for example, by means of annual contracts with exclusive purchase rights, among the local agricultural producers and dealers who frequent the border markets and establish a financing régime to motivate formal business.)
- To create / reinforce an administrative provision for the above-mentioned
  - To establish a system of administration of the border market. An active involvement of high local public management officials is required, such as mayors and governors.
  - To promote collaborations towards a common goal of business to guide the related diverse stakeholders, especially, the presentation of the long-term guidelines of the development of cross-border markets.
  - To promote the organization of salespersons and other related dealers that are involved in the operation of border markets.
- Improvement of the physical infrastructure and management of the market facilities.
  - To improve facilities for security, hygienic and functional market
  - To improve services and the development of services with greater value: restaurants, etc.
  - To improve the efficiency of checking services and customs inspection of vehicles which circulate along the border.

**Program 1.2 To foster private investment in the Border Region**

Investment aided by Law 28-01 is increasing and it is necessary to take advantage of this facility for the progress of the Border Region. Also, from the beginning, the scope and bond of

investment with the local economy and take the necessary measures of environmental conservation must be considered.

One of the types of investment that will be taken into account is the retribution of capital accumulated locally. In that sense, the participation of the local dealers will be promoted in the border markets. It is assumed that they would have more consideration in invest in the same communities than those that come from other regions of the country. Especially, a high demand exists for the services of transport, warehouse, wholesale, packing, repair services, production and sale of foods, etc.

Investment coming from other regions will also be promoted, keeping in mind the presence of the Haitian market and the peculiar structure of the border trade. The potential lines are processed foods (the most promissory are pastas, for the ease of handling in storage and transportation, besides their economic prices.). The possibility also exists of promoting the investment to a "more sophisticated" destination that is the development of the industries to prepare articles toward the North American market, using the very inexpensive Haitian labor. This type of associate production has been having greater peak lately in Haiti. An example of this modality is the production of fabric.

To achieve that aforementioned, the following are necessary:

1. To advance the formulation of development strategies under the participatory system "bottom-up" and at the same time, to promote both inside and outside the country, the Vision of Development Border, globally or for the whole region or by provinces, with the purpose of projecting the future profile of the region, for which the need exists for the Government also to take public investment to the Border Region.
2. Following this same line, to establish a structure to attract investment to the Border Region that includes the creation of pro-investment committees to the Border Region composed by local people, representatives of governmental institutions and of the local business sector, and the system of consultants specialized in investments. Once this structure is established, to make promotion activities to take investments toward the Border Region.
3. To have an appropriate mechanism or atmosphere for investment with the purpose of providing the facilities and necessary conditions to promote the establishment of the companies in the surroundings of the border markets.

The first step is to have a mechanism to attract to the Border Region the investments that are aided by Law 28-01. It should include measures to increase the participation of local dealers in the border markets, a greater approach and the strengthening of the relationship between the existing Free Zones and the border markets and to provide facilities to foster a larger trust of dealers and service providers in the border market operations.

The preparation of a plan of infrastructure improvement for the supply of electricity, water, etc. should also be considered (Strategy 4) and of urban services, in particular, the provision of road networks (Strategy 4).

4. It is necessary to consider how to obtain multiplying effects from the investment in the local communities and which measures should be taken for environmental conservation (See the Guideline on Legal and Institutional Framework).

### **Program 1.3 To increase the offer of local products to the border market**

It is about increasing the offer of local products to the border market and to assure that the economic impact generated contributes to the development of the local economy.

According to the behaviors of exports from DR toward Haiti, one can deduce which local products are more potential for the border market (Tables 5.7 and 5.11). Of the articles that are exported Haiti, those that are produced in the Border Region are: agricultural products (eggs, etc.), processed foods (pastas, etc.), dairy foods (cheese), plantains, black beans and vegetables. That is to say, fresh and processed agricultural products offer the largest expectation, reflecting the growing demand for food in the neighboring country.

According to the figures of imports in Haiti coming from DR and other countries, within the raw and processed agricultural products, the items of highest demand are: rice, palm oil, wheat, processed foods, milk, sugar, chicken meat, pastas, cooking oil, tomato paste, bread, garlic, cereal, fruit juice, sausages and cheese (See Table 6.5).

**Table 6.5 Import of Agricultural Products in Haiti**

	Articles	Quantity (MT)	Value (000 US \$)	Unitary cost (US \$)
1	Milled rice	276,010	107,500	389
2	Wheat	283,877	52,000	183
3	Palm oil	74,347	39,674	534
4	Whole evaporated milk	19,115	21,484	1,124
5	Refined sugar	95,371	20,900	219
6	Wheat flour	55,673	18,750	337
7	Prepared foodstuffs	6,152	18,425	2,995
8	Dry beans	24,131	16,300	675
9	Soy oil	19,100	16,200	848
10	Sugar (centrifuged, gross)	83,835	16,081	192
11	Chicken meat	17,178	13,428	782
12	Distilled alcoholic drinks	920	9,959	10,825
13	Skim cow milk	4,162	9,028	2,169
14	Vegetable oil	7,375	8,300	1,125
15	Lentils	14,539	7,400	509
16	Hydrogenated oil	6,261	6,402	1,023
17	Tomato paste	5,766	6,068	1,052
18	Prepared food, flours, malt extract	6,326	5,510	871
19	Shelled rice	21,594	5,507	255
20	Sweets	4,487	5,215	1,162

Source: FAOSTAT

According to the agricultural production of the Border Region, the following items that have

enough production volume could be taken to the border market: Banana, rice, yucca, beans, provisions, sorghum and other cereals, vegetables, fruits (avocado, lemon and papaya) (Table 6.6). Dairy products can also be supplied, because the dairy industry is quite active in the provinces of the northern part of the region (Table 6.7)

Table 6.6 Agricultural Production in the Border Region (Year 2004)

	DAJABON	SANTIAGO RODRÍGUEZ	BAHORUCO (NEYBA)	PEDERNALES	INDEPENDENCIA (JIMANI)	ESTRELLITA (ELÍAS PIÑA)	CRISTI MOUNT	REGION TOTAL
BANANA (***)	3,294	15,627	1,282,737	82,510	405,296	9,201	1,470	1,800,135
RICE (*)	248,941						232,062	481,003
YUCCA (*)	131,499	101,127	1,660	8,724	12,056	42,996	5,732	303,794
GRAINS OF CORN (*)	9,615	5,846	8,460	2,721	29,641	56,764	12,535	125,582
PIDGEON PEAS (*)	2,217	1,624	28,785	19,391	48,544	13,932	1,288	115,781
PLANTAIN (**)	205	68	45,907	896	46,595	509	2,957	97,137
SORGHUM (*)				51,505	955		15,198	67,658
BLACK BEAN (*)	3,827	431	8,501	10,393	29,245	10,043		62,440
SWEET POTATO (*)	5,946	1,660	5,785	1,907	8,526	36,662	635	61,121
PEPPER (*)	4,967	12,341	473	7,316	19,189	2,265	5,447	51,998
RED BEAN (*)	6,912	1,848	9,567	272	10,081	9,043	14,238	51,961
POTATO (*)			216	40,345			40	40,601
AVOCADO (**)	22	60	2,297	1,357	10,825	16,641		31,202
PUMPKIN (*)	7,447	3,078	2,271	9,017	5,535	1,863	1,152	30,363
PEANUT (*)	6,047	3,605		124	440	17,591	116	27,923
ONION (*)	217	81	2,773	11,619	7,852	2,390	2,413	27,345
EGGPLANT (*)	767	1,542	238	260	18,786	554	169	22,316
SABIL (*)							20,000	20,000
LEMON (**)	10,646	654	850	229	992	1,500		14,871
CARROT (*)				14,453	40		20	14,513
PAPAYA (*)	3,752	1,965	1,012	3,280	3,701		743	14,453
MELON (*)	103	35	15	15	346		13,266	13,780
ORANGE (*)	2,819	164	3,441	5,829	1,308			13,561
YAM (*)	909	48	110		1,246	6,607		8,920
CUCUMBER (*)	140	4,307		16	3,791	12	257	8,523
CILANTRO (*)	5,600		1,654	2	11	4	23	7,294
WHITE YAUTIA (*)	1,195	1,133	270		360	3,030		5,988
WHITE BEAN (*)	87		4,969	20	681			5,757
SQUASH (**)	2,414	6	249		1,966			4,635
SALAD TOMATO (*)	7	203	38	2,900	926	63	16	4,153
CELERY (*)			733		2,370			3,103
FRESH CORN					2,122			2,122
GRAPEFRUIT (**)			1,444	306	7			1,757
OKRA (**)	677	646	3	34	48		10	1,418
COCOYAM (*)					1,188			1,188
GRAPE (*)			956					956
WATERMELON (**)	148	75	211	15	82		166	697
PINEAPPLE (*)							450	450
PASSION FRUIT (**)	35	108	265	21				429
LOCK (**)						384		384
CABBAGE (**)	18	8	17	219		19		281
LETTUCE (**)	68	17	7	35	70	5	5	207
CHERRY (*)			204					204
BEET	4		21	66	13		13	117
SCALLION (*)					100			100
DRY CORIANDER (*)			39					39
YELLOW COCOYAM (*)	20							20
GARLIC (*)			11					11

NOTES: (\*) Quintal, (\*\*) Thousands, (\*\*\*) Branches

Source: Secretary of State of Agriculture

Table 6.7 Number of Cattle Producers by Productivity

Province	Meat		Milk		Double Purpose		Total	
	Cant.	%	Cant.	%	Cant.	%	Cant.	%
Bahoruco	490	12.1	208	5.2	3,338	82.7	4,036	100
Dajabón	4,006	15.6	3,753	14.6	17,945	69.8	25,704	100
Elías Piña	1,441	37.5	409	10.6	1,997	51.9	3,847	100
Independencia	2,146	21.8	343	3.5	7,359	74.7	9,848	100
Montecristi	1,961	9.5	3,669	17.9	14,922	72.6	20,552	100
Pedernales	4,769	54.2	409	4.6	6,627	41.2	11,805	100
Santiago Rodríguez	3,706	18	6,088	29.5	10,837	52.5	20,631	100
<b>Total</b>	<b>18,519</b>		<b>14,879</b>		<b>63,025</b>		<b>96,423</b>	

Source: National Registration of Agricultural Producers, SEA, 1998.

According to these statistical data, one can observe that the agricultural products, fresh and processed foods, have greater potentiality for their growing demand in the neighboring country, and they are produces in the Border Region in enough quantities to supply the border markets.

The selection of items will depend on the profitability of the business. It is important to analyze the trend of the market that changes constantly, and determine the best approach to generate the largest possible profit. In that sense, it is important to take advantage of the knowledge of the managers who are specialist in the business, in this case, to integrate them into the management of the trade channels of products in the border markets, as well as to form community leaders, especially, those provided with knowledge of management.

The potential products differ according to the area. The border strip has a long form in north-south direction, with different local capacities and the situation of the market of contiguous Haiti. Therefore, it is necessary to analyze the needs of each area (North and South) according to the trend of the market and the conditions of the suppliers of the products, and to make a strategic approach.

For example, in the city of Loma de Cabrera in the province of Dajabón and in the contiguous province, Santiago Rodríguez, many rural families are devoted to the homemade production of "casabe" made from yucca and of marmalades made from the fruits that are harvested in their communities. A part of this production is taken to the border market, but in an individual way. There is no organized system to provide these local products. It is very important to create a mechanism that allows the group of producers to develop a business mentality and acquire the capacity to have the domain of different strategic approaches.

Below are proposed actions related to the supply of local products to the border market:

1. In each strategic point (community) of the border trade, create the collective community structures, for example, a "committee of local products" composed of the groups of producers, business sector and government sector.
2. To follow up on the behaviors of the Haitian market, through the dynamics presented in the border markets or at the level of the whole Border Region and/or to create a system for such a purpose.
3. To make a list of the groups of producers that can provide their products to the border markets. To select the potential products and carry out the activities to define the chain of values among the producers, agents who participate in the chains of commercialization and other people related to the border market. In some small cities the development of services related to the chains of the commercialization of agricultural products will be fostered, such as transport, warehousing, information on production, decision-making system and commercialization services. Road improvement is the most important method to increase the

efficiency of the commercialization channels. (Strategy 4)

Work will also take place to cultivate the managerial mentality of the leaders of these sectors / groups and to improve their capacity to manage their groups.

## **Strategy 2: SHARING PRIORITIES WITH THE NEIGHBORING COUNTRY**

### **(a) Background**

For the development of the Border Region it is necessary to share with Haiti due to the following reasons:

1. The geographical conditions characteristic of the Border Region limit the local economic growth with due autonomy and at the same time, concern exists of populational hollowing under its stagnated economy. During the last ten years from 1993 up to 2002, four Border Region provinces (Bahoruco, Dajabón, Elías Piña, Santiago Rodríguez) have experienced a demographic reduction of almost 10%. A growing pressure of the Haitian migration to the country constitutes a latent cause of the social and environmental problems of the area.
2. On the other hand, considering the access to the Haitian market (population: 7.7 million, of which 2 million reside in their capital, Port-au-Prince), the Border Region is endowed with geographical advantages over the rest of the country to supply local products (especially, foodstuffs and construction materials) that the neighboring country cannot product.
3. The two countries should enjoy the mutual perspectives if both share their development priorities. The Border Region would be the midpoint between Santo Domingo and Port-au-Prince.

Haiti is considered the poorest country in Latin America, but, from the year 2006, with the return to power of President René Preval, it has maintained a more or less stable political situation. While, that stability continues, economic growth could begin in this country. In those circumstances, the potential advantage of Haiti for export will be the industry of agricultural processing, based on its abundant labor force, as well as the production of traditional agricultural products for export. It has already been observed that foreign companies, of Chinese, Korean, and other capital, are settling in Haiti.

However, Haiti does not have the natural resources necessary to be able to satisfy the nation's demand for food due to an extreme degradation of the agricultural environment. Therefore, it will continue being, largely dependent of the Dominican Republic in the supply of foods and other articles of daily use whose demand it is considered will continue growing or being diversified.

At the present time, there are harmonic relationships with the neighboring country, largely due to the mutual trust between the two presidents. In 1998 the service of international mail began



between the two countries. In March 2007 the Framework Agreement of Technical Cooperation, Investigation and Public Policies was signed. In parallel, communication has begun to exist within the private sectors of both countries in several channels, both at the public and private level, for example:

- Negotiations with Haiti through the Association of Wholesalers of Chickens and Eggs of the Northeast Region.
- Exchange among the mayors of the two border cities through the municipal Association for the Development of the Basin of the Massacre River.
- Collaboration Agreement between the Dominican Free Zone Association (ADOZONA) Areas and the Industrial Association of Haiti in 2007.

Gradually, the donors have supported trans-border projects for environmental conservation and community development amongst them they can be mentioned:

UNDP / CIDA / GTZ / USAID

Project of Artibonito River Basin Development

FUDECO / USAID

They implement a series of projects for the development of local capacities in the trans-border environment.

ONFED / EUROPEAN UNION

Road rehabilitation, Bridge on the Massacre River.

Manzanillo Port Project

Preservation of Enriquillo and Azuel Lakes

PADF / USAID

Nou-Nuestra Frontera Program

Social Services and Church of the Dominican Republic / NORAD

Reforestation in the Border Region

However in spite of the progress, two main obstacles exist. First, actions are inadequate in the technical level to follow up the efforts at higher levels to promote collaboration amongst the two countries. Second, the Dominican Republic faces problems and bad social reputation provoked by the continuous immigration (legal and illegal) from the neighboring country that reaches between 1.0 to 1.5 millions, drug trafficking, AIDS, pruning of trees and criminal activity. In particular, Dr. Leonel Fernández Reyna, President of Dominican Republic, asked for solidarity from the international community to fight drug trafficking in his speech at the General Assembly of the United Nations in 2007.

## **(b) Programs**

In view of the need, progress and obstacles described above, the following four programs are proposed:

**Program 2.1      Promotion of mutual understanding in bilateral relationships.**

A mechanism should be structured in the technical level to follow up the efforts and exchange of the higher levels to promote cooperation between the two countries. The actions of the Secretariats of State may be reinforced to support the DR-HAITI Bilateral Commission, so that the dialogue can be more intensive through the respective sectoral channels. At the same time, private initiatives for bi-national exchange bi-nacional and their relationship with their respective governments will be properly strengthened.

For these ends, efforts will be made to encourage the government and relevant private organizations to exchange information about Haiti. In the country, many organizations related with border matters exist, such as: WORTHY COMMUNITY, Council of Coordination of the Special Area, Social Cabinet of the Executive Branch, National Council of Border, General Directorate of Border Region Development (DGDF), General Directorate of Promotion of Border Region Communities, the Armed Forces, INDESUR, INDENOR, PROCOMUNIDAS, amongst others. A revision should be made of the role and efficiency of these organizations with the purpose of increasing global efficiency.

Because the lack of enabled human resources constitutes a main bottleneck for mutual understanding between both countries, it is considered pertinent that the government of DR supports education and training of Haitian government officials. The Government of the Dominican Republic has already begun the capacity development of Haitian policemen, which will also contribute to improve the security of the Dominican side of the Border Region. International cooperation will possibly be needed to be able to undertake activities that embrace diverse fields of capacity development.

The current efforts should be reinforced to find institutional frameworks for economic interaction between the two countries such as a Free Trade Agreement that is expected to be signed in this month of March. It would be also be effective to use the regional agreements of CARICOM, for which some fields have already been proposed such as prevention of drug trafficking, protection of biodiversity, etc.

**Program 2.2      Infrastructure development**

DR should facilitate the implementation of plans of infrastructure development through which the interaction would be optimized amongst the two countries and consequently the economic benefits of the Border Region. In particular, the following plans are considered most important.

- The construction and improvement of bridges to improve access.
- The improvement of a north-south highway along the border: (Border Highway).

- The expansion of the Port of Manzanillo. This is the deepest port in Dominican Republic. In July 2007, investors from Libya proposed the construction of a refinery to supply the Caribbean market.
- To improve the efficiency of the traffic on the border roads (road improvement, parking areas, customs services, migration procedure for the entrance and exit of the country) etc.

### **Program 2.3      Border Control**

The government of the DR has increased the control and border surveillance since 2007, strengthening the Specialized Body of Border Security (CESFRONT). However, it is observed that control is not always effective throughout the border which extends about 280 km. Aimed at improving efficiency of control and to establish the régime of more practical surveillance, it will be very important to analyze the application of the following measures, which will also favor the increase the trust between the two countries and the development of border trade.

The measures that should be applied are:

- Greater control of the flow of people in other entrance points along the border, besides the existing points of border trade.
- A more drastic and modernized control of migration and customs in the existing points of border trade.

### **Program 2.4      Common matters that affect the whole Hispaniola Island**

DR and Haiti should work jointly with the common matters that affect the whole Hispaniola Island, amongst which can be mentioned:

- Natural disaster control mechanism: The control of natural disasters in the Dominican part is beneficial not only for the Border Region, but also for the Haitian side.
- Environmental conservation at the level of the whole island. Some initiatives of international donors to prepare systems of environmental handling of the basins of the Artibonito and Massacre Rivers, can be referenced.

## **Strategy 3:    CONSERVING THE ENVIRONMENT PREPARED FOR ECOTOURISM**

### **(a)      Background**

There are many tourist resources without exploiting in the area as it is shown in the table below, in their majority, they are natural or cultural resources. These tourist resources have not been exploited because they are not of the type "Sun, Sand and Beach" resources, for which the Dominican Republic enjoys a reputation as an international tourist destination.

Table 6.8 Evaluation of Border Region Tourism Resources

		Segment of the Market							
		Handicraft	Adventure	Culture	Water Sports	Nature	Sport Fishing	Beach	Residential Tourism
Barahona.	Potential	X		X				X	X
Pedernales	Current					X		X	
Montecristi	Potential		X		X	X			
	Current				X		X	X	

Source: SECTUR, Strategic Plan of Tourist Development of Dominican Republic.

Especially, many natural resources exist in the Border Region and there are 23 scientific reserves of a total of 87 established in the country. It is a very rich region in natural resources appropriate for ecotourism (See the following table). It is necessary to mention that in 2006, 70,000 tourists visited Estero Hondo located in Montecristi in the north part of the border strip. In the south part, is the scientific reserve of Enriquillo Lake, with high concentration of potential tourism resources. Also, the community of Jaragua and the Central Mountain Range in the proximity of the Border Region are also ecotourism destinations. Nevertheless, signs of degradation of natural resources are also observed, as well as the reduction of forests. On the other hand, Haiti is being seen as new potential tourist destination where it is gradually recovering political stability and the Border Region, due to its proximity to the neighboring country, is considered as a strategic point of tourism in Haiti.

Table 6.9 Official Protected Areas in the Border Region

Sub-category	Name	Province
River	Chacuey River Wildlife Refuge	Montecristi
Mountain / Springs / Forest / Dune	Villa Elisa Scientific Reserve	Montecristi
Sea / Island	Seven Brothers Keys Wildlife Refuge	Montecristi
Lagoon	Saladilla Lagoon Wildlife Refuge	Montecristi
Mountain / Forest / Dune	Las Matas Forest Reserve	Montecristi
Mountain / Forest / Dune	Cana River Forest Reserve	Montecristi
Sea / Island	Estero Hondo Marine Mammals Sanctuary	Montecristi
Mountain / Forest / Dune	El Morro National Park	Montecristi
Sea / Island	Estero Balsa Mangroves National Park	Montecristi
Mountain / Forest / Dune	Cerros de Chacuey Forest Reserve	Dajabón
Mountain / Forest / Dune	Cayuco Forest Reserve	Dajabón
Mountain / Forest / Dune	Alto Mao Forest Reserve	Santiago Rodríguez
Mountain / Forest / Dune	Armando Bermúdez National Park	Santiago Rodríguez
Mountain / Forest / Dune	Nalga de Maco National Park	Santiago Rodríguez, Elías Piña
Mountain / Forest / Dune	Cerro de San Francisco National Monument	Elías Piña
Lagoon	Lago Enriquillo and Cabritos Island National Park	Bahoruco, Independencia
Mountain / Forest / Dune	Sierra de Neiba National Park	Bahoruco, Independencia
Mountain / Forest / Dune	Sierra de Bahoruco National Park	Independencia, Pedernales
Mountain / Forest / Dune	Las Caobas Natural Monument	Independencia
Mountain / Forest / Dune	Los Cacheos Natural Monument	Independencia
Mountain / Forest / Dune	Jaragua National Park	Pedernales
Lagoon	Oviedo Lagoon National Park	Pedernales
Sea / Island	Cabo Rojo – Bahía de las Águilas National Recreational Area	Pedernales

Source: Secretary of State of the Environment and Natural Resources

It is considered that the number of visitors to these protected areas represents the size of the local ecotourism market. 760,000 people visit the protected areas disseminated in the country, of which

84% is foreign and a little more than 90,000 go to the Border Region. 70,000 people visit Estero Hondo, located in the north part of the Border Region and 97% are foreign, while in the south, 6,000 people visit Jaragua, of which 93% is from the Dominican Republic, and 8,000 people visit Enriquillo Lake, of which, 92% is Dominican.

Table 6.10 Number of Visitors to the Protected Areas in the Border Region

PROTECTED AREAS		Domestic	(%)	International	(%)	Total
Estero Hondo (Montecristi)	Montecristi	2,441	3.4	68,367	96.6	70,808
Armando Bermúdez	Santiago Rodríguez	2,461	80.4	601	19.6	3,062
Lake Enriquillo and Cabritos Island	Bahoruco, Independencia	7,257	92.0	628	8.0	7,885
Sierra of Bahoruco	Independencia, Pedernales	3,683	85.6	621	14.4	4,304
Jaragua	Pedernales	5,565	93.1	413	6.9	5,978
<b>Total of the Border Region</b>		<b>21,407</b>	<b>23.3</b>	<b>70,630</b>	<b>76.7</b>	<b>92,037</b>
<b>Main Protected Areas in Other Regions</b>						
Cave of the Three Eyes in Santo Domingo		29,077	22.1	102,352	77.9	131,429
Eastern National Park (Saona Island)		1,877	0.5	356,168	99.5	358,045
<b>TOTAL IN DR</b>		<b>123,426</b>	<b>16.2</b>	<b>640,324</b>	<b>83.8</b>	<b>763,750</b>

Source: Secretariat of State of the Environment and Natural Resources

The tourism of the Dominican Republic, on the whole, receives around 3.5 million tourists per year in 2006 and it is one of the main sources of foreign currency for the economy of the Dominican Republic (3.8 million dollars, 2006). However, the great majority of the tourist flow concentrates in the big tourist poles located in the Eastern Region (Punta Cana, Samaná), North Region (Puerto Plata) and the Central Region (Santo Domingo / Boca Chica / Juan Dolio) under the exclusive modality of "Sun and Beach."

Table 6.11 Number of Foreign Tourists Entries by Airport (% , 2007)

Punta Cana	Puerto Plata	Las Americas	La Romana	Cibao	Catey, Samaná	La Isabela
52.17	15.81	19.73	5.9	4.34	1.77	0.38

Source: Central Bank

Although the tourism of "masses" makes a great contribution to the national macroeconomics, its benefits concentrate on the tourist resorts and the benefits toward the adjacent communities are quite limited. The providers adjust the tourist packages according to the needs of the source markets, which don't always coincide with the needs of tourist development in the country. According to the UNDP, a remarkable growth of the tourist industry has been observed in the Eastern Region, in Punta Cana, especially, however, the situation of poverty has not had improvement. For such a reason, both the government and the private sectors that compose the tourism sector of the Dominican Republic need to diversify their products, to increase competitiveness and to take the impact of the tourist development to the local communities.

Although there are the existing resources in the Border Region, a competent tourist development cannot be assured in little time. On the other hand, tourist resources exist which would enter in

the segment of "Sun and Beach", however, access from the nearest airport is very precarious. Also, a deep discussion has not been made on the possible environmental effects of tourist development in the region.

The Border Region possesses some ecotourism, but time will be needed so that the local ecotourism is developed sufficiently. To the step of the economic growth of the country, the demand of the domestic tourism will be increased. The average time of foreign tourists stay is 9.26 days (2006), so a day of that time may be dedicated to ecotourism. In that sense, ecotourism development in this area will be an opportunity for the future.

Until ecotourism achieves more interest and transforms into the biggest productive activity in the DR, a considerably long time will pass, meanwhile, it is necessary to constantly take care of the natural resources and the cultural environment that are very weak. Their preservation needs an environmental management based on "community initiative". This refers to the locally rooted community, composed by the local population, civil organizations and institutions represented by local NGOs. It should go to this popular force, because the centralized environmental management, "top - down", will not be able to cover the whole local population that is distributed in a dispersed way, in a very extensive region such as the Border Region.

On the other hand, steps have advanced to establish a legal and institutional framework for the development of tourism, especially, ecotourism. Law No. 266-04 designate Barahona and Elías Piña as ecotourism provinces (Laws No. 212-04 and 156-06). In the country some provinces have established the "Ecotourism Council", but there is none in the Border Region. The provinces of Barahona, Pedernales and Bahoruco were designated as high-priority tourist development poles in the Southwest Region. By Means of Decree No. 447-03 of 2003, tourism development was declared "high-priority" for the nation and aided by this instrument, the "Tourism Commission" was established in different levels of public administration; national, provincial and municipal (Law No.121-66). These provisions have been the fruit of the process of maturation of awareness that gives importance to the monitoring and environmental conservation activities of the communities themselves. This could be verified in the process of implementation of the Capacity Development Project Pilot. However, the institutional and legal provisions and the developed awareness still have not been able to articulate sufficiently to produce the concrete actions with the involvement of the target population, which is the problem that it should be faced from now on.



Figure 6.11 Tourism Resources in the Enriquillo Zone

Source : Embajada de España en República Dominicana – Agencia Española de Cooperación Internacional, Diagnóstico de la Situación del Turismo en la Región Enriquillo, 2007

**(b) Programs:**

A program for environmental conservation and another for the development of ecotourism are proposed here. Both give importance to local initiative and consider their implementation, taking advantage to its greatest extent, the existing local organizations. Immediately, the environmental management program will have greater strength and as it advances and produces palpable results, the other program of ecotourism development will start to be implemented. In the view of ecotourism, access to the natural resources of Haiti will be kept in mind.

**Program 3.1 Natural resource management at the community level**

- To create a mechanism to motivate common actions for the management of the natural resources.
- Community management of natural resources such as management of basins and reforestation activities by the inhabitants.
- A mechanism of natural resource management will be established at the municipal and provincial level, with the inclusion of the local public authorities, schools, associations,

local economic organizations, relevant NGOs, etc. A Technical Team will be created composed of the same sectors, to prepare inventories of existing biological resources in the areas officially designated as "protected areas". The inventories will be subdivided by municipality and provinces, which will be evaluated and approved by their respective development councils. Then, the high-priority species and areas will be selected for conservation ends. In view of the fact that "superficial" actions will not be very effective, "overwhelming", but "selective" actions will be carried out. That is to say, there will be areas or resources that will be considered "less priority" and will remain without specific preservation measures, on the other hand, conservation measures will be concentrated on the resources and areas selected as "high-priority." The selection will be made at municipal and provincial level, with community participation.

- With the purpose of promoting activities of conservation of local resources with local initiative, awareness-raising activities aimed at students and the population-at-large will be carried out, through schools, associations, etc. The process of preparation of the inventories of local resources and the inventories themselves will be very useful material for the awareness-raising activities.
- Periodic monitoring of the state of conservation of some species or specific areas will be carried out. A monitoring system with the participation of local volunteers will be structured. The results of the monitoring will be made use of for the revision of inventories and to enrich the content and quality of awareness-raising activities.
- Reforestation activities and conservation of reforested forests will be fostered in a more dynamic way with local initiative. A lot of importance will be given to the areas that cover water sources, due to their importance in the prevention of natural disasters. An active participation will be encouraged of donors, NGOs and relevant government agencies.

### **Program 3.2 Identification and revision of local tourism resources to be exploited**

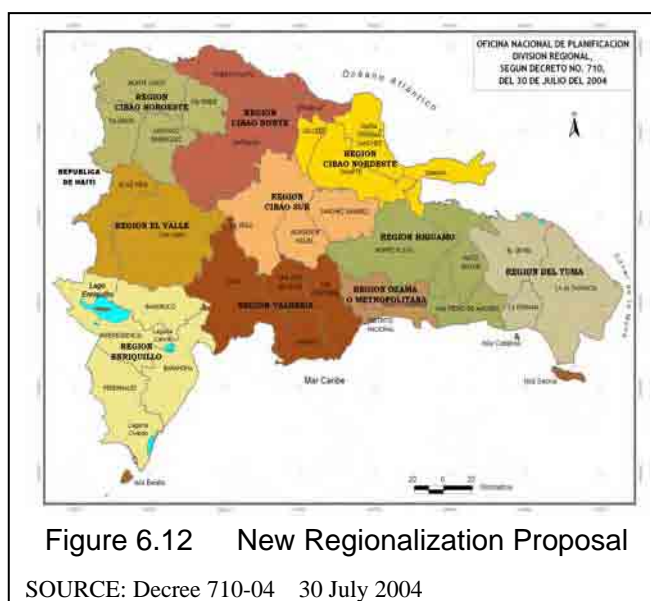
The strategies for the development of ecotourism will be formulated and the activities of the municipal and provincial Councils of Tourism will be energized through the implementation of this activity. Provinces like Bahoruco will be prioritized, where a great collective and foreseen disposition of the potential capacity is observed to capture a considerable number of clients for ecotourism activities; different sectors of the productive and social life of the community will be organized, for example, representatives of the local economy, handicraft producers, participants in natural resource conservation activities, NGOs, personnel of the municipal and provincial public authorities. To implement this strategy, it is necessary to consider the following points:

- Source Markets for Ecotourism of the Border Region
- Connection and coherence with the development of traditional tourism of the type "all-



included" or of the market of sophisticated tourism, as well as the conventional policies of tourist development that depend a lot on the conventional market aimed at large tourist resorts, big cities, services and tourist products of mass tourism.

- Formulation of norms of environmental management (especially, those norms concerning the exploitation of underground waters, treatment of residual water and sewer system, handling of solid waste).
- Tourist valuation of local products (examples: fruits, wine, etc.)
- Regulations on the restriction of land use established by the municipal or provincial authorities (especially, the distinction between protected areas and exploitable areas.)
- To advance the construction or conditioning of the infrastructure for ecotourism activities, especially trails, maps and information boards, trashcans, etc. Conditioning of pedestrian lanes, illumination and planting of trees on the streets in urban areas of the main cities in the Border Region. Measures to motivate the establishment of commercial areas.



#### **Strategy 4: FOSTERING INTERMEDIATE CITIES AND STRENGTHEN THEIR LINKAGE WITH RURAL AREAS.**

##### **(a) Background**

This strategy has the main objective of increasing the capacity of the main cities of the Border Region, to absorb the migratory population and expand the sphere of economic influence in the region, with the purpose of improving economic circulation and achieving a greater stabilization of the local population.

The Government of the Dominican Republic is studying the introduction of a new regionalization, wherein the "regions" are considered new units of reference for public administration in a wide sense, as shown in Figure 6.12. The seven border provinces will be distributed in three "regions", but none of the regional capital cities will be located in the Border Region.

This has a relationship with the functions of the Border Region urban centers. Table 5.5 shows the number of inhabitants that reside in the urban areas of the municipalities. All the urban centers in the Border Region have less than 20,000 inhabitants. They are very small cities that will be classified in the lowest level in the hierarchy of cities of the Dominican territory (Fig. 5.10).

Table 6.12 Urban Population in the Border Region

Province	Municipality	Population	Province	Municipality	Population
Bahoruco	Neiba	18,084	Dajabon	Dajabón	16,293
	Galván	6,096		Loma de Cabrera	6,938
	Los Ríos	4,491		Partido	2,254
	Tamayo	6,609		Restracción	2,110
	Ubilla	2,203		El Pino	1,588
	Villa Jaragua	9,348	Montecristi	San Fernando de Montecristi	15,462
	El Palmar	2,473		Castañuelas	4,041
Independencia	Jimaní	5,828		Guayubín	2,119
	Duvergé	12,043		Las Matas de Santa Cruz	9,816
	La Descubierta	5,136		Pepillo Salcedo (Manzanillo)	3,706
	Mella	1,884		Villa Vázquez	11,348
	Fostrer Río	2,850		Villa Elisa	1,099
	Cristóbal	2,546		Hatillo Palma	3,435
	Guayabal	1,400		Caná Chapetón	1,690
Pedernales	Pedernales	10,276	Santiago Rodríguez	San Ignacio de Sabaneta	16,236
	Oviedo	2,556		Villa Los Almácigos	2,952
	Juancho	1,552		Monción	6,757
Elías Piña	Comendador	11,323	Santiago Rodríguez	San Ignacio de Sabaneta	16,236
	Bánica	1,458		Villa Los Almácigos	2,952
	El Llano	2,464		Monción	6,757
	Hondo Valle	3,748			
	Pedro Santana	1,183			
	Juan Santiago	1,565			
	Río Limpio	1,390			

SOURCE: ONAPLAN. 2005. System of Geographical Information of Poverty

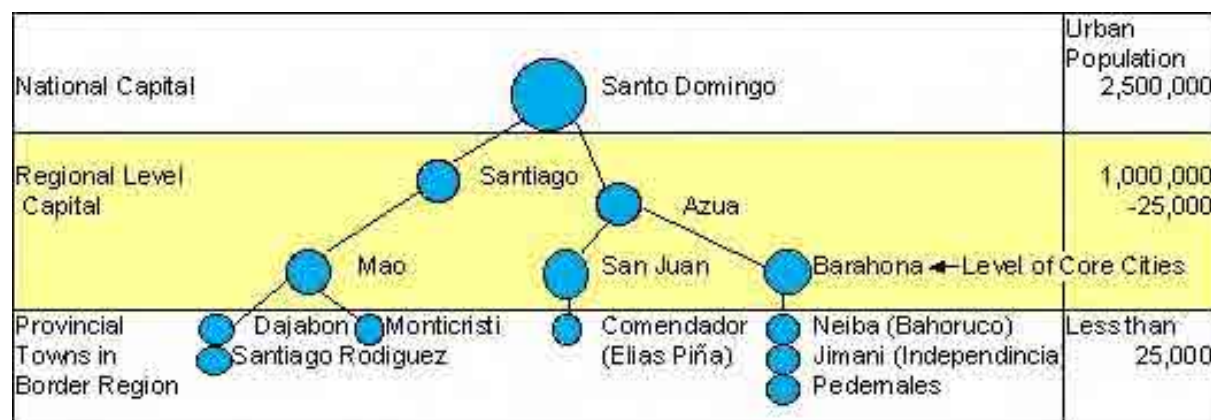


Figure 6.13 Hierarchy of Cities in the Border Region

Source: JICA Study Team

At the moment one can say that no city could be considered a central city for the Border Region.

In fact, the rural areas of the region possess little capacity to absorb the internal migration and the flight of young persons, is not aimed toward the urban centers inside the region, but rather, toward the capital or other cities outside the Border Region, which leads to the stagnation of regional development. Nevertheless, if it is focused to the other side of the frontier, specifically, to the population and market of the neighboring country, expectations arise of transforming the currently "stagnated" border cities into "intermediate cities" with more dynamism in the future. The development of attractive intermediate cities is also important for the young generation of the Border Region.

An economic motor is required to start toward the development of intermediate cities of the region. The measures proposed in "Strategy 1", the modernization of functions of the border market, the development of private investment and the increase of the offer of local products to the border trade, have the purpose of reactivating the border economy and are in fact requirements to achieve enough economic strength for the formation of intermediate cities in the region. The Border Region has the latent potentiality for the development of activities for commercialization, processing industries and manufacturing industries, having the border markets as a nucleus, as detailed below:

1. Services related to the channels of commercialization
2. Food industries and construction materials for export toward Haiti.
3. Provision of semi-prepared materials to industrial production for export with the intensive use of Haitian labor.

The companies installed in the Border Region, aided by Law 28-01, are in fact guided to these industrial activities. More than half of the 44 companies installed, are industries of agricultural processing, followed by mining industries, assembling industries and commercialization services (Table 5.12).

It is expected to articulate these urban centers amongst themselves to develop a more dynamic economic sphere in the Border Region, rehabilitating the road networks and diversifying product commercialization channels. Especially, it is very important to develop a "metropolitan area" in the region to increase trade from rural areas toward border cities and base of border trade. Although road networks exist, covering a great part of access routes, many are not paved and it is very difficult to use them in days of rain. The highway that will unite the North and the South of the border strip still has not been completed.

## **(b) Programs**

### **Program 4.1 To improve the urban services (Development of intermediate cities)**

It is suggested to establish a central city for the North Area and another for the South Area of the Border Region. Keeping in mind the scope of public administration, especially, the location of the provincial government and the regional office of DGDF, border trade and access to the rural areas

of each, Dajabón for the North and Neiba for the South were chosen as intermediate cities.

**Dajabón** is the most important strategic base for border trade and it is also the center of the most advanced rice production area in the Northern part of the Border Region. There is an agricultural school and a small-scale public vocational school with the support of ONFED that are the only ones in the Border Region. Under these circumstances, it is considered one of the cities that have the most advanced farming leaders and most dynamic NGOs of the Region. However, the local Border Market is a little far from downtown, which has made the connection between this border market and local trade to be weak. According to the study or simple survey carried out in this Project, the inhabitants of the northern part of the Border Region claim as highest priority problems, the following: medical services, middle education and employment; in that sense, Dajabón as central city of the area, is committed to improve these aspects. Due to the little capacity of water retention of the ground in the area of rice production that surrounds this city, the local producers show high expectations for diversification of agricultural crops, aimed to the border market.

**Neiba** is the city that connects east-west direction Jimaní, one of the centers of border trade and Barahona, a port city in the southern coast, located to the east of the border strip. When all the tracts of the South-North Border Highway are completed, it will be the strategic point of the exit from South to North. The Province of Bahoruco, whose main city is Neiba, is characterized by the predominance of the production of musáceas and fruit such as grape; also, it is also one of the provinces that are adjacent to one of the most important ecotourism resources in the country, Enriquillo Lake.

In accordance with the field study carried out in the Project, in spite of the convergence of many merchants and inhabitants from adjacent communities such as Jimaní, Comendador and San Juan (outside the Border Region) with the intention of making purchases, it still lacks a hospital or public vocational school; neither are there these facilities in the neighboring cities. The city does not have a hotel for tourists. The south part of Neiba lacks sources of water to give enough water to the urban areas.

The following relevant weaknesses have also been observed related to the urban environment:

- It has a small park, but the streets don't have pedestrian lanes.
- There are only small individual stores such as colmados; there are neither supermarkets nor commercial groups with mixed business.
- In spite of the popular use of vehicles, large-scale commercial centers still have not been developed in the outskirts of the city.
- Very little number of hotels.

- Lack of detour roads, causing passing vehicles to have to enter downtown, where the roads are complicated, it is necessary to give many turns to leave the center of the city. The lack of signaling increases this situation.

In view of these problems, it is required to improve the following aspects:

(1) Taking into account the advantage of the border markets, the first necessity would be the "concentration of the services related to commercialization." In the border market, the fundamental factor of competitiveness of the local products in front of those that come from other regions of the country will depend significantly on the efficiency of the commercialization channels, more than the quality of the products themselves. For example, relating to the export of raw eggs, the stability of the export depends on the quality of the services of transport, packing, refrigeration, etc. When these services are provided with quality, the Border Region will increase its competitiveness, since due to the proximity of the neighboring country it has the advantage in terms of cost of transportation. The same can be said of fruits, vegetables, dairy products, etc. The development of commercialization services will assure the concentration and circulation of a stable quantity of goods in the Border Region. This will also increase the opportunities to attract the processing industries. Especially, potential industries are those that have a lot of demand in Haiti, such as: food industries, construction materials and assembling. In the line of foodstuffs, apart from processed foods (dairy products, for example), the economic items, which are easy to transport, have a greater potential. Pastas are already one of the main exports toward Haiti. At the moment, pastas are taken manufactured from the metropolitan areas country's capital, but, if one day a pasta factory is established in the Border Region, it will be highly competitive.

The industries of construction materials and assembling, dedicate a great proportion of their operational costs to the transport of raw materials and prepared products, therefore, the proximity to the destination market will be very advantageous. The companies of assembling of motorcycles and solar panels are already installed, and those of construction material production. Also, another highly potential branch is the production and provision of semi-prepared products toward the production of goods for export with the intensive investment of Haitian labor. Haiti is already the destination of direct foreign investment from China and Korea, attracted by the inexpensive labor, to take the production towards the textile market of North America. However, they only use the local labor for the very simple phase production. For the most sophisticated phases technically, they opt for the import of the semi-prepared or prepared materials, in the case of the textile industry, they will be threads and cloths. Then, a great possibility exists of being able to attract the companies that would occupy this part of the production for the Dominican side of the Border Region.

(2) Improvement of the Environment of Urban Life

Finally, any no investor nor the qualified labor will become stabilized in a place that does not

provide the security nor comfort to live. So it is indispensable to improve the urban conditions of the Border Region. Also, this is important for the permanence of the local populations. So that the development based on local initiative is made in a sustainable manner, which will be referred to later, it will be indispensable to advance a development that would bring to the local population a direct benefit that contributes to the improvement of its life. The following points are particularly very important:

- Medical services
  - Expansion and diversification of the services of the existing medical establishments in Dajabón. (The attention to Haitian patients and infectious illnesses such as AIDS, are also problems to be faced in this area.)
  - Construction of new hospitals.
- Vocational education
  - Diversification of the fields of vocational education of an existing school in Dajabón.
  - Construction of a new vocational school in Neiba.
  - Information on employment through the information system installed in both cities.
- Middle Education
  - To satisfy the demand for middle education both inside the province as well as in other neighboring provinces.
- Urban development plan and urban infrastructure provision plan.
  - To prepare land use plans and city classification plan.
  - Tree planting of public roads, handling of solid waste.
  - Improvement of the Border Market and urban infrastructure such as access streets to the market, drainage, treatment of solid waste, traffic control (Dajabón).
  - Supply of water for the urban area (Neiba).
  - Improvement of commercial areas, and pedestrian lanes (to group shops)
  - Improvement of the urban amenities for visitors, especially lodging and signaling.
- Fostering of small and medium companies

According to the government policies to increase national competitiveness, it should be focused to the possibility of developing local industries, such as the storing and trade of agricultural products, food processing industries and construction materials toward the Haitian market, transportation equipment and machineries, repair of appliances, sale and repair of telecommunication equipment, etc. In addition, also to be included in Dajabón are the assembling industries (motorcycles, solar panels, etc.) and refrigeration services and in Neiba, repair of the mineral processing equipment.

(3) Link between NGOs and Municipalities

The creation of intermediate cities does not imply the establishment of "new cities" with the

initiative of local public central or local administration. Their formation should be the result of development process with the population's initiative and local private sectors with the intention of linking the community activities with the planning of municipal development, and it is assumed that such an initiative germinates in the cities with a level of advanced socioeconomic dynamism. The strategic challenges for the formation of intermediate cities in the Border Region are: the linking of the border market with the local urban economy, improvement and effective use of the existing public infrastructure and strengthening of the economic relationship between the intermediate cities and the adjacent rural communities.

In both intermediate cities (Dajabón and Neiba), very dynamic activities already exist in the area of urban development of the city with the support of NGOs, preceding the institutional reform that the Central Government is promoting. One of these initiatives is the urban planning of the city of Dajabón and the project team very often maintains a communication with other municipalities and the Provincial Development Council. Having international cooperation, one will be able to develop these initiatives, supporting those that are more advanced, since they will be able to serve as models for other municipalities and to promote the institutional reform by the Central Government.

#### **Program 4.2      To intensify the interaction among rural and urban areas**

One will be able to promote regional development integrated by means of the strengthening of the inter-provincial linkage of the Border Region. Especially, in the outskirts of the urban centers there are relatively fertile agricultural lands, which imply a great possibility to develop a diversified agricultural production to supply the new markets. When intensifying the interaction amongst the urban centers passing over the limit of the provinces, one will be able to have different forms of access of agricultural products toward central urban markets, urban markets and markets of wider environment and in consequence, it will increase employment and access opportunities to markets from poor rural communities. The poverty index of the rural areas is very high, as can be seen in the case of Dajabón (Figure 6.14 and Table 6.12).

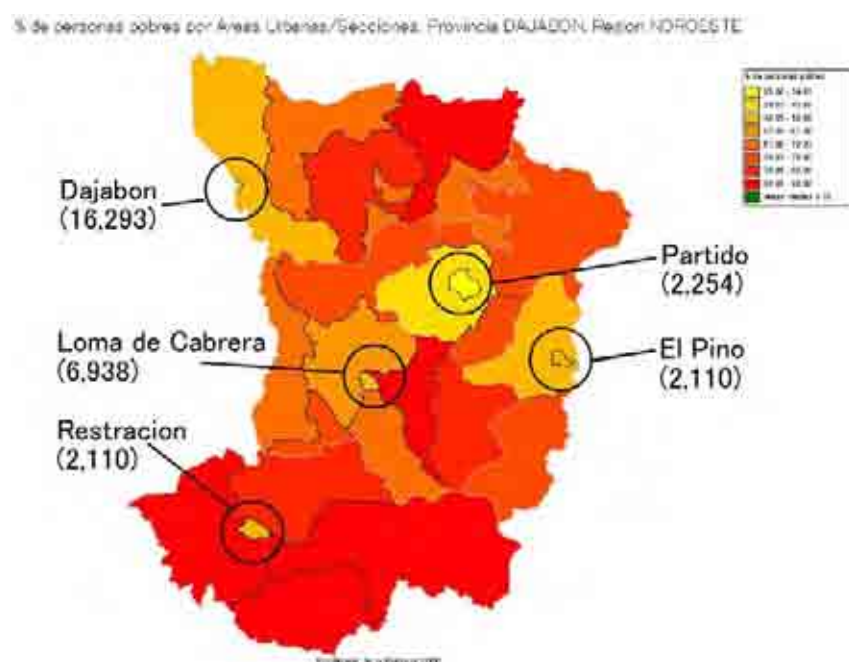


Figure 6.14 Poverty Index in the Province of Dajabón

NOTE: The number in parentheses is the number of inhabitants in urban areas (year 2002)

Source: ONAPLAN. 2005. System of Geographical Information of Poverty

Table 6.13 Poverty Index of Poverty in the Urban and Rural Areas of the Province of Dajabón

Area	Indigent Population	Total Population	Poverty Index
Urban	12,460	29,183	43%
Rural	22,506	32,823	69%
Total	34,966	62,006	56%

Source: Ibid.

The most crucial point is the imminent necessity to improve road communication. In that sense, the current situation of the network of highways and local roads is shown below.

Following are the most important aspects in the improvement of roads, considering the important role of the intermediate cities and strategic cities for border trade, the current road density and communications amongst the main cities:

1. To rehabilitate and to give adequate maintenance to the existing municipal highways in the provinces those have high road density (Dajabón, Montecristi, Santiago Rodríguez, Bahoruco).
2. To rehabilitate and to give adequate maintenance to the main traffic roads inside a municipality within the strategic cities of the border trade (Dajabón, Elías Piña, Comendador, Jimaní).
3. Improvement of highways amongst municipalities, especially, those that connect the North and South.



4. Improvement of highways among provinces, especially, those that connect the South and North parts of the Border Region.
  - Highway that unites Neiba and the south of San Juan. (It is preferable to increase its category to national highway) 17km
  - National highway No. 45 that connects Dajabón and Comendador 28km
  - National highway No. 47 that connects Comendador and Jimaní 43km (it is preferable to increase category to national highway)

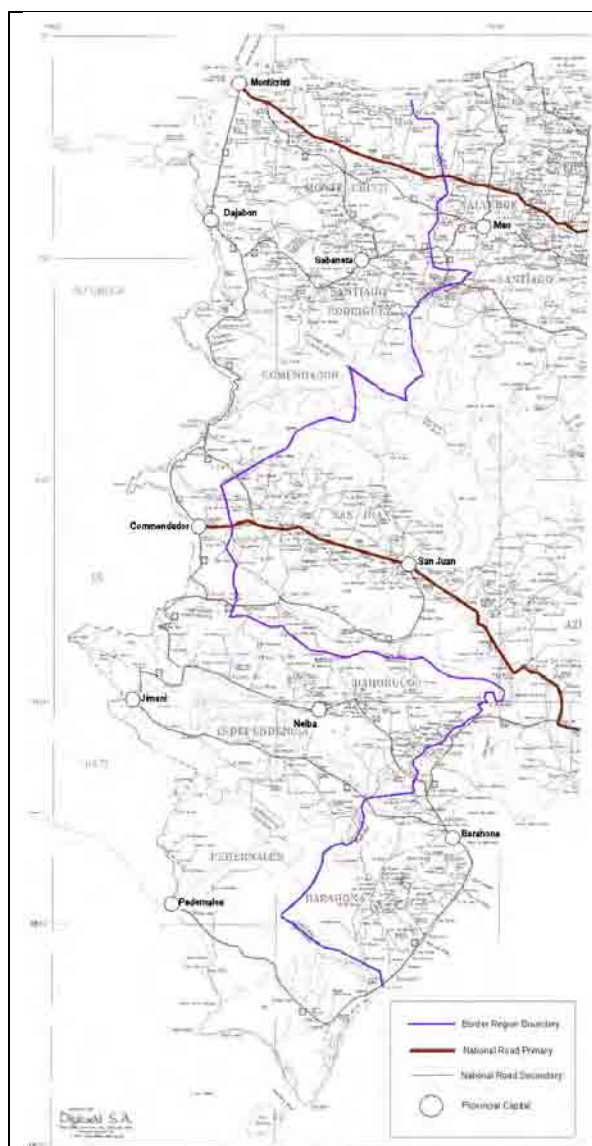


Figure 6.15 Network of Highways in the Border Region

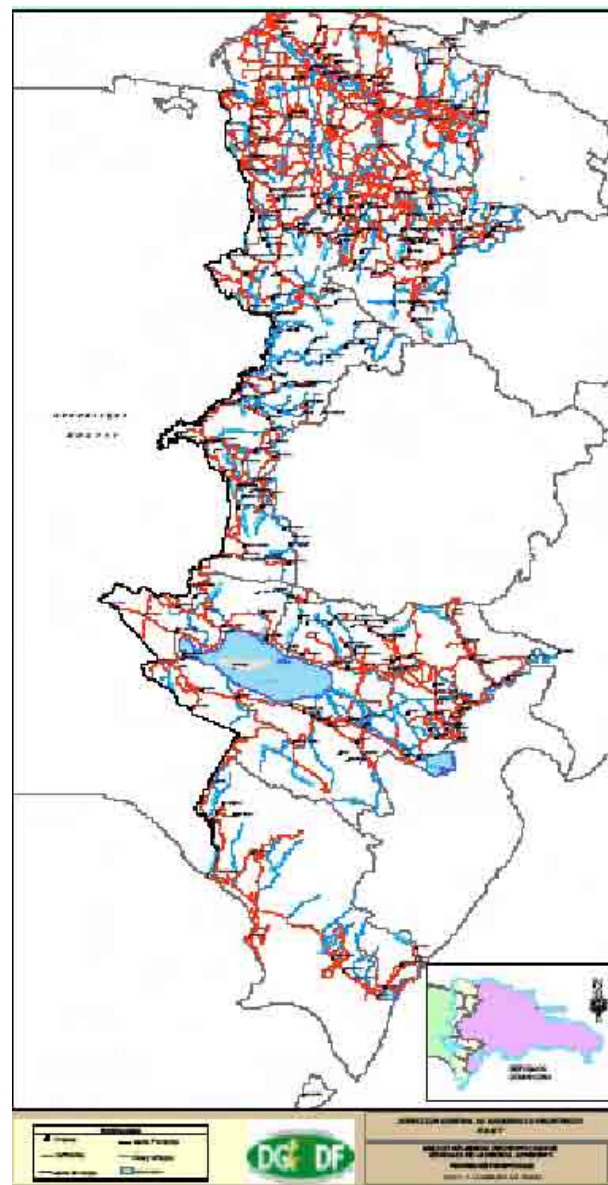


Figure 6.16 Network of Existing Local in the Border Region

SOURCE: DGDF

## **Strategy 5: Strengthening Productive Capacity of Border Communities for the Sustainable Economy**

### **(a) Background**

Local initiative is the key to sustainable development, as conceived in the new government policy of “participatory development” and as demonstrated in the pilot projects. Capacities of local people and authorities show the tendency to be dependent on external resources since the economy of the border communities is not self-sustainable. One of the main challenges is creating border communities with sustainable economy. Undoubtedly, the best way to ensure self-sustainability is to improve the income level of community. In the case of the Border Region to achieve this goal, it is necessary to increase the productive capacity, taking into consideration that a majority of Dominicans living in the region are dependent on their production on either agriculture or agribusiness.

The main issue of productive capacities is strengthening managerial, technical and financial capacities of local producers and communities. They are not ready for competition. They need to strengthen their capacities consisting of such elements as business mind and skill. Another issue is enabling environment for productive capacity. Infrastructure should be strategically developed for promoting economy in an integrated way. Mechanism and rules should be developed and organized in a way that the economy can be promoted. Then, the following three programs are proposed.

### **(b) Programs**

#### **Program 5.1 Strengthening of management, technical and financial capacities of local producers groups.**

Capacities of existing communities and groups in terms of business/ managerial skill and mind are to be strengthened. Producer groups with potential are screened and trained in business management, marketing, accounting, business strategy and market information. Value-chains should be developed for potential products and/or producers. Training on information and communication technologies should also be conducted to improve a business supporting skill. Specific technical training could be conducted on demand.

A special fund is to be provided for strengthening financial capacities of communities and local producers.

Education should be emphasized for the future local leaders, in both basic and technical education aspects.

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**Program 5.2 Strategic development of infrastructure for strengthening productive capacity.**

A plan is to be prepared to develop such infrastructures that are strategic to expanding market and promoting economic activities of the whole border region. The infrastructures include the road network connecting border markets, main producing areas, ports and tourism circuits. Especially, access roads should be improved between production areas and markets. In the future, airports for tourism circuits and north-south roads across the Border Region are to be developed for the integration of the whole Border Region. Communication network is also developed.

For the infrastructure development at the community level, a mechanism should be established for effective utilization of heavy machineries and equipment available for the region. The mechanism necessitates collaborative work between communities and governments. The community level infrastructure includes rural access road and reservoirs for agricultural production as needed in the communities.

**Program 5.3 Developing and improving rules and mechanism for strengthening productive capacity.**

It is necessary to enforce transparent rules and regulations on the border trade. Efforts should be made to strengthen transparent and effective animal and plant quarantine services. These rules and mechanism shall be publicized for the people and communities.

Quality control mechanisms should be introduced for enhancing competitiveness. Technical supports such as quality assurance system are to be provided to meet quality requirements in the target markets. Trade fairs and tourism fair are to be held periodically for promoting local industries.

## CHAPTER 7 IMPLEMENTING STRATEGY

### 7.1 For Implementing Development Strategy

The strategy presented in Chapter 6 shows development direction of the whole Border Region and how to reach this goal. In the Border Region, people will solve the problem by themselves for sustainable development. The development with local initiative is advanced for that. Then, it is made possible that various actors make a continual effort to coordinate among others toward common goals and address themselves toward problem accordingly. An immediate agenda is that the scarce economic opportunities and out-migration cause a vicious cycle of poverty. It is necessary to promote sustainable economy. It is necessary to maximize the economic impact of the border market over the local economy. And, a local initiative is indispensable to involve local citizen, business people, NGOs, and the local governments.

A core of the local initiative is to prepare and implement strategies and plans for development at the municipal and provincial levels with the participation and the initiative of the local people communities. The proposed strategy is not a blue print to execute for that it is. It should be used as an indicative guideline with which, people and local institutions can work together to prepare and implement their own strategies. Without preparing and implementing strategies by themselves, their capacities are not strengthened and they will rely on outside expertise again, when the strategies need to be revised.

The process of analysis and identification of opportunities and weaknesses by local actors fosters a "common understanding" on the issues and the direction of the development of their communities in the future. This process creates a coordination and synergy effect among the actors involved. Through these process, the actors involved in Border Region development understand the issues and enhance their capacities as a whole.

### 7.2 Implementing Strategies

#### (1) Underlying Principle

The core issue for this study is "a low efficiency and a low effectiveness of the development of the Border Region". Among several factors that can be analyzed, the most fundamental one is summarized in the following short description:

***"Local communities and people have not been the main actors in development"***

The process of developing the Border Region depended mainly on the ability, diligence and resources provided by the national government and international cooperation, which together are

described as "external entities resources." This dependency has created a mindset as described below:

- Local people do not have to worry about the cost of the resources that come from outside, the region. Therefore, they are not much interested in the efficiency or effectiveness of a project..
- They do not much care about that different resources come from different organizations without coordination.
- They do not much worry about that a project or an action are not complete, because it is funded by some resources from outside.
- They can manage other aid resources through newly elected local political leaders who channel the resources of "others" for the benefit of their communities.
- Politicians are often aware that they need to manage resources from outside as a way of compensating for the support to them.
- Government administrations deal with the external resources, of which winning parties and politicians determine the use to an extent..
- Government administrations are thus made to be interested, to a limited extent, in the efficiency and effectiveness of the use of such external resources, so that they are sometimes put in a position to allocate the external resources in response to political process,.

With a view to these problems, the government has decided to launch a big challenge of drastically changing the pattern of development planning, in favor of a bottom-up approach based on the community needs.

This study is primary in line with this government initiative. However, we realize that there are two significant constraints to this initiative:

1. People in rural areas have become accustomed to simply receiving "aid" for a long time and have fostered a culture of dependency and paternalism.
2. Government institutions are seeking for appropriate ways to achieve this initiative. In reality, they need to accumulate experiences of their own toward this drastic transformation of government operation system.

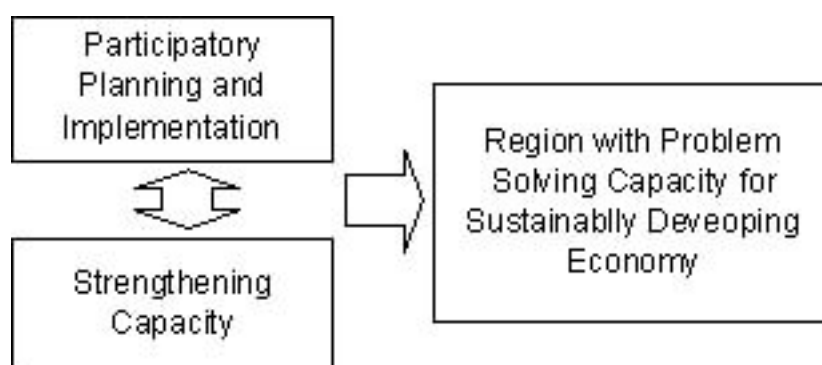
Taking into account this, JICA Study Team has carried out in collaboration with Dominican counterparts, for seven months, the pilot project for fostering local initiatives in development, and in a complementary manner, another pilot project for facilitating coordination through sharing of the information on development among different actors.

As a result of these pilot projects, we verify the existence of "small outbreak" that later flower large movements of transformation. What follows is such small outbreak:

1. Development initiatives emerge from some communities where some people started to gain confidence, motivation and willingness to collaborate with various actors for development..
2. Capacity is growing in some government agencies to facilitate locally initiated development.

The study team proposes that the government, donors and other relevant institutions encourage these "small lights local initiatives" to form a large flow towards a mainstream of national development .

In the pilot projects for capacity development implemented in the selected provinces, local stakeholders applied the strategies as proposed by themselves, and throughout the implementation process they acquired the capacity to set goals and achieve for development. It is thus proposed to implement the strategies through "Capacity Development with Local Initiative" as experienced in the Study's pilot project. As a basic principle for the implementing strategies, "capacities of relevant stakeholders shall be strengthened through the implementing strategies". It is based on the principle of participation in planning.



Source: JICA Study Team

Figure 7.1 Principle for Implementing Strategies

Under the principle, the implementing is proposed as follows:

- (a) Methodology of Implementing Strategy
- (b) Plan of Actions for Implementing Strategies
- (c) Immediate Action and Model Project
- (d) Inter-institutional Arrangements for the Operation

### (a) Methodology of Implementing Strategy

The pilot project made a practical test to assess a model of the planning process comprising preparing strategies at the central level, preparing strategies at the municipal, provincial and regional levels, and coordinating these two strategies.

As a result, strategies have been prepared in a way to respect local initiatives. In the process of strategy preparation, the team has recognized the need of analytical viewpoint. The team in collaboration with the counterparts have worked out additional analysis and a revised version of the strategies have been presented and acknowledged at the workshops participated by local representatives.

The experience-sharing workshop has introduced the cases in which local actors have actually implemented some parts of their action plans, by coordinating with various authorities. This shows that the pilot project has succeeded in producing results beyond what is expected in terms of developing local capacities.

1. Development of the Border Region is effective when local initiatives are taken. Coordination at the national level tends to be very complex and time consuming whereas , coordination at the local level is simpler and faster.
2. Situation is very different between south and north of the Border Region. Therefore, plan can practically be prepared step by step from municipal, provincial, northern/southern part and the entire region.

Utilizing the enhanced capabilities and the " Local Initiatives Capacity Development Model", the next step is to elaborate and implement the strategies. The term "local", strictly speaking, refers to municipality and province.

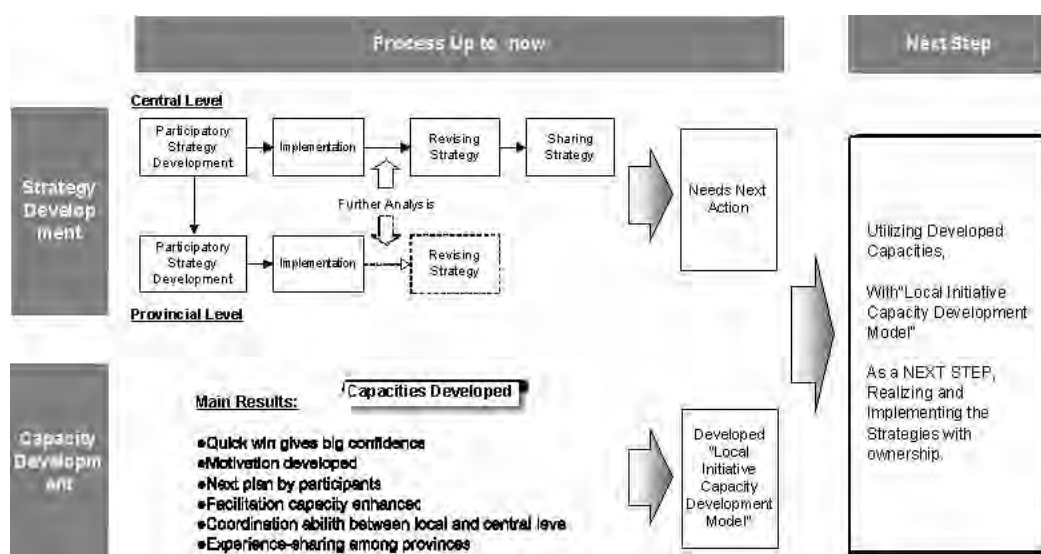


Figure 7.1 For the Next Step

Source: JICA Study Team

### **Local Initiative Capacity Development Model**

As a method to implement the strategies for the Border Region, we propose the "Local Initiative Development Capacity Model ", based on the practical experience of the pilot project. The principle of the model is to prepare and implement the strategies and development plans with local initiative and participation. Key factors of the model are:

- 1) Combining ownership and analytical viewpoint
- 2) Combining local initiatives and facilitation by national government agencies
- 3) Involvement coordination of the people from broadest possible range for a common goal
- 4) Coordination and communications among organizations at the municipal, the provincial and the national levels
- 5) Creating synergy and maximizing impact through sharing experience among provinces

Expected effects of the model are:

- 1) Continuity regardless of government regime thanks to the involvement of various actors.
- 2) Sustainability even with termination of financial support thanks to the ownership, which enable the region/province to find alternative funds
- 3) Reflecting real local needs.
- 4) Practicality based on success experiences
- 5) Sharing strategy among stakeholders at the local and national level facilitators.
- 6) Coordination through information sharing.
- 7) Meeting the people's need such as local economy promotion.
- 8) Consistency with the New Public Investment Law and Municipal Law.
- 9) More specialized function of DGDF as a facilitator between organization at the local and national level..
- 10) Ownership coupled with the knowledge and capacity to develop.
- 11) Project management capacity enhanced through implementation.
- 12) Smooth coordination with donors and NGOs because of established channel between local and national level.



**(b) Plan of Actions for Implementing Strategies**

A plan of actions is proposed to revise and implement strategies, on the basis of local capacity. The plan specifies in order, the steps to be followed in accordance with level of government administration:

**Municipal and Provincial Level: Based on practice**

1. Revising and elaborating the strategies for further steps
  - 1.1 Inviting broader participation
  - 1.2 Further analysis
  - 1.3 Phasing of development in short, medium and long term
  - 1.4 Authorization by development council
  - 1.5 Authorization by SSEPyD
  - 1.6 Prioritization and implementation
2. Application in other provinces
3. Application at the municipal level

**Sub-regional level: North and South**

4. Cross-provincial issues are discussed. Some examples are watershed management and tourism routing. Based on the discussion, provincial representative come up with common vision, strategies and actions.

**National level**

5. DGDF: Facilitating provinces in accordance with relevant national policies
6. DGDF: Based on the locally initiated discussion at the development council, preparing a short, medium and long term plan of actions for the Border Region
7. SSEPLAN: Based on the plan of actions, coordinating initiatives at the national level and prioritize the plan:
8. DGDF: Addressing itself to the issues over the Border Region such as sharing priority with the neighboring country, in accordance with relevant national policies
9. DGDF: Facilitating and monitoring of the strategy preparation at the local level
10. SSEPLAN : Authorizing locally prepared strategies
11. SSEPLAN: Coordinating with relevant ministries
12. SSECI: Coordinating with relevant international organizations such as donors and NGO

**Collaboration among Key Actors for Implementing Strategies**

The proposed method is to plan and implement strategies toward common goals, with participation from a wide range of people. There would be a large number of institutions in one way or another being related to the implementation of strategies. Table 7.1 shows the key actors in the plan of actions. These actors will link and coordinate actions at different levels in

the participatory planning process.

As noted in the pilot study, the key players in local development (municipality or province) meet to discuss what actors, individuals or institutions should become more involved, what work should be done together and how they divide functions. Actors at the national level facilitate these activities at the local level.

Then, the key players are to be identified at the provincial and the municipal levels, to proceed to the division and collaboration of works. Key actors at the national level are also identified to proceed to the same.

Table 7.1 Plan of Actions and Key Actors

LEVEL		LOCAL				CENTRAL				
	ACTORS	Civil Society	Municipality and Council	Province and Council	DGDF Local	DGDF Central	SSEPLAN	SSECI	Ministries	Donors, NGO
	ACTIONS									
MUNICIPALITY AND PROVINCE	1 Revising the strategies for further step									
	1.1 Involving broader people	XX	X	XX	X					
	1.2 Further analysis.	XX	X	XX	XX				X	X
	1.3 Preparing short, medium, and long term plan	XX	X	XX	X	X	X		X	
	1.4 Authorization by development council	X	X	XX			XX			
	1.5 Authorization by SSEPLAN at central level			XX			XX			
	1.6 Prioritizing the plan and implementation	XX	X	XX	X				X	X
	2 Expanding to the other provinces.	XX	X	XX	XX	X				
REGIONAL	3 Expanding to the municipal level.	XX	XX	X	XX					
	4 Discussing cross provincial issues. Developing the common vision, strategy, and plan of actions		X	XX	XX				X	
CENTRAL	5 Facilitating the provinces under the guidance of ministries				XX	XX				
	6 Preparing the short, medium and long term plan of actions for the Border Region					XX				
	7 Coordinating the initiatives at central level and prioritize the plan						XX			
	8 Facilitating the issues over the whole Border Region under the policies of ministries					XX			X	
	9 Facilitating and monitoring of the strategy development at local				XX	X				
	10 Authorizing the local strategies.						XX			
	11 Coordinating with relevant ministries.						XX			
	12 Coordinating with relevant international organizations.					XX		XX		

Note: XX: very important, X: important.

Source: JICA Study Team

In the process of participatory planning, people and local communities are involved as major actors in preparing strategies. Local initiative requires the collaboration and coordination among actors at the municipal, the provincial and the regional level. Table 7.2 shows potential governmental and nongovernmental key actors. These actors need to discuss the division and collaboration of works at the provincial and municipal levels.

Table 7.2 Strategies and Key Actors

LEVEL	LOCAL				CENTRAL				
	Civil Society	Municipality and Council	Province and Council	DGDF Local	DGDF Central	SSEPLAN	SSECI	Ministries	Donors, NGO
1. Fully Utilizing Border Trade.	XX	XX		X					ONFED
2. Sharing Priority with the Neighboring Country.	X	X	X	X	XX		XX		UNDP, USAID
3. Conserving Environment Ready for Eco-tourism	XX	XX	X	X	X			XX	GTZ, CIDA, AECI
4. Developing Core Cities and Linking with Rural Areas for a Balanced Development	XX	XX	X	X	X	X		X	X
5. Strengthening Productive Capacity of Border Communities for the Sustainable Economy	XX	XX	XX	X	XX	X		XX	

Note: XX: very important, X: important.

Table 7.3 shows the degree of importance of each strategy for different provinces in the Border Region. The local people take initiatives to discuss the importance of development strategies proposed, in order to articulate the most appropriate and prioritized strategies for their respective provinces.

Table 7.3 Importance of Strategies for Province

		NORTH			SOUTH		
	Dajabón	Montecristi	Santiago Rodríguez	Elias Piña	Independencia	Bahoruco	Pedernales
1. Fully Utilizing Border Trade	XX	X	X	XX	XX	X	XX
2. Harmonizing with the Neighboring Country.	XX	X	X	XX	XX	X	XX
3. Conserving Environment and Capitalizing its Eco-tourism Value	X	X	X	X	XX	XX	XX
4. Developing Core Cities and Linking with Rural Areas for a Balanced Development	XX	X	X	X	X	XX	X
5. Strengthening Productive Capacity of Border Communities for the Sustainable Economy	X	X	X	X	X	X	X

Note: XX: very important, X: important.

Source: JICA Study Team

### (c) Intermediate Actions and Model Project

A plan is proposed for the immediate activities in coming four years. In this initial period, modification and adjustment will be made on provincial development strategies that were proposed in the pilot project of this study. They are supposed to establish short-, medium- and long-term strategies, through analysis with broader views and greater participation of

representatives from various sectors in provincial development. Once strategies are formulated, they are to be implemented wherever possible. However, through implementation, the points will be identified to improve and make necessary adjustments to increase the level of viability of the strategies.

Taking a first step is critical to the implementation of development strategies. The first step should be a small project in a smallest possible area to ensure tangible results in the shortest possible time. As the first step at the implementation stage, a plan is expected to be prepared for the development of Dajabón. This case will serve as a model for other provinces in the four year period. In accordance with the timetable shown in Table below, monitoring should be conducted in order to get lessons for other provinces and to increase the capacity of local actors through experiences.

**Table 7.4 Proposed Time Frame for Implementating Strategies**

		2008	2009	2010	2011
1	Dajabón model city developemnt	-----	-----		
2	Santiago Rodríguez, Bahoruco, Elias Pina	-----	-----	-----	
3	Montecristi, Independencia, Pedernales		-----	-----	-----
4	Sharing experience	-----	-----	-----	-----
5	Border Region Development	-----	-----	-----	-----

Source: JICA Study Team

The intermediate city development planning for Dajabon be a candiate first step for the following reasons:

- Dajabón has more or less to do with all the proposed strategies, as shown in Table below.
- There is already a large number of institutions operating there in various development fields.
- During the participatory workshops in the pilot project, actors in Dajabón have been observed to highly be motivated. This is evidenced by the fact that the workshop for exchange of experiences was attended by a group of 10 representatives from the city of Dajabon, the largest number among participants from elsewhere.
- People in Dajabon have strengthened a spirit of work and coordination among partners and actors of this city. Taking into account the presence of many active local organizations, the city is potentially a model for the coordination at the local level.
- It has been verified that the city has key players who are highly trained and prepared, through the activities organized by the Project. There is already a close link among local

actors, counterparts and the Team, so that they are a key actor to take the first step..

- Facilitator: DGDF
- Implementing Agencies: provincial authorities, municipal authorities and civil societies including NGOs specializing in different fields

**Table 7.5 Key Actors and Relevant Organizations in Dajabón**

<b>Strategies</b>	<b>Key Actors</b>	<b>Organizations</b>
1. Border trade	Civil society, Municipality, NGO	ONFED
2. Sharing priorities	Civil society, municipal and provincial government	
3. Environment and tourism	Civil society, municipal and provincial government	
4. Core city development and rural areas	Civil society, municipal and provincial government, NGO	Progressio
5. Strengthening local initiative	Civil society, municipal and provincial government	Progressio

Source: JICA Study Team

The Dajabón plan will be implemented in two years, on the following steps:

#### **First Year**

1. Formulation of a planning task force composed of representatives from the local people, NGOs working in Dajabon, the mayor and his/ her staff, representatives from local business, the governor of the province and other relevant people..
2. Discussion and synthesis of development issues.
3. Planning with reference to strategies, land use framework, priority projects and action plans.
4. Submission of proposals to the municipal and provincial development councils to exchange views.

#### **Second Year**

1. Public consultation
2. Implementation of action plans, for example, the rehabilitation of walkways in downtown, and the establishment of a management committee for the border market.
3. Evaluation of the action plan

#### **(d) Inter-institutional Arrangements for the Operation**

Under the new Public Investment Law, SEEPYD has a responsibility to coordinate the development planning. However, SEEPYD has an office and staff only at its headquarters in Santo Domingo and has no regional arms. This would be a major constraint to facilitation

activities in the Region.

The pilot project tested a model in which DGDF, under the guidance of the SEEPYD, works as a facilitator in planning process at the local level. This model worked well and give them good experience in planning with local initiative.

Considering the current legal framework and the experience of the pilot project, an institutional arrangement is proposed as shown in Figure 7.2 for the effective implementation of the strategies proposed. It is expected that the processes of planning, implementation, monitoring and evaluation as well as their respective procedures are implemented according to this arrangement.

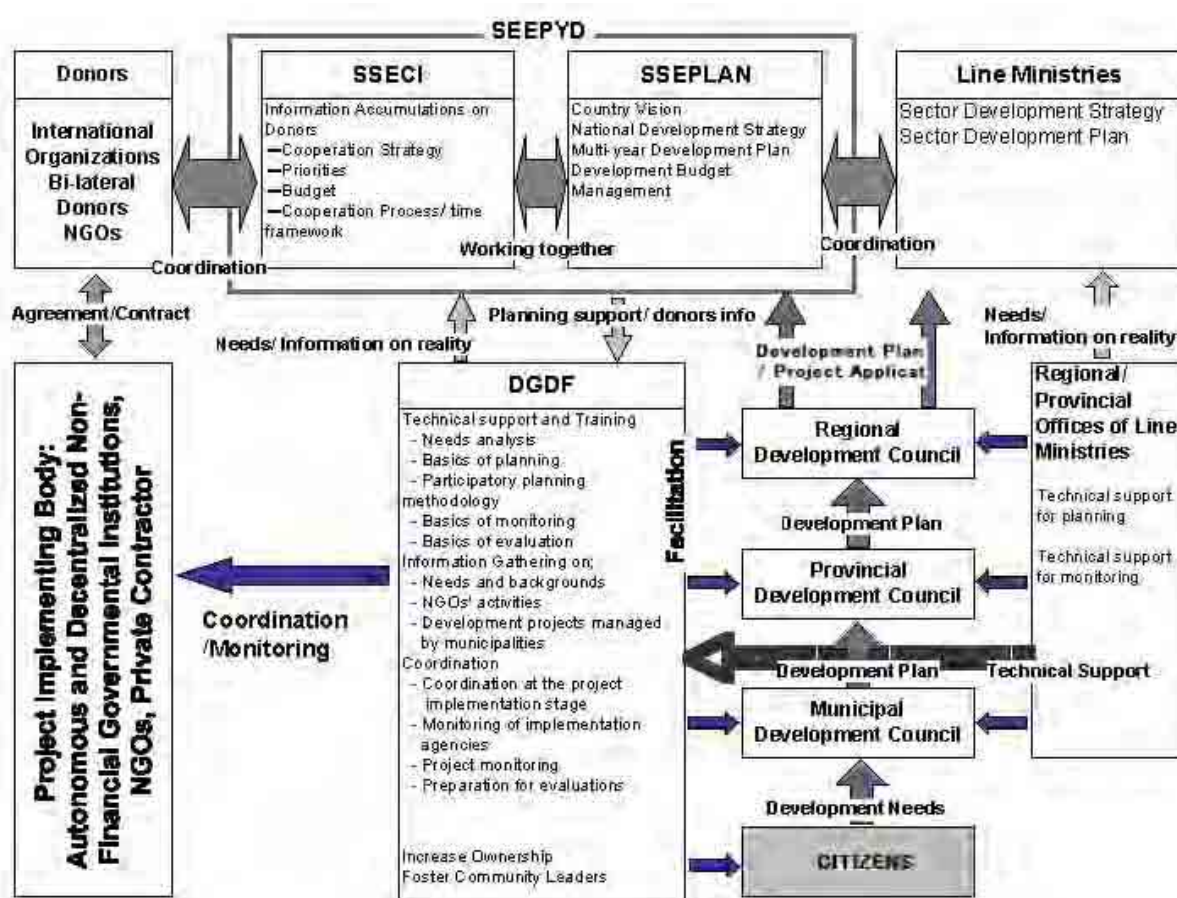


Figure 7.2 Proposed Institutional Arrangement

Source: JICA Study Team

### Inter-organizational Coordination

Figure 7.2 above also proposes a mechanism of inter-organizational coordination. Inter-organizational coordination should be undertaken through daily works of each institution. Meetings are held and/ or ad-hoc coordination is undertaken to resolve the issues that are considered beyond the daily operation.

It is necessary to establish a basis for inter-organizational coordination. This is meant by clearly defining the core functions, responsibilities and authority of each organization. This scheme involves two aspects. One is the process to let the needs and development plans at the local level be reflected in national policies strategies. Another is to let the national policies and strategies be followed at the local level.. In these proceses, there are two channels that will assume the role momentous: the development councils and DGDF. The development councils are a deliberative body for coordination and decision-making, while the DGDF is a facilitator to provide the development councils with technical assistance, training, data collection, inter-organizational coordination and the sence of ownership. Since DGDF has a unit to implement infrastrucutre projects, it can effectively provide and collect information and ideas and monitor development through undertaking infrastructure projects.

In the "Ooperational Guidelines" proposed later identifies functions of SEEPYD, ministries and DGDF for the development in the Border Region. In addition, these also refer to the composition and role of the Table of Cooperation (MECI), as a platform for the coordination between local authorities and international aid organizations.

DGDF activities have been flexibly operating and well rooted in local communities of the Border Region, based on its excellent footwork. The study has identified that there is high expectation among the local population toward DGDF's possible contribution to them. These high appreciation and confidence are the most important asset of DGDF. Moreover, in the pilot project, it has been observed that DGDF has staff with great ability. However, the following aspects should be improved to ensure the efficiency of DGDF in facilitation:

1. Though DGDF was established as an entity specialized in the Border Region, its role and position are not clearly defined in relation to the ministries, provincial and municipal authorities. There is a need to redefine their roles and maximize their strengths to support the development process with local initiative.
2. It is necessary to strengthen skills of its staff, especially that of the Office of Planning and provincial offices, in planning, implementation, monitoring and evaluation of development projects.

## **(2) Utilizing Information**

### **(a) Relationship among Information, Strategy, Plan of Actions and Actors**

Table 7.4 presents the relationship between actors and the type of information that will handle each, in the process of implementing development strategies and action plans:

What follows in to examine how to utilize information at both the national and the local levels, in line with plan of actions, with special reference to who, when, where and how to get and

use information.

Table 7.6 Development Strategies, Plan of Action, Actors and Utilizing Information

	LEVEL	LOCAL				CENTRAL					Utilization of the Information
	ACTORS	Civil Society	Municipality and Council	Province and Council	DGDF Local	DGDF Central	SSEPLAN	SSECI	Ministries	Donors, NGO	
	ACTIONS										
Development Strategies	1. Fully Utilizing Border Trade	XX	XX		X					ONFE D	Provide the information needed for analysis. Public relation of the municipalities and provinces.
	2. Sharing Priority with the Neighboring Country.	X	X	X	X	XX		XX		UNDP, USAID	Provide the information needed for analysis.
	3. Conserving Environment Ready for Eco-tourism	XX	XX	X	X	X			XX	GTZ, CIDA, AECI	Provide the information needed for analysis. Public relation of the municipalities and provinces.
	4. Developing Core Cities and Linking with Rural Areas for a Balanced Development	XX	XX	X	X	X	X		X	X	Provide the information needed for analysis.
	5. Strengthening Local Initiatives in the Development	XX	XX	XX	X	XX	XX	X	X	AECI, USAID	Provide the information needed for analysis.
PLAN OF ACTION											
MUNICIPAL AND PROVINCIAL	1 Revising the strategies for further step										Improving communication. Disseminate information on development strategies
	1.1 Involving broader people	XX	X	XX	X						Public relation of development strategies
	1.2 Further analysis.	XX	X	XX	XX				X	X	See Chapter 6.
	1.3 Preparing short, medium, and long term plan	XX	X	XX	X	X	X		X		
	1.4 Authorization by development council	X	X	XX	X	X	XX				
	1.5 Authorization by SSEPLAN at central level			X	X	X	X				
	1.6 Prioritizing the plan and implementation	XX	X	XX	X				X	X	
	2 Expanding to the other provinces.	XX	X	XX	XX	X					Disclose cases from the provinces models.
	3 Expanding to the municipal level.	XX	XX	X	XX						Public relation of advanced cases. Improving communication.
REGIONAL	4 Discussing cross provincial issues. Developing the common vision, strategy, and plan of actions		X	XX	XX				X		To make the results of the discussions.
CENTRAL	5 Facilitating the provinces under the guidance of ministries				XX	XX					Informing policies and development plans..
	6 Preparing the short, medium and long term plan of actions for the Border Region					XX			X		
	7 Coordinating the initiatives at central level and prioritize the plan						XX				
	8 Facilitating the issues over the whole Border Region under the policies of ministries					XX			X		
	9 Facilitating and monitoring of the strategy development at local				XX	X					
	10 Authorizing the local strategies.						XX				
	11 Coordinating with relevant ministries.						XX				
	12 Coordinating with relevant international organizations.					XX		XX			Public relation of international cooperation.

Note: XX: very important, X: important.

Source: JICA Study Team



## (b) Role of Information System

The pilot project of information systems was designed in such a way to facilitate the integration of information to raise the efficiency of the coordination among organizations involved in developing Border Region. In order to make the information system highly viable and sustainable, it is necessary to clearly define purposes of the information system and adjust its design as precisely as possible so that it can ensure the generation of positive effects on the development of Border Region.

A key role of the information system is to provide a tool for collection, integration and dissemination of information. It establishes a framework to use existing resources and to accumulate the information necessary for development of the Border Region (see Figure 7.3).

The information system is utilized: 1) To provide local communities with information in order to raise their awareness, to encourage their participation and to identify more effectively local needs at the municipal and the provincial levels; 2) To provide major actors with the information for their mutual understanding as a basis for coordination; and 3) To improve the quality of development planning.

There are two types of information: formal and informal. The formal information is to be approved by SEEPYD and ministries. The informal one is to be provided by local communities.

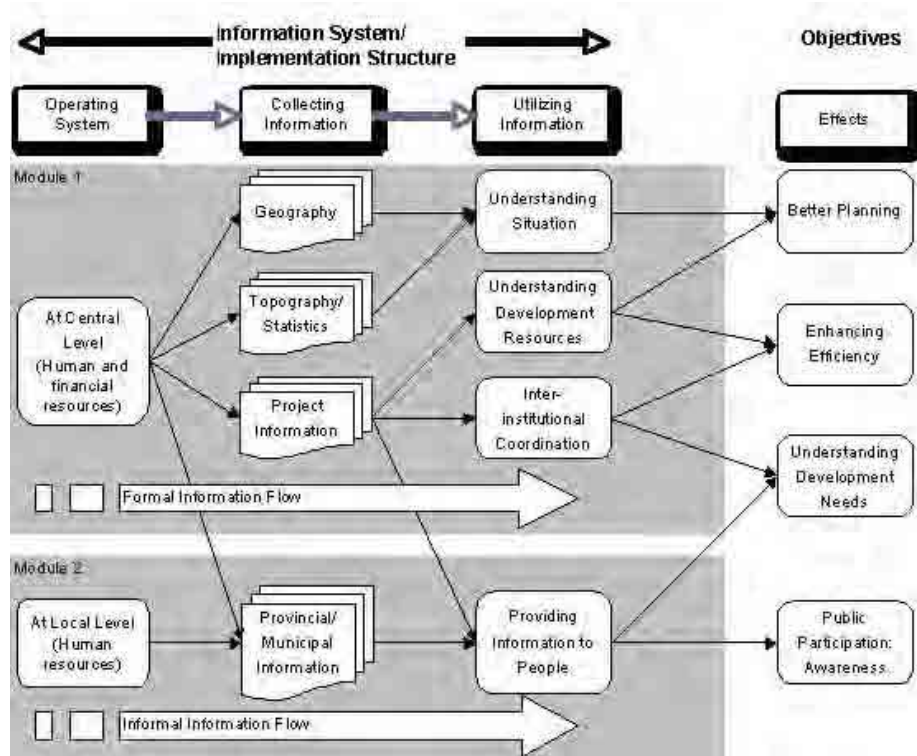


Figure 7.3 Objectives of Information System and Arrangement for Its Implementation

Source: JICA Study Team

In order to generate the effects mentioned in Figure above, results and experience from the pilot project should be reviewed and fed back into operational schemes. The pilot study examined the following aspects:

- What kind of information are needed and possible to collect for development planning ?
- To what extent, can the existing information flow be utilized for collecting information in a sustainable manner?
- What kind of problems are solved in terms of information system through capacity development of the organizations involved in Border Region development?

Based on the experiences and lessons learned, a policy is proposed to maintain the information system as shown in the table below.

Table 7.7 Policy to Maintain Information System

**NATIONAL LEVEL (SEEPYD Y MINISTRIES) :**

COMPONENTS		BASIC POLICY
1) development, operations and improve the information centre	Development, operations and improve the information centre	<ul style="list-style-type: none"> <li>• Develop Database Information Center, integrating data from projects operated by the international agencies SSECI in the Database for the SSEPLAN data management with investments public and,</li> <li>• The Information Technology Management Division of the Dept. of SSEPLAN. SEEPYD information officer will be responsible for administering the server and Database Information Center. The expansion of the system to a national coverage and work to change the platform Database will be entrusted to outside contractor.</li> </ul>
	Development, operations and improve the application programs to Web	<ul style="list-style-type: none"> <li>• Responsible: Computer Management Division of the Dept. of SSEPLAN. report of the SEEPYD.</li> <li>• Once the technical training needed to assume this responsibility.</li> </ul>
2) Data Collection	Geographic Information	<ul style="list-style-type: none"> <li>• Collected from the National Statistical Office (ONE), which has signed the consent agreement to supply the information requested by the Project.</li> <li>• Will be updated every 3 to 5 years on the basis of the formal application when necessary.</li> </ul>
	Topographic Information and Statistics	<ul style="list-style-type: none"> <li>• The refresh rate will vary depending on the type of data. Under the 6.2: "Guide information management", SSEPLAN will be responsible for collecting the data.</li> <li>• The ONE can fill 90% of the topographic information is needed for development planning. The ONE establishes as a strategy, strengthening the system of collecting statistical information at the provincial level, so it will wait for the improvement of the collection in the future.</li> <li>• There is an idea to establish a "data warehouse" (in English, Data Warehouse), introducing a system similar to that of unified data processing, among the SEEPYD and ONE. If this occurs in fact, be achieved by collecting and supplying data to date.</li> </ul>
	Region Border Report on development projects	<ul style="list-style-type: none"> <li>• All Secretaries of State supplied the list of public investment projects under their jurisdiction. (This draft will be delivered no later than the end of November, approving between December and January the following year and was finalized in February for public notice.)</li> <li>• Every year published an official guide for the development of that list, which is helping to increase the reliability of the information each year.</li> </ul>
	Central Government International agencies	<ul style="list-style-type: none"> <li>• We will use the form applied to the pilot project and subsequently revised, to collect information on development projects implemented by international agencies in the months of January and February 2008. The SSECI will be the coordinator of this work, which formally sought the cooperation of international donors</li> </ul>
3) Dissemination of Information Systems	Interiorization at the central level	<ul style="list-style-type: none"> <li>• The dissemination and internalization of the information system at the central level (Secretaries of State and government agencies) would be responsible for SSEPLAN. The institution will provide guidance about a guide providing information on projects with public investment, as well as promote the dissemination of information systems.</li> <li>• The dissemination system to international organizations, will be handled by the SSECI. It will build on the MECI or through individual visits to spread the system and solicit their collaboration.</li> </ul>

**LOCAL LEEL ( PUBLIC AUTHORITIES, COMMUNITIES AND LOCAL PEOPLE ) :**

COMPONENTS		BASIC POLICY
4) Design and Administration's website	Design and Administration's website (includes space for information from each province and municipality)	<ul style="list-style-type: none"> <li>DGDF will be responsible for designing and managing Web pages from the provinces, due to the deficiency of staff in the provincial authorities. Municipal authorities are directly responsible for its informative pages.</li> </ul>
5) Dissemination of information systems	Training to raise the information management ability	<ul style="list-style-type: none"> <li>The staff of the regional offices of DGDF is primarily responsible for carrying out the training to provincial and municipal authorities on the management of PCs, Internet use and operation of information systems developed by the Project. DGDF</li> <li>There will be training taking advantage of the computer centre of INDOTE headers in the cities of the provinces.</li> </ul>
	Promoting the use of information systems	<ul style="list-style-type: none"> <li>The staff of the regional offices of DGDF is primarily responsible for carrying out the training to the ONE, NGOs and international volunteers who are working in the Border Area, to promote the use of information systems.</li> <li>In particular, is becoming the exclusive training the staff of the ONE to raise the capacity of collecting and processing statistical data at the provincial level. It was developed a package of technical training for this purpose.</li> <li>Ideally spread the use of information systems, using various resources available locally.</li> </ul>

Source: JICA Study Team

**7.3 Long Term Perspective**

To implement the strategies proposed, it is ideal that people and institutions involved in all levels of development planning and implementation border, to share perspectives unified in terms of execution time for the following reasons:

1. To illustrate the main route of execution planned to serve as a guide for measuring and bridging the gap between reality and the vision established, and facilitate understanding on the correlation between various components of development.
2. Identify the problems immediately in a long-term projection. The key is to initiate actions that could begin and will ensure compliance with the plan. That is, if there is no provision for taking real action, perfect planning would have no meaning. In addition, working with a long-term vision, ensures continuity and consistency of actions to achieve a specific objective.

It establishes the following periods for the implementation of strategies:

**Goal**

1. Long-term Target 2030 (22 years)

It is the target year given to this study.

2. Medium-term Target 2020 (12 years)

Mid-point between the long-term and short-term targets.

3. Short-term Target 2012 (4 years)

It coincides with the presidential election year of 2012 to 2016. The SEEPYD develops the plan for public investment in the medium term, which takes into account the mandate of 4 years for each government. Reflecting the exercise of government and public administration in the country, this approach is reasonable, and implementation of the strategies will also be adjusted to that consideration.

However, policies or plans are always subject to change depending on circumstantial external changes, including long-term planning which deals here, without fail, it will be necessary to amend its contents each year.

Each strategy proposed in this report should be implemented simultaneously and there is no priority or execution order. However, ones need to know that some programs or strategies can be implemented immediately, while others must ensure certain preconditions. Ones should not necessarily initiate activities without completing their initial requirements:

**In the short term:**

1. Prioritize activities to be implemented with local initiatives or those achievable at the community level. Ensuring the efficiency and achievements of focal activities will take broader action and consolidated encompassing other communities, municipalities or provinces, or extend them to other components of development, and ultimately, connect these local actions, policies and regimes. This way of implementation, bottom to top level, is the fastest route and secure. Rather, it will take a long time to undertake reforms first central policy or national systems, and implement them at the sectoral, regional, etc.,
2. We should promote institutional reform or regime that are indispensable for achieving the proposed in 1. above
3. Prioritize the maximum use of the existing systems, organization, infrastructure and human resources available, as are fruits of a series of structural reforms implemented in the country and now are at the stage of implementation.
4. In the same way, we will avoid making the most of investments to create additional new regime or organization, they will opt to encourage municipalities with high initiatives and disposition of the local population, high capacity management and maintenance of activities and where expects to generate greater support impacts. In addition, it will give priority to solving problems of the first order within those communities.

### **In the medium term**

1. Extending the activities of communities advanced towards other communities in the region, especially those who are executed with local or regional initiatives, mainly. Their achievements are reflected in the national planning process. Concurrently, the State will continue to strengthen the reform of national policy and planning capacity and performance at the central level. In the short term, possibly advanced activities, will be run by NGOs or leaders of local industry, however, it is anticipated that over the medium term, the authorities of public administration (Municipal Development Councils and Provincial) will occupy the command the dissemination of activities with community initiatives.
2. In addition, it is estimated the largest economic and financial growth of the country over the medium term, a considerably large degree, which would have the capacity to support the development of the most backward communities. That is, if it maintains its average annual economic growth rate of 9% in the past three years, between now and 14 years, the Dominican Republic will have the economic dynamics three times higher than the current, reaching the stage where will be necessary to explore the diversification of agricultural production and other domestic industries, according to income level of the national population.

### **In the long term**

1. At this stage, be considered as an external factor of economic growth neighbouring country and will encourage the diversification of local products to meet both the domestic market as the border. It was designed to enable bi-national roads, including a link between Santo Domingo and Port-au-Prince in an easterly direction - west, leaving the border area as the midpoint of bilateral trade and maximize their strengths. We must also prepare to meet new demands of commercial activities (such as ecotourism) that result from the maturity of civil society and increasing income of the middle class who are expected later.
2. In the regional framework, is expected advance the stabilization of the younger generation in rural areas and improving the management capacity of public administration and development by provincial and municipal authorities, and accordingly, he settled in the strongest development activities with local initiatives.

These ideas are summarised in the table below:

Table 7.8 Long Term Perspective

A CORTO PLAZO (2008-2012)	A MEDIANO PLAZO (2013-2020)	A LARGO PLAZO (2021-2030)
Implementation of model cases	Extending model cases. Reflecting the practical experiences in national development policies.	The Border Zone will show up as a model of participatory planning "bottom up".
Having the initiative of NGOs and representatives of local businesses.	Enhancing the functions and role played by local government authorities.	Establish a system of development policy with local initiative as a result of the permanence of the younger generation and increase the capacity of local government authorities.
Maximum utilization of the scheme, existing institutions and facilities.	Investment new line to the expansion of local economic capacity.	Diversification of activities according to the progress of economic exchange between the DR and Haiti

Based on the above stages of development, Table 7.9 shows the proposed actions to be taken over time with respect to each strategy.

Table 7.9 Perspective of Development Strategies

STRATEGIES	PROGRAMS	SHORT TERM 2008-2012	MEDIUM TERM 2013-2020	LONG TERMS 2021-2030
1. To take maximum advantage of the commercial dynamics that takes place in the area	1.1 Modernizing the border market function	<ul style="list-style-type: none"> <li>Preparing market modernization plan</li> <li>Organizing market management</li> <li>Building consensus among related actors</li> <li>Diversifying products</li> </ul>	<ul style="list-style-type: none"> <li>Organizaing actors related to the market</li> <li>Establishment of free trade zone</li> <li>Modernizing public facilities for security and hygiene</li> <li>Improving amenities</li> </ul>	<ul style="list-style-type: none"> <li>Fostering trade-related business</li> </ul>
	1.2 Promoting investment to Border Region	<ul style="list-style-type: none"> <li>Promoting investment</li> <li>Improving regulations inviting investment</li> </ul>	<ul style="list-style-type: none"> <li>Improving investment environment</li> <li>Improving urban environment</li> </ul>	<ul style="list-style-type: none"> <li>Improvin infrastructure for companies</li> <li>Promoting local investment utilizing income from trade</li> </ul>
	1.3 Suppling local products to Border Market	<ul style="list-style-type: none"> <li>Collecting produts</li> <li>Supporting local market businesses such as providing information</li> </ul>	<ul style="list-style-type: none"> <li>Promoting exchange between market management and producers</li> </ul>	
2. To share priorities with the neighboring country	2.1 Promoting mutual understanding	<ul style="list-style-type: none"> <li>Creating administrative mechanism at technical level for supporting top management</li> <li>Exchange views between private sectors and government</li> <li>Sharing information on Haiti</li> <li>Establishment framework like free trade agreement</li> </ul>	<ul style="list-style-type: none"> <li>Training of Haitian administra ive staff</li> <li>Review of the organizations related Border Region</li> <li>U ilizing the CARICOM.</li> </ul>	
	2.2 Improving infrastructure		<ul style="list-style-type: none"> <li>Improving access bridge</li> <li>Expansion of Manzanillo Port</li> </ul>	<ul style="list-style-type: none"> <li>North-south highway along theBorder.</li> </ul>
	2.3 Improving conrol of the border	<ul style="list-style-type: none"> <li>Modernization of immigration control</li> </ul>		
	2.4 Common agenda as Hispanola island	<ul style="list-style-type: none"> <li>Strengthening disaster prevention system</li> </ul>	<ul style="list-style-type: none"> <li>Environmental management at the island level</li> </ul>	
3. To conserve the environment to prepare it for ecotourism development	3.1 Managing natural resources by community		<ul style="list-style-type: none"> <li>Watershed management and reforestation by communities</li> </ul>	<ul style="list-style-type: none"> <li>Creating a mechanism of communal management of natural resources</li> </ul>
	3.2 Identifying the value of local resources and utilizing them as tourism resources	<ul style="list-style-type: none"> <li>Organizing local organiza tions</li> <li>Making inventory of tourism resources and its evaluation by communities</li> <li>Developing criteria for environment-friendly tourism</li> </ul>	<ul style="list-style-type: none"> <li>Tourism market analysis</li> <li>Conservation of tourism environment</li> <li>Tourism promotion</li> </ul>	<ul style="list-style-type: none"> <li>Development of tourism circuit</li> <li>Environment-friendly tourism development of</li> </ul>
4. To foster the development of central cities and establish the link with rural areas to reach an integrated development	4.1 Improving urban services	<ul style="list-style-type: none"> <li>Determining core cities</li> <li>Medical service improvement and expanding hospital</li> <li>Vocational training and diversification of the training subject</li> <li>Job informaiton</li> <li>Urban land use planning</li> <li>Amenity development around ourder markets</li> <li>Collabora ion between NGO and municipality</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of new hospital</li> <li>Establishment of vocational training facilities</li> <li>Improvement of secondary education facilities</li> <li>Urban planning and urban infrastructure development</li> <li>Street improvement and waste management</li> <li>Urban water supply</li> <li>Medium and small enterprises promotion</li> </ul>	<ul style="list-style-type: none"> <li>North-south highway along the border</li> <li>Concentration of commercial facilities and improvement of walk streed</li> <li>Amenity improvement for visitors</li> </ul>
	4.2 Connecting urban and rural areas	<ul style="list-style-type: none"> <li>Maintenance of the existing main road in core cities</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of the existing roads in border trade city</li> <li>Maintenance of the existing roads in densely road-developed area</li> <li>Nia- San Juan south road</li> <li>Route 45: Dajabon – Commendador road</li> </ul>	<ul style="list-style-type: none"> <li>Route 47: Comendador ---Jimani</li> <li>Pedernalez --- Jiman road</li> </ul>
5. Strengthening Productive Capacity of Border Communities for the Sustainable Economy	5.1 Strengthening of management, technical and financial capacities of local producers groups	<ul style="list-style-type: none"> <li>Strengthening basic and technical education</li> <li>Strengthening business/ managerial skill and mind</li> <li>Fostering local leaders &amp; organaizaing grroups</li> </ul>	<ul style="list-style-type: none"> <li>Value chain development</li> <li>Information and communication technologies</li> </ul>	
	5.2 Strategic development of infrastructure for strengthening productive capacity	<ul style="list-style-type: none"> <li>Strategic infrastructure development</li> <li>Market improvement</li> </ul>	<ul style="list-style-type: none"> <li>Port improvement</li> </ul>	<ul style="list-style-type: none"> <li>Airport improvement</li> </ul>
	5. Developing and improving rules and mechanism for strengthening productive capacity	<ul style="list-style-type: none"> <li>Quality control for competitiveness</li> <li>Transparent and fair rules and mechanism</li> </ul>		

Source: JICA Study Team





## **CHAPTER 8      OPERATIONAL GUIDELINES FOR IMPLEMENTING STRATEGY**

In implementing the strategies as described in the chapters 6 and 7, all the actors who take part in the development of the Border Region with different functions and performance, will have to share common understandings, which must be respected by all.

First of all, in Section 8.1: " Guidelines for Participatory Planning " is presented. The participatory planning is rather new to the country. Descriptions are made on the important points that have to be respected by all the actors who participate in the planning process.

In Section 8.2: " Guidelines for Implementing the Development Strategies", presents major points to be noted to ensure fairness in the process of strategy implementation.. The proposed strategies include different fields and involve naturally, a great diversity of people and institutions in planning and implementation. One assumes that the participation of a greater amount and diversity of the local actors could bring about a greater conflict of interests, and will entail to modify palliative methods. In order to avoid the situation in which a certain sector or group enjoy some type of privilege, there should be rules that all the actors should respect.

Section 8.3 presents "Guidelines for Development and Management of Human Resources". The key factors of the implementation of the strategies are the use and the strengthening of human resources. Importance is placed on to the main players in the process of participation at the local level.

Section 8.4 presents " Guidelines for Legislative and Institutional Arrangements". The new form of management on a bottom up basis takes a process of decision being very different from the management on a top down basis. It is probable that incoherency arises in the legislative and institutional frame. Guidelines specify the points for improvement to be made on the legislative and institutional aspects in order to avoid such incoherency.

Section 8.4 presents "Guidelines for Management of the Information System" These specify the methods of managing the information system introduced in the pilot project.

### **8.1      Guidelines for Participatory Planning**

The action plans presented in Chapter 6 describe the process of planning and implementation of the strategies for municipal and provincial development through local initiative. Table 8.1 shows the common points that should be respected by all the actors involved in this process:

Table 8.1 Guideline related to Plan of Actions

NIVEL	ACTION PLAN	ACTORS	COMMON POINTS TO ACCOMPLISH
MUNICIPALS Y PROVINCIAL	1. Review and improvement of the Development Strategies		
	1.1 Involve a wider range of people in the planning process.	People, municipality, province, DGDF	<ul style="list-style-type: none"> <li>- Selecting a uniform and equitable representation of local civil society, taking into account various factors such as political party preference, organization to which belong, profession, gender, etc., in order no to be influenced politically.</li> <li>- In disclosing the results of the selection to citizens, increase the transparency of the selection and facilitate the sharing of experiences with the public in general.</li> </ul>
	1.2 Incorporate the logical analysis views.	People, municipality, province, DGDF governmental institutions, donors.	<ul style="list-style-type: none"> <li>- In formulating plans, quantative data will be analyzed to a maximum extent, visions based on a larger period (medium and long term) and actions that cover more geographical area.</li> <li>- In addition to the initial investment, will be taken into account operating costs, including administrative costs, for the renovation of facilities and equipment. Cost-benefit analysis of the economic contributions will be done.</li> </ul>
	1.3 Planes a corto, mediano y largo plazo y priorización.	People, municipality, province, DGDF SEEPLAN, governmental institutions	<ul style="list-style-type: none"> <li>- Plans with different periods of performance will be established: short, medium and long term.</li> <li>- The sequence of actions and the degree of urgency will be considered for the prioritization of the actions.</li> </ul>
	1.4 Authorization by the Development Councils	People, municipality, province SEEPLAN,	<ul style="list-style-type: none"> <li>- For the formulation and prioritization of development plans, the decisions taken by Development Councils that represent local civil society will be respected.</li> <li>- Discussions and decision-making process at Development Councils will be noted and the information will be available to citizens to show the process transparency.</li> <li>- Legal aspects: To define clearly the relationship between Development Councils and Municipal councils on the decision-making process.</li> </ul>
	1.5 To Request approval by the SSEPLAN	Province SEEPLAN	<ul style="list-style-type: none"> <li>- For the request of development projects, the necessary information will be annexed and an objective comparison between the proposed projects will be done for various points, such as cost analysis to medium and long term, cost-benefit effect, and so on.</li> </ul>
	1.6 Prioritization and implementation of Action Plans	People, municipality, province, DGDF governmental institutions, donors	<ul style="list-style-type: none"> <li>- To organize development plans according to the development needs and priorities identified by Development Councils.</li> <li>- It is necessary to agree on the priority of development plans with the Ministries and other governmental institutions.</li> </ul>
	2. Extending this model to other provinces where it has not been tested.	People, municipality, province, DGDF	<p>Matters relating to managing information:</p> <ul style="list-style-type: none"> <li>- To leave records of the processes of planning, implementation, monitoring and evaluation of development projects.</li> <li>- To release the results of monitoring and evaluation to local People.</li> <li>- To register the process of successful projects and divulgate their information, not only to the People of the area of influence, but also to other communities in the frontier zone.</li> </ul>
	3. Apply this model to municipal level.	People, municipality, province, DGDF	<ul style="list-style-type: none"> <li>- To respect the citizens initiatives and as a basic principle, the government provides assistance upon formal request.</li> </ul>

REGIONAL	4. Discuss the matters that are not resolved at the provincial level or those common in the region. Arrange visions, strategies and actions.	municipality, province, DGDF governmental instituciones	<ul style="list-style-type: none"> <li>- To take advantage of the Development Councils to discuss the matters that affects more than one province.</li> <li>- To establish the vision, development strategies and action plans.</li> </ul>
	5. Guide the actions of each province in accordance with the policies of the Central Government.	DGDF	See "Guideline on organizational Disposition".
	6. To assist local authorities in formulating action plans for the short, medium and long term.	DGDF	<ul style="list-style-type: none"> <li>- After understanding the overall situation of the Border Area, development projects for a short, medium and long term will be coordinated with the local actors involved.</li> </ul>
	7. To coordinate initiatives and development priority at the central level, taking into account development plans for a short, medium and long term.	DGDF	<ul style="list-style-type: none"> <li>- To analyze the priority, the sequence of actions and the degree of urgency will be considered.</li> <li>- The cost analysis for a medium and long term, cost-benefit effect, and so on, will be considered.</li> <li>- In addition to the needs of the Border Area, the order of priority is determined also from the standpoint of diplomatic relations and national security.</li> </ul>
NIVEL CENTRAL	8. To accomplish the political decisions taken by the Central Level on the matters that affect the entire Border Area, with the involvement of various government institutions related.	SSEPLAN	See "Guideline of Organization Disposition".
	9. To facilitate the formulation of development strategies and local Monitoring: DGDF.	DGDF	See "Guideline of Organization Disposition".
	9. To authorize local development strategies: SSEPLAN.	SSEPLAN	<ul style="list-style-type: none"> <li>- To demonstrate clearly the approval criteria and procedure for determining the priority level of development plans. The information will be available to public.</li> <li>- To demonstrate clearly the reasons of disapproval of a development plan in order for purposes of feedback between the actors involved.</li> </ul>
	10. Make coordination with ministries: SSEPLAN.	SSEPLAN	<ul style="list-style-type: none"> <li>- To ensure consistency between the strategies and development plans of each government institution and national development plans.</li> <li>- To define the roles and responsibilities of each ministry and government agencies and conclude a common agreement.</li> </ul>
	11. Make coordination with donors and NGOs.: SSECI.	SSECI, DGDF	<ul style="list-style-type: none"> <li>- The Dominican Government will play a leading role in coordination with donors and NGOs, respecting their intentions.</li> </ul>

Source: JICA Study Team

The planning system on a bottom up basis, based on the new Law of Public Investment requires local initiatives, but individual and organizational capacities are limited at the local level. National and international bodies need to support the local level authorities. What follows describes major points of reinforcement for such support: planning, synthesizing of different plans, supporting municipalities and provinces, coordination, collection and sharing of information.

#### **(1) Strengthening the Bottom up Planning**

For the purpose of strengthening the new development councils, an effort will be made to strengthen the support by DGDF and the regional offices of line ministries and a mechanism will be created to incorporate the local needs for development in national planning, with an emphasis on the following aspect:

- Planning capacity of municipal authorities.
- Coordination capacity of the provincial authorities
- Capacity of DGDF as an advisor to the municipal and provincial authorities.

#### **Synthesizing Development Plans: SSEPLAN**

With the promulgation and entrance in force of the two related legal Guidelines to the SEEPYD (Law no. 496-06 and Decree no. 231-07), jointly with the new Law of Public Investments (Law no. 498-07), a mechanism of planning of the national development with popular participation has been established.

What is expected to SSEPLAN is to make the coordination effective from the community to national level and from one government agency to another.

In this sense it is necessary to strengthen the following functions:

- Collection of the information on the present situation of the municipalities and the provinces:  
In order to prepare a viable plan, it must be based on the real data. Besides obtaining the data from the regional offices of line ministries, it is particularly important to strengthen the flow of information through DGDF.
- To prioritize development projects: In order to synthesize plans, it is indispensable to set priority among them. Such priority setting needs cost- benefit analysis, procedures to compare projects, and criteria for prioritization.

## **(2) Strengthening of the Capacity to Support of Local Communities**

### **Facilitators: DGDF**

In order to realize the development with local initiative, it is necessary to strengthen facilitation capacity. The main facilitator is DGDF. It is not going to play the role of planner as such, but rather, to provide different means to support the local initiatives and little by little, It will further contribute to fostering facilitators at the local level on a step by step basis.

### **Technical Support and Training for the People**

#### **DGDF**

With the aim of encouraging community participation, DGDF will provide basic techniques to the local population, with the help of SEEPYD. Such techniques will include: Analysis of needs, Basic planning, Methods of participatory development, Monitoring, and Evaluation.

Maximizing the advantage of their continued presence in the Border Region, DGDF will strengthen monitoring activities to report to implementing agencies and SEEPYD, as well as to the local citizens.

DGDF will receive technical advice from SSEPLAN and line ministries for the monitoring activities.

#### **Governmental Institutions**

The governmental institutions will mainly support the activities of technical attendance and qualification to the citizens, handled by DGDF. In particular, its technical attendance will be directed to facilitate the process of summarizing local needs and identifying high-priority projects.

Provincial offices of the line ministries will coordinate this participating process, with DGDF as a collaborator. In the provinces where there is no direct presence of such provinces, regional offices of DGDF will coordinate activities.

### **Enhancing People's Awareness in Development: SSEPLAN, DGDF**

In order to ensure the effective operation on the new development councils, it is necessary to enhance the awareness and knowledge of the local population in development . SSEPLAN in collaboration with DGDF will promote awareness building for planning and participation under the new Law of Public Investment.

## **(3) Strengthening the Capability to Coordinate**

### **Cooperation Table**

In accordance with the Declaration of Paris, SSECI established the Table of Cooperation for

coordinating international coordination under DR's initiative.

It will not be efficient if each donor individually contacts governmental institutions, provincial municipal authorities to determine the projects to which they will support. This is even more true under a bottom-up planning system.

On the other hand, when observing the tendency of economic growth of DR, it is inevitable that the portfolio of the international cooperation will fall in the future. Therefore, it is very necessary to ensure a reasonable and effective use of external cooperation resources through coordinating among donors

Under this consideration, the Table of Cooperation has been organized with the initiative of SSECI, according to the National System of International Cooperation (SINACI), as shown in Table 8.2

The Table of Cooperation is not supposed to be a platform for not only SSECI and donors but also other governmental agencies. It should deal with the coordination not only at the project level but also at the program/policy level. In particular, SSEPLAN will join along with SSECI in the coordination of plans and programs. Line ministries will also support the Table of Cooperation based on their respective specialized fields.

Table 8.2 Structure of Cooperation Table

	OBJECTIES/ CONTENTS	COMPOSITION	FREQUENCY
GLOBAL TABLE OF DONORS ( Meeting of the representatives of Sectorial Tables of Donors	<ul style="list-style-type: none"> <li>- Assessing the level of achievement of programme goals in the last year.</li> <li>- Development policies and strategies priority for this year</li> <li>- Guidelines for international cooperation to or from DR (Dominican Government)</li> <li>- Report of the cooperation guidelines for cooperation from donors for this year.</li> <li>- Exchange of views on priority areas and programmes for international cooperation.</li> </ul>	<b>President :</b> <ul style="list-style-type: none"> <li>- Minister of SEEPYD.</li> </ul> <b>Co-president :</b> <ul style="list-style-type: none"> <li>- Minister of Foreign Affairs</li> </ul> <b>Secretary :</b> <ul style="list-style-type: none"> <li>- SSECI</li> </ul> <b>Participants :</b> <ul style="list-style-type: none"> <li>- Vice Minister of National Planning</li> <li>- State Ministers (including DGDF Director)</li> <li>- Representatives of international cooperation organizations.</li> </ul>	<ul style="list-style-type: none"> <li>- 1 vez al año, a principio del año.</li> </ul>
Table of Donors for Frontier Development ( It will be one of Sectorial Cooperation Table of Donors, but, because of its nature, it will be functioning as a Table of Transversal Coordination )	<ul style="list-style-type: none"> <li>- Assessing the level of achievement of programme goals in the last year.</li> <li>- Development policies and strategies priority for this year</li> <li>- Guidelines for international cooperation to or from DR (Dominican Government)</li> <li>- Report of the cooperation guidelines for cooperation from donors for this year.</li> <li>- Exchange of views on priority areas and programmes for international cooperation.</li> <li>- Report of progress of international cooperation in the specific sector.</li> <li>-- Coordination and exchange of views on development programmes.</li> </ul>	<b>President :</b> <ul style="list-style-type: none"> <li>- DGDF Director</li> </ul> <b>Co-President :</b> <ul style="list-style-type: none"> <li>- Vice Minister of SSECI</li> </ul> <b>Facilitator :</b> <ul style="list-style-type: none"> <li>- Director JICA</li> </ul> <b>Secretariat :</b> <ul style="list-style-type: none"> <li>- SSECI</li> </ul> <b>Participants :</b> <ul style="list-style-type: none"> <li>- Director SSECI</li> <li>- Director SSEPLAN</li> <li>- Chief in charge of Sectorial planning, SSEPLAN</li> <li>- Chief in charge of Development of Governmental Agencies.</li> <li>- Chief in charge of Governmental Agencies Budget</li> <li>- Chief in charge of Governmental Agencies Cooperation</li> <li>- Chief in charge of Development Programs of Cooperation Organizations</li> <li>- Representatives of executing agencies of international cooperation projects (including NGO)</li> </ul>	<ul style="list-style-type: none"> <li>- 4 veces al año.</li> <li>- Se puede celebrar más reuniones si así se acuerdan los participantes.</li> </ul>
Technical Commission for each development issue established by the Sectorial Table of Donors.	<ul style="list-style-type: none"> <li>- Coordination and exchange of opinions on priority areas and programs for international cooperation.</li> <li>- Report on achievement level of international cooperation in a specific area.</li> <li>- Coordination and exchange of opinions on development programs</li> <li>- Collection of information on international cooperation projects (for the Information Center)</li> <li>- Coordination and exchange of views on development programmes.</li> <li>- Discussion on specific issues considered important matters for Sectorial Table of Donors.</li> </ul>	<b>President :</b> <ul style="list-style-type: none"> <li>- Enc. Planificación DGDF</li> </ul> <b>Secretariat :</b> <ul style="list-style-type: none"> <li>- DGDF</li> </ul> <b>Participants :</b> <ul style="list-style-type: none"> <li>- Director SSECI</li> <li>- Director SSEPLAN</li> <li>- Chief in charge of specific area of Vice Ministry of National Planning</li> <li>- Chief in charge of development programs of specific area of governmental agencies.</li> <li>- Chief in charge of governmental agencies budget</li> <li>- Chief in charge of international cooperation of governmental agencies</li> <li>- Chief of development programs for specific area of international cooperation organizations (including NGOs)</li> <li>- Specialist assigned to governmental agencies (They participate in the meeting for specific issues)</li> </ul>	<p>Se estima como estándar 1 reunión cada mes o cada dos meses por tema específico, aunque esto puede variar dependiendo de la decisión de la mesa sectorial correspondiente .</p>

Source: JICA Study Team

### **Establishment of Policy to Recieve/Extend International Cooperation: SSECI**

Besides the coordination among donors, SSECI is supposed to establish the policy not only to receive but extend international cooperation. With reference to the Border Region, the following



points should be noted:

- The cooperation with Haiti is not simply a support to her development but also an effort to reduce economic disparities between the two neighboring countries so that they can share priority in broader scope particularly in the connection with the Border Region development. .
- Considering that the international cooperation extended in the past to the Border Region has caused a sense of dependency among local people, it is necessary to get insight into the social cost of international cooperation in long term.

#### **(4) Compilation and Exchange of Information**

##### **Compilation, Accumulation and Sharing of Information on Donors: SSECI**

For effective coordination with the donors, it is necessary to compile and to collect the data on the developmental activities of each donor, to analyze them based on the strategies of development of the Border Region and to accumulate them. SSECI will strive in establishing its own mechanism that to obtain in periodic and continuous way, the information on the donors both directly and indirectly through line ministries. Necessary information on cooperation may include: Policy, High-priority fields, Mode , Scale, Procedures and schedule, and General description of the projects with international cooperation in execution.

However, SSECI will be committed to provide the data on donors to the governmental agencies and the citizens interested through the Information System, DGDF, and regional offices of the governmental agencies.

##### **Two Information Channels between Local and National Levels**

###### **DGDF**

When having several channels of information flow on the development needs, from the Border Region to the national government, the information will be more reliable.

Compilation of information through the DGDF in the new participating planning system, the citizens will have access to the decision-making on the needs of development in their communities. DGDF will participate in the meetings at different levels and will inform the results of the meetings to SEEPYD.

Also DGDF will take advantage of these meetings to obtain the information on people's perception regarding their communities and convey it to SSEPLAN.

DGDF has offices and staff in the Border Region so that it understands better the local situation. It will thus obtain local information and transmit it to other governmental agencies, especially,

the information on the projects by NGO's and municipalities.

### **Line Ministries**

Regional staff of line ministries will attend the development councils and send relevant information to their national offices as well as SEEPYD

## **(5) Strengthening of Municipalities**

The municipalities have a great importance for the civil society, since they are conceived as public authorities closest to the local people and it is necessary to strengthen their capacity to manage development.

They will reinforce their organization and staff in accordance with Law no. 176-07 of the National District and the Municipalities and Law no. 41-08 of the Civil Service and Administrative Race. Priority will be to secure and retain the highly motivated .

Since the national government made the decision to introduce a participating process in development management, the municipal councils will collaborate with DGDF and other governmental institutions for the strengthening of the civil society.

Development will not be envisaged for the budget sake,, but for realizing policy priority.

The process of planning and execution will be recorded to be transparent to the people so that the people will have greater awareness in development.

In medium to long term, analysis will be made in the size of population, budget, efficiency of public services in municipalities so that From these analysis, several neighboring municipalities may embark on cooperation for certain purposes or merge.

## **(6) Defining Functions of Organizaitons Related to Frontier Development**

The government will more clearly define and strengthen functions of organizations supporting the participative development with local initiative process . To put in practice the process of participative planning from the bottom up, the functions that each is expected to develop will be defined. When necessary, the legal and institutional obstacles, that affect the accomplishment of the functions already defined, will be eliminated. (See the Guideline for Human Resources Development)

## **8.2 Guideline for Implementing the Strategies**

Following the descriptions of the common points that all the actors must respect, in order to guarantee that the strategies will be implemented with fairness and justice, without favoring a certain sector or group of the society.

### **Strategy 1: To Take Maximum Advantage of the Cross border Markets for the Region**

#### **General subjects:**

- To organize a steering committee represented by of the municipality and those engaged in the border market. This committee will make basic policies on the management of the market.
- To establish under the committee, a unit to deal with the daily administration of the market.
- To establish under the committee, the rules on the use of the market to be strictly observed
- To establish and to apply the criteria for permitting new entry in the market.
- To establish the rules for sharing common operational and maintenance costs among those using the market.
- To prepare an investment plan to maintain the market in long term.
- To establish and apply the procedures to solve conflicts.

#### **Human Resource Development**

- To assure the personnel endowed with the capacity of management and maintenance .
- To assure the personnel endowed with the trade capacity in order to explore new markets continuously.
- To assure the personnel endowed with the capacity to support the merchandising of traders in the market.

#### **Legal Aspects**

- Incorporation of an administrative status of the border market.
- Interpretation of the administrative procedures and rules to solve conflicts, from the legal point of view.

### **Strategy 2: To Share Priorities with the Neighboring Country**

#### **General issues:**

- To construct bilateral relations with a vision and insight into the relationship between the two countries.

- To strengthen the administrative function of the secretariat of the Commission Dominican-Haiti and to promote dialogues.
- To promote mutual understanding and dialogue at the local level and the technical level.
- To promote mutual understanding and dialogue in the private sector.
- To review and possible streamline government organizations related to the border affairs for their total efficiency
- To promote the development of infrastructures that provides benefits to both countries.
- To control the land use in the border strip within a distance from the borderline .
- To modernize and strengthen the migration control in the border markets.
- To have an appropriate control of Haitian immigrants and to guarantee legal migrants the rights of workers.
- To conclude bi-lateral agreements and to lead action in the criminal control, prevention of natural disasters and preservation of the environment.

#### **Legal Aspects:**

- To accelerate to make agreements on security, disaster control and natural environmental conservation.
- To ensure a free trade agreement between the two countries.
- To develop the bi-lateral relations by making use of CARICOM.

#### **Strategy 3: To conserve environment and prepare it for ecotourism**

- To conserve environment and use it as resource for tourism
- To prepare tourism development strategies in the municipal development council.
- To strengthen collaboration among neighboring municipalities by making use of the provincial development councils.
- To identify priority area for ecotourism in the provincial development councils
- To prepare plan of actions by municipalities, utilizing the provincial development councils
- To prepare tourism development plans, with a priority on the benefits of the local population, instead of those of a small group of investors.
- To advance towards “the open” and not “closed” tourist development, (that is, a type of development that leaves benefits only to the business or project, without repelling the

communities).

**Legal Aspects**

- To establish an agreement for protection of the cross-border.
- To establish a regulation to protect the natural landscapes with tourist value and to look for the understanding of the people.

**Strategy 4: To foster intermediate cities and strengthen their linkage with rural areas**

**General subjects:**

- To designate an intermediate city as a basis for development in the North part and another one in the South part of the Border Region, and priority will be given to these cities in public investments for the development of industries, including trade industries..
- In these regional intermediate cities, technical schools and advanced medical facilities will be developed (not highly specialized facilities but those at intermediate level)
- To improve the access between the intermediate cities and their surroundings, with the purpose of a balanced regional development.

**Strategy 5: To Promote Local Initiative in Development Management (Strategy on Capacity Development)**

- To respect the initiative of the local people in preparing development plans.
- To respect the ownership of the local people.

### 8.3 Guideline for Using and Developing Human Resources

Efforts should be made to use and develop the human resources with the capacity to promote the local initiative, with an emphasis on the following:

**(1) Use and Development of the Core Groups for Local Initiative Such As Those at:**

- Community level: Local leaders
- Municipal level: Staff for planning and information.
- Provincial level: Governor's staff for coordination and monitoring.
- National level: An inter-ministerial task force in SEEPYD for the Border Region and the planning staff of DGDF.

The planning staff of DGDF is expected to liaison these staff at the different levels among others.

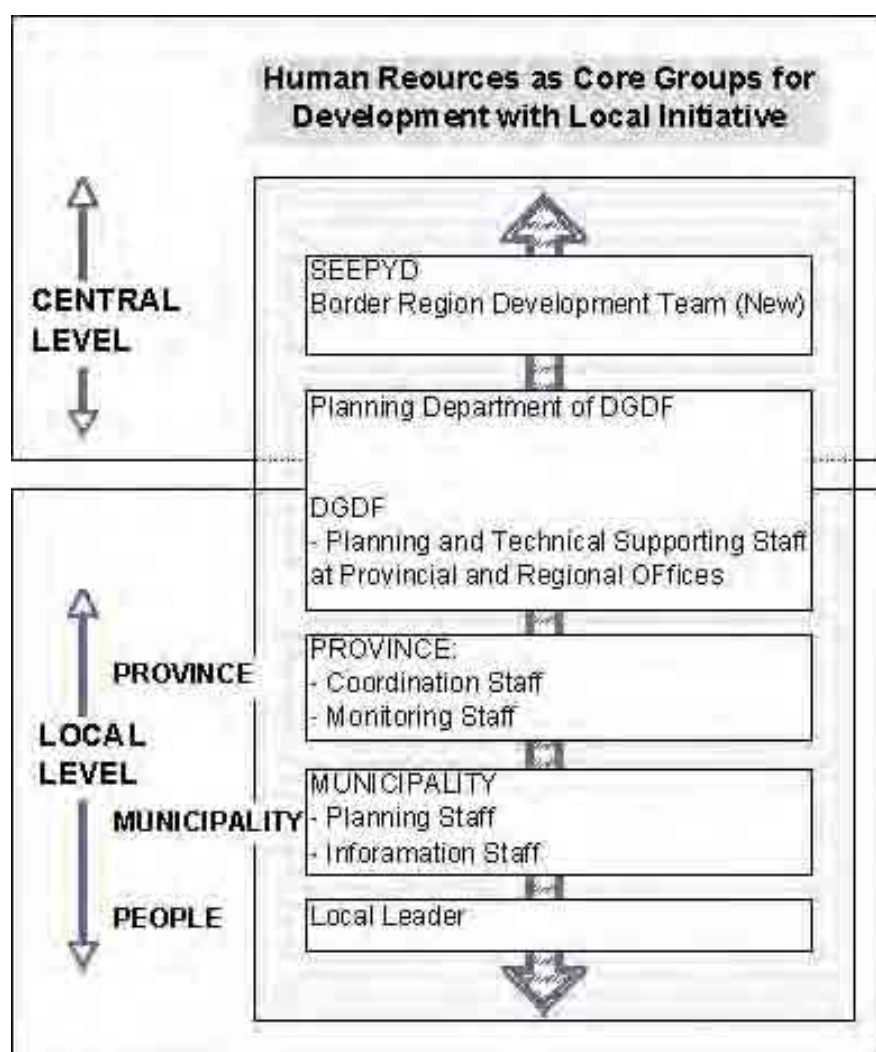


Figure 8.1 Core Group for with Locally initiated Development

Source: JICA Study Team

The followings are organization-specific guidelines for strengthening human resource:

### **SEEPYD**

SEEPYD covers a wide range of functions such as mid-term planning, inter-ministerial coordination, project appraisal, coordinating cooperation and support to the local authorities. Reflecting this diversity of its functions, it has competent personnel at individual level. Nevertheless, at collective level, the platform of human resources is still narrow. The participatory approach does not imply the reduction in the scale of operation or personnel of SEEPYD, but rather, it calls for a greater efficiency in the national government through the centraliation of human resources, information and responsibilities. That is to say, strengthening of human resources is very important for SEEPYD, through basically, the full use of the existing personnel, in line with the following guidelines:

1. To secure a fixed personnel for each operational unit.
2. To organize a task force for the Border Region at the national level. It will be made up of members of SEEPYD staff and those seconded from relevant line ministries. This team will be temporary. It will strengthen human resource base of SEEPYD in a short time and to improve the communication of SEEPYD with line ministries through personnel exchange.
3. To secure the expenses to ensure good footwork of the personnel (for example, local trips).

### **DGDF**

1. To increase to the knowledge of planning and advisory ability of the staff of regional and provincial offices:
2. To strengthen the staff of Planning Department to provide technical support to the regional and provincial offices.
3. To mobilize the personnel for the execution of projects for planning and advisory activities
4. To secure the expenses to ensure good footwork of the personnel (for example, local trips).

### **Staff of Provincial Governo**

In addition to its peculiar role of direct communication with the President of the Republic, provincial governor has performed a very important function as a coordinating politician among municipalities of the province, which it is in charge, and regional offices of the line ministries. However, with the establishment of the development council, the governor is expected to assume a greater responsibility not only at the political level but also at the technical level: planning and coordination of projects. In that sense, one sets out to introduce the following measures to support the governors:

1. To strengthen the assistant to the governor so that the assistant can maintain communication on project preparation and other subjects with DGDF, line ministries and donors, and perform secretarial functions for the development council.
2. To secure personnel for the management of the information on the situation of the development of each municipality, monitoring of projects .

### **Municipality**

The municipal has its own budget and is the direct window towards the local population. It also takes care of consultation with community groupings, NGOs, etc. Nevertheless, the municipality does not have a human resource base being sufficient to fulfill this role. The support of international donors to community organizations, very frequently, arrives directly at beneficiary communities without going through municipalities. Although the staff of municipalities, generally, has an acceptable size, but is necessary to improve its quality in some specific aspects as under:

1. To improve the level of understanding on the planning and development, of the mayors and the members of the development councils.
2. To strengthen the function of the planning and public management by means of the use and qualification of the existing personnel.

## **(2) Human Resources Development in Local Perspective**

For the use and formation of human resources, instead of taking into account individual need of each institution, it is necessary to adopt a cross-sectional vision and to act on the basis of the local needs. In a traditional system of the top- down management, each institution adopts its own policy of handling and improvement of his personnel, but in a participating system with local initiative, local perspective is more important. The method of human resource development will have a drastic change, because necessary human resources will not be realized through individual way in each institution, but, in collective way, organizing different local actors. This modality will create the approach of the personnel of different institutions, having the confidence, common understanding and connection of the professionals. One will strengthen not only the capacity of the personnel of an institution, but the total capacity of all the actors related to development.

## **(3) Requirements to Each Actor (Institution)**

### **Specialization of Human Resources**

The establishment of the New Civil Servant Law gives a legal framework that allows to clarify the requirements of officials and to recruit officials by competitive examination. The law also



gives the stable status of government officials not being affected by the change of the government. The officials of the decentralized institutions and municipalities are also subject to this legal framework. This lays the foundations for the process of specialization of the personnel of the public sector and to increase the efficiency of its services in all the levels of the Dominican Government.

In order to promote the specialization of the abilities of the personnel of institutions, it is indispensable to accumulate and share the knowledge and experiences among personnel of organizations. To do this, it needs utilizing the individually-owned-information as shared information among organizations, through registries of works, archiving information, preparation of manuals, and introducing training programs.

### **Prioritizing of the Practical Abilities**

The development management is an intervention to the real world. The theoretical development is only valid in a research institute. Planning organizations like SEEPYD as well as executing organizations like DGDF are to be able to manage development according to the needs of the realities by strengthening theoretical and practical abilities

Much importance is to be given to the practical experiences for the recruitment and personnel allocation among each organization. Especially, the practical experiences with tangible results is to be taken into account for the managerial positions in the execution of the development projects.

### **Strengthening the Capacity of Facilitation**

In order to promote the participatory development with local initiative, it is necessary to precede the process of dialogue and the consent with the civil society, which is different from the traditional centralized top-down decision-making system.

For such intention, the facilitation capacity has an extraordinary importance to maintain the dynamics of the actors and to lead the collectivity to arrive at a certain direction in consensus. A high capacity of facilitation requires not only the ability to gather the voices of the people, but also the capacity to take an objective analysis of the problems, ample knowledge related to the subjects and abundant experiences with versatile tools of solution. In a system of unilateral decision from top to bottom, it is only enough to make decision and give instructions substantiated by criteria from the specific field and to lower the instructions. However, in a bottom-up system, such ability is needed to obtain the wished results to lead to the consent among actors utilizing their abilities. In that sense, an organized human resources development for facilitators is to be made not only increasing knowledge but also giving opportunities of practical experiences.

## **8.4 Guidelines for Legal Frame**

### **(1) Rules for Development Council**

The new Law of Public Investment grants important functions to the development council at the municipal, provincial and regional level. However in practice, not even the members have been nominated/elected. One does not have any concrete idea on their profile and operation. Applying this strategy, that contemplates the formulation of the development plans under participating scheme of an ample range of the involved local actors, during their application, many experiences and lessons will be obtained on the valid practices at local level, for example, the selection of members, the functionality of the system, etc., with the purpose of to feed back them to nourish the system of the development advice.

### **(2) Improving the Recruitment System of Public Servants**

To guarantee the Sustainability of the Public Management the lack of knowledge and experiences concerning public management, consequently brings the dependency and lack of supervision of the services of external consultants or specialists. The requirements of recruitment of the public employees not always, are clear and there is no competitive examination system. This facilitates the continuation of the clientelism and the drastic change of the personnel of the public sector whenever a government arises from the opposite party. These are factors that prevent the specialization and the improvement of the efficiency of the public organizations. With the Law of the Civil Service and the Administrative Race and the establishment of the Secretariat of State of Public Administration, one hopes that this situation changes. It is necessary to define with greater clarity the requirement of the hiring of employees public, to introduce the system of competition examinations and to apply measures to guarantee the stability of his status. At the same time it will be necessary to consolidate the distribution of functions and the system of internal coordination of the governmental institutions.

### **(3) Political Neutrality of Administration**

The paternalism and clientelism persist well ingrained in the Dominican society. The citizens vote by the favorite candidates from those who hope to receive some repayment when winning. The winning political party of the elections chooses the projects that would give to more uses and benefits to their followers. Consequently, when the opposition gains the elections, most of employees, almost in its totality, are replaced by a new one of the turn party and the projects are suspended. This phenomenon must to the lack of transparency and the ambiguity between "political activism " and " public management ". In many cases, this situation also has lead international donors and NGOs get to execute projects in association with the local NGOs, avoiding the official channel with the public institutions. In addition, it is very difficult to coordinate between the receivers who belong to different parties, which affects the efficiency of

the coordination at provincial level.

In order to take to a public management that prioritizes the continuity of the projects and action of development, handling the resources public, it is necessary to be based on the principles of the political impartiality, objectivity and decision making from technical points of view. The public management does not have to leave the development of the country depends on the NGOs or the donors, but they must become jumbled actively in the execution of the same.

The here proposes strategies of development contemplate " local population " like main being of the development. Its application would imply to elevate the level of the conscience and the popular empowering. If the popular conscience changes, the public management must adapt to the same. That is to say, the execution of the strategies will mark the first time of this initiative to form later, great currents that will flood the society and will construct the foundation to obtain a society better.

#### **(4) Clearer Definition of Functions of Actors**

Several autonomous and decentralized non-financial governmental institutions whose functions clearly are not divided. By the duplicity of the functions, the individual budgets are very limited, which prevents to obtain the greater specialization and operational efficiency. It is necessary to define those functions clearly, as well as to advance the accumulation and interchange of knowledge and experiences.

The DGDF is among these institutions. It is necessary for DGDF to identify the expectations towards her at the local level as well as the central level. The attributions of DGDF should be defined in order for the institution to assume them as effectively as she possibly can as well as technical support to the development councils, coordination among projects and information exchange.

#### **(5) Unified Regional Delineation**

To obtain one better inter-institutional coordination although " the administrative and political division" of the country are unique, the governmental institutions of the Dominican Republic adopt the systems of "regionalization" different to its programs of development. This makes it very difficult to make the coordination between different public institutions regarding any cross-sectional problem that includes several provinces. The information classified by region is not consistent among institutions.

It is necessary to unify the division of region to solve these disadvantages. Division of region is the major factor of the structural scheme of the actions of development and public management. In addition, it will also help to establish the regional development council.

## **(6) Strengthening Municipalities**

In order to advance the development with local initiative, the municipalities will have major importance like the authority of public management nearer the local population, which plays the protagonist role. The Law of the National District and Municipalities extended the autonomy of the municipalities, nevertheless, confront the following problems for being very small municipalities:

- Efficiency of Public Services: It is necessary to elevate the efficiency of public services, analyzing the balance between the cost of these services and the facility of access to the same on the part of the citizenship.
- Scale of the Development Projects: If the operational scale is too much for small one, a project will only end up solving the immediate problems, and very hardly the development action would get to produce a true impact, that is to say, that changes the situation forcefully. Then, it is necessary to design a development project whose dimension considers based on the effect of development and the relation between the budget and the reach (cover) of the actions pertinent.

In order to solve these disadvantages to medium and long term, the most suitable size of the city like unit of public administration will be studied to produce the maximum possible effect of the interventions of development. The analysis will include the necessity of fusion or reconstruction of the municipalities.

## **8.5 Guidelines for Management of Information System**

According to the basic lineaments of the presented/displayed information management in Chapter 5, the Directive of the System management of Information is shown more below. The scheme of execution by described component is by order in the referred basic guidelines.

### **(1) Administration and Improvement of the Information Center (SEEPYD, Governmental Secretariats of State and Agencies)**

#### **(a) Administration and Improvement of Data Base**

The SSEPLAN will be in charge of the administration and improvement of the Information center with the collaboration of the Division of Computer science of the SEEPYD. The Information system created by the Project is in the Servant of a local company that provides services of Hosting, and it is contemplated to transfer the system to the own servant of the SEEPYD within a year. Next one is to the structure of physical components present and the one that the servant of the SEEPYD will have after transferred.

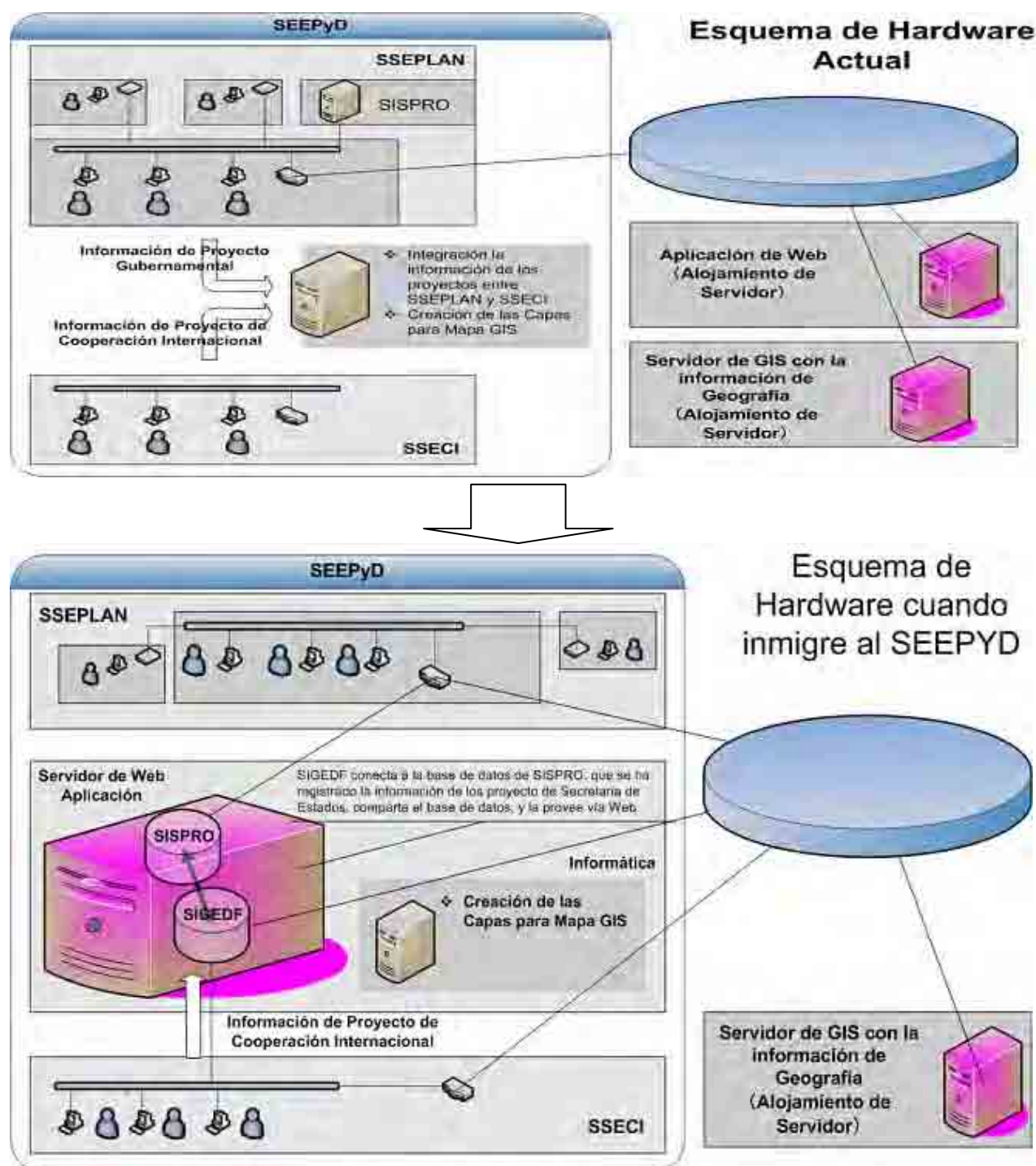


Figure 8.2 Structure of Information System: Existing and Planned

Source: JICA Study Team

SEEPYD poses sufficient resources necessary to manage the Information Center. They can also solicitate outsourcing support if necessary.

To establish a highly practical and sustainable Information Center, the steps and methods need to be clearly defined the steps and work methods, human resources and necessary costs, which are summarized in the following table. You can see Annex II: SIGEDF User Manual (in Spanish) for

the detailed operational procedures.

**Administration and Improvement of the Data Base (Before change of Server) estimated period: From February 2008 to January 2009.**

**Table 8.3 Guideline on the Administration and improvement to Data**

(Before the Server is changed)

STEPS	TASKS	HUMAN RESOURCES	COSTS
Hosting and administration of the Web Server	Not necessary because a private Enterprise has been hires to provide the service.	Not necessary.	During the one-year guarantee, the cost is free. For this concept the estimated period will not generate a cost. Once the guarantee has worn off, the maintenance cost will be of US\$ 250 monthly.
Updating the information of the development projects and statistical data.	<ol style="list-style-type: none"> <li>1. Extracting the data from the SSEPLAN Data base (DB)</li> <li>2. Adequate the SIGEDF<sup>1</sup> DB</li> <li>3. Incorporating data of the international cooperation projects.</li> <li>4. Organizing statistical data and incorporating them to the DB.</li> <li>5. Transferring the DB to the Server <sup>2</sup></li> </ol>	The SSEPLAN and the SSECI could do this job on their own. .	None.
Updating of "layers" of the GIS Server)	<ol style="list-style-type: none"> <li>1. Elaborating the topographic layers for GIS and statistics.</li> <li>2. Transferring the data to do GIS server.</li> </ol>	The SSEPLAN could do this job on their own.	During one year guarantee, the cost is free of charge. The estimated period will not generate no extra cost for this concept. Once the guarantee has worn off, the cost is of US\$900.00.

Source: JICA Study Team

**Table 8.4 Guideline on the Administration and improvement to Data**

(Server change over)

STEPS	TASKS	HUMAN RESOURCES	COSTS
Server change over tasks.	<u>The new Data Base server is like the actual one.</u> See "SIGEDF Users Manual" (in Spanish).	SSEPLAN and SSECI can do this job on their own.	None.
	<u>The new Data Base Server is different tan the actual one.</u>	None.	The duration of this task will be of one week approximately. And the cost would be between US\$500 y 600.
Transfers and verification of the Data Base	<ol style="list-style-type: none"> <li>1. Extraction of the Data from the SSEPLANs Data Base (DB)</li> <li>2. Adjust SIGEDF<sup>3</sup> DB</li> <li>3. Incorporate the international cooperation's project data.</li> <li>4. Organize the statistical data and incorporate them to the DB.</li> <li>5. Replace SEEPLAN DB for the modified DB.</li> </ol>	SSEPLAN and SSECI can do this job on their own.	None.

Source: JICA Study Team

<sup>1</sup>It refers to the information center established by the pilot Project. <http://www.sigedf.gov.do>

<sup>2</sup>FTP (File Transfer Protocol) is a transfer protocol among the systems connected to a TCP/IP net such as Internet or Intranet, and the method is utilized from a client equipment to a server through downloading folders through the Internet.

<sup>3</sup>Se refiere al centro de información establecido en el proyecto piloto. <http://www.sigedf.gov.do>

**Administration and improvements in the Data Base (After the Servers changeover)**  
**Estimated period: After February 2009.**

Following an example of the posterior procedure after the changeover of the Data Base Server.

**Table 8.5 Guidelines of administration and Data improvements.**

(After the Servers' change over)

STEPS	TASKS	HUMAN RESOURCES	COSTS
Hosting and administration of the Web server	Tanto la SSEPLAN como la División de Informática de la SEEPYD tienen el personal que administra el Servidor Web, así que el sistema de trabajo vigente puede realizar este trabajo.	La SSEPLAN and SSECI can do this job on their own.	None.
Updating the development projects and statistics information	1.Extraction of the Data from the SSEPLANs Data Base (DB) 2.Adjust SIGEDF <sup>4</sup> DB 3. Incorporate the international cooperation's project data.  4. Organize the statistical data and incorporate them to the DB. 5. Replace SEEPLAN DB for the modified DB.	SSEPLAN and SSECI can do this job on their own.	None.
Actualización de las "layer" (capas de abstracción) del Servidor de GIS <sup>5</sup>	1. Elaborating the topographic layers for GIS and statistics. 2. Transferring the data to do GIS server.	SSEPLAN can do this task on her own.	900US \$ / monthly.

Source: JICA Study Team

**(b) Administration and improvements on the Web pages application**

The administration and simple modifications of the applications for pages Web could be realized by the personnel of the SSEPLAN and the Division of Computer science of the SEEPYD. The improvements that can be done are the following:

- Improvements of the interface of the applications Web (additional icons and changes of the images or logo)
- To add the elements to Base de Data used by the applications Web and the changes of the consequent design of the page.

The counterparts have codes of programs and if it is necessary, they will be able to contract external services to come to these improvements. Like reference, are the costs of the referred services on the part of the independent programmers. If are in charge it to the companies, the cost will be 1.5 greater time approximately than the costs described in the following picture:

<sup>4</sup>Se refiere al centro de información establecido en el proyecto piloto. <http://www.sigedf.gov.do>

<sup>5</sup>Sistema de Información Geográfica, GIS, por su sigla en inglés ) Es una técnica de integración, gestión y procesamiento de la información geográficamente referenciada (datos espaciales) presentada visualmente, a fin de posibilitar un análisis sofisticado o toma de decisión rápida.  
<http://www-sul.stanford.edu/depts/gis/whatgis.html>

Table 8.6 The cost of improving the Web pages applications

Requires techniques	Approximate costs		Annotations
	Programmer	Advanced programmer	
Programming MS net <sup>6</sup>	10-30US\$ / daily	90-110US\$ / daily	The regular programmers can work with the web pages application which structures are simple,
Programming of MS SQL Server	30-40US\$ / daily	90-110US\$ / daily	The accessing programming to the Server is very important and cannot fail; therefore it is suggested to hire advanced level programmers.

Source: JICA Study Team

## **(2) Compilation of the Information (SEEPYD and the Governmental Institutions at the Central Level)**

### **(a) Geographic information**

The geographic information of the country is administered by the Statistics National Office (ONE) and constitutes the initial data for the GIS. The used geographic Information in center of Information of the Project is of year 2006 and is updated available at this moment. When the changes of the political-administrative division of the country are implemented, it is necessary to update the data of the system. Normally, it is recommended to update the geographic data of the system each 3 to 5 years.

### **(b) Topographic Information and Statistics**

The SSEPLAN will mainly coordinate the compilation of the topographic and statistical information. A great part of the statistical information that it is required in the planning of the national policies is organized by the ONE. For the development of the Border Zone, the environmental consideration is indispensable, reason why the topographic information - environmental of the SEMARENA it has much importance. In the execution of the pilot project, an agreement of collaboration with the ONE and the SEMARNA for the provision of the information agreed. The relation of confidence between the institutions has been fortified and to obtain the pick up of information of faster and efficient way, it is necessary to continue developing the bond with these public dependencies.

Within the concept of the Electronic Government, the intention exists to construct a Data store ("it dates warehouse" in English) integrating the system of the information of the SEEPYD and the ONE; through what, it will be possible to provide and to update in time real the nearest information. At the moment, a global proposal in charge of a specialized company is being prepared. They can see like reference the conceptual scheme of physical components of the referred plan in the attached document B.2: "Schematic Diagram SIGEDF Flow of Information (in Spanish)".

Depending on the type of information, they defer the sources, frequencies of the update, methods

<sup>6</sup>Lenguaje de programación para las aplicaciones de páginas Web; es suministrado por Microsoft y fácil de manejar hasta para los principiantes de la programación. [http://www.w3schools.com/ngws/ngws\\_intro.asp](http://www.w3schools.com/ngws/ngws_intro.asp)



and period of obtaining, as sample of summarized way more down. They can see the B-1 Annex:  
“List of the Points of Information Covered by the SIGEDF”.

**Table 8.7 Points of the Information Available in the Information Center and Means to Obtain them**

Information Type	Updating	Source	Methods	Period
National Basic Statistics (Poverty Index included)	For each 10 years	ONE	National Census	2002, 2012 ( not defined )
Information related to environmental issues and life environment.	For each 10 years	ONE	National Census	2012 ( no defined )
	Cada 2 años, hacer estudios por muestreos	ONE	Home Page ( HP )	2005, 2007, 2009 ( not defined )
Economic Indicators	For each four months: march, June, September and December	Central Bank	Home Page ( HP )	Each year, from June to June. (Collect the information of the last six months. )
	Each year	Ministry of Industry and Commerce	To obtain directly from the persons in charge.	Each year, April (information of the previous years)
Information on Civil Registration	Each year	ONE	To obtain directly from the persons in charge.	Each year, February (information since two years ago)
Information on Health and Medical Care	Each year	SESPAS	To obtain directly from the persons in charge.	Each year, May (information of the last year)
Information on Education	Each year	SEE	HP	Each year, May (information of the last year)
Information on Trade and Investment	Each year	CEI-RD	To obtain directly from the persons in charge.	Each year, February.
Topographic and environmental information	Each 3 to 5 years	SEMARENA	To obtain directly from the persons in charge.	Estimated year: 2010
Hydrographic information	Each 3 to 5 years	INDRHI	To obtain directly from the persons in charge.	Estimated year: 2010

Source: JICA Study Team

El Centro de Information podrá divulgar la información estadística en tres formatos. En el siguiente cuadro se resumen los formatos disponibles y los procedimientos necesarios para su divulgación.

**Table 8.8 Reporting format in the Statistical Information Center**

FORMAT	INFORMATION TYPE	NECESSARY PROCEDURE	ANNOTATION
PDF Files	All statistics information	Supplied by ONE.	Raw data (not processed) can be used, but the information is from two years ago.
Presentation in a format according to the selected elements.	Economic indicators, information of civil registration, health and medical care, education, trade and investment	Data collection according to the previous table, update the data of Statistics Data Base.	It takes a long time to collect and process data, but updated data can be obtained.
Presentation by GIS	All statistical information.	Construct statistic layer and send it to GIS Server.	It takes a long time to organize the data, but it will give better visual effects.

Source: JICA Study Team

ONE is strengthening the harvesting capacity and organization of the data in provincial dependencies and is in process of elaboration of white books of provincial statistics, having as bases the data of the National Census of the 2002. The data was organized in a very comprehensible way and it is contemplated that in March of the 2008 the statistic white books of all the provinces of the country will be completed. The data will be presented in pdf format, but supplying the digital data to the Information center, the process of final organization on the part of ONE will be saved, this is the reason why this is recommended has a valid alternative measure.

**(c) Información sobre las Inversiones en los Proyectos de Desarrollo**

This information already is integrated in the system's Data Base of effective flow of information in the Central Government, reason why it does not require any adjustment to transfer to the Information system created by the Project. The information on the investments in the projects with international cooperation will be compiled and ordinate by the SSECI, mainly. It can be seen in Annex B-2: Schematic diagram of the SIGEDF Information Flow (in Spanish). In the following table the responsible unit for the compilation of data, means and era compilation is summarized.

**Table 8.9 Available Information at the Information Center and means to obtain them.**

<b>Information on Projects</b>	<b>Responsibility</b>	<b>Means to obtain them</b>	<b>Time of the year</b>
Information provided by the Central Government	SSEPLAN	maintaining the current status. It is suggested strengthening the internalization of the Guideline for providing information among the institutions involved to improve the quality of information.	Each year, February
Information provided by international cooperation organizations	SSECI	Implement the "matrix" established in the pilot project (Annex B-3: Outline Flow Data collection and formats for international agencies and NGOs) to get information directly from each source. The information collected will be organized and integrated into the Database of SSEPLA	Each year, February

Source: JICA Study Team

**(3) Divulcation of the Information System (SEEPYD and Governmental Agencies at Central level)**

In order to widely make an effective spreading of the Information center, to the greater number possible of people and institutions, it will be necessary to as much promote it through the individual visits to the related units of the Secretariats of State and other public institutions, like in the Table of Cooperators and other official activities. In the following picture the promotion measures are transformed:

**Table 8.10 Available Information about Development Projects at the information center and the means to get them**

Institutions		Time of the year with intense visitations	Expected Impact
Central Government	Planning Office of the Ministries and other governmental agencies.	Each year, from June to October	It is suggested to promote the information centre together with the Guideline for budget request. It will rise a quality of information provided by public institutions.
International Organizations	Coordinators of each organization. See the annexed VI: "Contact Lists of International Organizations"	Each year, from January to February.	Donors and individual visits, a trust-based relationship with the international agencies.

Source: JICA Study Team

All the audiovisual presentations were compiled in a CD as reference. (See. Annex III: Relative documentation to information system promotion)

#### **(4) Development and Administration of Web Pages (Authorities and Locals Habitants )**

Within the components of the Information center, a Web site has been designed like a divulging space of the local authorities (provinces and municipalities) and the people generally. After registering itself like users, any person will be able to create her own page Web with preference design to spread her information. The names of the considered users, corresponding institutions, functions and rights of access are summarized in the following picture:

**Table 8.11 List of Estimate Users for SIGEDF**

USER NAME	INSTITUTIONS	FUNCTIONS	RIGHT TO ACCESS
ADMINISTRATOR	Person in charge of Information at DGDF	Web master	User registration and other rights for users.
Lgov + (NAME OF THE PROVINCE)	Province government	Development and management of Provincial Web site	Add, modify and delete Web pages.
dgdf+ (NAME OF THE PROVINCE )	Regional directions of DGDF	Development and management of Provincial Web site	Add, modify and delete Web sites.
Muni+ (NAME OF THE PROVINCE)	Municipal governments	Development and management of Municipal Web site	Add, modify and delete Web sited.

Source: JICA Study Team

The Administrator of the Web site will be the one in charge of Computer science of the DGDF that according to the requests or needs of the provincial governments, will come to add, to modify or to eliminate the accounts of the users. Also he will take care of the consultations on the names and secret code (password) of user or will format this secret code, according to requests of the local authorities.

The capacity development of the personnel was already made of the regional addresses of the DGDF and the municipal and provincial public authorities, on the development and administration of the pages Web. It is necessary to continue the capacity development day.

Special techniques are not needed to create a page Web within the Information center. With precise knowledge on the basic handling of Internet Explorer and Microsoft Word, the people will be able to learn to make a page Web with simple structure after a total of three days of training. Those three days must be amused, if it is possible, with an interval of two weeks, to have the greater yield of learning.

Following the capacity development program:

**Table 8.12 Capacity Development program on Development and Web Page Administration**

TIME	COMPONENTS	OBJETIVES
<b>FIRST DAY</b>		
9:00 - 11:00	To present Web site tools of the Information Center and to show some examples.	To know the operations that can be done using the available tools. To know the available modules through the tools.
11:00—12:00	Practice the procedure for adding web site page and modules.	Getting used to handling the tools to create the Web page.
14:00 - 16 : 00	- To gather the people related to the this issue and conduct a workshop on the Web site design. Make the design in a large paper to share ideas and discuss the proposed designs.	To design the website, a participatory process will be introduced among the parties and persons involved, which will help to increase the motivation of the group for their own website. When people feel to be part of the process (ownership) and product (website), will assume major responsibility for fulfilling their duties.
16:00 - 18:00	- To creat web site based the design on paper. The incomplete part will remain as pending task for the next lesson.	To verify how far they can reproduce the design on the PC and to determine work to be undertaken by each person to the next section, depending on the level of individual assimilation.
<b>SECOND DAY (2 WEEKS AFTER THE FIRST LESSON)</b>		
10:00 - 11:00	- To present Web site completed.	It is important to insert a section for the presentation of Web pages, and participants will have a specific target (doing homework for a formal presentation). Comparing with the others work will help to evaluate their own work and to know the shortcomings.
11:00 - 12:00	- Discussion on Web site. To indicate the advantages of each Web site.	IDEM.
14:00 - 17:00	- To Continue the Web page preparation. The incomplete part will remain as pending task for the next lesson.	To complete the structure and principal components of the Web pages.
<b>THIRD DAY (TWO WEEKS AFTER THE SECOND LESSON)</b>		
10:00 - 11:00	- Presentar las páginas Web elaborados.	It is important to insert a section for the individual Web site, then the participants will have a specific target (doing homework for a formal presentation). Comparing with the others works will help to evaluate their work and to know its shortcomings.
11:00 - 16:00	- To complete the Web pages. Add, modify and update the information of the provinces and municipalities. .	To complete Web pages. On the third day, it is normal that there are differences of progress by the group, therefore, the timetable for lunch will be left to the free decision of each group.
16:00 - 17:00	- To present Web pages.	The aim is to exchange views on each page to improve. To instruct to make efforts continuously to improve and manage efficiently its pages.

Source: JICA Study Team

You will be able to see Annex IV: “SIGEDF Capacity Development Manual of the at Outbound (Spanish)” for more information on the didactic programs and materials.

## **(5) Divuligation of the Information System (Local Authorities and Habitants)**

### **(a) Capacity Development to Increase the Basic handling of Information**

In order to increase the use of the Information system in the border communities, it is necessary to lift the basic knowledge on the information of the personnel of the authorities and local people. It is suggested to continue the activities of qualification with PC and Internet, under the direction of the regional offices of the DGDF: Next the profile of the qualification is transformed:

**Table 8.13 Examples of the Capacity Development to increase basic knowledge of Information Management**

Target persons	Personnel of municipal and provincial authorities, local dependencias of internacional organizations and inhabitants in general (open Concours)	
Content	Basic computer operation	1 day
	Basic operation of Microsoft Word	1 day
	Information searching methods by Internet	1/2 day
Place	Internet Center established by INDOTEL at local schools and NGOs offices. During the execution of the Project, Internet centres were installed in free for training activities. It is likely that these facilities in other provinces can be provided free to conduct training.	
Instructor	Technicians from the regional directorates of the DGDF and volunteers working in the area.	
Materials	See the annex IV: “Manual de la Capacitación de SIGEDF en el Interior”.	

Source: JICA Study Team

### **(b) Promotion of the information System**

The promotion of the Information center will have like objectives, to increase to the recognition of the information system between the residents of the local communities and the organizations involved in the border development, as well as to stimulate its use like average collecting and integrating the information, this as well, will enrich the information accumulated and handled by the system. When the system has the capacity to provide to the useful information for a greater number possible of people or institutions, these users will cheer up in using the system and contributing more information; this way, a cycle will be created benefit for greater development of the System. In that sense, the promotion of the use of the System will have much importance in increasing the efficiency of the same in the future. Next is a scheme of the circulatory process of the information:

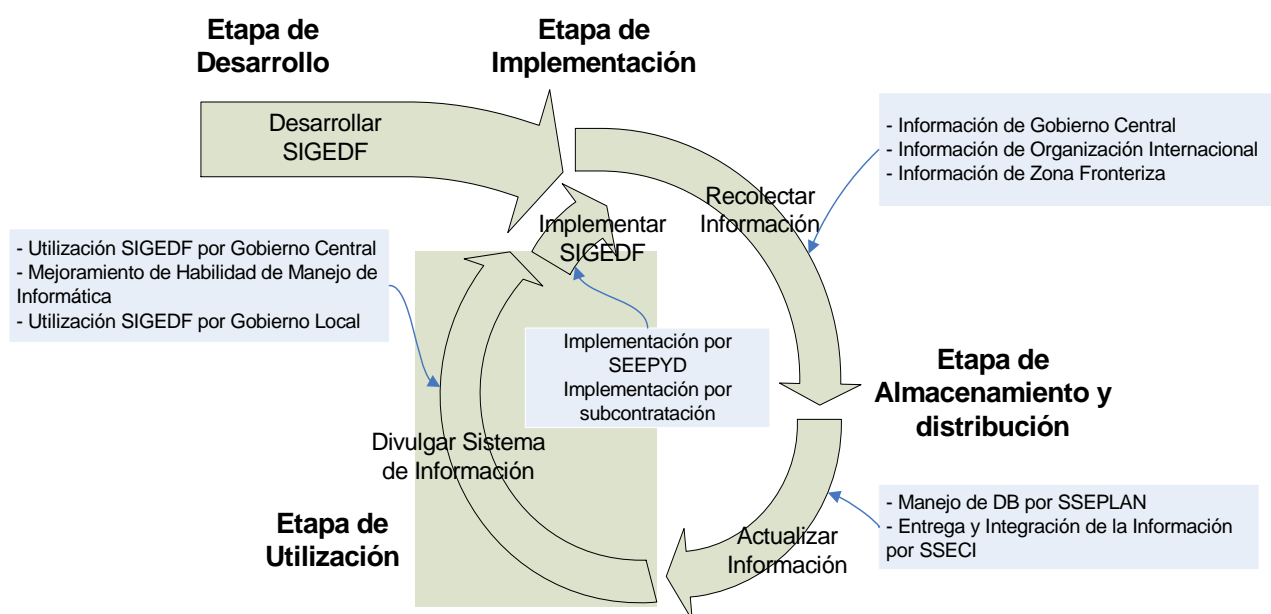


Figure 8.3 Circular Diagram of the Information System

Source: JICA Study Team

In the time limited established after the execution of the pilot project, it was not possible to destine sufficient time for the phase of spreading of the Information system, reason why one becomes necessary to continue the activities of spreading of the System with the public institutions and involved international organisms in the border development, as well as in the cities of Dajabón and Neiba where the regional dependencies of the DGDF exist, with the purpose of to complete all the phases of the circulatory cycle of the information and that this cycle continues rotating of continuous way, which is translated in the sustainability of the Information system.

In order to complete this cycle and to assure the continuity the same, it is necessary, that is to say, to count on the intervention of specialists with dual abilities of technologies of information and formulation of the development plans. After this cycle becomes stabilized, it is due to undertake the activities of promotion of the System with the DGDF in the head.

If it is necessary, it must go the aid of the volunteers who work in the border communities, in order to continue the divulging activities, using diverse means and resources available locally, to maintain the circulation of the cycle of the information.

Following some examples of the promotion activities for Information System:

T

**Table 8.14 Promotion Activities of Information System at Local Level**

OFFICIAL PRESENTATION OF THE SYSTEM IN THE PROVINCIAL GOVERNORS OF THE BORDER REGION.	
Targets:	Governors and staff of the provincial governors, trustees and staff of the municipal councils, staff from the offices of international agencies.
Duration :	Approximately 1 hour.
Equipment and Materials needed:	Digital projector, materials for the presentation booklet.
Staff needed:	Technicians from the DGDF. Staff of international NGOs and volunteers if possible.
Remarks	Example of material support of the presentation: See Annex III: "Material Support of the Information Promotion System" (Spanish).

Official announcement of the Information System Through the broadcasting program.	
Targets:	Residents of border communities
Duration :	Transmit short messages of 30 seconds, Information System, several times a week, between the commercial advertisements.
Equipment and Materials needed:	Lema, Basic Concept of Information System
Staff needed:	Technicians from the DGDF (Was technicians who had connections stations radiodifusivas with. To have the cooperation of the staff of the station), staff of international NGOs and volunteers if possible.
Remarks	In the pilot project, tested the transmission of a message for broadcasting. See Annex V. "Radiodifusivo Announcement of SIGEDF (video).

Training of the Planning Utilizing the Information Center	
Targets:	Governors and staff of the provincial governors, trustees and staff of the municipal councils, staff from the offices of international agencies.
Duration :	From 1 to 4 days.
Equipment and Materials needed:	Digital projector, material support of the presentation packet of training materials for the collection of data from the NSO, teaching materials on PCM.
Staff needed:	After that stabilizes the Cycle of Information, to continue the day's training with the support of technicians from the DGDF, international NGOs and volunteers. (The ideal would be to have the advice of one (s) specialist (s) with the techniques of information and formulation of development plans, until the achievement of stabilizing the Cycle of Information)
Remarks	he use of statistical information and development projects that would provide the information center, you can expect the generation of the following purposes: Make a more effective individuals and institutions involved. Capitalizing on the information to establish the necessary indicators in the formulation of the PDM. For the preparation of the action plan, establish key points (milestone), volume and type of investment, period of action, and so on.

Source: JICA Study Team

There will be other viable examples to spread the Information system. One hopes that the actors involved in the development of the Border Zone use one's wits diverse methods of diffusion of the System so that the same is possible more dynamic and beneficial means for all the beneficiary people and institutions.

# APPENDIX



## **APPENDIX 1. OUTCOMES OF VISION DEVELOPMENT WORKSHOP**

### **SSEPLAN**

Deputy Ministry of Planning (SSEPLAN) – Report *Vision Development Workshop* - 22/08/2007

#### Future of the Organization

SSEPLAN wants to be a competent and efficient institution in terms of the management and implementation of functions, propitiating inter-institutional relations in an environment of collaboration and responsibility.

Our goal is to create and maintain a work team specialized in its field, where each individual is valued and respected; with the necessary tools and materials available, within a familiar environment that allows and encourages human welfare and optimizes productivity.

In accordance with the law, SSEPLAN functions define it as an institution with the role of planning, coordinating, and supervising body at the national scale, creating strategies to strengthen the presence of the State as a productive and financial actor for the re-distribution of economic wealth by means of the preparation and supervision of planning policies at the territorial, social and economic levels.

Given the nature of the aforementioned functions, there is no direct relation with the public, but rather it is produced through bodies with which we work in cooperation.

In this aspect, there is a close bond between SSEPLAN, civil society (NGOs), other institutional bodies and municipalities. In a general manner, SSEPLAN prepares a national development plan which serves as a basis for punctual proposals of each institution. In each one of those cases SSEPLAN is responsible for the evaluation and follow-up of projects proposed.

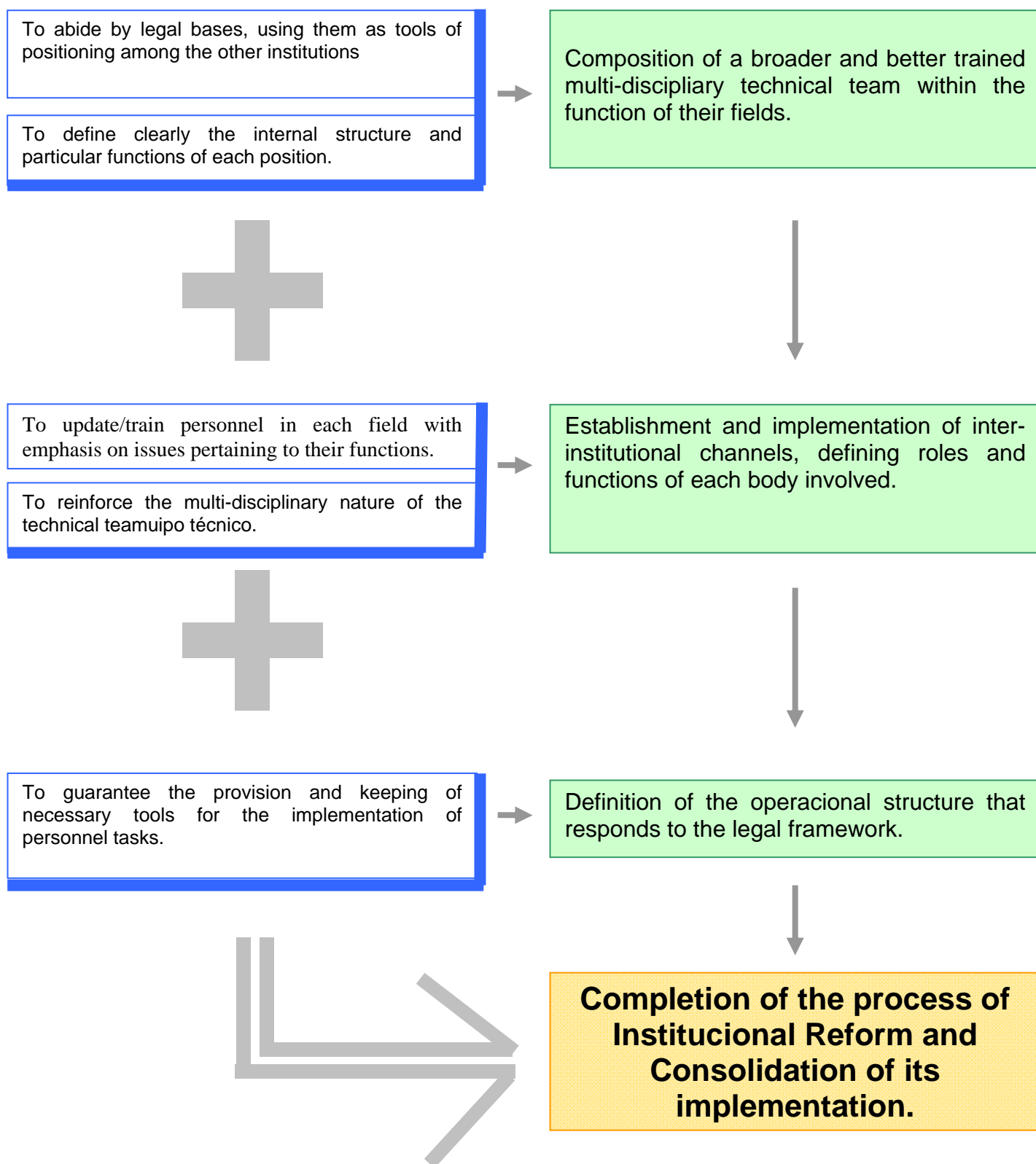
Previously called ONAPLAN, the Deputy Ministry of Planning is going through a complete transformation process fruit of the institutional reform that seeks to optimize the management and operation of governmental bodies. Even in the middle of this process, it keeps its functions and has tried to continue complying with its corresponding responsibilities.

Within this effort that is taking place, we can identify a series of values we want to keep and reinforce, such as companionship, responsibility, unity, desire to learn and improve, respect and enthusiasm.

And on these values mentioned above we believe it is possible to build a better future for the institution and thus, its contribution to the nation, reinforcing the values we have and also cultivating professional assessment.

It is our wish that the SSEPLAN team is like a large family, working together in harmony, in constant collaboration but at the same time respecting personal space. That looks after the collective desire for progress placed in a working position that is more than a “task” but rather the product of effort and passion.

## Tasks for the future



# SSECI

## Vision

To be recognized as the rector organ in the politic of international cooperation, with the commitment to integrate the other actors, for the profit of common objectives; in order to reach the effectiveness and the efficiency of the official aid to the development.

## Values

- ∅ Leadership
- ∅ Respect
- ∅ Confidence
- ∅ Harmony
- ∅ Appropriation
- ∅ Efficiency

## What is required to be the ideal organization in terms of:

### \*Organizational structure and functions:

#### CURRENT

- ∅ Law 496-06 which created the SSEPyD and legitimize the Sub-Secretariat of International Cooperation.
- ∅ Regulation feasibilitating the law 496-06.
- ∅ Limited organizational structure.

### \*Organizational structure:

#### IDEAL

- ∅ Law of the International Cooperation.
- ∅ Creation o fan agency of International Cooperation and agreed organizational structure.

### \*Functions:

#### CURRENT

- ∅ Manual of functions of the SSECI (in elaboration).
- ∅ Manual of processes nouns (in progress).

#### IDEAL

- ∅ Manual of functions of the agency.
- ∅ Regulations of the SINACI and their respectives protocols of understanding.

### \*Administrative system:

#### CURRENT

- ∅ Manual of processes administratives (in progress).

- ⌘ Informative system of processes of the SEEPyD and its dependences (in progress).

#### IDEAL

- ⌘ Administrative structure of the agency like independent.
- ⌘ Own computer science system of the agency.
- ⌘ Creation of a monthly bulletin of the SSECI/Agency.
- ⌘ Elaboration and dissemination of the statistics of the SSECI/Agency.

### **\*Communication/Marketing:**

#### CURRENT

- ⌘ Consultancy in strategic communication of the SEEPyD/SSECI (in progress).

#### IDEAL

- ⌘ Communication department of the agency.

### **\*People (habilities, experience, amount, etc.).**

#### CURRENT

- ⌘ Low technical personnel.
- ⌘ Consultancy in human management (in progress).
  - Covers:
    - Present personnel survey and its competitions.
    - Boundary of rolls and profiles of positions.
    - Wage policy on the basis of competitions.
    - Recruitment system.
    - System of rewards, benefits and sanctions.
    - Capacity program.

#### IDEAL

- ⌘ Specialized technical personnel. (engineers, statesmen, economists, accountants, etc.)
- ⌘ Revaluation of human resource in the framework of the agency.

### **\*Installation**

#### CURRENT

- ⌘ Physical space very reduced
- ⌘ Dispersed personnel
- ⌘ Suitable real state structure
- ⌘ Lack of parking lots
- ⌘ Lack of assigned driver
- ⌘ Lack of vehicles,
- ⌘ Lack of messengers of the SSECI.

#### IDEAL

- ⌘ Suitable physical space for the installation of the agency
- ⌘ Suitable real state structure
- ⌘ Availability of parking lots
- ⌘ Drivers and vehicles own of the agency
- ⌘ Messengers and caretakers

	<p>“Sustainable Development in the Border Region”</p>

	<p>General Directorate of Border Region Development</p>
	<p><b>Future of Our Organization</b></p>

	<p>¿What type of organization do we want to be?</p>
	<p>To be the governing body of the coordination, promotion and facilitation of the integral and sustainable development of the Border.</p>

	<p>¿How do you want to relate to development?</p>
	<p>We want to relate as governing body, coordinator of the development process.</p>

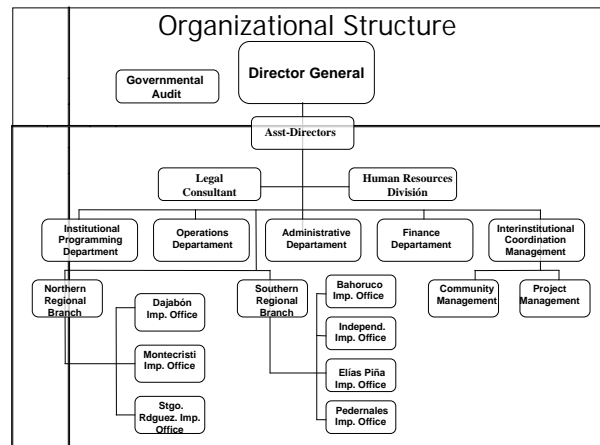
	<p>Roles:</p>
	<ul style="list-style-type: none"> <li>■ Planning</li> <li>■ Coordinator</li> <li>■ Implementation</li> <li>■ Resource Manager</li> </ul>

	<p>Relationship between the Organization and Society</p>
	<ul style="list-style-type: none"> <li>■ A horizontal relationship between the institution and the community</li> </ul>

	Relationship between the Organization and other related Organizations
	<ul style="list-style-type: none"> <li>■ We have an open relationship of cooperation and support with all bodies that have a degree of impact upon the border region.</li> </ul>

	Values:
	<ul style="list-style-type: none"> <li>■ Infrastructure projects</li> <li>■ Support to agricultural production</li> <li>■ Cultural</li> <li>■ Education</li> <li>■ Sports</li> </ul>

	Desired Image:
	<ul style="list-style-type: none"> <li>■ To be perceived as a leader of community development?</li> <li>■ Developer</li> <li>■ Managerial</li> <li>■ Dynamic</li> <li>■ Familiar</li> </ul>



	Functions
	<ul style="list-style-type: none"> <li>■ Planning</li> <li>■ Implementation</li> <li>■ Administration</li> <li>■ Coordination</li> </ul>

	Administrative System
	<ul style="list-style-type: none"> <li>■ De-Centralized</li> <li>■ Participatory</li> <li>■ Efficient</li> <li>■ Adequate – Realistic Budget</li> </ul>

	People (skills, exp.)
	<ul style="list-style-type: none"> <li>■ Administrative Career</li> <li>■ Social Workers for Development</li> <li>■ Proactive People, with a vision of future</li> </ul>

	Authorities
	<ul style="list-style-type: none"> <li>■ Inter-institutional Cooperation Agreements</li> <li>■ With the same Objective</li> </ul>

## **WORKSHOP RESULTS**

### **SANTO DOMINGO**

#### **1. Vision**

*“Prosperity and wellbeing based on Integral Sustainable Development.”*

- Visión 1: Policies for the integral development of the Border Region.  
Visión2: Prosperity and wellbeing in the Border Zone.  
Visión 3: Participatory, integral, and sustainable development of the Border.  
Visión4: Organized commerce, tourist and agribusiness development.

#### **2. Strategies**

- Strategy 1: Integration and Coordination of Organizations and Institutions involved in the Zone  
Strategy 2: Promotion of local’s productive groups.  
Strategy 3: Tourist development based on locals groups and Naturals Resources.  
Strategy 4: Efficient programs and mechanisms of institutional and social management.



### 3. Plan of action

#### Group 1:

Strategy: Integration and coordination of the organizations and institutions involved in the zone.

Objective: Execute action in favor of development in the frontier communities

Action	Responsible	Chronogram	Resources (contribution in species)
Unify agreements for the construction of schools classrooms	-Secretariat of Education -DGDF -Syndicate	6 months Sept-February	RD\$1,000,000.00  -DGDF 20% -Syndicate 10% -Secretariat of Education 50% -Community 5% -Government (local) 15%
To negotiate the construction of an aqueduct for the rural community Clavellina of Dajabón. (Execution)	-INAPA -DGDF -Government -Syndicate -Community	45 days (2 July- 19 August)	RD\$2,400,000.00  -INAPA 50% -DGDF 40% -Community 10% -Syndicate 0
Coordinate efforts for the reconstruction of the free way of Alto de Decana-La Guama	-DGDF -Government -Syndicate -Community	3 months (90 days) Sept-Nov.	RD\$8,000,000.00 - DGDF 80% -Syndicate 10% -Government 5% -Community 5%

#### Group 2:

Strategy: Promotion of the local productive groups.

Objectives: Incrementing the income of the families in the frontier zone to mitigate unemployment and migration.

Action	Responsible	Chronogram	Resources (contribution in species)
To fulfill a diagnostic of the productive potential in the entire region.	CEI-RD/CNC DGDF	3 MONTHS October 1 <sup>st</sup> –January 30 <sup>th</sup>	RD\$600,000.00 -Technical -Information Market. -Local production
To habilitate neighboring ways for access to productive centers and markets.	SEOPC/ DGDF	4 MONTHS 1 Nov.-30 April	RD\$105,000.00 300 kms -Heavy Equipment -Combustible -Spare pieces /Lubricants -Allowance
To impart workshops about the incentives the law 28-01.	Zone Coordinating council for special frontier development.	3 MONTHS 1 Oct.-30 January	RD\$350,000.00 -Facilitators -Logistics
Design a project for young entrepreneurs.	-PROMIPYME -SEJ -DGDF	3 MONTHS 15 Sep-15 Dec	RD\$330,000.00 - Facilitate preparatory workshops -Technical

**Group 3:**

**Strategy:** Tourism development based on local groups and natural resources.

**Objective:** Promote and foment the tourism development in the Frontier Zone to reduce unemployment (culture, eco tourism, markets, and crafts).

Action	Responsible	Chronogram	Resources (contribution in species)
Create a network of Family hostel.			
Identify attractive zones for the external and internal tourist.	Town hall DGDF Tourism SET Environmental SEMARN civil Society ONG	Oct.	
Design the hostel program.	Town hall	Oct	
Identify the families.	Communitarian leaders.	Oct.-Nov.	
Elaborate a promotional program.	Technicians of the zone.	Nov.-Dec.	
Train support political groups (tourist guides)			

**Group 4:**

**Strategy:** Efficient Programs and mechanisms on institutional and social management.

**Objective:** Create and implement maneuver mechanisms', institutional and social.

Action	Responsible	Chronogram	Resources (contribution in species)
Canalize the resources of the international cooperation invested in the frontier zone.	DGDF and SEEPYD	September-November Constant meetings.	RD\$15,000.00 Water and coffee
Train the communities on Project formulation.	DGDF	(5) days workshop October 1 <sup>st</sup> to the 15 <sup>th</sup> (5) days workshop October 16 <sup>th</sup> to the 31 <sup>st</sup>	RD\$100,000.00
Inform about the new rules about the development councils.	SEPLAN	September 1. workshop in the North 1 day  2. workshop in the south 1 day	RD\$90,000.00
Train communities to improve on the level of integration of themselves, leaderships and Auto-Maneuver.	DGDF -Cooperation Institutional. -communitarian leaders. -Governmental Institution -Institutional co-operating. -Communitarian leaders	7 workshops (1 per province).	RD\$ 400,000.00

# DAJABÓN

## 1. Vision

*“Integral and sustainable development with optimum quality of life and opportunities.”*

- Group 1:** Model of sustainable development in 10 years.  
**Group 2:** Dajabón Industrial Economic center of the region  
**Group 3:** Strength and development with optimum quality of life  
**Group 4:** Sustainable development balanced with socio – economic wellbeing.

## 2. Strategies and Objectives

Strategies	Objective
<b>Group 1:</b> Local capacity development	<b>Group 1:</b> Training local groups about communitarian development
<b>Group 2:</b> Creating employment to avoid migration to other large cities	<b>Group 2:</b> Promote development eco tourism based on micro-enterprises
<b>Group 3:</b> Coordination for sustainable development of the communities	<b>Group 3:</b> Creating coordination matrix's
<b>Group 4:</b> Development of local industries and commerce	<b>Group 4:</b> Identifying potential areas to establish enterprises

### 3. Plan of Action

#### Group 1

Strategy: Local capacity development

Objective: Training local groups about communitarian development

Actions	Who does it?	When is it done?	Who can offer – can collaborate?	what obstacles' are there?	How much can it cost?	Necessary raw materials
Designing a communitarian development plan	- DGDF - Town hall - Casa de la cultura (culture house) - Local government - IDECOOP	27/09/07 6:00 PM	DGDF		RD \$ 5,000.00	Waste materials, refreshments
Realizing two workshops about awareness raising including communitarian development.	- Vision Mundial - Radio Marien - FUNDEPRODA	25/10/07 26/10/07	- DGDF - Radio Marien - Vision Mundial - PMP2 - Aide and Action - drivers Syndicate	Economic resources	RD \$ 200,000.00	Transportation, food, Waste materials, Consultant

#### Group 2:

Strategy: Creating employment to avoid migration to other large cities

Objective: Promote development eco tourism based on micro-enterprises

Actions	Who does it?	When do they do it?	who can offer – can collaborate?	what obstacles' are there?	How much can it cost?	Necessary raw materials
Identify the areas where eco-tourism can be practiced.	- DGDF - Town hall of Restauracion - Mothers union center	October -December 2007	- Tourism Secretariat of State - ADELDA		RD \$ 25,000.00	Contact families Waste materials Material Logistics and trips
Identify potentials micro-enterprises	- DGDF	October - December 2007	- ADELDA	- Weak initiative - Lack of economic resources	RD \$ 40,000.00	Logistics and trip Consultant

### **Group 3**

Strategy: Coordination for sustainable development of the communities \_

Objective: Creating coordination matrix

Actions	Who does it?	When do they do it?	Who can offer – can collaborate?	What obstacles' are there?
Identifying, convoking and motivating key actors	- Radio Marién - DGDF - SEEPYD - IAD - PADF - ASOMUNEDA	During the month of October/07	- Local government - ADELPA - Unión Centro de Madres	- Apathy - Political polarization - Dispersion resources
Needs diagnostic  Preparing a report to facilitate the information for the matrix	The same?	During Nov. Dec/07	- SEEPYD - S.S.I. - DGDF Groups - ONG	- Many needs of - Lack of experience

### **Group 4:**

Strategy: Development of local industries and commerce

Objective: Identifying potential areas to establish enterprises

Actions	Who does it?	When do they do it?	Who can offer – can collaborate?	What obstacles' are there?	Actions
Having 4 meetings with productive sector	- local authorities - Producers association.	Sept./Nov. 2007	DGDF	convocation	RD \$ 60,000.
Doing Market study	Chamber of Industry and commerce	November - Dismember 2007	DGDF, PMR-2 ?	Economic resources	RD \$ 200,000.00

# **BAHORUCO**

## **1. Vision**

*“Communities unified and committed with education, ecology and production, for the development for the province of Bahoruco.”*

1. Bahoruco: united and committed with the integral development.
2. Efforts of the communities united in progress and development.
3. Bahoruco: integrated socio-economic ally towards sustainable development
4. Education, ecology, production, basis for Bahoruco’s development

## **2. Strategies and Objectives**

Group 1: Coordination among local authorities and the Central Government.	Group 1: Achieve that the central governments actions and local authorities be more effective.
Group 2: Execution of productive projects with international support	Group 2: Financing small farming modules for the rural families of Bahoruco
Group 3: Political-social Integration of the communities in the development of the province.	Group3: Achieve a reunion with the representatives of public institutions and ONGs’ in the province.
Group 4: Formulation of Ecological Projects (NGOs y Orgs. International organizations).	Group 4: Educate Youngsters in the environmental preservation.

### 3. Plan of Action

#### Group 1:

Strategy: Coordination among local authorities and the Central Government.

Objective: Achieve that the central governments actions and local authorities be more effective.

Actions	Who does it?	When is it done?	Who can offer can collaborate?	What raw materials are necessary?
-1 1st Committee Reunion For project management -2 Raise awareness provincial governmental authorities and civil society.	Representatives of: Neiba: Oscar Recio Tamayo: Epifanio Batista Los Rios: Villa Jaragua: Galvan: Esteban Santana	Syndicate, Manager, representatives de ONGs, Organized Communities	November 24th	- Maneuver Committee - Room, Refreshment. - Logistics
Unify criteria's of local authorities.	Governor, Syndicate, councilor, local civil servant, ONG and organized communities	Representatives of the municipalities, ONG, organized communities	November 30th	- Logistics - Project management committee - Conference room and refreshments
Plan simple actions along with central government, local authorities and civil society.	Provincial development council	Municipality technicians ONGs Organized communities	December 15th	- Logistics - Project management committee - Conference room and refreshments

#### Group 2:

Strategy: Execution of productive projects with international support.

Objective: Financing small farming modules for the rural families of Bahoruco

Actions	Who does it?	When is it done?	who can offer – can collaborate ?	What raw materials are necessary?	what obstacles' are there?
- Realization of meetings for the start of farming organizations of the province to exchanging formation and agreeing - Form work committee -	Commission integrated - COOPAGANE - SEA/DIGEGA	OXFAN – MUDE – FAQ SEA – FEDA – FUNDACON – DGDF- COOPAGANE – OTRAS.	Mid OCT	- Animals - Materials - Equipment - Transport - logistic support	- financing difficulty - lack of income - acceptance resistance - the norms - unskilled personnel - tracks in bad state
- Research information about possible projects	- the commission - delegate groups by municipality	- SEA - COOPAGANE - DELEGACION DE GROUPS - FAO - DGDF - FUNDASUR	OCT/ NOV	- transport - logistic support	- manifestation of no acceptance - Paternalism

### **Group 3:**

Strategy: Political-social Integration of the communities in the development of the province.

Objective: Achieve a meeting with the representatives of public institutions and NGOs in the province.

Actions	Who does it?	When is it done?	Who can offer – can collaborate ?	What raw materials are necessary?	what obstacles' are there?
Defining Actors for municipality (colaboration search)	Managing Committee - Santo Salvador - Jorge Pérez - Baldemiro Medina - Antonio Díaz - Sirda Reyes	- Town Halls - Neighborhood committee - Communitarian organizations, etc. Churches, parents and school friends committee.	Next week 1–7/10/2007	- vehicles, combustibles - wasteable materials, etc.	unmotivated Political parties
Form commissions for convocations Municipalities	Managing Committee	- Town Halls - Neighborhood committee - Communitarian organizations, etc. Churches, parents and school friends committee.	from 8/10 to 15/10 2007	- paper pencils - transport - vehicle combustibles - refreshments	- Political parties Economical resources
Realizing Convocation	Managing Committee	- Town Halls - Neighborhood committee - Communitarian organizations, etc. Churches, parents and school friends committee.	From 20/10 to 20/11 2007	- wasteable materials, - expenses - telephones - transport - refreshments	- Political parties - Economical resources, etc.
Realizing a gathering, to propitiate the unification of criteria's of the institutions in the search of solutions.	Managing Committee	- Town Halls - Neighborhood committee - Communitarian organizations, etc. Churches, parents and school friends committee.	Last week of November 28/11/2007	- wasteable materials,	- Political parties

### **Group 4:**

Strategy: Formulation of Ecological Projects (NGOs and international organizations).

Objective: Educate young leaders in the environmental preservation.

Actions	Who does it?	When is it done?	who can offer – can collaborate ?	What raw materials are necessary?	What obstacles' are there?
Identify courses	- Catholic church - FUNTACO	Youth organizations of the province	1st week of October	- wasteable materials (pencil, paper, pen) - servings - communications	
identify and select Young participants	Leaders of youth organizations of the municipalities	FUNTACO IGLESIA CATOLICA	2nd week of October	- Invitation letter - Selection form - Telephone expenses	
Impart identified courses	FUNTACO youth organizations of the municipalities	INFOTEP Visión Mundial Catholic church	3rd week of October until December	- Support materials projectors - Lunch - Refreshments	Calendar of INFOTEP.



# ELIAS PIÑA

## 1. VISION

*“Elías Piña: healthy, populated, educated, productive and with Access to basic services.”*

- Group 1:** people of Eliaspina united for a better Development  
**Group 2:** Developed and conservationist province  
**Group 3:** Elías Piña: oasis of the south.  
**Group 4:** Elías Piña: paradise of the frontier.  
**Group 5:** Elías Piña: healthy, populated, educated and productive

## 2. Strategies

- Strategy 1:** Strengthening the Community Based Organizations  
**Strategy 2:** Reforestation with wood and fruit trees.  
**Strategy 3:** Industrialization of agro products.  
**Strategy 4:** Proper functioning of rural clinics.  
**Strategy 5:** Training the general people on the management of the natural resources.

### 3. Plan of Action

#### Group 1:

Strategy: Strengthening the Community Based Organizations

Objective: Strengthening of the Ability of Management of the Community Based Organizations

Actions	Who does it??	Who can collaborate?	When is it done?	What materials are necessary?	What obstacles are there?
Revise the diagnostic of OCB in Comendador.	<ul style="list-style-type: none"> <li>- IAD (Luis Berigüete)</li> <li>- SESPAS (Juan Secundino)</li> <li>- Asociación Brisa from Valle (Máximo Amador y Vicente)</li> </ul>	<ul style="list-style-type: none"> <li>- DGDF</li> <li>- Fr. Paulino</li> <li>- French Embassy</li> <li>- International Cooperation</li> </ul>	18 <sup>th</sup> of October to 10 <sup>th</sup> of November	<ul style="list-style-type: none"> <li>- Wasteable material</li> <li>- Transport allowance</li> </ul>	<ul style="list-style-type: none"> <li>- Difficulty accessing the communities</li> <li>- Coincidence on the schedule of meetings</li> </ul>
Elaborate a plan for trainings and socializing the plan of trainings.	<ul style="list-style-type: none"> <li>- Luis Berigüete (IAD)</li> <li>- Juan Secundino (SESPAS)</li> <li>- Maria A. Valdez (SEM)</li> </ul>	<ul style="list-style-type: none"> <li>- DGDF</li> <li>- SEM</li> </ul>	From 11 <sup>th</sup> of November to 16 <sup>th</sup> of November	<ul style="list-style-type: none"> <li>- Wasteable material</li> <li>- Transport</li> <li>- Economical resources</li> </ul>	<ul style="list-style-type: none"> <li>- Transport</li> <li>- Economical resources</li> </ul>
Implementing a workshop in the municipality of Comendador.	<ul style="list-style-type: none"> <li>- Fermin V. Made</li> <li>- Cesar Vicente C.</li> <li>- Richar Encarnación S.</li> <li>- Maria A. Valdez</li> </ul>	<ul style="list-style-type: none"> <li>- NGO</li> </ul>	From 17 <sup>th</sup> of November to 20 <sup>th</sup> of November	<ul style="list-style-type: none"> <li>- Human resources</li> <li>- Logistics (Transport, refreshments, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Coincidence on the schedule of actors</li> </ul>

\* PADF as well as the French Embassy Project have done studies of situational analysis that would be the basis for diagnostic.

**Group 2:****Strategy:** Reforestation with wood and fruit trees.**Objective:** Rehabilitate plant nurseries in Elias Piña.

Actions	Who does it??	Who can collaborate?	When is it done?	What materials are necessary?	What obstacles are there?
Realize to meetings in two communities.	- Nucleus of coffee producers - FEDANUSFA	- DGDF - CODOCAFE - Town Hall - JICA - SEMARN - SEA	19-10-07 and 22-10-07	- Transport	
To prepare the land	- The community - CODOCAFE - Associations	- Town Hall - DGDF - JICA - SEA	22-10-07 to 30-10-07	- Utensils to work the land - Wheelbarrow - Aliments	
Soil Transport	- Associations - community	- Club-Leones - Town Hall - SEA	3, 4, 5- 11-07	- Trucks - Combustible	
Fill up bags	- CODOCAFE - community - Israel y Claudio	- Brigades DGDF - community - JICA - SEA	From 7 <sup>th</sup> to 15 <sup>th</sup> of November 2007	- Aliments	
Complete the seeds	- Associations - The community	- DGDF - CODOCAFE - Town Hall - SEA - SEMARN	From 22-10-07 to 10-11-07	- Sacks - Animals	
Plant seeds	- CODOCAFE - Associations	- DGDF - CODOCAFE - Town Hall - Club-Leones - SEA	20-11-07 in afromante	- Organic Plants	

**Group 3:****Strategy:** Industrialization of agro products.**Objective:** Industrialize the fruit tree process in the province of Elías Piña.

Actions	Who does it??	Who can collaborate?	When is it done?	What materials are necessary?	What obstacles are there?
Identify potential for industrial process of critics and mango in the zone of Elías Piña.	- CODOCAFE - FMSIL	- DGDF - SEA	22 <sup>nd</sup> of October to 15 <sup>th</sup> of November from 2007. (21 days)	- Transport (RD\$ 10,000) - Communication (RD\$ 1,500) - Technical Agrícola (RD\$ 20,000)	No obstacles
Establish agreements for the processing industries critics and mango identified in the zone of Elías Piña.	- CODOCAFE - FMSIL	- IAD - Town hall	16 of november to 5 of december from 2007	- Transport (RD\$ 6,000) - Calling card (RD\$ 1,000)	No obstacles
Establish agreements with fruit producers (critics and mango) of the province Elías Piña.	- SEA - CODOCAFE	- DGDF - JICA	6 <sup>th</sup> of December to 19 <sup>th</sup> of December from 2007	- Transport (RD\$ 5,000) - Technical Agrícola (RD\$ 20,000)	No obstacles

TOTAL: RD\$ 63,500

**Group 4:**

**Strategy:** Proper functioning of rural clinics.

**Objective:** Repairing and equipment the Hato Viejo of the clinic.

Actions	Who does it?	Who can collaborate?	When is it done?	What materials are necessary?	What obstacles are there?
Reconstruction of the physical structure of the clinic of Hato Viejo.	- Mothers Association center - Neighbors council (Vicente Martínez)	- SESPAS - DGDF	21 <sup>st</sup> of October to 21 <sup>st</sup> of November	- door - window - paint - water tank - Transport	Access way
Equipment of the clinic of Hato Viejo (equipment and medications).	- Mothers Association center - Neighbors council (Vicente Martínez)	- SESPAS - SSECI - International cooperation agencies	22 <sup>nd</sup> of November to 22 <sup>nd</sup> of December	- drugs - beds - desks - shelves - refrigerator - electrical generator - fans - scales - stove - gurney	Obtaining funds

### **Group 5:**

**Strategy:** Training the general people on the management of the natural resources.

**Objective:** Implement an education program for the preservation of the natural resources.

Actions	Who does it?	Who can collaborate?	When is it done?	What materials are necessary?	What obstacles are there?
Identify communitarian groups and ONGs	Fundación Contra el Hambre (F.H.) (Everluz Urbáez)	MUOF	From 25 to 30 of October	- Transport	Political Activities
Organizing workshops with ONGs.	SESPAS (Manuel Medina)	- Environmental - DGDF	From 1 <sup>ro</sup> to 10 of November	- Transport - Technical Personal	Lack of interest on behalf of the communitarians
Impart workshop to communitarian groups.	FUOFSEFRON MUOF (Francisco Paulino)	- SESPAS - JICA - DGDF - DGDC	From 15 of November to 10 of December	- Waste able material - Transport - publicity - accommodatio ns - alimentation	Group differences
Diffuse the information through brochures and communication means.	Gobernación (Wily Ruiz)	Radio stations: - 91.9 - 104.7 - 101.1 - 91.5	From 11 to 15 of December	- Transport - Alimentation - Waste able material	Lack of electricity and governmental resources fro the ONGs.

# **SANTIAGO RODRIGUEZ:**

## **1. Vision**

*“Healthy and skilled people, integrated to the development of the Province of Santiago Rodríguez.”*

- Group 1:** Integral development is a sure progress.
- Group 2:** Developed province, skilled people in an adequate environment.
- Group 3:** Healthy people that work for progress.
- Group 4:** Stable and healthy people in progress

## **2. Strategies and Objectives**

### **Group 1:**

- Strategy:** Developing hydroelectric potential
- Objective:** Train techniques for the maintenance of hydroelectric turbines

### **Group 2:**

- Strategy:** Capacity development
- Objective:** Train facilitators in technical areas needed by the industrial enterprises.

### **Group 3:**

- Strategy:** Sustainable use of the forestall resources.
- Objective:** Obtain the management certificates of the forestall estate (The Thomas Section)

### **Group 4:**

- Strategy:** Rehabilitation of the neighboring proceds.
- Objective:** Repair tracks from the crossing of Maguana-Caimonies.

### 3. Plan of Action

#### Group 1:

**Strategy:** Developing hydroelectric potential

**Objective:** Train techniques for the maintenance of hydroelectric turbines

Actions	Who does it?	Who can collaborate?	When will it be done?	What raw materials are necessary?	What obstacles are there?
Identify key actors, (leading communitarians)	Edwin, Elina, Maria, Valerio, Modesto.	- Hydro electrical technical's Monción.	October 30 <sup>th</sup> to the 07 <sup>th</sup> of November 2007.	- Transport, Communication, Viaticum.	-
Establish a contract with INFOTEP	Modesto, Elina, Checo.	- Gobernación, town hall, DGDF, CDEEE.	November of 09 <sup>th</sup> 2007.	- Transport and Communication .	- None.
Organize and prepare a the course	Edwin, Maria, Checo.	- The direction of the High School Lyceum of Sabaneta, Santiago Rodríguez.	14 <sup>th</sup> of November.	- Transport	- None.
Impart course			January to May 2007.		- None.

#### Group 2:

**Strategy:** Capacity development

**Objective:** Train facilitators in technical areas needed by the industrial enterprises.

Actions	Who does it?	Who can collaborate?	When will it be done?	What raw materials are necessary?	What obstacles are there?
Identify technical areas demanded by the industrial enterprises installed in the area.	Enterprise MEGA PLAX (Leidy).	- DGDF (Miguel Ángel)	de October 29 <sup>th</sup> to November 05 <sup>th</sup>	- People from the enterprises, waste able material, Transport.	- 5 personas - -190 per day = \$1,2240 by 6.5 = <b>\$ 6,200</b> - waste able material <b>\$ 5,000</b> - Transport <b>\$ 3,000</b>
Establish agreement for trainings.	Enterprise, INFOTEP.	- Gobernación, Education, SEM. -	November 05 to November 09th.	- Communication (Telephone, letters, E-mail)	
Organization of the course	Enterprise, INFOTEP.	- Gobernación, Education, SEM. -	November 05th to 09th November	- Communication (Telephone, letters, E-mail)	
Impart formation courses	Women's Secretariat (Jaquelin Toribio).	- INFOTEP, Education, financial Institution, SEC. of youth.	November 10 <sup>th</sup> to January 10 <sup>th</sup> 2008.	- Technical Personal, local, Waste able material.	- Personal Técnico <b>\$ 40,000</b> - Local <b>\$ 14,000</b> - Material gastable <b>\$ 50,000</b>
					- Total <b>RD\$ 119,200</b>

**Group 3:****Strategy:** Sustainable use of the forestall resources.**Objective:** Obtain the management certificates of the forestall estate (The Thomas Section)

Actions	Who does it?	Who can collaborate?	When will it be done?	What raw materials are necessary?	What obstacles are there?
Revise the existence of management plans in the zone.	SEA, (Technical Domingo López)	Producers Association (Andrés Hernández), Provincial Senator (Antonio Cruz)	October 29th to 12th November 2007.	- Transport	
Determine in joined matter with Forrestral who need and/or qualify for certification.	Nelson Reyes y SEMARN	Asoc. Of farmers, Forrestral and Technical's of the area.	November 12th to December 15th 2007.	-transport - Waste able material - Alimentation	

**Group 4:****Strategy:** Rehabilitation of the neighboring roads.**Objective:** Repair tracks from the crossing of Maguana-Caimonies.

Actions	Who does it?	Who can collaborate?	When will it be done?	What raw materials are necessary?	What obstacles are there?
Evaluate the state of the track.	DGDF, Town Hall Sabaneta.	- SEOPC	October 30 <sup>th</sup> of 2007.	- engineers, Technical, Transport (RD \$100,000)	
Identify the locality of the materials and obtain a permit from the SEMARN	Technicals of town hall.	- Communitarian Association.	de October 31st to the 02 <sup>nd</sup> of November 2007.	- Transport	Distance of the Mine
Elaboration of the budget for the repairing	DGDF, Town Hall, Sabaneta	- SEOPC	November 2nd to the 3rd of November 2007.		
Establish the execution of the contract.	DGDF, town hall Sabaneta and the communitarians.	- Gobernación, Environmental, Associations.	November 3 to November 4th 2007.		
Execution of the project.	DGDF, town hall, Sabaneta and communitarians.	- SEOPC y la Gobernación.	November 5th to the 20 <sup>th</sup> of December 2007.		-climatic changes

# **APENDICE\_B-1 Lista de la Informacion para SIGEDF**

2008/9/22

Categoría 1	Categoría 2	Código	Ítems	Fuente Entidad	Fuente de la Informacion	Meta-data	Tipo de Data	# de flujo de data
A Datos Geográficos	1 Datos Geográficos	A-1-1	Teretorio (Base)	ONE	Hispaniola4	2006 - 2007	shp	
		A-1-2	Teretorio (DM)	ONE	DM1206	2006 - 2007	shp	
		A-1-3	Teretorio (Mapa Topografia)	ONE	Topomapa	2006 - 2007	sid	
		A-1-4	Teretorio (Mapa Topografia)	ONE	display	2006 - 2007	sid	
	2 División administrativa	A-2-1	Provincia (Gobernacion)	ONE	Cab_Prov4	2006 - 2007	shp	
		A-2-2	Provincia (Base)	ONE	PROV	2006 - 2007	shp	
		A-2-3	Municipio (Sindicatura)	ONE	Cab_Mun	2006 - 2007	shp	
		A-2-4	Municipio (Base)	ONE	MUN1206	2006 - 2007	shp	
B Informacion geografica basica	1 Topografia Basica	B-1-1	Rio	ONE	Rios9	2006 - 2007	shp	
		B-1-2	Rio (Medio Ambiente)	SEMARN	rios	2006 - 2007	shp	
		B-1-3	Autopista	ONE	Autopista6	2006 - 2007	shp	
		B-1-4	Carretera Principal	ONE	Carretera_principal11	2006 - 2007	shp	
		B-1-5	Carretera	ONE	Carretera19	2006 - 2007	shp	
		B-1-6	Lago	ONE	lagos2	2006 - 2007	shp	
	2 Fisicos Geomorfologicos	B-2-1	Geomorfología	SEMARN	geomorfologias		shp	
		B-2-2	Geomorfología (Línea)	SEMARN	geomorfologia_line		shp	
		B-2-3	Geomorfología (por region)	SEMARN	regiones_geomorfologica		shp	
		B-2-4	Relieve	SEMARN	relieve		shp	
	3 Biodiversidad	B-3-1	Area Protegida	SEMARN	areas_protegidas		shp	
		B-3-2	Corales	SEMARN	corales		shp	
		B-3-3	Dunas	SEMARN	DUNAS		shp	
		B-3-4	Estuarios	SEMARN	estuarios		shp	
		B-3-5	Humedales	SEMARN	HUMEDALES		shp	
		B-3-6	Mangles	SEMARN	mangles		shp	
		B-3-7	Playas	SEMARN	playa11		shp	
		B-3-8	Playas	SEMARN	PLAYAS		shp	
		B-3-9	Zonas de Alto Endemismo	SEMARN	Zonas de alto endemismo		shp	
	4 Climaticas	B-4-1	Eólicos	SEMARN	EOLICO		shp	
		B-4-2	Estaciones de Vientos	SEMARN	ESTACIONES-VIENTOS		shp	
		B-4-3	Aridez	SEMARN	INDECE DE ARIDEZ		shp	
		B-4-4	Zonas de Ecologicas	SEMARN	ZONAS ECOLOGICAS		shp	
	5 Division Politica (Medio)	B-5-1	Informacion Basica Medio Ambiental por Provincia	SEMARN	provincias		shp	
	6 Zonas de Productoras	B-6-1	Cuencas	SEMARN	cuencas-subcuencas		shp	
		B-6-2	Hidrogeología	SEMARN	hidrogeologia		shp	
		B-6-3	Hidrogeología	SEMARN	HIDROGEOLOGICO		shp	
		B-6-4	Hidrogeología (Region)	SEMARN	REGIONES HIDROLOGI		shp	
		B-6-5	Presas	SEMARN	presas rd		shp	
		B-6-6	Zona de Productoras de Aguas	SEMARN	zonas productoras de agua		shp	
	7 Recursos Naturales	B-7-1	Canteras	SEMARN	CANTERAS		shp	
		B-7-2	Capacidad de Productivas	SEMARN	CAPACIDAD		shp	
		B-7-3	Cobertura Forestal	SEMARN	cobertura_forestal-2003	2003	shp	
		B-7-4	Conflictos de uso en areas agropecuaria	SEMARN	conflicto_agropecuarios		shp	
		B-7-5	Conflicto Nacional	SEMARN	conflicto nacional		shp	
		B-7-6	Unidades de Recursos para la planificacion del suelo (URP)	SEMARN	URP		shp	
		B-7-7	Uso y Cobertura vegetal	SEMARN	uso-cobertura-2003	2003	shp	
		B-7-8	Uso y Cobertura vegetal	SEMARN	uso_cobertura-1996	1996	shp	
		B-7-9	Ubicacion y Capacidad de viveros Forestales	SEMARN	viveros		shp	
	8 Salud Publica	B-8-1	Ubicacion y Informacion Basica de Botica	SESPAS	EpiInfo Botica	2004	shp	
		B-8-2	Ubicacion y Informacion Basica de Centro de Salud	SESPAS	EpiInfo Establecimiento	2004	shp	
		B-8-3	Informacion Basica de Salud Publica por Provincia	SESPAS	EpiInfo Provincia	2004	shp	
C Datos estadísticos básicos	1 Características Demográficas	C-1-1	Población por Zona de Residencia	ONE	Censo Vol I (2002) C 1	2002	PDF	
		C-1-2	Población según Municipios y Distritos Municipale	ONE	Censo Vol I (2002) C 1	2002	PDF	
		C-1-3	Población según sexo y grupos de edad	ONE	Censo Vol I (2002) C 1	2002	PDF	
		C-1-4	Densidad poblacional por km cuadrado	ONE	RD Cifras 2006 (Censo	2002	PDF	
	2 Estadísticas Vitales	C-2-1	Numero de Nacimientos registrados en la provincia	ONE	ONE (Boletín Estadísticas Vitales enero 2008)	2001-2005	PDF	
		C-2-2	Numero de Defunciones registradas en la provincia	ONE	ONE (Boletín Estadísticas Vitales enero 2008)	2001-2005	PDF	
		C-2-3	Numero de Naci por el Grupo de edad de la madre al momento del nacimiento/Nacimientos por año de nacimiento	ONE	ONE (Boletín Estadísticas Vitales enero 2008)	2001-2005	PDF	
	3 Características de las Viviendas	C-3-1	Tipo de Vivienda	ONE	Censo Vol II (2002) C 1	2002	PDF	
		C-3-2	Materiales de Construcción Paredes de las Viviendas particulares	ONE	Censo Vol I (2002) C 14	2002	PDF	
		C-3-3	Cantidad de Vivienda por tipo de Vías de acceso (Calle carretera asfaltada, no asfaltada, callejon-camino, escalinata) a la viviend	ONE	Censo Vol II (2002) C 2	2002	PDF	
		C-3-4	Fuentes de Contaminación	ONE	Censo Vol II (2002) C 7	2002	PDF	
		C-3-5	Hacinamiento	ONE	Censo Vol II (2002) C 9	2002	PDF	
	4 Características de los Hogares	C-4-1	Tipo de Hogar	ONE	Censo Vol I (2002) C 16	2002	PDF	
		C-4-2	Hogares con servicios de recogida de basura	ONE	Censo Vol II (2002) C 15	2002	PDF	
		C-4-3	Hogares con servicios de Agua portable	ONE	Censo Vol II (2002) C 13	2002	PDF	
		C-4-4	Hogares con servicios de Combstibre ultizado para cocinar	ONE	Censo Vol II (2002) C 11	2002	PDF	
		C-4-5	Hogares con servicios de Electoridad	ONE	Censo Vol II (2002) C 12	2002	PDF	
	5 Empleo	C-5-1	Ocupación y Desempleados por la provincia	ONE	Censo Vol I (2002) / C 8	2002	PDF	
		C-5-2	Población de 10 años y más años por sexo según condición de ocupación	ONE	Censo Vol I (2002) / C 8.	2002	PDF	

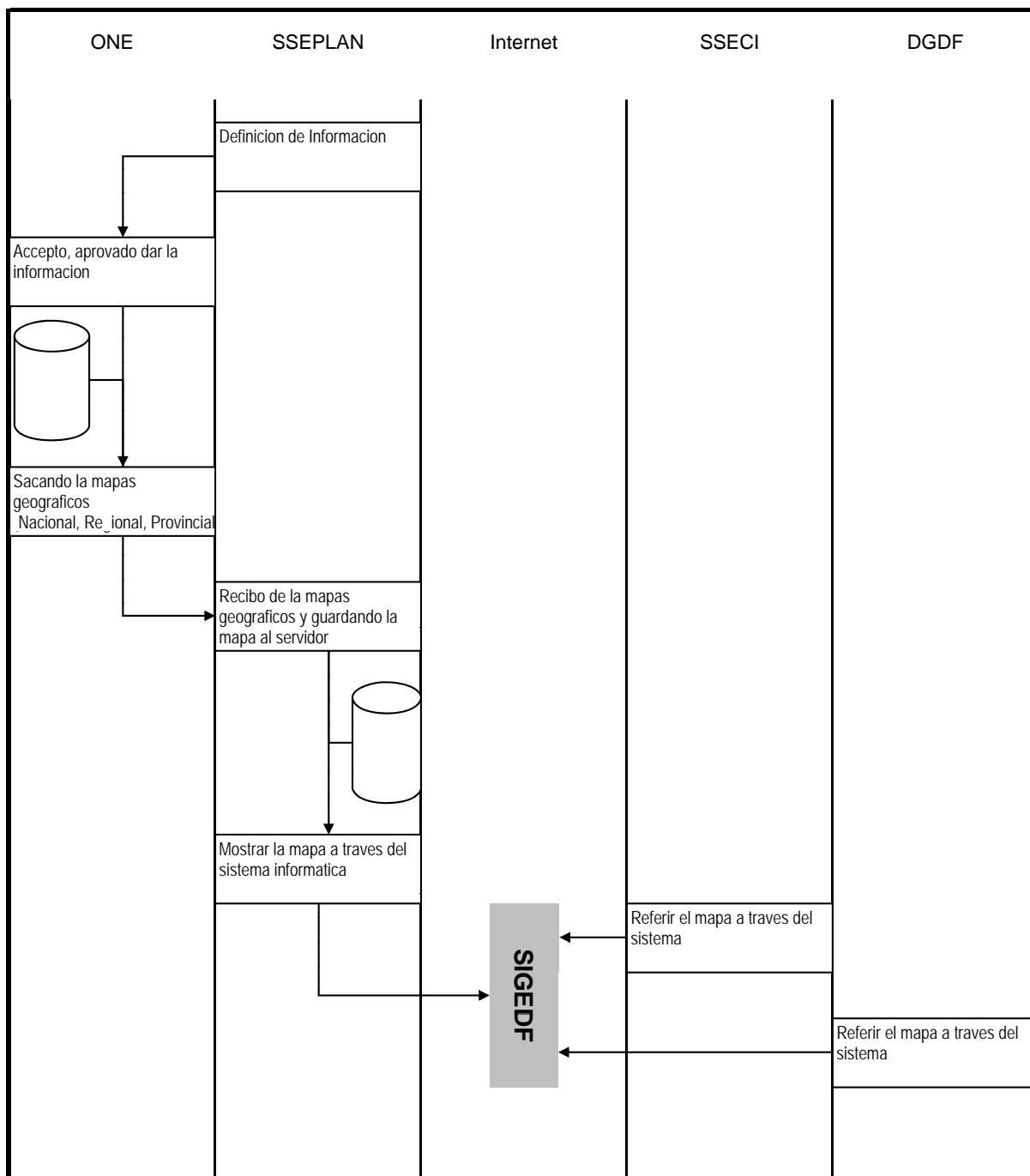


Categoría 1	Categoría 2	Código	Ítems	Fuente Entidad	Fuente de la Informacion	Meta-data	Tipo de Data	# de flujo de data
	6 Educación	C-6-1	Población de 3 años o más por sexo según condicion de lectoescritura	ONE	Censo Vol 1 (2002) C 4	2002	PDF	
		C-6-2	Población de 3 años o más por sexo según asistencia	ONE	Censo Vol 1 (2002) C 5	2002	PDF	
		C-6-3	Población de 3 años o más por sexo según Nivel de Instrucción	ONE	Censo Vol 1 (2002) C 6	2002	PDF	
		C-6-4	Nivel de Alfabetización Provincia	CESDEM	Endesa_2002 pdf (pagina 24 - 27)	2002	PDF	
		C-6-5	Paridad de la Educacion Provincia	CESDEM	Endesa_2002 pdf (pagina 29-30)	2002	PDF	
		C-6-6(1)	Estudiantes matriculados (2005-2006 por provincia)	SEE	<a href="http://www.see.gov.do/sites/e/estadisticas/menu.html">http://www.see.gov.do/sites/e/estadisticas/menu.html</a> - Archivo Informe Por Provincia	2005-2006	PDF	
		C-6-6(2)	Estudiantes matriculados (2002-2006 por division educacional)	SEE	SEE (CD)	2002-2006	PDF	
	7 Salud	C-7-1	Ubicacion y Informacion Basica de Botica	SESPAS	SESPAS (CD, Demográficas Geograficas 2004)	2004	dbf	
		C-7-2	Ubicacion y Informacion Basica de Centro de Salud	SESPAS	SESPAS (CD, Demográficas Geograficas 2004)	2004	dbf	
		C-7-3	Informacion Basica de Salud Publica por Provincia	SESPAS	SESPAS (CD, Demográficas Geograficas 2004)	2004	dbf	
		C-7-4	Discapacidad	SSEPLAN	SSEPLAN (CD FPROBREsig 2005)	2005	exe	
	8 Actividad Económica	C-8-1	Ingresos y Egresos de los municipios	ONE	Ingresos y Egresos Municipales 2005	2005	xls	
		C-8-2	Remesas (Provincia)	ONE	libro_RD_en_Cifras_2006 (pagina 127-138), Banco Central	2000 - 2005	PDF	
		C-8-3	Tipo de Combustible	ONE	325-05 01-05	2001-2005	xls	
		C-8-4	Producción Minera (Nacional)	ONE	libro_RD_en_Cifras_2006 (pagina 47)	2006	PDF	
		C-8-5	Construccion (provincia)	ONE	libro_RD_en_Cifras_2006 (pag. 53) Avuntamientos	2006	PDF	
		C-8-6	Intercambio Comercial Entre la Republica Dominicana Y Haiti	CEI-RD	HAITI 2001-2006	2006	xls	
		C-8-7	Exportados hacia Haiti	CEI-RD	HAITI 2001-2006	2006	xls	
		C-8-8	Principales Productos de Zonas Francas Exportados hacia Haiti	CEI-RD	HAITI 2001-2006	2006	xls	
		C-8-9	Principales Productos Importados desde Haiti	CEI-RD	HAITI 2001-2006	2006	xls	
		C-8-10	Exportaciones Nacionales por Salida hacia Haiti	CEI-RD	HAITI 2000-2007 10 PRODUCTOS	2007	xls	
		C-8-11	Turismo (Provincia)	ONE	libro_RD_en_Cifras_2006 (pagina 98-107)	2000 - 2005	PDF	
	9 Calidad de Vida	C-9-1	Personas pobres Año 2002	SSEPLAN	SSEPLAN (CD FPROBREsig 2005)	2005	exe	
		C-9-2	Porcentaje de Hogares pobres en la República Dominicana	SSEPLAN	SSEPLAN (CD FPROBREsig 2005)	2005	exe	
		C-9-3	Numero de Hogares pobres	SSEPLAN	SSEPLAN (CD FPROBREsig 2005)	2005	exe	
	10 Produccion	C-10-1	Produccion Agropecuaria (Nacional)	ONE	312-2, 322-1	2001-2005	xls	
			Produccion por provincia	SEA	REPORTE DE PRODUCCION 2000-2006	2000-2006	xls	
	11 Infraestructura	C-11-1	Energia Eléctrica (nacional)	ONE	libro_RD_en_Cifras_2006 (pagina 55-56)	2006	PDF	
		C-11-2	Comunicación (Nacional)	ONE	libro_RD_en_Cifras_2006 (pagina 98) INDOTEL	2006	PDF	
D Perfiles de Proyectos	1 Proyecto Inversion Gubernamental	D-1-1	Nombre	SSEPLAN	SISPRO	2008	mdb	
		D-1-2	Objetivos	SSEPLAN		2008	mdb	
		D-1-3	Descripcion	SSEPLAN		2008	mdb	
		D-1-4	Sectorial	SSEPLAN		2008	mdb	
		D-1-5	Institucion	SSEPLAN		2008	mdb	
		D-1-6	Ubicación	SSEPLAN		2008	mdb	
		D-1-7	Coordenada	SSEPLAN		2008	Texto	
		D-1-8	Total Inversion	SSEPLAN		2008	mdb	
		D-1-9	Unidad monetaria	SSEPLAN		2008	mdb	
		D-1-10	Inicio	SSEPLAN		2008	mdb	
		D-1-11	Fin	SSEPLAN		2008	mdb	
		D-1-12	Estado	SSEPLAN		2008	mdb	
		D-1-13	Observacion	SSEPLAN		2008	mdb	
		D-1-14	Año	SSEPLAN		2008	mdb	
		D-1-15	Tipo de Inversion	SSEPLAN		2008	mdb	
		D-1-16	Actores financiados (Organismo)	SSEPLAN		2008	mdb	
		D-1-17	Monto comprometido	SSEPLAN		2008	mdb	
		D-1-18	Desembolsado	SSEPLAN		2008	mdb	
	2 Proyecto Inversion Cooperacion Internacional	D-2-1	Nombre	SSECI	Modelo de Matriz	2008	xls	
		D-2-2	Objetivos	SSECI		2008	xls	
		D-2-3	Sectorial	SSECI		2008	xls	
		D-2-4	Ubicación	SSECI		2008	xls	
		D-2-5	Coordenada	SSECI, DGDF		2008	Texto	
		D-2-6	Actores involucrados	SSECI		2008	xls	
		D-2-7	Monto comprometido	SSECI		2008	xls	
		D-2-8	Unidad monetaria	SSECI		2008	xls	
		D-2-9	Total Inversion	SSECI		2008	xls	
		D-2-10	Inicio	SSECI		2008	xls	
		D-2-11	Fin	SSECI		2008	xls	
		D-2-12	Estado	SSECI		2008	xls	
		D-2-13	Observacion	SSECI		2008	xls	

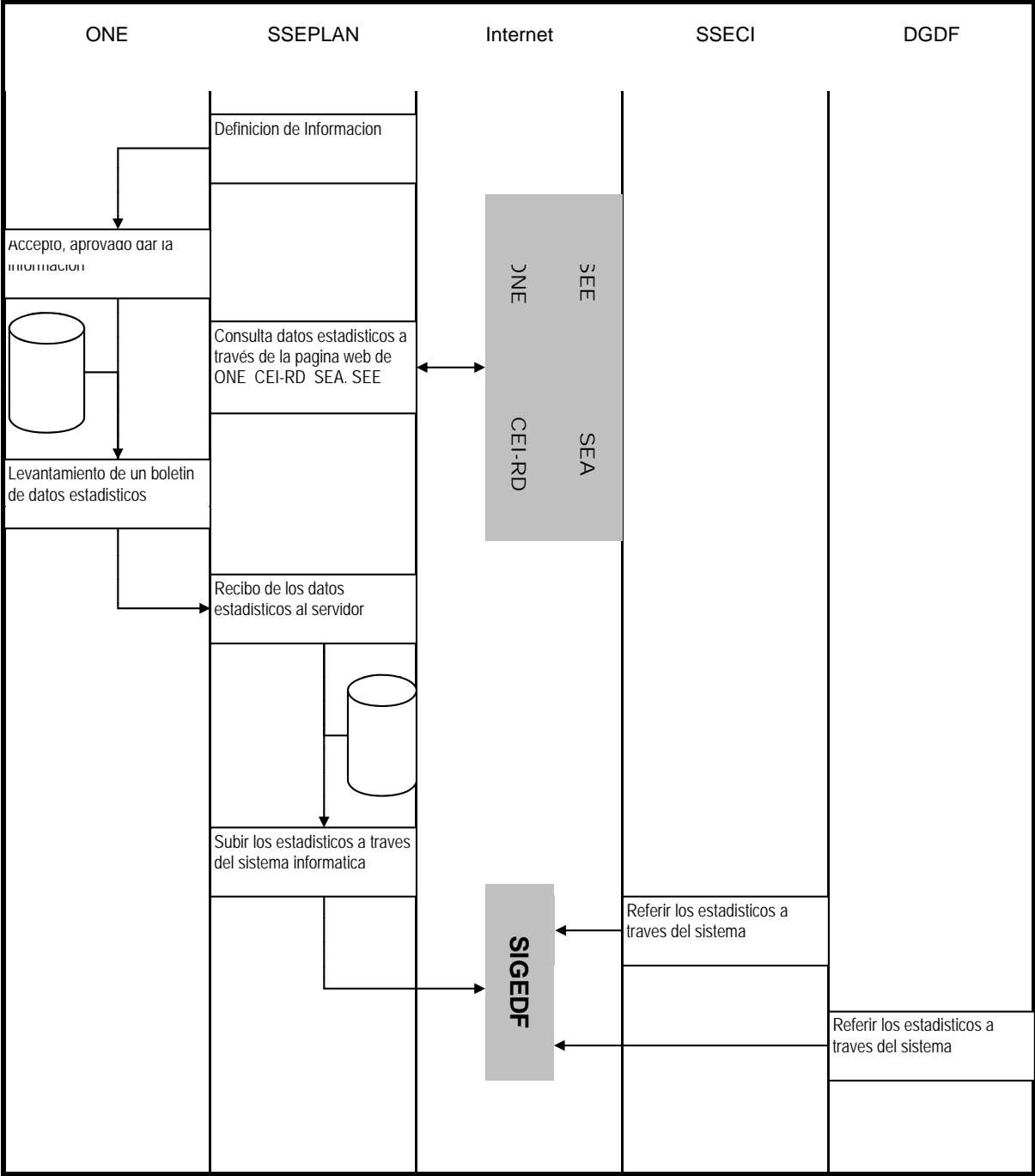
Categoría 1	Categoría 2	Código	Ítems	Fuente Entidad	Fuente de la Informacion	Meta-data	Tipo de Data	# de flujo de data
E Informació n de DGDF	1 Inventarios de Equipo, Maquinario y Produccion	E-1-1	Inventario	DGDF	Programa de Manejo de los Equipos por DGDF	2008	mdb	
		E-1-2	Tipo de Equipo	DGDF		2008	mdb	
		E-1-3	Marca	DGDF		2008	mdb	
		E-1-4	Modelo	DGDF		2008	mdb	
		E-1-5	Taller	DGDF		2008	mdb	
		E-1-6	Vivero	DGDF		2008	mdb	
		E-1-7	Estado	DGDF		2008	mdb	
		E-1-8	Condicion	DGDF		2008	mdb	
		E-1-9	Actividades	DGDF		2008	mdb	
		E-1-10	Mantenimiento	DGDF		2008	mdb	
		E-1-11	Reparacion	DGDF		2008	mdb	
		E-1-12	Requisicion de Compra	DGDF		2008	mdb	
		E-1-13	Provincia	DGDF		2008	mdb	
		E-1-14	Municipio	DGDF		2008	mdb	
		E-1-15	Oficina	DGDF		2008	mdb	
		E-1-16	Departamento	DGDF		2008	mdb	
		E-1-17	Cargo	DGDF		2008	mdb	
		E-1-18	Persona	DGDF		2008	mdb	
		E-1-19	Usuario	DGDF		2008	mdb	
		E-1-20	Ficha	DGDF		2008	mdb	
F Anuncio Publico	1 Perfil de Cooperacion Internacional	F-1-1	Nombre	SSECI	Se alimenta a través de la pagina web de SIGEDF por SSECI	2008	Texto	
		F-1-2	Logo	SSECI		2008	Texto	
		F-1-3	Perfil	SSECI		2008	Texto	
		F-1-4	Proyectos realizados	SSECI		2008	Texto	
		F-1-5	Documentos	SSECI		2008	PDF	
		F-1-6	Vínculo a la Cooperacion Internacional	SSECI		2008	Texto	
	2 Perfil de Provincia	F-1-7	Eventos de Cooperacion Internacional	SSECI	Se alimenta a través de la pagina web de SIGEDF por la DGDF	2008	Texto	
		F-2-1	Nombre	DGDF		2008	Texto	
		F-2-2	Perfil	DGDF		2008	Texto	
		F-2-3	Eventos	DGDF		2008	Texto	
		F-2-4	Documentos	DGDF		2008	PDF	
		F-2-5	Encuesta	DGDF		2008	Texto	
		F-2-6	Vínculo a su municipio	DGDF		2008	Texto	
		F-2-7	Blog	DGDF		2008	Texto	
		F-2-8	Foro	DGDF		2008	Texto	
	3 Perfil de Municipio	F-2-9	Contactos	DGDF	Se alimenta a través de la pagina web de SIGEDF por el Municipio	2008	Texto	
		F-3-1	Nombre	Sindicatura		2008	Texto	
		F-3-2	Perfil	Sindicatura		2008	Texto	
		F-3-3	Eventos	Sindicatura		2008	Texto	
		F-3-4	Documentos	Sindicatura		2008	PDF	
G Otros	1 Que es SIGEDF?	F-3-5	Encuesta	Sindicatura	Se alimenta a través de la pagina web de SIGEDF por SEEPYD y DGDF	2008	Texto	
		F-3-6	Blog	Sindicatura		2008	Texto	
		G-1-1	Marco Regal	SEEPYD		2008	Texto	
		G-1-2	Logros	SEEPYD		2008	Texto	
	2 Directorio	G-1-3	Galería de Fotos	SEEPYD		2008	jpg	
		G-1-4	Quienes Somos	SEEPYD		2008	Texto	
		G-2-1	Nombre de Organizacion	SEEPYD, DGDF		2008	Texto	
	3 Noticia	G-2-2	Contactos de Organizacion	SEEPYD, DGDF		2008	Texto	
		G-2-3	Contactos al Administrador	SEEPYD, DGDF		2008	Texto	
		G-3-1	Noticias del Administrador	SEEPYD, DGDF		2008	Texto	
	4 Foro	G-3-2	Vínculo a la Noticia de SEEPYD, DGDF	SEEPYD, DGDF		2008	Texto	
		G-4-1	Tema en General	SEEPYD, DGDF		2008	Texto	
		G-4-2	Topico en General	SEEPYD, DGDF		2008	Texto	
		G-4-3	Comento en General	SEEPYD, DGDF		2008	Texto	

## APENDICE\_B-2 Flujo de la Informacion para SIGEDF

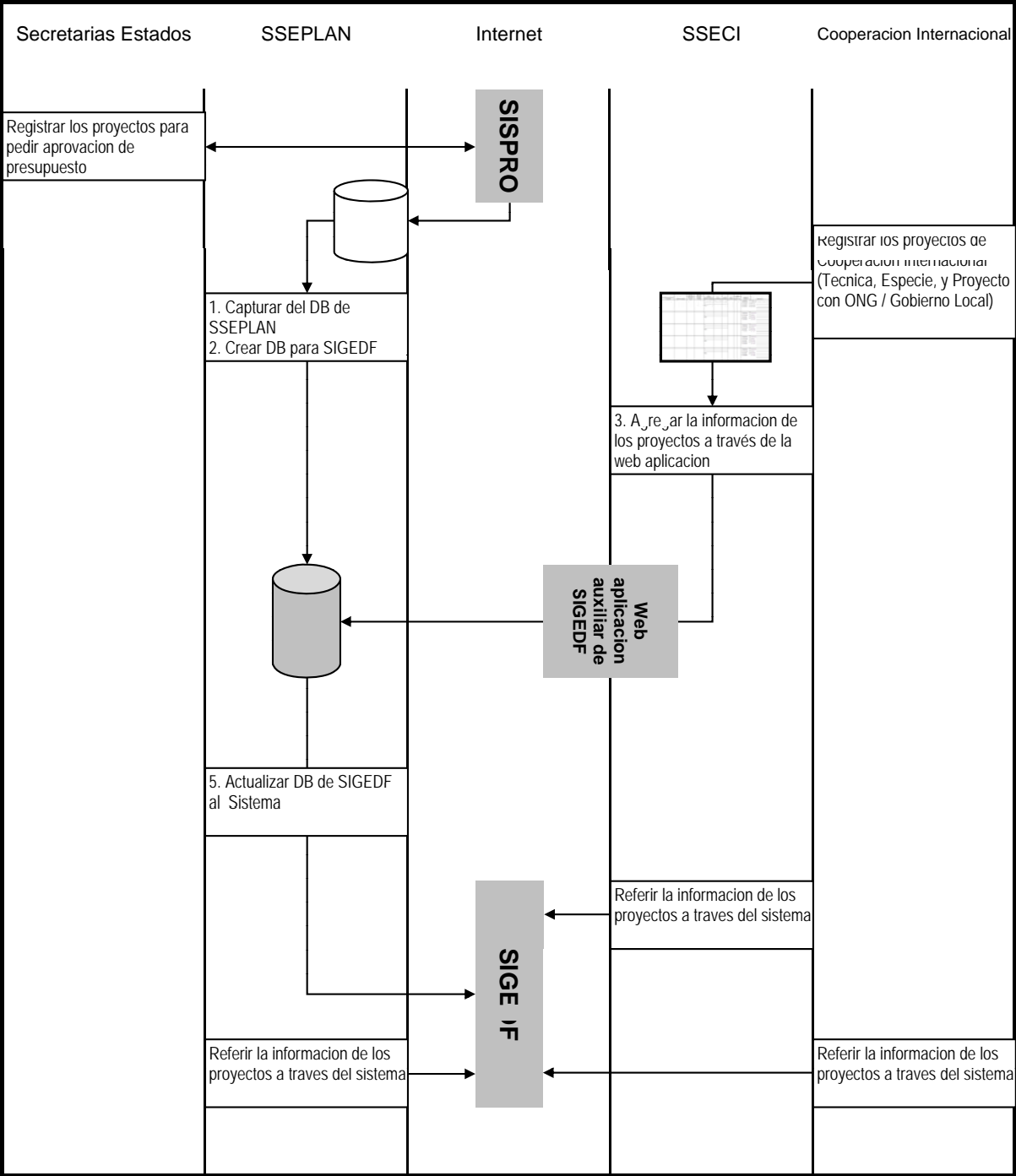
### a) La Informacion de Geografia y Topografia Entidades de Fuentes y SEEPYD



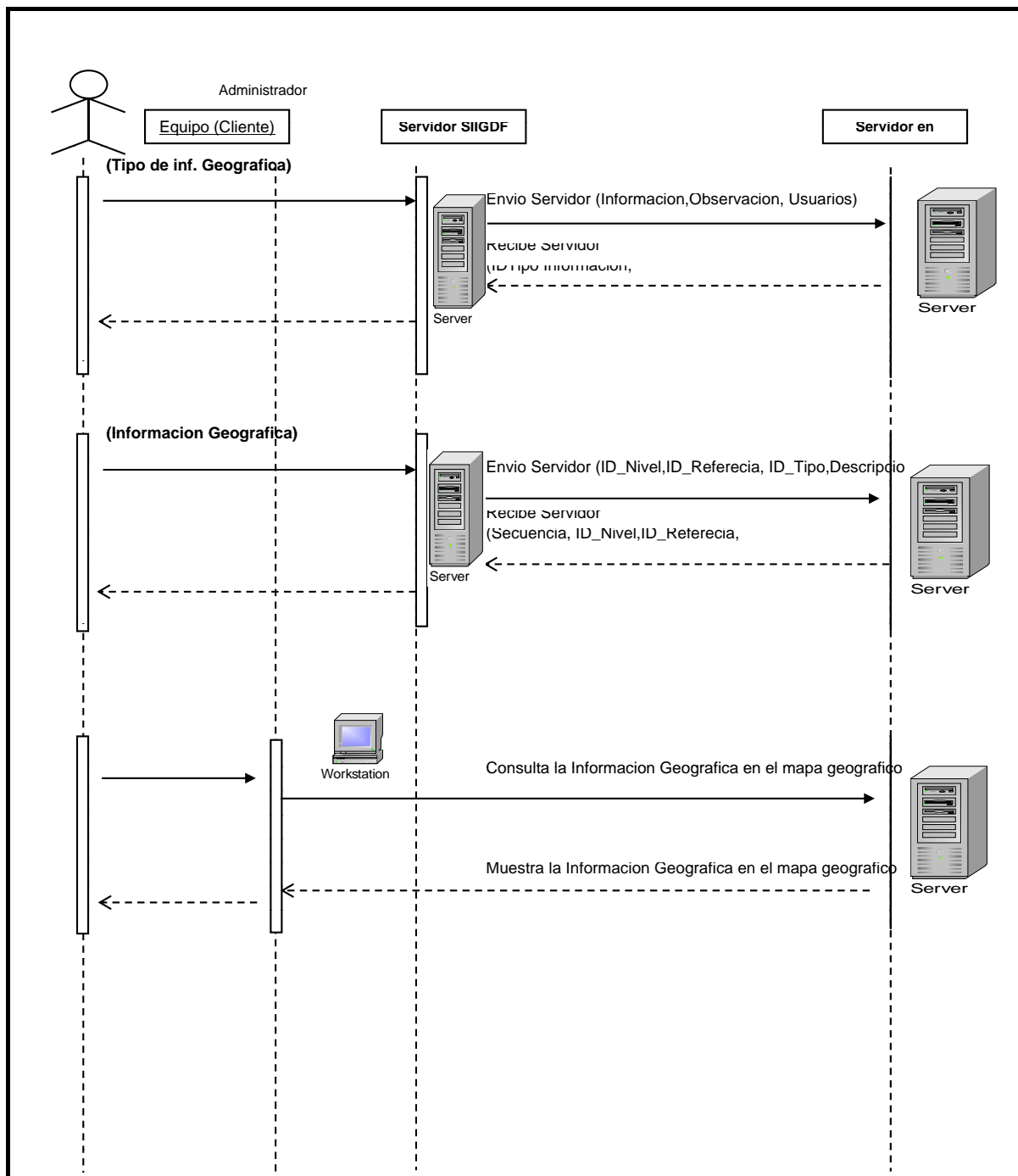
b) La Informacion de Datos Estadísticos entre Entidades de Fuentes y SEEPYD



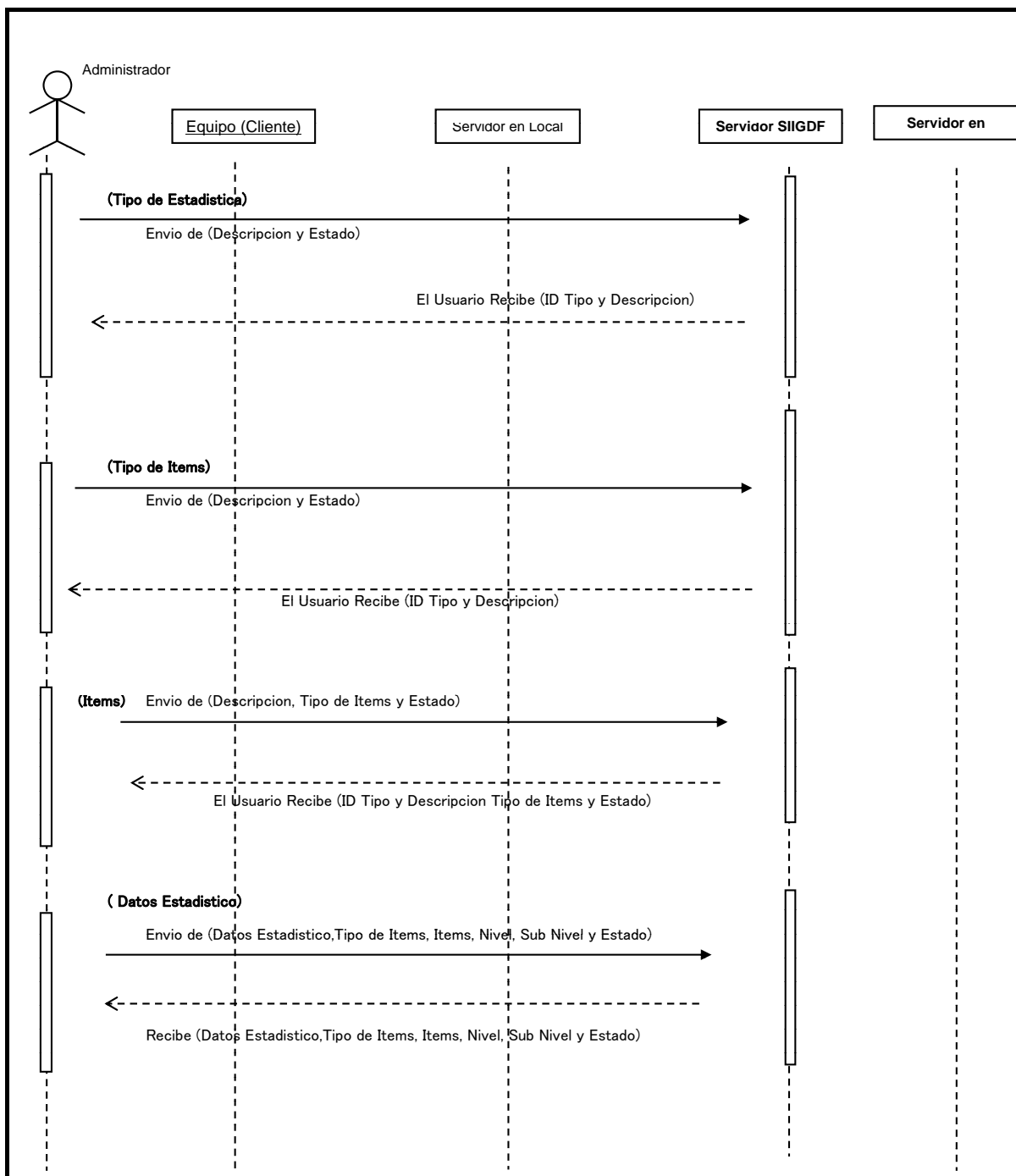
c) La Informacion de Proyectos entre Entidades de Fuentes y SEEPYD



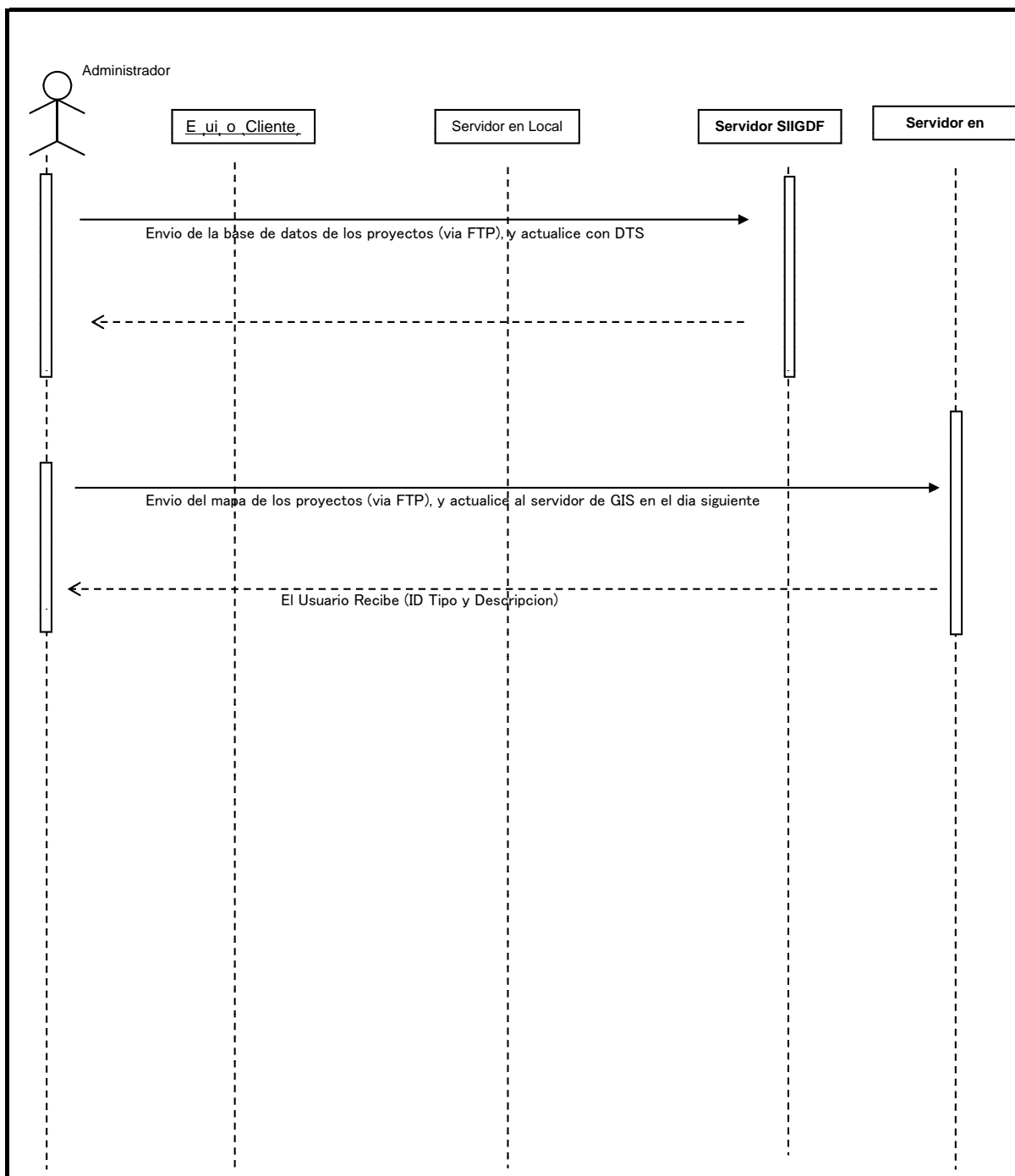
d) La Informacion de Geografia y Topografia entre Equipo (Cliente) y Servidor



## e) La informacion de Estadisticos entre Equipo (Cliente) y Servidor



**f) La Informacion de Estadisticos entre Equipo (Cliente) y Servidor**





## APENDICE\_B-3

### APENDICE\_B-3 Manejo de Alimentación de la Información de Cooperación Internacional y ONG

1. Definición de Proyecto Inversión manejado por SSEPLAN y SSECI .....	1
2. Flujo de Información según Tipo de Proyecto y Fuente .....	2
a) Proyecto Gubernamental y Financiero .....	2
b) Proyecto Gubernamental y Técnica/Especie .....	2
c) Proyecto con ONG, Gobierno Local (directamente) .....	3
3. Proceso de Alimentación de la Información de Cooperación Internacional al SIGEDF .....	3
a) Esquema del Proceso de Alimentación .....	3
b) Proceso de Alimentación .....	3

#### 1. Definición de Proyecto Inversión manejado por SSEPLAN y SSECI

SSEPLAN y SSECI tratan diferente tipo de proyecto según su misión. Se presente la definición en la siguiente tabla.

Proyecto Gubernamental

Tipo de Fuente (fuente inversion)		Encargada	Observacion
Presupuesto Interno			
	Fondo General	SSEPLAN	Existe en el base de datos de SSEPLAN
	Contra Partida	SSEPLAN	Existe en el base de datos de SSEPLAN
Presupuesto Externo			
	Prestamo	SSEPLAN	Existe en el base de datos de SSEPLAN
	Cooperacion no-reembolsable (donacion)	Financiero *	Existe en el base de datos de SSEPLAN
		Especie	No existe en el base de datos de SSEPLAN
		Tecnica	No existe en el base de datos de SSEPLAN

Proyecto de Cooperacion Internacional con ONGs

Tipo de Fuente (fuente inversion)		Encargada	Observacion
	Cooperacion no-reembolsable (donacion)	Financiero *	No existe en el base de datos de SSEPLAN
		Especie	No existe en el base de datos de SSEPLAN
		Tecnica	No existe en el base de datos de SSEPLAN

\* Información repetida entre Proyecto Gubernamental y Cooperación Internacional

Figure B-3.1 Definición de Proyecto Inversión manejado por SSEPLAN y SSECI

## APENDICE\_B-3

### 2. Flujo de Información según Tipo de Proyecto y Fuente

#### a) Proyecto Gubernamental y Financiero

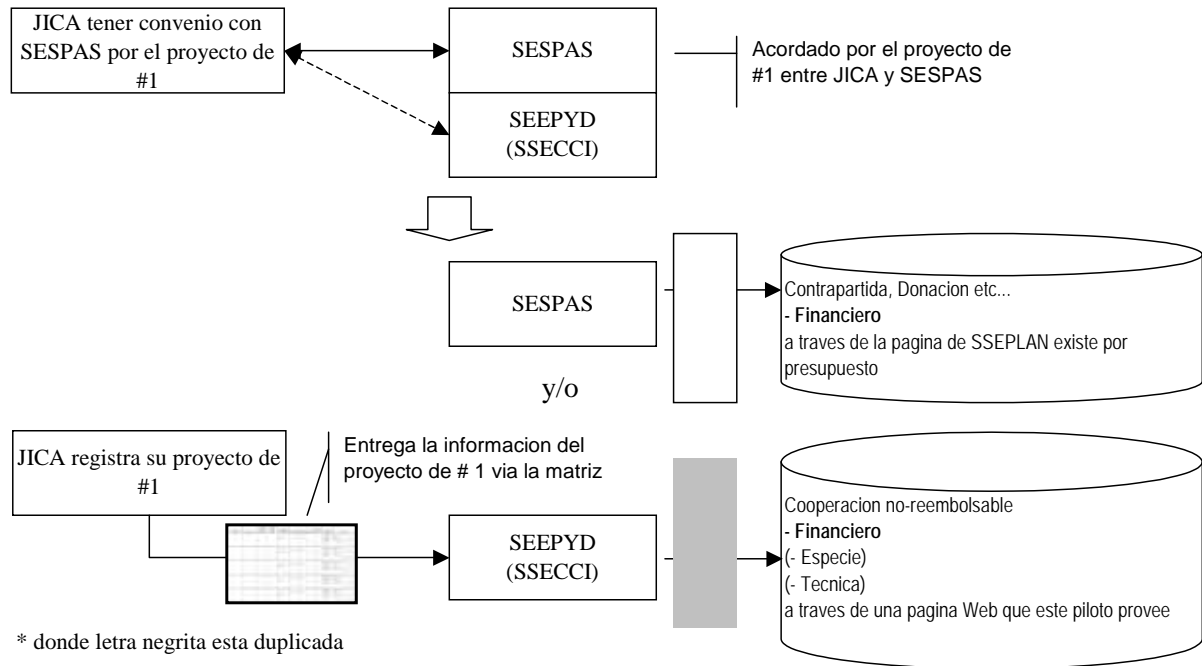


Figure B-3.2 Flujo de Información en el caso de Proyecto Gubernamental y Financiero

#### b) Proyecto Gubernamental y Técnica/Especie

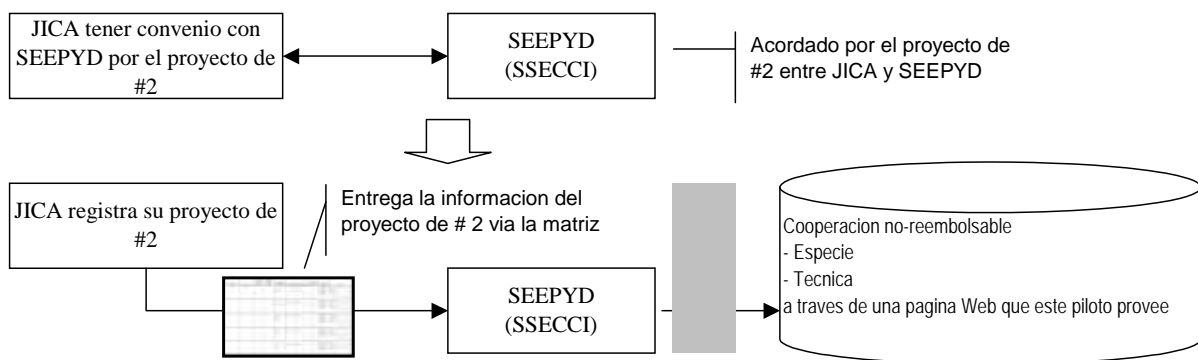


Figure B-3.3 Flujo de Información en el caso de Proyecto Gubernamental y Técnica/Especie

## APENDICE\_B-3

### c) Proyecto con ONG, Gobierno Local (directamente)

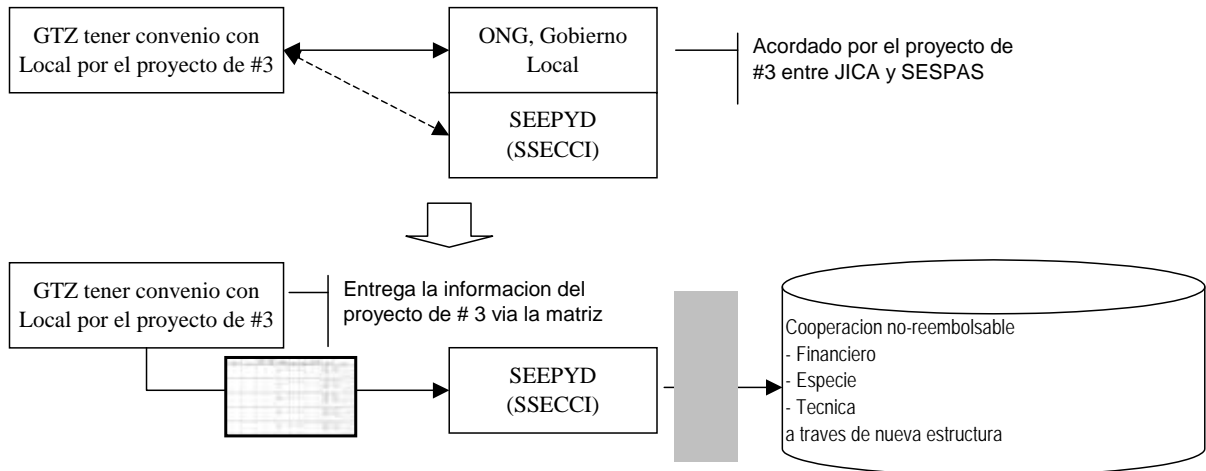


Figure B-3.4 Flujo de Información en el caso de Proyecto con ONG, Gobierno Local

## 3. Proceso de Alimentación de la Información de Cooperación Internacional al SIGEDF

### a) Esquema del Proceso de Alimentación

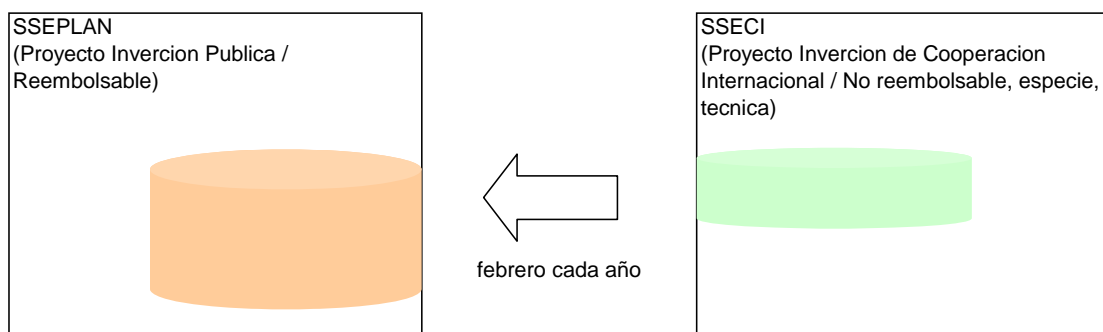


Figure B-3.5 Esquema del Proceso de la Alimentación

### b) Proceso de Alimentación

Despues
Paso 1. Recoleccion de datos con Matriz (vea hoja de "MODELO")
Paso 2. Validacion de datos y meta los datos via la pagina web al base de datos de SIGEDF

Figure B-3.6 Diagrama de Proceso de la Alimentación

DIRECCION GENERAL DE DESARROLLO FRONTERIZO

MATRIZ DE CONVERGENCIA PROGRAMAS Y PROYECTOS CON FONDOS NACIONALES Y FONDOS INTERNACIONALES EN LA ZONA FRONTERIZA

Nombre del Proyecto o Programa	Objetivo Principal	Tipo de Intervención (Sectorial y Otras)	Ubicación (Provincia / Municipio / Paraje)	Actores involucrados (en todos los proyectos)	Monto comprometido	Unidad Monetaria	Total Inversión	Fecha		Status del Proyecto	Observación
								Inicio	Fin		
				1 _____ 2 _____ Otros _____						1 Planificado <input type="checkbox"/> Fecha Inicio _____ 2 En Proceso <input type="checkbox"/> Avances _____ 3 Ejecutado <input type="checkbox"/> Resultado _____ 4 Paralizado <input type="checkbox"/> ¿Por qué? _____ _____	
				1 _____ 2 _____ Otros _____						1 Planificado <input type="checkbox"/> Fecha Inicio _____ 2 En Proceso <input type="checkbox"/> Avances _____ 3 Ejecutado <input type="checkbox"/> Resultado _____ 4 Paralizado <input type="checkbox"/> ¿Por qué? _____ _____	
				1 _____ 2 _____ Otros _____						1 Planificado <input type="checkbox"/> Fecha Inicio _____ 2 En Proceso <input type="checkbox"/> Avances _____ 3 Ejecutado <input type="checkbox"/> Resultado _____ 4 Paralizado <input type="checkbox"/> ¿Por qué? _____ _____	
				1 _____ 2 _____ Otros _____						1 Planificado <input type="checkbox"/> Fecha Inicio _____ 2 En Proceso <input type="checkbox"/> Avances _____ 3 Ejecutado <input type="checkbox"/> Resultado _____ 4 Paralizado <input type="checkbox"/> ¿Por qué? _____ _____	
				1 _____ 2 _____ Otros _____						1 Planificado <input type="checkbox"/> Fecha Inicio _____ 2 En Proceso <input type="checkbox"/> Avances _____ 3 Ejecutado <input type="checkbox"/> Resultado _____ 4 Paralizado <input type="checkbox"/> ¿Por qué? _____ _____	

**Nota:**  
Favor incluir proyectos d/f 2005, 2006 y 2007

Figure B-3.7 Matriz a la Recolección de la Información del Proyecto de Cooperación Internacional

## APPENDIX C. List of Projects with International Cooperation

### Asunto: Social

Donación: ACPD  
Provincia: Montecristi  
Título / Objetivos: El acceso al agua potable y la mejora de las condiciones higiénico-sanitarias, el fomento de desarrollo de la organización

Donación: AECI  
Provincia: Frontera  
Título / Objetivos: Aumento de la cobertura y la continuidad en el nivel de formación académica.

Donación: AECI  
Provincia: Montecristi  
Título / Objetivos: Atención Primaria de la Salud, Nutrición, la Alimentación y el Saneamiento

Donación: Cáritas Española  
Provincia: Frontera  
Título / Objetivos: Atención Primaria de la Salud, Nutrición, la Alimentación y Saneamiento Ambiental de las Zonas Fronterizas adecuada para Desfavorecida Poblaciones de la República Dominicana

Donación: Cáritas Española  
2 Elías Pina  
Título / Objetivos: cuidado de la salud a 13 comunidades rurales de los municipios de Pedro Santana y San Juan de la Maguana

Donación: Francia  
Provincia: Frontera  
Título / Objetivos: Escuelas Saludables

Donación: Francia  
Provincia: Elías Pina  
Título / Objetivos: Hospital Rosa Duarte Comandante

Donación: Francia / SDF y el UNFPA  
Provincia: Frontera  
Título / Objetivos: Friendly Servicios de Salud sexual y reproductiva y prevención del VIH / SIDA en los jóvenes adolescentes, y cinco provincias de la frontera

Donación: MPDL  
Provincia: Elías Pina  
Título / Objetivos: Mejorar la calidad de vida en las comunidades fronterizas de Haití Dominicana

Donación: MPDL  
Provincia: Dajabon, Montecristi, Santiago Rodríguez  
Título / Objetivos: de desarrollo rural integrado y de los derechos de los niños en las comunidades pobres en la región de la frontera noroeste

Donación: Save the Children  
Provincia: Dajabon  
Título / Objetivos: Niño Preescolar Los Indios

Donación: Save the Children  
Provincia: Elías Pina  
Título / Objetivos: Mejorar la calidad de la educación que reciben los niños en el Municipio de edad preescolar Bánica

Donación: Save the Children  
Provincia: Elías Pina  
Título / Objetivos: Fortalecimiento de la calidad de la educación mediante la construcción de un centro de enseñanza y talleres de formación

Donación: Save the Children  
Provincia: Elías Pina  
Título / Objetivos: Fortalecimiento de la calidad de la educación a través de la mejora de un establecimiento de enseñanza y promoción de la basada en el conocimiento de los derechos del niño, salud y nutrición

Donación: FNUAP  
Provincia: Frontera  
Título / Objetivos: de Salud Sexual y Reproductiva

Donación: UNICEF  
Provincia: Dajabon  
Título / Objetivos: Niños, niñas y adolescentes trabajan para un futuro común

Donación: Mundo Melicos  
Provincia: Elías Pina  
Título / Objetivos: Reducir la morbilidad y la mortalidad en la provincia de Elías Piña

Donación: OMS  
Provincia: Montecristi, Dajabon, Elías Pina, la independencia, Pedernales  
Título / Objetivos: Fortalecimiento de los servicios de salud en condiciones normales y situaciones de emergencia

Donación: OMS

Provincia: Montecristi, Dajabon, Elias Pina, la Independencia, Pedernales  
Título / Objetivos: El análisis de la vulnerabilidad del hospital

**Asunto: Medio Ambiente**

Donación: ACDI  
Provincia: Dajabon  
Título / Objetivos: Fortalecimiento de las iniciativas forestales en la región fronteriza de la República Dominicana y Haití

Donación: ACDI  
Provincia: Dajabon  
Título / Objetivos: Proyecto Binacional plan de gestión de las cuencas hidrográficas del río Artibonito, una región del noroeste y noreste DR-sureste de Haití

Donación: ACDI  
Provincia: Dajabon Elias Pina  
Título / Objetivos: Fortalecimiento de las acciones productivas de reforestación, conservación de suelos, la formación y la protección de los ecosistemas y la biodiversidad en la cuenca media-alta del río Artibonito.

Donación: AECI  
Provincia: Frontera  
Título / Objetivos: Araucaria Enriquillo, Enriquillo Sostenible de la Reserva de la Biosfera Jaragua-Bahoruco -

Donación: AECI  
Pedernales, Bahoruco, Independencia, Elías Pina  
Reducción de riesgos de desastres, con el objetivo de reducir la vulnerabilidad de las personas en situación de pobreza respecto a su entorno ambiental y con especial incidencia en la ordenación del territorio, y el manejo de cuencas hidrográficas, con el objeto de evitar inundaciones naturales

Donación: CIDA  
Provincia: Dajabon, Elias Pina  
4 Gestión de la Cuenca del Río Artibonito: Haití - Rep Dominicana

Donación: UE  
Provincia: Elias Pina  
Título / Objetivos: Desarrollo de la economía local a través de la reforestación y la producción de aceite combustible en la zona fronteriza de la República Dominicana

Donación: FMAM  
Provincia: Frontier  
Título / Objetivos: Benedettodel eco sostenible de la Laguna del Diablo

Donación: FIPA  
Provincia: Santiago Rodríguez  
Título / Objetivos: Gestión Forestal Sostenible de madera.

Donación: GTZ  
Provincia: Bahoruco  
Título / Objetivos: Reconstrucción y Gestión de Riesgos en la zona fronteriza de la República Dominicana

Donación: PNUD  
Provincia: Frontera  
Título / Objetivos: Comité de las iniciativas de turismo ecológico

Donación: PNUD  
Provincia: Frontera  
Título / Objetivos: Agroforestal gestión de la micro cuenca del río Gurabo Restauración

Donación: PNUD  
Provincia: Frontera  
Título / Objetivos: Modelo de gestión binacional de las micro cuencas de la Comunidad en la media alta del Río Artibonito, los micro cuenca Landre, Bourrouque,

Donación: PNUD  
Provincia: Elias Pina  
Título / Objetivos: Desarrollo de dominio de la zona fronteriza de Haití a través de la reforestación con la jatrofa curca y de la producción a nivel de la comunidad las fuentes de energía renovables a partir de biomasa de plantas

Donación: PNUD  
Provincia: Elias Pina  
Título / Objetivos: locales de desarrollo humano a través de la reforestación y la producción de biodiesel

Donación: USAID  
Provincia: Elias Pina  
Desarrollo de dominio de la zona fronteriza de Haití a través de la reforestación con la jatrofa curca y de la producción a nivel de la comunidad las fuentes de energía renovables a partir de biomasa de plantas

**Asunto: Infraestructura**

Donación: ACDI  
Provincia: Eias Pina, Dajabon  
Título / Objetivos: infraestructura vial en la parte superior de Elías Piña y Dajabón

Donación: AECI  
2 Elías Piña, Pedernales, Bahoruco, Independencia  
Título / Objetivos: de agua potable y saneamiento en las zonas rurales

Donación: AECI  
Provincia: Frontera  
Título / Objetivos: El agua potable y el saneamiento, brindar servicios de agua y saneamiento básico para las comunidades rurales

Donación: UE  
Provincia: Frontera  
Título / Objetivos: Segundo Programa de Micro Realizaciones

Donación: Francia  
Provincia: Elías Piña  
Título / Objetivos: La construcción de una carretera en el municipio de Pedro Santana

Donación: Japón  
Provincia: Dajabon  
Título / Objetivos: Equipo de Radio Marien en Dajabon

Donación: Japón  
Provincia: Dajabon  
Título / Objetivos: Donación de Potencia de Plantas de Solidaridad Fronteriza en Dajabon

Donación: Japón  
Provincia: Elías Piña  
Título / Objetivos: Rehabilitación y Ampliación Acueducto en la comunidad de Sabana Mula de Elías Piña, con el sistema de paneles solares

Donación: Japón  
Provincia: Independencia  
Título / Objetivos: Creación de Planta de Tratamiento en el Municipio de Jimaní Acueducto

Donación: de Solidaridad Internacional  
Provincia: Pedernales  
Título / Objetivos: Construcción de un sistema de acueducto rural con paneles solares

Donación: PNUD  
Provincia: Frontera  
Título / Objetivos: rehabilitación de la infraestructura en la zona fronteriza de Haití

Donación: PNUD  
Provincia: Frontera  
Título / Objetivos: Aprovechamiento de la energía solar para electrificar un Jaiqui

Donación: PNUD  
Provincia: Frontera  
Título / Objetivos: Instalación de un micro centrales hidroeléctricas

#### **Asunto: De habilitación**

Donación: ACDI  
Provincia: Elías Piña  
Título / Objetivos: Fortalecimiento de Capacidades Locales en Gestión Ambiental y Planificación en el Artibonito (FOGAP-Artibonito)

Donación: AECI  
Provincia: Dajabon  
Título / Objetivos: La potenciación de la población de Haití y Dominicana

Donación: FAO / italiano  
Provincia: Bahoruco  
Título / Objetivos: Fortalecimiento de la capacidad de producción y de gestión para mejorar la seguridad alimentaria de las comunidades y en el Estero Tamarindo Creación de capacidades técnicas, económicas y de organización de la gestión de las organizaciones comunitarias locales. Enfoque de género-entrada de los jóvenes

Donación: Intermon-Oxfam  
Provincia: Pedernales, Independencia, Bahoruco  
Título / Objetivos: Asistencia Jurídica y de la educación popular a través de las redes

Donación: Intermon-Oxfam  
Provincia: Bahoruco Independencia  
Título / Objetivos: Asistencia Jurídica y de la educación popular a través de las redes

Donación: Intermon-Oxfam  
Provincia: Pedernales, Elías Piña, Independencia  
Título / Objetivos: Fortalecimiento de la sociedad civil por los derechos de las personas de ascendencia haitiana en la República Dominicana.

Donación: Intermon-Oxfam  
Provincia: Pedernales, Elías Piña, Independencia  
4Impulso organizaciones de los campesinos y la mujer dominicana en el Suroeste: Movilización para una vida digna

Donación: Intermon-Oxfam  
Provincia: Pedernales, Independencia, Bahoruco  
Título / Objetivos: Mujeres y Desarrollo Local

Donación: Intermon-Oxfam  
Provincia: Independencia  
Título / Objetivos: Empuje de organizaciones de agricultores y de la Southwest mujer dominicana: Movilización para

una vida digna

Donación: Solidaridad Internacional

Provincia: Independencia, Bahoruco

Título / Objetivos: Programa de desarrollo socioeconómico de las comunidades rurales en las provincias de Independencia y Bahoruco.

Donación: InterRed

Provincia: Dajabon

Título / Objetivos: Educación valores de los ciudadanos (el género y el diálogo intercultural) de la frontera, los agentes sociales R.Dominicana-Haití

Donación: InterRed

Provincia: Dajabon

Título / Objetivos: Promoción de los derechos de la mujer en la zona fronteriza de la República Dominicana y Haití

Donación: InterRed

Provincia: Independencia, Elías Piña

Título / Objetivos: Fortalecimiento de la sociedad civil por los derechos de las personas de ascendencia haitiana en la República Dominicana.

La mejora de la calidad de la educación a través de la perspectiva de género en las escuelas públicas de la Independencia y Elías Piña

Donación: PADEF

Provincia: Pedernales

Título / Objetivos: Fwontyé Nou - Nuestra Frontera," hemos contribuido a aumentar las oportunidades socio - económica a ambos lados de la frontera dominico - haitiano mediante el fortalecimiento de las organizaciones locales a perfeccionar sus habilidades, y la gestión financiera, la mejora de las relaciones y vínculos transfronterizos , La atracción de más recursos y la mitigación de conflictos

Donación: Save the Children

Provincia: Santiago Rodríguez

Título / Objetivos: Commonwealth de las Planicies, la Comunidad y la Comunidad de Aminilla Ceiba de Bonet

Donación: de Solidaridad Internacional

Provincia: Pedernales

Título / Objetivos: El desarrollo de las capacidades locales para apoyar el Fortalecimiento Social y Educación. De la construcción y el equipo técnico-profesional centro

Donación: PNUD

2 Frontera

Título / Objetivos: Voluntarios de la Juventud

Donación: PNUD

Provincia: Frontera

Título / Objetivos: del Proyecto de Gestión de la cuenta completa de los Ríos, El Caos y El Almendro, en las comunidades de Los Bolos y El Maniel.

Donación: USAID

Provincia: Dajabon

Título / Objetivos: Diminians-Haitiens communications a nivel de la comunidad

Donación: USAID / AECI

Provincia: Independencia, Bahoruco

Título / Objetivos: Acuerdo sobre la cooperación en el co-desarrollo, con miras a fortalecer las oportunidades de desarrollo económico, social y de los recursos humanos, que proporcionan los grupos de migrantes a través de la ayuda mutua y el estímulo a las acciones acordadas en el país de origen de los migrantes, con la participación Asociaciones y de las comunidades migrantes en el país de destino (España)

#### **Asunto: Económico**

Donación: AECI

Provincia: Frontera

Título / Objetivos: agrícola programa de desarrollo tecnológico en el Sur, Mejoramiento de la investigación agrícola para mejorar la producción

Donación: CESAL

Provincia: Independencia

Título / Objetivos: Apoyo a la producción agrícola sostenida en Las Salinas.Provincias Kitts y Barahona e Independencia

Donación: FAO

Provincia: Bahoruco

Título / Objetivos: Rehabilitación de la Agroindustria de Sazón de las Mujeres de la Comunidad del Estero

Donación: FAO / Cuba

Provincia: Neiba, Bahoruco

Título / Objetivos: Mejorar la producción y comercialización de los pequeños productores, así como el apoyo a otros programas complementarios de apoyo a la seguridad alimentaria del país

Donación: FAO / AECI

Provincia: Neiba, Bahoruco

Título / Objetivos: Promover el desarrollo de la ganadería de la zona del proyecto, a través del fortalecimiento de la autogestión de la comunidad, la inversión en infraestructura y la producción agrícola y la capacitación de los productores

Donación: Francia

Provincia: Bahoruco

Título / Objetivos: Microempresa Comunitario Ecoturismo en La Ciénaga-Bahoruco



Donación: Francia  
Provincia: Neiba, Bahoruco  
Título / Objetivos: La ampliación de la infraestructura de la compañía la producción de vino a mano VINEYBA

Donación: Francia / GTZ  
Provincia: Elías Pina  
Título / Objetivos: Aplicación de huertas en las comunidades de Pedro Santana

Donación: de Solidaridad Internacional  
Provincia: Pedernales  
Título / Objetivos: Soberanía Alimentaria mediante el apoyo a la pequeña agricultura y la ganadería familiar y el desarrollo de redes de comercialización local, RD Haití y en las zonas fronterizas.

Donación: PNUD  
Provincia: Frontera  
Título / Objetivos: Conservación de las aguas internacionales con la aplicación de los sistemas de la madera y los cultivos de árboles frutales en las zonas degradadas

Donación: PNUD  
Provincia: Bahoruco  
Título / Objetivos: Conversión de sistemas convencionales de producción de café para el Sistema de Producción Orgánica y Protección de la Diversidad Biológica.

#### **Asunto: Institucional**

Donación: AECI  
Provincia: Frontera  
Título / Objetivos: Fortalecimiento de la descentralización y el apoyo municipal de desarrollo municipal en la Región Enriquillo

Donación: Francia  
Provincia: Elías Pina  
Título / Objetivos: El apoyo institucional a los municipios de una provincia fronteriza

Donación: Francia  
Provincia: Elías Pina  
Título / Objetivos: Fortalecimiento institucional de los municipios de la provincia de Elías Pina para un plan de desarrollo local integrado

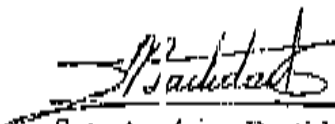
Donación: Francia  
Provincia: Bahoruco / Dajabon  
Título / Objetivos: Fortalecimiento Institucional del Sector Agrícola

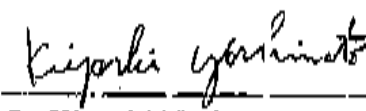
Donación: PNUD  
Provincia: Frontera  
Título / Objetivos: Formación y fortalecimiento institucional de las organizaciones asociadas de la EPA

ALCANCE DE TRABAJO  
DEL  
ESTUDIO SOBRE EL DESARROLLO DE CAPACIDADES  
PARA EL MANEJO EFICIENTE DE  
PROGRAMAS DE DESARROLLO SOSTENIBLE  
EN LA ZONA FRONTERIZA DE LA REPUBLICA DOMINICANA

ACORDADO  
ENTRE  
EL SECRETARIADO TECNICO DE LA PRESIDENCIA / DIRECCION GENERAL  
DE DESARROLLO FRONTERIZO DE LA REPUBLICA DOMINICANA  
Y  
LA AGENCIA DE COOPERACION INTERNACIONAL DEL JAPON

Santo Domingo, 13 de Septiembre, 2006

  
\_\_\_\_\_  
Sra. América Bastidas  
Subsecretaria Técnica de la Presidencia  
Para la Cooperación Internacional  
Secretariado Técnico de la Presidencia  
República Dominicana

  
\_\_\_\_\_  
Sr. Kiyoshi Yoshimoto  
Representante Residente de la  
Oficina en República Dominicana  
de la Agencia de Cooperación  
Internacional del Japón

## I. INTRODUCCION

En respuesta a la solicitud del Gobierno de la República Dominicana (refiérase en adelante como "GOB-RD"), el Gobierno de Japón decidió realizar el Estudio sobre el Desarrollo de Capacidades para el Manejo Eficiente de Programas de Desarrollo Sostenible en la Zona Fronteriza de la República Dominicana (refiérase en adelante como "Estudio"), de acuerdo con la legislación vigente de Japón.

El Secretariado Técnico de la Presidencia (refiérase en adelante como "STP") y la Dirección General de Desarrollo Fronterizo (refiérase en adelante como "DGDF") actuarán como contrapartes del Equipo del Estudio y como coordinadores con otros organismos gubernamentales y no gubernamentales para la realización del Estudio.

La Agencia de Cooperación Internacional del Japón (refiérase en adelante como "JICA"), entidad oficial encargada de la implementación de los programas de cooperación técnica del Gobierno de Japón, realizará el Estudio en estrecha colaboración con las autoridades del Gobierno de la República Dominicana.

El presente documento establece el Alcance de Trabajo del Estudio como se describe a continuación:

## II. OBJETIVOS DEL ESTUDIO

### Meta Superior

Los programas y acciones para el desarrollo de la Zona Fronteriza se ejecutan de manera eficiente y efectiva evitando su dispersión y duplicidad mediante la coordinación por parte del STP y DGDF con sus acciones correspondientes.

### Objetivos Específicos:

1. Establecer una estrategia de desarrollo de la Zona Fronteriza que priorice la reducción de pobreza, como lineamiento común indicativo del GOB-RD para todos los actores involucrados.
2. Desarrollar las capacidades en los niveles individuales, institucionales y sociales para incrementar la eficiencia y la efectividad de desarrollo de la Zona Fronteriza, durante el Estudio.

### III. AREA DE ESTUDIO

El Estudio abarcará las provincias que constituyen la Zona Fronteriza (Montecristi, Dajabón, Santiago Rodríguez, Elías Piña, Bahoruco, Independencia y Pedernales). Sin embargo, se incluirán otras demarcaciones relacionadas del territorio de la República Dominicana, si fuera necesario. Se adjunta el mapa del área en el Anexo I.

### IV. ALCANCE DEL ESTUDIO

El desarrollo de capacidades centrado en el manejo de ciclo de proyectos y métodos participativos, se realizará durante las siguientes fases:

#### Fase 1

1. Diagnóstico inicial de necesidades para el desarrollo de la Zona Fronteriza.
2. Revisión y evaluación de estrategias, lineamientos, planes, proyectos, sistemas, procedimientos y marco legal existentes.
3. Evaluación de las capacidades en los niveles individuales, institucionales y sociales relacionados al desarrollo fronterizo.
4. Identificación de las causas que impiden el desarrollo eficiente y compilación de lecciones aprendidas.
5. Arreglo de las informaciones recolectadas.
6. Elaboración del esquema básico para incrementar la eficiencia y la efectividad de desarrollo de la Zona Fronteriza

#### Fase 2

1. Examinación del borrador del sistema de gestión integral de acciones para el desarrollo de la Zona Fronteriza mediante la realización de un(os) ejercicio(s) in-situ en función de verificar la metodología propuesta y precisar más el contenido.
  - 1.1 Propuesta del borrador del sistema de gestión integral que incluye los procedimientos para la integración interinstitucional y manejo de los informaciones, y propuesta del plan de los ejercicios in-situ.
  - 1.2 Realización de un(os) ejercicio(s) in-situ sobre el borrador del sistema de gestión integral.  
Formulación y evaluación de proyectos basado en el manejo de ciclo de proyectos y métodos participativos será como un ejemplo.
  - 1.3 Realización de un ensayo del manejo de los informaciones sobre el desarrollo de la Zona Fronteriza.

2. Propuesta del lineamiento de desarrollo del sistema de gestión integral de acciones para el desarrollo de la Zona Fronteriza.
  - 2.1 Propuesta del sistema de gestión integral de acciones para el desarrollo de la Zona Fronteriza que incluye los procedimientos para la integración interinstitucional y manejo de los informaciones.
  - 2.2 Propuesta del marco legal apropiado para la estrategia de desarrollo y el sistema de gestión integral.
  - 2.3 Propuesta de la guía de capacitación para la formulación de los funcionarios en cargo del sistema de gestión integral.
3. Elaboración del borrador de estrategia de desarrollo de la Zona Fronteriza que priorice la reducción de pobreza, como lineamiento común indicativo del GOB-RD para todos los actores involucrados.

## V. CRONOGRAMA DEL ESTUDIO

El Estudio será realizado de acuerdo con el cronograma tentativo adjunto en el Anexo II.

## VI. INFORMES

JICA elaborará y presentará los siguientes informes al GOB-RD:

1. Informe Inicial: Cinco (5) copias en inglés y veinticinco (25) copias en español al inicio del Estudio.
2. Informe Intermedio: Cinco (5) copias en inglés y veinticinco (25) copias en español luego de finalizada la Fase 1.
3. Informe de Avance 1: Veinticinco (25) copias en español en el curso de la Fase 2.
4. Informe de Avance 2: Veinticinco (25) copias en español al final de la Fase 2.
5. Borrador del Informe Final: Cinco (5) copias en inglés y veinticinco (25) copias en español luego de finalizada la Fase 2.

El Gobierno de la República Dominicana presentará comentarios por escrito sobre el Borrador del Informe Final a JICA en el plazo de un (1) mes a partir de su recepción.
6. Informe Final: Cinco (5) copias en inglés y cincuenta (50) copias en español en dos (2) meses luego de recibir los comentarios del Borrador del Informe Final del Gobierno de la República Dominicana.

## VII. COMPROMISO DEL GOBIERNO DE LA REPUBLICA DOMINICANA

1. GOB-RI) deberá acordar privilegios, excepciones y otros beneficios al Equipo de Estudio japonés (refiérase en adelante como "Equipo del Estudio" en concordancia con el Acuerdo de Cooperación Técnica, firmado entre el Gobierno de la República Dominicana y el Gobierno de Japón el 29 de septiembre de 2005.
2. STP y DGDE proveerán lo siguiente, por cuenta propia, al Equipo del Estudio en colaboración con otros organismos relacionados:
  - (1) Datos existentes e información concernientes al Estudio.
  - (2) Personal de contraparte.
  - (3) Espacio apropiado para oficina con mobiliario necesario.
  - (4) Credenciales o carnets de identificación.

## VIII. COMPROMISOS DE JICA

Para la implementación del Estudio, JICA tomará las siguientes medidas:

1. Enviar al personal del Equipo del Estudio a la República Dominicana, por cuenta propia.
2. Apoyar el desarrollo de capacidades del personal contraparte durante el período de Estudio.

## IX. IDIOMA

En caso del surgimiento de cualquier divergencia de interpretación de este Alcance de Trabajo, elaborado en inglés y en español, prevalecerá el texto en inglés.

## X. CONSULTA

JICA, STP y DGDE deberán consultarse mutuamente con respecto a cualquier asunto que surja durante la realización del Estudio que no haya sido establecido en el presente Alcance de Trabajo.

## Алехо І



## Anexo II: CRONOGRAMA TENTATIVO

MES \	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
FASE	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>																								
Informes	△ ①								△ ②					△ ③					△ ④	△ ⑤					△ ⑥

- ① Informe Inicial
- ② Informe Intermedio
- ③ Informe de Avance 1
- ④ Informe de Avance 2
- ⑤ Borrador de Informe Final
- ⑥ Informe Final

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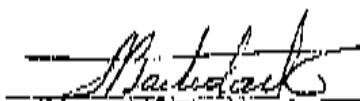
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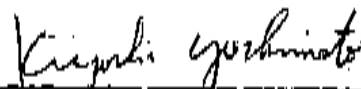
**SCOPE OF WORK  
FOR  
THE STUDY ON CAPACITY DEVELOPMENT  
FOR THE EFFICIENT MANAGEMENT  
OF SUSTAINABLE DEVELOPMENT PROGRAMMES  
IN THE BORDER REGION OF THE DOMINICAN REPUBLIC**

**AGREED UPON  
BETWEEN  
THE SECRETARY OF PRESIDENT/NATIONAL DIRECTORATE  
OF BORDER REGION DEVELOPMENT OF DOMINICAN REPUBLIC  
AND  
THE JAPAN INTERNATIONAL COOPERATION AGENCY**

Santo Domingo, September 13, 2006



Mrs. América Bastidas  
Technical Vice secretary of the Presidency  
for International Cooperation  
Technical Secretariat of the Presidency  
Dominican Republic



Mr. Kiyoshi Yoshimoto  
Resident Representative of  
Japan International Cooperation  
Agency Dominican Republic Office

## I. INTRODUCTION

In response to the request of the Government of the Dominican Republic (Hereinafter referred to as "GDR"), the Government of Japan decided to conduct the Study on Capacity Development for the Efficient Management of Sustainable Development Programmes in the Border Region of the Dominican Republic (Hereinafter referred to as "the Study"), in accordance with the relevant laws and regulations in force in Japan.

The Secretary of President (hereinafter referred to as "STP") and National Directorate of Border Region Development (hereinafter referred to as "DGDR") will act as counterparts of the Study Team and as coordinators with other government organizations and non-government organizations for the implementation of the study.

Accordingly, the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the official organization responsible for the implementation of the technical cooperation programmes of the Government of Japan, will jointly undertake the Study in close cooperation with the relevant authorities concerned of the Government of the Dominican Republic.

The present document sets forth the Scope of Work with regard to the Study.

## II. OBJECTIVES OF THE STUDY

### Super Goal

Programmes and actions for the development of the border region are implemented by efficient and effective ways, avoiding dispersion and duplication, by the coordination of STP and DGDR based on their corresponding actions. (5)

### Specific Objectives:

1. To establish a strategy for the border region development that prioritizes poverty reduction, as a common inductive guideline instructed by GDR for all involved actors.
2. To develop the capacity of individuals, organizations and societies to increase the efficiency and the effectiveness of the border region development, in the course of the Study. (B)

### III. STUDY AREA

The Study shall cover the provinces of the border region (Montecristi, Dajabón, Santiago Rodríguez, Elías Piña, Bahoruco, Independencia and Pedernales). Nevertheless, other related sites in Dominican Republic may be included if necessary. A location map is attached as Annex I.

### IV. SCOPE OF THE STUDY

Capacity development centered on project cycle management and participatory methods shall be realized throughout the following phases.

#### Phase 1

1. Initial analysis of needs for the border region development.
2. Review and evaluation of existent strategies, guidelines, plans, projects, systems, procedures, and legal framework.
3. Assessment of capacity of individuals, entities, and systems (societies), involved to the border region development.
4. Identification of the reasons that inhibit the efficient development, and compilation of lesson-learned.
5. Arrangement of collected information.
6. Formulation of a basic outline to increase the efficiency and the effectiveness of the border region development.

#### Phase 2

1. Examination of the draft integrated management system regarded to the activities for the Border region development by implementation of on-site exercises in order to verify the methodology proposed and to be more accurate.
  - 1.1 Proposal of the draft integrated management system which includes procedures for inter-institutional integration and information management, and proposal of the implementation plan of on-site exercises.
  - 1.2 Implementation of on-site exercises of the draft integrated management system. Projects formulation and evaluation based on project cycle management and participatory methods are assumed as an example.
  - 2.3 Implementation of trial information management of Border region Development. Operation of an information center of Border region Development is assumed as an example.

2. Proposal of the guidelines on development of the integrated management system regarded to the activities for the Border region development
  - 2.1 Proposal of the integrated management system regarded to the activities for the Border region development which includes procedures for inter-institutional integration and information management.
  - 2.2 Proposal of a legal framework appropriate to the proposed integrated management system and the Strategy.
  - 2.3 Proposal of training guidelines for person in charge of the integrated management system.
3. Formulation of a draft of a Strategy for the Border Region Development that prioritizes poverty reduction, as a common inductive guideline instructed by GDR to all involved actors.

## V. SCHEDULE OF THE STUDY

The Study will be carried out in accordance with the attached tentative schedule shown in Annex II.

## VI. REPORTS

JICA shall prepare and submit the following reports to the GDR:

1. Inception Report: Five (5) copies in English and twenty-five (25) copies in Spanish at the start of the Study.
2. Interim Report: Five (5) copies in English and twenty-five (25) copies in Spanish after termination of Phase 1.
3. Progress Report 1: Twenty-five (25) copies in Spanish during the course of the Phase 2.
4. Progress Report 2: Twenty-five (25) copies in Spanish at termination of Phase 2.
5. Draft Final Report: Five (5) copies in English and twenty-five (25) copies in Spanish after termination of Phase 2.  
GDR will submit written comments on the Draft Final Report to JICA in one (1) month of time, after its reception.
6. Final Report: Five (5) copies in English and fifty (50) copies in Spanish in two (2) months after the receipt of comments on the Draft Final Report from GDR.

## VII. UNDERTAKING OF THE GDR

1. GRD shall accord privileges, exemptions and other benefits to the Japanese study team (hereinafter referred to as "the Team") in accordance with the agreement for technical cooperation signed by GRD and government of Japan on September 29, 2005.
2. STP and DGDF shall, at its own expense, provide the Team with the following, in cooperation with other organizations concerned:
  - (1) Available data and information related to the Study;
  - (2) Counterpart personnel;
  - (3) Suitable office space with necessary furniture; and,
  - (4) Credentials or identification cards.

## VIII. UNDERTAKING OF JICA

For the implementation of the Study, JICA shall take the following measures:

1. To dispatch, at its own expense, the Team to the Dominican Republic; and,
2. To support capacity development to the Dominican counterpart personnel in the course of the Study.

## IX. LANGUAGE

In case any divergence arises about interpretation of this Scope of Work, which is done in English and Spanish, the English text shall prevail.

## X. CONSULTATION

JICA, STP and DGDF shall consult with each other in respect of any matter that may arise from the implementation of the Study and are not mentioned on this Scope of Works.





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COLLEGE PARK, MARYLAND

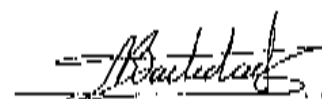
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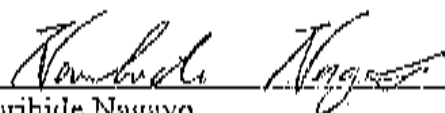
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MINUTA DE ACUERDO  
DEL  
ESTUDIO SOBRE EL DESARROLLO DE CAPACIDADES  
PARA EL MANEJO EFICIENTE DE PROGRAMAS  
DE DESARROLLO SOSTENIBLE EN LA ZONA FRONTERIZA  
DE LA REPUBLICA DOMINICANA  
ACORDADA  
ENTRE  
EL SECRETARIADO TECNICO DE LA PRESIDENCIA/DIRECCION  
GENERAL DE DESARROLLO FRONTERIZO  
Y  
LA AGENCIA DE COOPERACION INTERNACIONAL DEL JAPON

Santo Domingo, 24 Marzo de 2006



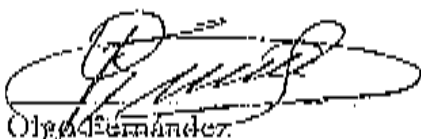
América Bastidas  
Subsecretaría Técnica para la Cooperación  
Internacional



Narihide Nagayo  
Líder de la Misión del Estudio Preparatorio  
Agencia de Cooperación Internacional del  
Japón



Guarocuya Felix  
Director de la Oficina Nacional de  
Planificación



Olyvia Fernández  
Director General de la  
Dirección General de Desarrollo Fronterizo



## I. INTRODUCCION

En respuesta a la solicitud de fecha 31 de agosto de 2004 del Gobierno de la República Dominicana (refiérase en adelante como "GOB-RD"), la Agencia de Cooperación Internacional del Japón (refiérase en adelante como "JICA"), envió una Misión de Estudio Preparatorio dirigido por el Dr. Narihide Nagayo (refiérase en adelante como "Misión") a la República Dominicana, desde el 6 al 25 de marzo de 2006, con el propósito de acordar detalles del ESTUDIO SOBRE EL DESARROLLO DE CAPACIDADES PARA EL MANEJO EFICIENTE DE PROGRAMAS DE DESARROLLO SOSTENIBLE EN LA ZONA FRONTERIZA DE LA REPUBLICA DOMINICANA (refiérase en adelante como "Estudio").

Durante su estadía en la República Dominicana, la Misión realizó estudios de campo en la Zona Fronteriza y llevó a cabo una serie de conversaciones con los funcionarios de la Subsecretaría Técnica de la Presidencia para la Cooperación Internacional y de la Oficina Nacional de Planificación del Secretariado Técnico de la Presidencia (refiérase en adelante como "STP"), así como con la Dirección General de Desarrollo Fronterizo (refiérase en adelante como "DGDF") y otras autoridades del Gobierno de la República Dominicana relacionadas con el Estudio.

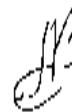
Como resultado de las conversaciones, ambas partes acordaron suscribir el Alcance del Trabajo, adjunto a la presente (ver Anexo I), cuando el Estudio sea considerado viable.

Los puntos principales acordados entre ambas partes son los siguientes:

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## II. PRERREQUISITOS PARA LA IMPLEMENTACION

La parte dominicana está de acuerdo en que la designación de personal contraparte a tiempo completo (permanentes), conforme a la Estructura Ejecutiva del Estudio indicada en el Anexo II, es una condición imprescindible para la firma del Alcance de Trabajo, así como para la realización del Estudio; y se comprometió a revisar con JICA el perfil de dicho personal en función de su metodología y enviar la lista definitiva (nombre, especialidad,



dependencia y posición) a más tardar hasta la última semana de abril de 2006, a la Oficina de JICA en la República Dominicana.

El personal de la contraparte dominicana deberá pertenecer a la plana permanente de STP y DGDF.

### III. CONTENIDO DEL ESTUDIO

#### 1. Título del Estudio

Ambas partes definieron el título como "Estudio sobre el Desarrollo de Capacidades para el Manejo Eficiente de Programas de Desarrollo Sostenible en la Zona Fronteriza de la República Dominicana".

El contenido principal que busca la parte dominicana en el Estudio se concentra en: 1) el establecimiento de una estrategia de desarrollo para la Zona Fronteriza, y 2) desarrollo de capacidades. Este contenido se ha mantenido desde el momento de la solicitud hasta la fecha. Sin embargo, al momento de la solicitud se había hecho mayor énfasis en el establecimiento de la estrategia de desarrollo, pero como resultado de las deliberaciones de las instituciones relacionadas, se llegó a la conclusión de que este Estudio deberá priorizar el desarrollo de capacidades necesario para el fortalecimiento en los niveles individuales, institucionales y sociales de los actores de la Zona Fronteriza.

Por tanto, la parte dominicana insistió en cambiar el nombre de la solicitud original llamada: "Elaboración del Plan Estratégico a Mediano y Largo Plazo para el Desarrollo Sostenible de la Zona Fronteriza de la República Dominicana" a otro que refleje la prioridad arriba explicada.

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Bajo estas circunstancias, ambas partes acordaron que el nombre apropiado debe ser: "Estudio sobre el Desarrollo de Capacidades para el Manejo Eficiente de Programas de Desarrollo Sostenible en la Zona Fronteriza".

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#### 2. Objetivos



Ambas partes definieron la meta general y los objetivos específicos del Estudio como sigue:

#### 2.1 Meta General:

Los programas y acciones para el desarrollo de la Zona Fronteriza se ejecutan de manera eficiente y efectiva evitando su dispersión y duplicidad mediante la coordinación y el manejo apropiado del proceso de ciclo de proyectos, desde la negociación hasta la evaluación por resultados, por parte del Secretariado Técnico de la Presidencia (STP) y la Dirección General de Desarrollo Fronterizo (DGDH) con sus acciones correspondientes.

#### 2.2 Objetivos Específicos:

- 2.1 Desarrollar las capacidades en los niveles individuales, institucionales y sociales para incrementar la eficiencia y la efectividad de desarrollo de la Zona Fronteriza.
- 2.2 Establecer una estrategia de desarrollo de la Zona Fronteriza que priorice la reducción de pobreza, como lineamiento común indicativo del GOB-RD para todos los actores involucrados.

#### 3. Area de Estudio

El Estudio abarcará las provincias que constituyen la Zona Fronteriza (Montecristi, Dajabón, Santiago Rodríguez, Elias Piña, Bahoruco, Independencia y Pedernales). Sin embargo, si fuera necesario se incluirán otras demarcaciones relacionadas del territorio de la República Dominicana.

#### 4. Resultados Esperados

Ambas partes definieron que los resultados esperados del Estudio deberán ser tal como sigue:

- 4.1 Un programa de capacitación que será dirigido al personal del gobierno central, y gobiernos locales, a través de cursos, talleres y ejercicios in-situ, en el cual:
  - a) Se formulará un plan de desarrollo basado en métodos participativos y bajo el concepto de manejo de ciclo de proyectos en comunidad(es) seleccionada(s).
  - b) Se realizarán prácticas de evaluaciones de proyectos existentes seleccionados.
  - c) Se multiplicará la capacitación en las siete (7) provincias, del mismo modo que los descritos en los puntos a) y b) mediante la facilitación del personal de contraparte del gobierno central capacitado previamente.

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Los funcionarios de la administración pública capacitados deberán replicar el modelo del plan de desarrollo para intervenciones futuras.

El programa de capacidades del Estudio tendrá como objetivo desarrollar las capacidades en los niveles individuales, institucionales y sociales que contribuirán a las actividades de desarrollo eficientes de la Zona Fronteriza.

La eficiencia de la capacitación proveniente de esta cooperación se basa en la apropiación del desarrollo de las capacidades por la contraparte dominicana.

4.2 Una propuesta de Estrategia de Desarrollo que servirá de lineamiento común indicativo del GOB-RD a todos los actores involucrados en el desarrollo de la Zona Fronteriza. Esta propuesta de estrategia incluirá: 1) programas, metodología y procedimientos necesarios, 2) estructura ejecutiva, 3) manejo de información, 4) marco legal, y 5) funciones de los actores involucrados (gobierno central, gobiernos locales, instituciones de cooperación y ONGs). La referida propuesta de estrategia deberá integrarse y servir de insumo a la Estrategia Nacional de Desarrollo y al Plan Nacional de Ordenación del Territorio de la República Dominicana.

4.3 Un sistema de gestión integral de acciones para el desarrollo de la Zona Fronteriza que tendrá estructura, marco legal y procedimientos de coordinación interinstitucional para el desarrollo de la Zona Fronteriza inherentes a la realización de actividades de modo eficiente y eficaz, de acuerdo a la propuesta de estrategia de desarrollo. Este sistema deberá integrarse y servir de insumo a la Estrategia de Desarrollo Nacional y al Plan Nacional de Ordenación del Territorio de la República Dominicana.

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4.4 Una propuesta de marco legal adecuado para la materialización de la estrategia de desarrollo y la funcionalidad de la estructura ejecutiva.

4.5 Un Centro de Información de Desarrollo de la Zona Fronteriza que será estructurado y tendrá la función de compilar, unificar y mantener actualizada la información, así como difundirla a través de una página web y otros medios, sobre: 1) proyectos, programas,



sistemas y organizaciones relacionados al desarrollo de la Zona Fronteriza, 2) situación de las siete (7) provincias que comprende la Zona Fronteriza (recursos naturales, situación socioeconómica, etc.).

#### IV ESTRUCTURA EJECUTIVA DEL ESTUDIO

Tal como se muestra en el organigrama adjunto en el Anexo II, la estructura ejecutiva propuesta estará constituida por el Comité de Dirección, la Dirección General, el Equipo Técnico y los Grupos de Trabajo. Asimismo, contará con la colaboración de los organismos de cooperación y ONGs relacionados.

##### 1. Comité de Dirección

La parte dominicana se comprometió en organizar un Comité de Dirección al inicio del Estudio. Este Comité tendrá las siguientes funciones: tomar decisiones estratégicas, designar los enlaces para los Grupos de Trabajo y garantizar que los organismos e instituciones representados utilicen los resultados del Estudio, entre otras.

El referido Comité será presidido por el Secretario Técnico de la Presidencia y tendrá como Secretario al Director General de DGDF. Los miembros del Comité son:

Subsecretaría Técnica de la Presidencia para la Cooperación Internacional

Oficina Nacional de Planificación (ONAPLAN)

Dirección General de Desarrollo Fronterizo (DGDF)

Gobernadores Provinciales

Secretaría de Estado de Relaciones Exteriores (SEREX)

Secretaría de Estado de Agricultura (SEA)

Secretaría de Estado de Medio Ambiente y Recursos Naturales (SEMARN)

Secretaría de Estado de Obras Públicas y Comunicaciones (SEOPC)

Secretaría de Estado de Educación (SEE)

Secretaría de Estado de Salud Pública y Asistencia Social (SESPAS)

Secretaría de Estado de Industria y Comercio (SEIC)

Secretaría de Estado de Turismo (SECTUR)

Comisión Presidencial sobre los Objetivos del Milenio y el Desarrollo Sostenible (COPDES)

Oficina del Ordenador Nacional de los Fondos Europeos para el Desarrollo (ONFED)

Centro de Exportación e Inversión de la República Dominicana (CEI-RD)

Instituto Nacional de Formación Técnico Profesional (INFOTEP)

Instituto Nacional de Recursos Hidráulicos (INDRIH)

PROCOMUNIDAD

Equipo del Estudio

JICA

Otros miembros a consideración del Comité de Dirección

## 2. Dirección General

La Dirección General estará compuesta por un miembro de la Contraparte dominicana y un miembro del Equipo japonés. Tendrá las funciones de dirigir y coordinar todas las actividades del Estudio, convocar e informar al Comité de Dirección, así como coordinar las relaciones con los organismos de cooperación y ONGs, entre otras.

## 3. Equipo Técnico

El Equipo Técnico estará compuesto por un Coordinador y otro(s) miembro(s) de las partes dominicana y japonesa en cada uno de sus componentes: 1) Programa de Capacitación, 2) Sistema de Gestión Integral y Placamiento Estratégico y 3) Centro de Información. Tendrá las funciones de: implementar las actividades; estudiar, monitorear y evaluar las actividades del Estudio; revisar y dar a conocer el contenido de los informes a la Dirección General, entre otras.

## 4. Grupos de Trabajo

Los Grupos de Trabajo de carácter *ad hoc* constituyen el soporte técnico que tendrán la función de implementar y dar cumplimiento a las acciones que emanen del Equipo Técnico el cual los coordina. Estarán compuestos por los Actores involucrados en las acciones de desarrollo de la Zona Fronteriza.

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## V. AÑO META

La parte dominicana se comprometió a utilizar el Sistema de Gestión Integral y la Estrategia de Desarrollo de la Zona Fronteriza resultantes de este Estudio para la Estrategia Nacional de Desarrollo (END) y al Plan Nacional de Ordenación del Territorio (PNOT). La consecución de los objetivos de la estrategia será el año 2030. Asimismo la END y el PNOT alimentados por la Estrategia de Desarrollo de la Zona Fronteriza apoyarán las iniciativas para alcanzar los Objetivos de Desarrollo del Milenio (ODM) hasta el 2015.

La parte dominicana se comprometió a implementar la estrategia de desarrollo de la Zona Fronteriza como lineamiento común indicativo de GOB-RD a ser propuesta en este Estudio 2 años a partir de la finalización del mismo.

## VI. OTROS

### 1. Equipos, instalaciones y otros soportes necesarios para el Estudio

- 1.1 La parte dominicana se comprometió a proveer al Equipo del Estudio una oficina en el edificio de STP con capacidad para 15 personas y el correspondiente mobiliario, así como de una línea telefónica, servicio de electricidad, aire acondicionado, etc. y un espacio adecuado en cada Oficina Regional de la DGDF al inicio del Estudio.
- 1.2 La parte dominicana solicitó a JICA apoyar a STP y a DGDF con el equipamiento necesario para el desarrollo del estudio tales como: vehículo(s), computador(as), impresora(s), proyector multimedia, fotocopidora, y escáner. La Misión se comprometió en transmitir esta solicitud a la sede de JICA en Tokio.
- 1.3 La parte dominicana reconoció que mediante la modalidad de costos compartidos de la cooperación técnica que se aplica en este Estudio, se compromete a cubrir viáticos, hospedaje, transporte, costos operativos y de mantenimiento, los cuales serán cubiertos con las respectivas contrapartidas institucionales.

### 2. Capacitación del personal de contraparte

La parte dominicana solicitó capacitación en Japón y en otros países para fortalecer la capacidad del personal de la contraparte dominicana relacionado con este Estudio.

La Misión se comprometió en transmitir esta solicitud a la sede central de JICA en Tokio.

### 3. Informes

Ambas partes acordaron que el Informe Final y los resultados del Estudio serán de libre acceso.

La parte dominicana sugirió incluir adendas a los informes con los reconocimientos y la autoría de los mismos.

La Misión se comprometió en transmitir esta solicitud a la sede central de JICA en Tokio.

Se adjunta la lista de los participantes de las reuniones de trabajo en el Anexo III.





ALCANCE DE TRABAJO  
DEL  
ESTUDIO SOBRE EL DESARROLLO DE CAPACIDADES  
PARA EL MANEJO EFICIENTE DE  
PROGRAMAS DE DESARROLLO SOSTENIBLE  
EN LA ZONA FRONTERIZA DE LA REPUBLICA DOMINICANA  
ACORDADO  
ENTRE  
EL SECRETARIADO TECNICO DE LA PRESIDENCIA/DIRECCION GENERAL DE  
DESARROLLO FRONTERIZO DE LA REPUBLICA DOMINICANA  
Y  
LA AGENCIA DE COOPERACION INTERNACIONAL DEL JAPON

Santo Domingo, \*\* Marzo, 2006



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Sr.  
Secretariado Técnico de la Presidencia  
República Dominicana



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Sr.  
Representante Residente de la  
Oficina en República Dominicana  
de la Agencia de Cooperación  
Internacional del Japón



## I. INTRODUCCION

En respuesta a la solicitud del Gobierno de la República Dominicana (refiérase en adelante como "GOB-RD"), el Gobierno de Japón decidió realizar el ESTUDIO SOBRE EL DESARROLLO DE CAPACIDADES PARA EL MANEJO EFICIENTE DE PROGRAMAS DE DESARROLLO SOSTENIBLE EN LA ZONA FRONTERIZA DE LA REPUBLICA DOMINICANA (refiérase en adelante como "Estudio"), de acuerdo con la legislación vigente de Japón.

El Secretariado Técnico de la Presidencia (refiérase en adelante como "STP") y la Dirección General de Desarrollo Fronterizo (refiérase en adelante como "DGDF") actuarán como contrapartes del Equipo del Estudio y como coordinadores con otros organismos gubernamentales y no gubernamentales para la realización del Estudio.

La Agencia de Cooperación Internacional del Japón (refiérase en adelante como "JICA"), entidad oficial encargada de la implementación de los programas de cooperación técnica del Gobierno de Japón, realizará el Estudio en estrecha colaboración con las autoridades del Gobierno de la República Dominicana.

El presente documento establece el Alcance de Trabajo del Estudio como se describe a continuación:

## II. OBJETIVOS DEL ESTUDIO

### Meta Superior

Los programas y acciones para el desarrollo de la Zona Fronteriza se ejecutan de manera eficiente y efectiva evitando su dispersión y duplicidad mediante la coordinación y el manejo apropiado del proceso de ciclo de proyectos, desde la negociación hasta la evaluación por resultados, por parte del Secretariado Técnico de la Presidencia (STP) y la Dirección General de Desarrollo Fronterizo (DGDF) con sus acciones correspondientes. A11C

### Objetivos Específicos:

1. Desarrollar las capacidades en los niveles individuales, institucionales y sociales para incrementar la eficiencia y la efectividad de desarrollo de la Zona Fronteriza.
2. Establecer una estrategia de desarrollo de la Zona Fronteriza que priorice la reducción de



3. pobreza, como lineamiento común indicativo del GOR-RD para todos los actores involucrados.

### III. AREA DE ESTUDIO

El Estudio abarcará las provincias que constituyen la Zona Fronteriza (Montecristi, Dajabón, Santiago Rodríguez, Elías Piña, Bahoruco, Independencia y Pedernales). Sin embargo, se incluirán otras demarcaciones relacionadas del territorio de la República Dominicana, si fuera necesario. Se adjunta el mapa del área en el Anexo I.

### IV. ALCANCE DEL ESTUDIO

El desarrollo de capacidades centrado en el manejo de ciclo de proyectos y métodos participativos, se realizará durante las siguientes fases:

#### Fase 1

1. Diagnóstico inicial de necesidades para el desarrollo de la Zona Fronteriza.
2. Revisión y evaluación de estrategias, lineamientos, planes, proyectos, sistemas, procedimientos y marco legal existentes.
3. Evaluación de las capacidades en los niveles individuales, institucionales y sociales relacionados al desarrollo fronterizo.
4. Identificación de las causas que impiden el desarrollo eficiente y compilación de lecciones aprendidas.
5. Creación de las condiciones para la implementación del Centro de Información de Desarrollo para la Zona Fronteriza.
6. Realización de cursos de capacitación para instructores en manejo de ciclo de proyectos y métodos participativos.

#### Fase 2

1. Realización de un(os) ejercicio(s) in-situ sobre formulación y evaluación de proyectos basado en el manejo de ciclo de proyectos y métodos participativos.
2. Elaboración de una guía de capacitación para instructores sobre manejo de ciclo de proyectos y métodos participativos, en base a los resultados de el(los) curso(s) y el(los) ejercicio(s) in-situ.

3. Propuesta de un sistema de gestión integral de acciones para el desarrollo de la Zona Fronteriza en base a los resultados de la Fase 1.
  - 3.1 Análisis y propuesta del marco legal.
  - 3.2 Propuesta de procedimientos para la integración interinstitucional dirigidos al desarrollo de la Zona Fronteriza.
4. Elaboración del borrador de estrategia de desarrollo de la Zona Fronteriza que priorice la reducción de pobreza, como lineamiento común indicativo del GOB-RD para todos los actores involucrados.
5. Creación del Centro de Información de Desarrollo para la Zona Fronteriza.

## V. CRONOGRAMA DEL ESTUDIO

El Estudio será realizado de acuerdo con el cronograma tentativo adjunto en el Anexo II.

## VI. INFORMES

JICA elaborará y presentará los siguientes informes al GOB-RD:

1. Informe Inicial: Cinco (5) copias en inglés y veinticinco (25) copias en español al inicio del Estudio.
2. Informe Intermedio: Cinco (5) copias en inglés y veinticinco (25) copias en español luego de finalizada la Fase 1.
3. Informe de Avance 1: Veinticinco (25) copias en español en el curso de la Fase 2.
4. Informe de Avance 2: Veinticinco (25) copias en español al final de la Fase 2.
5. Borrador del Informe Final: Cinco (5) copias en inglés y veinticinco (25) copias en español luego de finalizada la Fase 2.

El Gobierno de la República Dominicana presentará <sup>A/MC</sup> comentarios por escrito sobre el Borrador del Informe Final a JICA en el plazo de un (1) mes a partir de su recepción.

5. Informe Final: Cinco (5) copias en inglés y cincuenta (50) copias en español en dos (2) meses luego de recibir los comentarios del Borrador del Informe Final del Gobierno de la República Dominicana.

## VII. COMPROMISO DEL GOBIERNO DE LA REPUBLICA DOMINICANA

1. La implementación del Estudio se basa en los compromisos contraídos en el Acuerdo de Cooperación Técnica, firmado entre el Gobierno de la República Dominicana y el Gobierno de Japón el 29 de septiembre de 2005:

A) A efectos del Equipo de Estudio japonés (refiérase en adelante como "Equipo del Estudio"):

- (1) Garantizar la seguridad del Equipo del Estudio.
- (2) Permitir el ingreso, la salida y la permanencia de los miembros del Equipo del Estudio en la República Dominicana durante el período del Estudio, exonerado de los requerimientos de registro de extranjería y de los derechos de residencia.
- (3) Exonerar a los miembros del Equipo del Estudio los tributos, gravámenes y otros cargos sobre equipos, maquinarias y demás materiales a ser traídos a la República Dominicana para llevar a cabo el Estudio.
- (4) Exonerar a los miembros del Equipo del Estudio de impuestos sobre la renta y cargos de cualquier tipo de impuestos sobre cualquier renta o remuneración pagada a los miembros del Equipo del Estudio por los servicios relacionados al Estudio.
- (5) Proveer las facilidades necesarias al Equipo del Estudio para la remisión y utilización de los fondos transferidos a la República Dominicana para la realización del Estudio.
- (6) Otorgar los permisos requeridos para la entrada al Área de Estudio de acuerdo a las leyes y regulaciones vigentes de la República Dominicana.
- (7) Otorgar los permisos para que el Equipo del Estudio pueda llevar todos los datos y documentos a Japón, necesarios para el Estudio de acuerdo a las leyes y regulaciones vigentes de la República Dominicana.
- (8) Proveer servicios médicos si se requieren. Los costos serán cargados a los miembros del Equipo.

B) El Gobierno de la República Dominicana asumirá las reclamaciones, si surgiesen contra los miembros del Equipo del Estudio durante, como resultado, o de cualquier otra manera relacionada con el descargo de las obligaciones en la implementación del Estudio, excepto cuando dichas reclamaciones surgiesen por actos de negligencia o conducta incorrecta por parte de los miembros del Equipo del Estudio. Al H

2. STP y DGDF proveerán lo siguiente, por cuenta propia, al Equipo del Estudio en colaboración con otros organismos relacionados:

- (1) Datos existentes e información concernientes al Estudio.



- (2) Personal de contraparte.
- (3) Espacio apropiado para oficina con mobiliario necesario.
- (4) Credenciales o carnets de identificación.

#### VIII. COMPROMISOS DE JICA

Para la implementación del Estudio, JICA tomará las siguientes medidas:

- 1. Enviar al personal del Equipo del Estudio a la República Dominicana, por cuenta propia.
- 2. Apoyar el desarrollo de capacidades del personal contraparte durante el período de Estudio.

#### IX. IDIOMA

En caso del surgimiento de cualquier divergencia de interpretación de este Alcance de Trabajo, elaborado en inglés y en español, prevalecerá el texto en inglés.

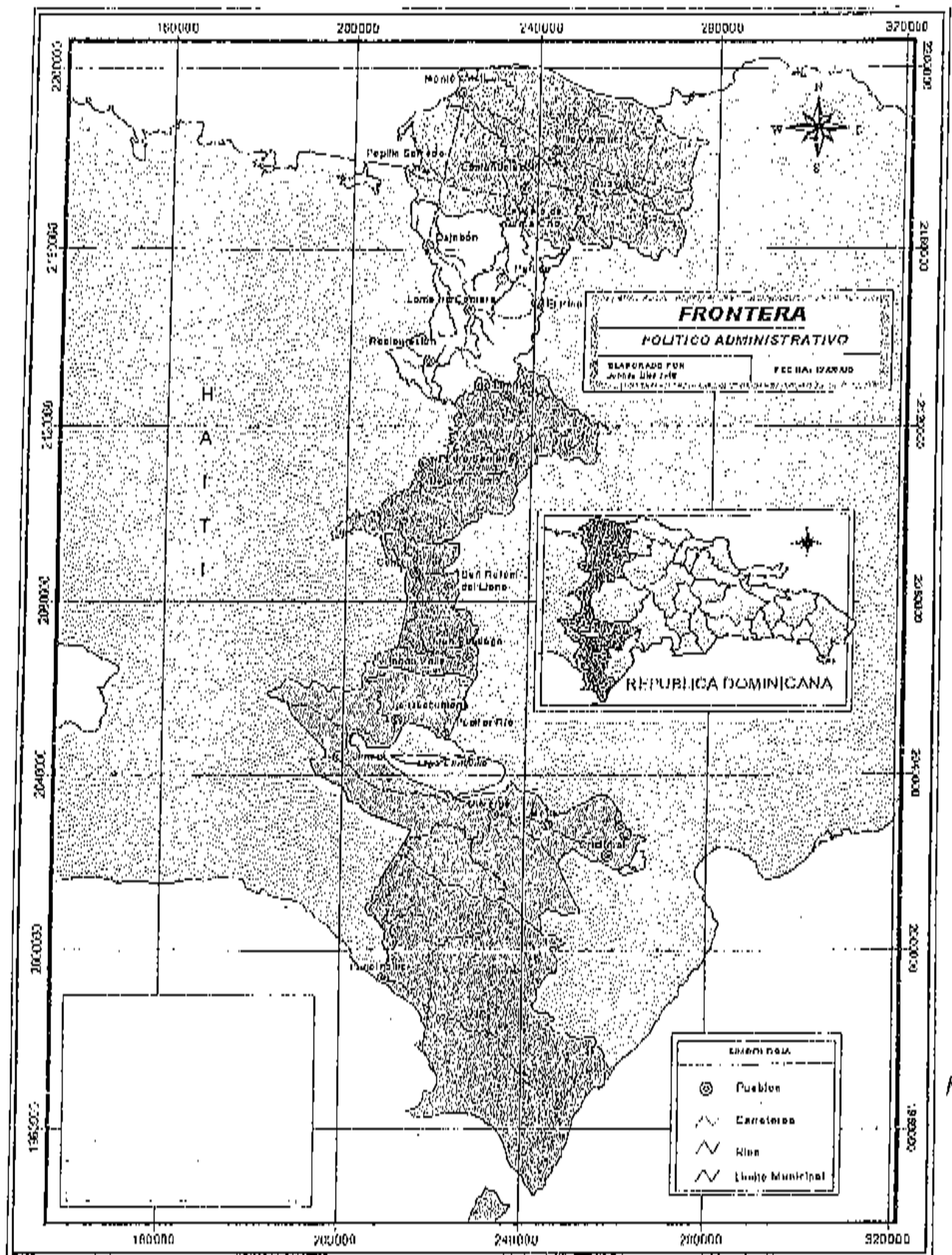
#### X. CONSULTA

JICA, STP y DGDF deberán consultarse mutuamente con respecto a cualquier asunto que surja durante la realización del Estudio que no haya sido establecido en el presente Alcance de Trabajo.



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## Anexo II: CRONOGRAMA TENTATIVO

\MES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
FASE	← Fase 1 →										← Fase 2 →														
Informes	△ ①									△ ②					△ ③					△ ④	△ ⑤				△ ⑥

- 
- ① Informe Inicial
  - ② Informe Intermedio
  - ③ Informe de Avance 1
  - ④ Informe de Avance 2
  - ⑤ Borrador de Informe Final
  - ⑥ Informe Final

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SCOPE OF WORK  
FOR  
THE STUDY ON CAPACITY DEVELOPMENT  
FOR THE EFFICIENT MANAGEMENT  
OF SUSTAINABLE DEVELOPMENT PROGRAMMES  
IN THE BORDER REGION OF THE DOMINICAN REPUBLIC  
AGREED UPON  
BETWEEN  
THE SECRETARY OF PRESIDENT/NATIONAL DIRECTORATE  
OF BORDER REGION DEVELOPMENT OF DOMINICAN REPUBLIC  
AND  
THE JAPAN INTERNATIONAL COOPERATION AGENCY

Santo Domingo, \*\* March, 2006



\_\_\_\_\_  
Mr.  
Technical Secretary of the Presidency  
Dominican Republic

\_\_\_\_\_  
Mr.  
Resident Representative of  
Japan International Cooperation  
Agency Dominican Republic Office

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## I. INTRODUCTION

In response to the request of the Government of the Dominican Republic (Hereinafter referred to as "GDR"), the Government of Japan decided to conduct the Study on CAPACITY DEVELOPMENT FOR THE EFFICIENT MANAGEMENT OF SUSTAINABLE DEVELOPMENT PROGRAMMES IN THE BORDER REGION OF THE DOMINICAN REPUBLIC (Hereinafter referred to as "the Study"), in accordance with the relevant laws and regulations in force in Japan.

The Secretary of President (hereinafter referred to as "STP") and National Directorate of Border Region Development (hereinafter referred to as "DGDR") will act as counterparts of Study Team and as coordinators with other government organizations and non-government organizations for the implementation of the study.

Accordingly, the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the official organization responsible for the implementation of the technical cooperation programmes of the Government of Japan, will jointly undertake the Study in close cooperation with the relevant authorities concerned of the Government of the Dominican Republic.

The present document sets forth the Scope of Work with regard to the Study.

## II. OBJECTIVES OF THE STUDY

### Super Goal

Programs and actions for the development of border region are executed by efficient and effective methods, avoiding dispersion and duplication under the coordination and the appropriate management by means of project cycle management through negotiation to evaluation by results practiced by STP and DGDR together with corresponded actions.

### Specific Objectives:

1. To develop the capacity of human resources, institutions, and social aspects, in order to increase the efficiency and the effectiveness of border region development.
2. To establish a strategy for border region development that prioritizes poverty reduction, as a common inductive guideline instructed by GDR for all involved actors.

### III. STUDY AREA

The Study shall cover the provinces of the border region (Montecristi, Dajabón, Santiago Rodríguez, Elías Piña, Bahoruco, Independencia and Pedernales). Nevertheless, other related sites in Dominican Republic may be included if necessary. A location map is attached as Annex I.

### IV. SCOPE OF THE STUDY

Capacity development centered on project cycle management and participatory methods shall be realized throughout the following phases.

#### Phase 1

1. Inceptive diagnosis of needs for the development of the border region.
2. Review and evaluation of existent strategies, guidelines, plans, projects, systems, procedures, and legal framework.
3. Evaluation of capacity of individuals, entities, and systems (societies), involved to the border region development.
4. Recognition of the reasons that inhibit the efficient development, and compilation of lesson-learned.
5. Preparation for the implementation of the Information Center for the Border Region Development.
6. Implementation of training courses for the instructors on project cycle management and participatory methods.

#### Phase 2

1. Realization of on-site exercises on formulation and evaluation of projects based on project cycle management and participatory methods.
2. Preparation of training guidelines for the instructors of project cycle management and participatory methods, based on the results of the training course(s) and on-site exercise(s).
3. Proposal of an integrated management system regarded to the activities for the border region development based on the results of Phase 1. ALAC
  - 3.1 Analysis and proposal of a legal framework.
  - 3.2 Proposal of procedures for inter-institutional integration aiming development of the border region.
4. Preparation of a draft of development strategy for the border region that prioritizes poverty reduction, as a common inductive guideline instructed by GDR to all involved actors.

## 5. Installation of Information Center for the Border Region Development.

## V. SCHEDULE OF THE STUDY

The Study will be carried out in accordance with the attached tentative schedule shown in the Annex II.

## VI. REPORTS

JICA shall prepare and submit the following reports to the GDR:

1. Inception Report: Five (5) copies in English and twenty-five (25) copies in Spanish at the onset of the Study.
2. Interim Report: Five (5) copies in English and twenty-five (25) copies in Spanish after termination of Phase 1.
3. Progress Report 1: Twenty-five (25) copies in Spanish during the course of the Phase 2.
4. Progress Report 2: Twenty-five (25) copies in Spanish at termination of Phase 2.
5. Draft Final Report: Five (5) copies in English and twenty-five (25) copies in Spanish after termination of Phase 2.  
GDR will submit written comments on the Draft Final Report to JICA in one (1) month of time, after its reception.
6. Final Report : Five (5) copies in English and fifty (50) copies in Spanish in two (2) months after the receipt of comments on the Draft Final Report from GDR.

## VII. UNDERTAKING OF THE GDR

1. The implementation of the Study is based on the agreement for technical cooperation assigned between GRD and government of Japan on September 29, 2005.

A) In effect of the Japanese Study Team:

- (1) To secure the safety of the Japanese Study team (hereinafter referred to as "the Team");
- (2) To permit the members of the Team to enter, leave and sojourn in the Dominican Republic for the duration of their assignment therein, and exempt them from foreign registration requirements and consular fees;



- (3) To exempt the members of the Team from taxes, duties and other charges on equipment, machinery and other materials brought into the Dominican Republic for the conduction of the Study;
- (4) To exempt the members of the Team from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to the members of the Japanese Study team for their services in connection with the implementation of the Study;
- (5) To provide necessary facilities to the Team for remittance as well as utilization of the funds introduced into Dominican Republic from Japan in connection with the implementation of the Study;
- (6) To secure permission for entry into all areas concerned for the implementation of the Study within the laws and regulations in force in the Dominican Republic;
- (7) To secure permission for the Team to take all data and documents to Japan, as necessary for the implementation of the Study within the laws and regulations in force in the Dominican Republic; and,
- (8) To provide medical services as needed. Its expenses will be chargeable to members of the Team.

B) The Government of Dominican Republic shall bear claims, if any arise against members of the Team resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or willful misconduct on the part of the members of the Team.

2. STP and DGDF shall, at its own expense, provide the Team with the following, in cooperation with other organizations concerned:

- (1) Available data and information related to the Study;
- (2) Counterpart personnel;
- (3) Suitable office space with necessary furniture; and,
- (4) Credentials or identification cards.

#### VIII. UNDERTAKING OF JICA

For the implementation of the Study, JICA shall take the following measures:

1. To dispatch, at its own expense, the Team to the Dominican Republic; and,
2. To support capacity development to the Dominican counterpart personnel in the course of the Study.

## IX. LANGUAGE

In case any divergence arises about interpretation of this Scope of Work, which is done in English and Spanish, the English text shall prevail.

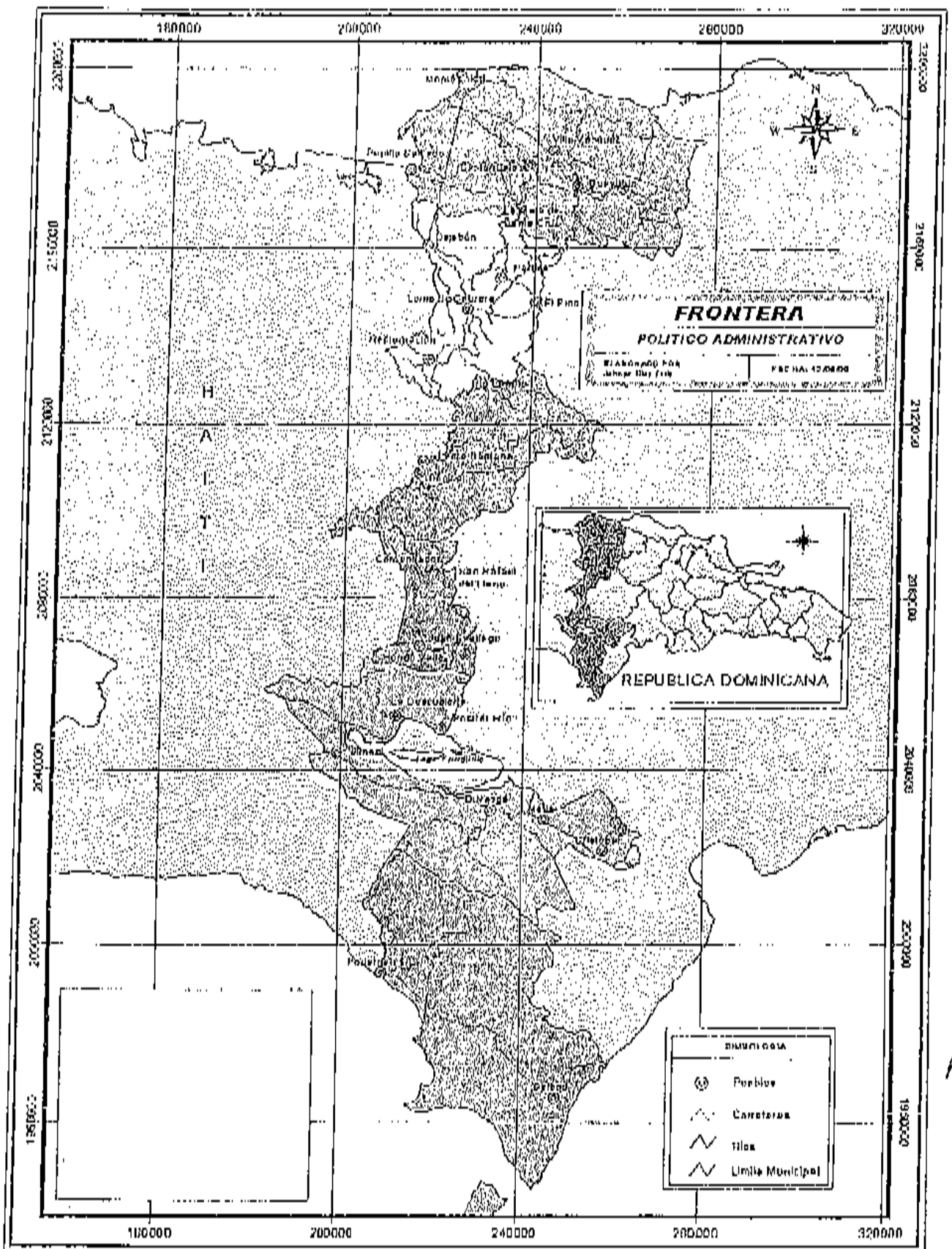
## X. CONSULTATION

JICA, STP and DGDF shall consult with each other in respect of any matter that may arise from the implementation of the Study and for its results that are not established on this Scope of Works.



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ALMS



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## Annex II: TENTATIVE WORK SCHEDULE

MONTH	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Phase	← Phase 1						→ Phase 2																		
Reports	△ ①								△ ②					△ ③					△ ④	△ ⑤					△ ⑥

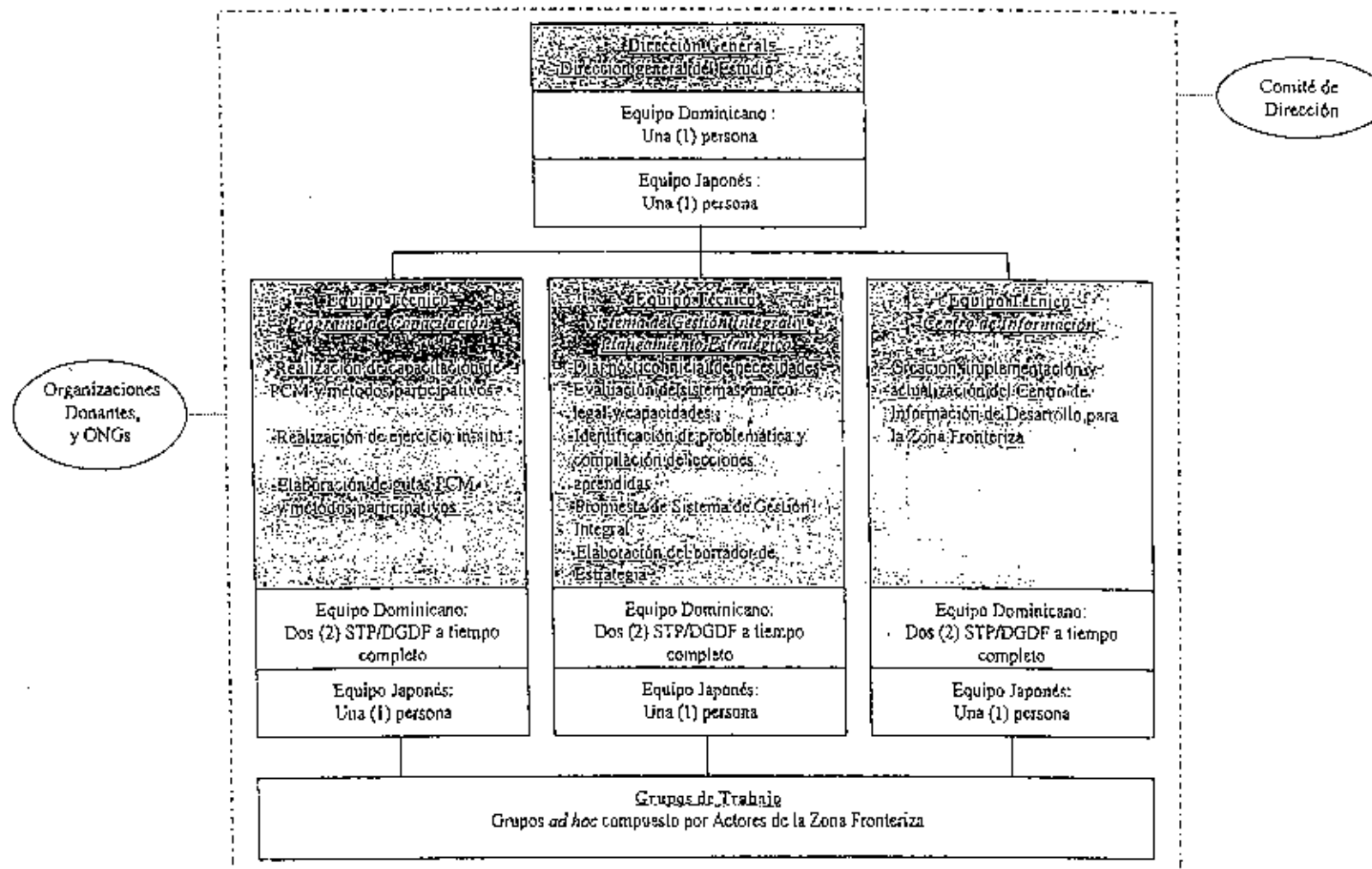
- ① Inception Report
- ② Interim Report
- ③ Progress Report 1
- ④ Progress Report 2
- ⑤ Draft Final Report
- ⑥ Final Report




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## ANEXO II: ESTRUCTURA EJECUTIVA DEL ESTUDIO



Nota. La Contraparte Dominicana será constituida por 7 miembros permanentes, quienes asumirán las responsabilidades correspondientes al Grupo de Trabajo, no obstante, deberán asumir además las eventuales actividades de coordinación horizontal que surjan en el transcurso del Estudio.

**LISTA DE LAS REUNIONES DE TRABAJO:**

**PARTE DOMINICANA**

**Por el Secretariado Técnico de la Presidencia**

1. Licda. América Bastidas, Subsecretaria Técnica de la Presidencia para la Cooperación Internacional (SSCI)
2. Licda. Ivette Subero, Especialista Sectorial de la Subsecretaría Técnica para la Cooperación Internacional (SSCI)
3. Sr. Pablo Herasme, Especialista de Cooperación Internacional, Encargado de la Cooperación con Japón de la Subsecretaría Técnica para la Cooperación Internacional (SSCI)
4. Lida. Lourdes Meyreles, Directora de Desarrollo Social Territorial de la Oficina Nacional de Planificación (ONAPIAN)
5. Dr. José Ramón Martínez, Encargado de Gabinete de Coordinación de Política Medio Ambiental y Desarrollo Físico (ONAPIAN)

**Por la Dirección General de Desarrollo Fronterizo**

1. Ing. Olgo Fernández, Director General
2. Lic. Virgilio Bautista, SubDirector
3. Ing. José Luis Socías, Gerente de Planificación
4. Lic. Rafael Sánchez, Gerente Administrativo
5. Lic. Guarionex Luperón, Coordinador Interinstitucional

**Por la Secretaría de Estado de Agricultura**

1. Ing. Andrés Cedano, Encargado de Organismos Mundiales
2. Licda. Digna Peña, Directora Dpto. Recursos Externos

**Por la Secretaría de Estado de Medio Ambiente y Recursos Naturales**

1. Ing. Pedro García Brito, Encargado Dpto. de Proyectos

**Por el Instituto Nacional de Recursos Hidráulicos**

1. Ing. Elisco González, Gerente de Planificación

AINC



Por el Programa de Micro Realizaciones de la Unión Europea

1. Lic. Manuel Mercedes, Director Informática

Por la Secretaría de Estado de Educación

1. Lic. Rafael Eusebio

Por la Secretaría de Estado de Industria y Comercio

1. Licda. Magdalena Gil, Directora de Planificación

2. Licda. Griselda Félix, Encargada de Presupuesto

3. Licda. Argentina Zabala, Especialista Planificación

Por Pro-Comunidad

1. Lic. Jacobo Acosta, Director de Planificación

Por el Centro de Exportación e Inversión de la República Dominicana

1. Lic. Pablo Pérez Espinosa

2. Lic. Guillermo Martínez

3. Licda. Ivette Aquino Castillo, Especialista de Promoción de Inversiones

Por el Instituto Dominicano de Investigaciones Agropecuarias y Forestales

1. Ing. Winston Marte, Técnico de Planificación

## PARTE JAPONESA

Por el Equipo de Estudio Preparatorio de la Agencia de Cooperación Internacional del Japón (JICA)

1. Dr. Naruhide Nagayo, Líder del Equipo

2. Dra. Kiyoko Ilitsuda, Consultora

3. Ing. Choshin Hancji, Consultor

4. Ing. Tasuku Ishibashi, Coordinador del Equipo

Por la Oficina de JICA en República Dominicana

1. Sr. Norio Yonezaki, Subdirector

2. Sr. Akio Takiguchi, Coordinador de proyectos

3. Sr. Huáscar Peña, Oficial de Cooperación Técnica

AKC

