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HAITI

FY 2011–2015 Multi-Year Strategy

U.S. Government Document

The Feed the Future (FTF) Multi-Year Strategies outline the five-year strategic planning for the U.S. Government's global hunger and food security initiative. These documents represent coordinated, whole-of-government approaches to address food security that align in support of partner country priorities. The strategies reflect analysis and strategic choices made at the time of writing and while interagency teams have formally approved these documents, they may be modified as appropriate.

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ABBREVIATIONS AND ACRONYMS

ACDI/VOCA	Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance
AECID	Spanish Agency for International Cooperation and Development
AED	Academy for Educational Development
ANEM	National Association of Mango Exporters
BEST	Best Practices at Scale in the Home, Community, and Facilities
CASU	Cooperative Administrative Support Unit
CBO	Community Based Organization
CF	French Cooperation
CHAMP	Community Health and AIDS Mitigation Program
CIDA	Canadian International Development Authority
CIP	Country Investment Plan
CRS	Catholic Relief Services
DAI	Development Alternatives Inc.
DCA	Development Credit Authority
DEED	Durable Economic and Environmental Development
DHS	Demographic Health Survey
EID	Early Infant Diagnosis
EU	European Union
FANTA	Food and Nutrition Technical Assistance
FAO	Food and Agriculture Organization
FSN	Foreign Service National
GAFSF	Global Agriculture and Food Security Program
GDP	Gross Domestic Product
GTZ	German Development Service
Ha	Hectares
HAP	Hillside Agriculture Program
HI-FIVE	Haiti Integrated Financing for Value Chains and Enterprises
ICASS	International Cooperative Administrative Support Services
ICT	Information and Communication Technology
IDB	Inter-American Development Bank
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
IHRC	Interim Haiti Reconstruction Committee
IICA	Inter-American Institute for Cooperation on Agriculture
IYCN	Infant and Young Child Nutrition
MARNDR	Ministry of Agriculture's Natural Resources and Rural Development
MFT	Manufacture, Fabrication, and Transformation
MOH	Ministry of Health
MSME	Micro, Small and Medium Enterprise
MYAP	Multi-Year Assistance Program
NAIP	National Agricultural Investment Plan
OMB	Office of Management and Budget
PASA	Participating Agency Service Agreement
PCNB	Nutrition Counseling Points for Babies
PEPFAR	President's Emergency Plan For AIDS Relief
PM2A	Preventing Malnutrition in Children Under 2 Approach
PMP	Performance Management Plan

PPP	Public, Private, Partnership
PSC	Personal Services Contractor
PVO	Private Voluntary Organizations
RSSA	Resource Support Service Agreement
SDSH	Santé pour le Développement et la Stabilité d'Haïti
SEG	Stability and Economic Growth Office
SRI	System of Rice Intensification
TCN	Third Country National
UNDP	United Nations Development Program
USDA	United States Department of Agriculture
WASH	Water, Sanitation and Hygiene
WFP	World Food Program
WIF	Watershed Investment Fund
WINNER	Watershed Initiatives for Natural Environmental Resources
WVI	World Vision International

I. DEVELOPMENT CHALLENGES AND OPPORTUNITIES

Haiti is the poorest country in the Western Hemisphere and one of the poorest countries in the world, with 55 percent of the population living below the poverty line of \$1.25 per day. Agriculture is central to the Haitian economy, employing approximately 60 percent of the population and serving as the primary source of income in rural areas. As such, agricultural development will necessarily be central to Haiti's long-term efforts to grow its economy, reduce poverty and hunger, and promote a healthy population.

Haitian agricultural production, processing and marketing has been stagnant or declining for 50 years, and it currently accounts for 25 percent of GDP—down from 40 percent in the 1990s despite the fact that other sectors have not grown substantially. Population growth has increased the annual demand for food by about 2 percent per year, but the supply of food has only grown by 0.4 percent, creating dependence on imports and causing a net reduction in per capita food consumption. The prolonged stagnation of the rural Haitian economy helps to explain Haiti's entrenched poverty, food insecurity, rural to urban migration, malnutrition, and environmental degradation.

Haitian food security has consequently been declining at an alarming pace. Haiti imports more than 55 percent of its food needs (see Annex A). The average Haitian caloric intake is 73 percent of the daily minimum recommended by the World Health Organization. Before the devastating earthquake on January 12, 2010, Haiti already had one of the heaviest burdens of hunger and malnutrition in the Western Hemisphere: 40 percent of households were undernourished (3.8 million people) and 30 percent of children suffered from chronic malnutrition. Stunting affected 24 percent of children under five and acute malnutrition affected 9 percent of those under five years of age.¹ In the country as a whole, the incidence of chronic and acute malnutrition among children worsened from 2000 to 2005, according to data from the most recent Demographic Health Surveys.²

After the earthquake, several hundred thousand Haitians migrated from Port-au-Prince to rural areas, further straining the coping mechanisms of rural households. During this time the average number of meals per day fell from 2.48 to 1.58. Though this has been partly reversed as the situation has stabilized, there remains concern that the trend of malnourishment to increase will continue, and that without a comprehensive food and economic security strategy designed to increase availability, access, resilience and utilization of foods, more Haitians will suffer.

Opportunities do exist, however. Over the last decades, there are well-documented examples of increasing agricultural productivity and incomes. For example, technologies have been introduced that increased yields while decreasing environmental degradation. Farmer associations have learned to operate like businesses and as a result have strengthened their relationships with buyers. And, farmer field schools have been shown to be successful mediums for extending agricultural systems to risk-averse farmers.

I.1 CHALLENGES

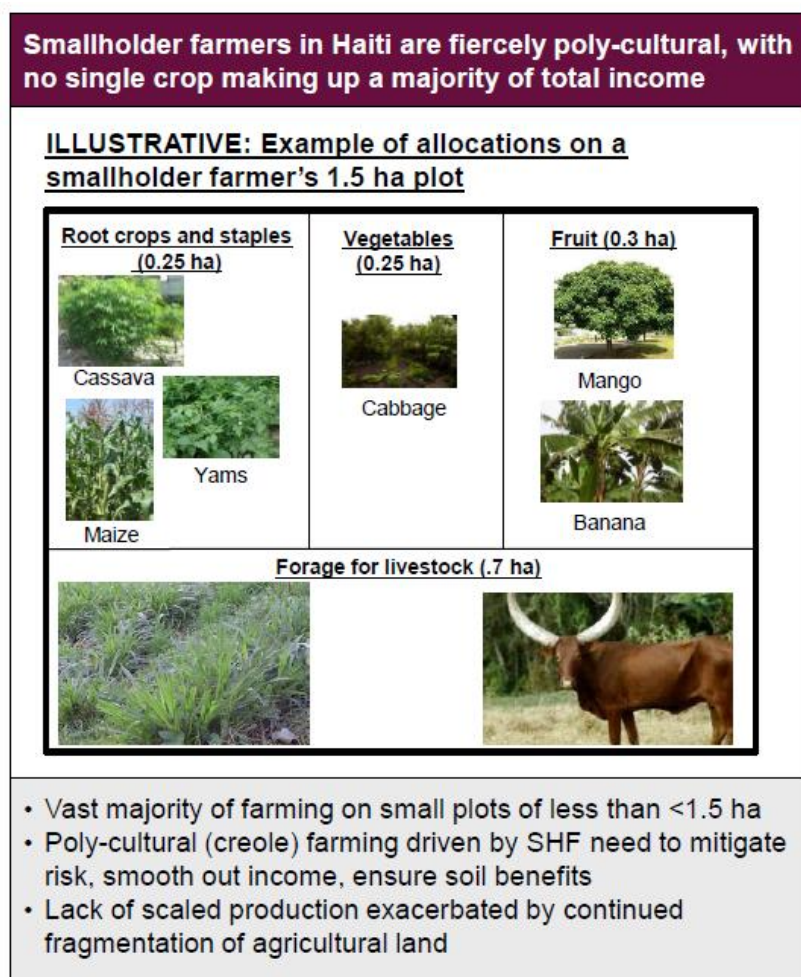
The challenges facing the agriculture sector in Haiti are significant and well-documented, and while they largely predate the January 12 earthquake, the earthquake further threatened the country's food security.

¹ CNSA, *Analyse Comprehensive de la Sécurité Alimentaire et de la Vulnérabilité en Milieu Rural Haitien*, Novembre 2007.

² Enquête sur la mortalité, la morbidité et l'utilisation des services (EMMUS III) DHS 2000 and EMMUS IV 2005-2006.

Haiti's productivity and food security challenges are closely linked to a combination of mountainous topography, powerful storms, and severe environmental degradation. 60 percent of Haiti's land has a slope of at least 20 percent, which means that productivity depends significantly on controlling and managing water run-off. Further, approximately 85 percent of the country's watersheds³ are degraded, the result of deforestation and other erosive farming practices. This results in frequent flooding that causes the destruction of crops and life, as well as further erosion, reduced availability of ground water for irrigation in the fertile plains, and depletion of the basic nutrients required for increased production. As the impacts of climate change are realized through increased variability in rainfall, flooding will increase.

Figure 1. Typical Smallholder Haitian Farm Characteristics



Upper watersheds (hills and mountains) also provide a significant amount of water to Haiti's fertile plains, the areas with the greatest potential for agricultural growth. Depending on how they are managed, Haitian watersheds can be the source of either wealth and food security or catastrophic

³ A watershed is the geographic area of land that drains water, including its rivers and accumulated rainwater, to a shared destination, such as the sea or a lake. Given the importance of properly managing waterways and associated irrigation and drainage systems to yields and rural incomes, agricultural production areas have traditionally been organized around watersheds in Haiti.

disasters. When managed well, they provide abundant and timely sources of water for agriculture, animals, and people. When managed poorly, they destroy agricultural crops, animals, people, and other productive assets such as soils, roads, irrigation infrastructure, storage structures and processing facilities. In addition, well-managed watersheds hold rainfall in the soil and let the water gradually enter the stream system making much of it available during the dry season for irrigation in the plains. By contrast, most of the rain that falls in poorly-managed watershed systems flows directly into streams; little of it is available during the dry season when farmers in the plains need it for irrigation.

Though it is widely acknowledged that reversing watershed degradation is a necessity for protecting and raising production, especially in the plains, it will require widespread changes in attitudes and practices. Farmers require hard and compelling evidence that investments in agricultural production and sound land management can reduce their risks and improve their livelihoods before changing their behavior.

Haitian farming is subject to other structural challenges as well. The vast majority of farmers have plots that are less than 1.5 Ha and are subject to many risks, including the flooding described above, hurricanes, and drought; these risks will be exacerbated by the impacts of climate change. Farming on slopes requires additional investments to achieve similar results on level ground, such as anti-erosion infrastructure. In addition, Haitian hillsides have particularly depleted soils, which translate into both lower nutrient levels and severely reduced water infiltration potential.

To mitigate these risks, Haitian farmers cultivate a large variety of crops and livestock on very small plots. An average farm will generally produce some combination of root and tubers (cassava, yams, and sweet potatoes), grains (sorghum, maize, and rice), fruits (bananas, plantains, citrus, and other), vegetables, and legumes (peas, peanuts, beans) both concurrently and in different growing seasons.

Such diversity in crop production exists not only at the farm-level, but in the country as a whole. Haiti's mountainous topography produces many microclimates. As a result, no single staple crop dominates Haitian production. Rather, certain regions might rely upon rice and sorghum as their staples, while others may heavily cultivate plantains and bananas, while still others may rely upon root crops.

Haiti is a country that consumes virtually all of what it produces. Only two percent of its food production was exported in 2007, representing a value of about \$10 million. This lack of export-competitiveness reflects low levels of productivity as well as the many other institutional weakness and constraints to doing business.

Low levels of productivity are compounded by factors such as a lack of investment in agricultural research and technology, a lack of enforceable property rights, scarcity of credit, and poor or non-existent rural infrastructure (roads, irrigation, and information technology), which have further constrained the efficient use of agricultural production areas. Limited access to water and disputes over water rights further constrain farmers.

Agricultural value chains are fragmented and inefficient. A lack of organization among smallholder farmers and limited investment in mechanization, storage, and processing result in post-harvest losses that reach 35 percent or more, depending on the crop. Further, the earthquake exacerbated the already significant challenges in the agricultural sector by damaging distribution centers, food processing facilities, warehouses, irrigation canals, and the Ministry of Agriculture's Natural Resources and Rural Development (MARNDR) headquarters, with damage to the sector estimated at \$31.3M.

Undernutrition has long been a significant public health problem in Haiti. Among children under five years of age, nearly a quarter suffer from chronic undernutrition. The 2005 Demographic and Health

Survey found that 23.8 percent of children under 5 yrs were stunted and 22.2 percent of children under 5 were underweight. Macronutrient intake is below minimum necessary levels, as are key micronutrients. For example, according to the World Health Organization's 2008 publication *Worldwide Prevalence of Anemia 1993-2005*, two thirds of children under five, three fourths of children under two, and 60 percent of pregnant women suffer from anemia. Moreover, in 2005, the Haitian Children's Institute conducted a study on the prevalence of vitamin A and iodine deficiencies. One-third of children 6-59 months old suffered from vitamin A deficiency, with 1.5 percent suffering from severe deficiency. In regards to iodine, 24 percent of the population suffers from moderate deficiency. Only 3 percent of households consume iodized salt. Additionally, breastfeeding levels, while having made progress over time, remain low (as of 2005/6 levels), with only 41 percent of infants being exclusively breastfed until 6 months of age, according to UNICEF's 2009 *State of the World's Children*.

Deficiencies in the Haitian health system, especially at the community level, directly impact these poor nutrition outcomes. There are shortages of health workers, low retention, and low skill level and knowledge base at all levels. Networks for disseminating proper nutrition and feeding practices are weak. Treatment for severe malnutrition is limited. The roles and responsibilities of different levels of care (primary, secondary, and tertiary) are poorly defined and often overlap.

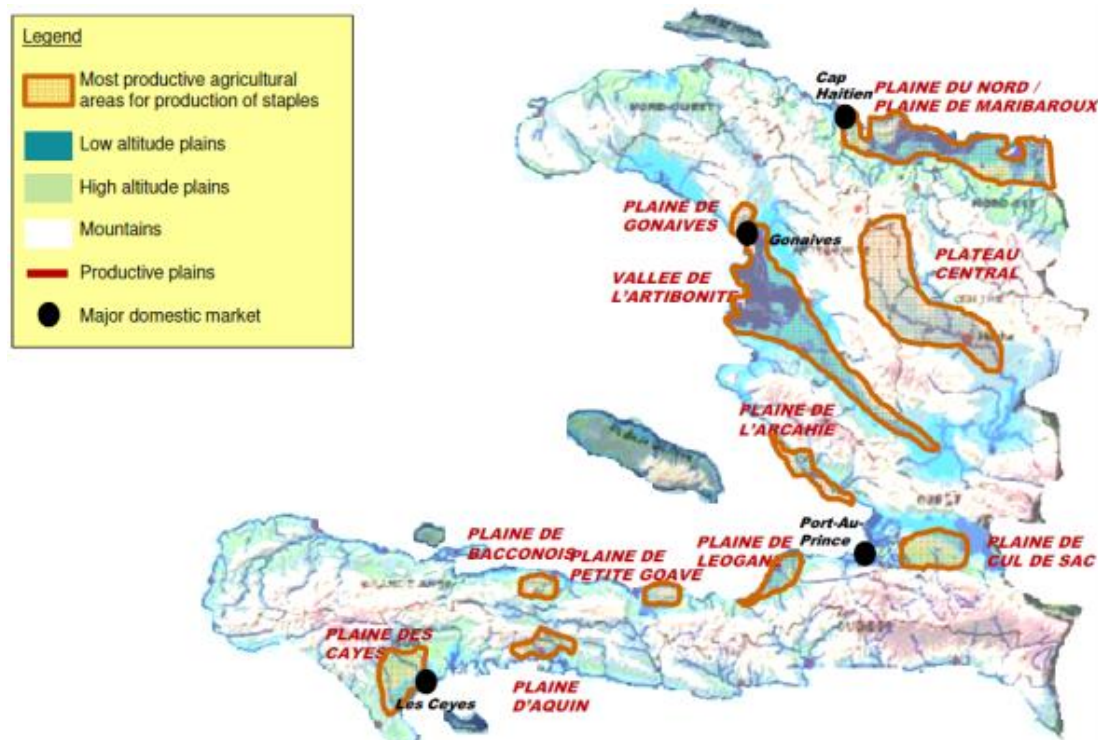
Procurement and distribution networks for medicines and medical supplies are unreliable and fragmented. The national health information system is inefficient in part because of the parallel systems linked to specific programs that are funded by multiple donors with little interaction with the Ministry of Health's information system. High-quality, intensive healthcare is hardly available outside Port-au-Prince. In addition, Haitian patients pay for most health services out of their own pockets.

1.2 OPPORTUNITIES

1.2.1 Geographic Focus

Haiti's greatest potential for increased agricultural production, incomes, and nutritional outcomes lies in its plains (see map below). Many of these plains are in close proximity to potential growth poles characterized by urbanization and growing demand. However, as discussed above, because of the proximity of these plains to degraded hillsides and mountains, any investments in them must be accompanied by investments in hillsides that pose a potential threat, primarily flooding. Investments in vegetation (notably trees) and infrastructure (rock walls, terraces, etc.) can increase water penetration and decrease runoff and erosion, simultaneously protecting the plains and providing income generation activities.

Figure 2. Haiti's Plains

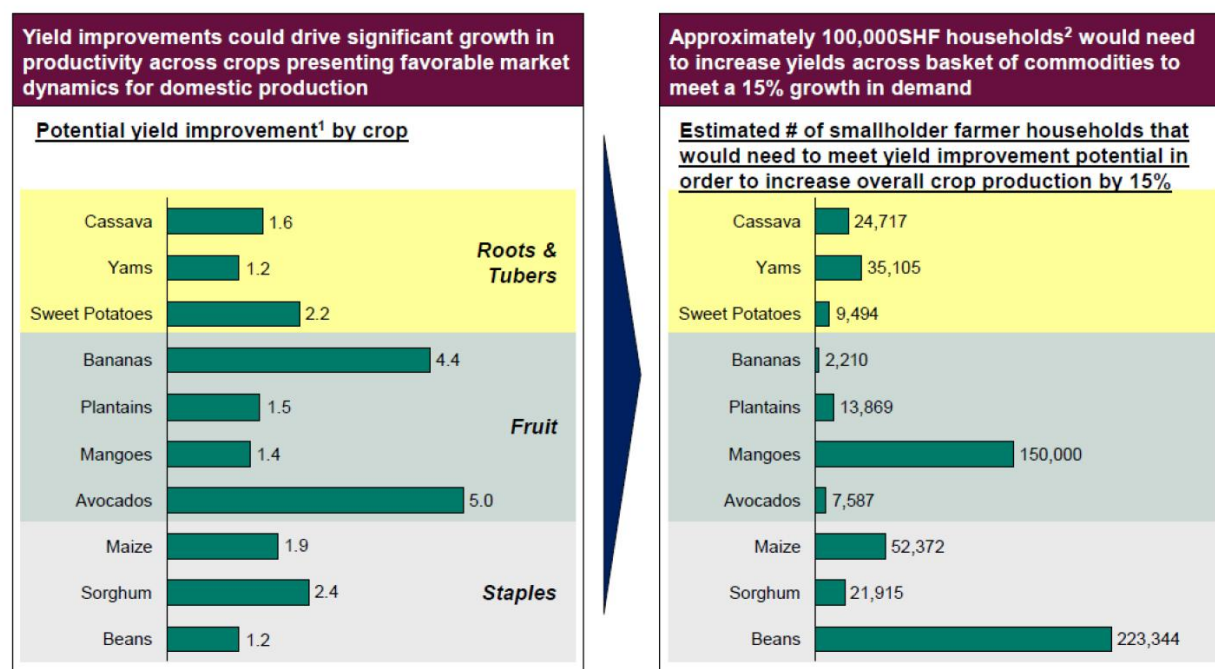


1.2.2 Crops

Local demand for food is expected to grow approximately 10-15 percent over the next five years, providing ample market opportunities at home. Given the high potential for yield improvements, this market could be substantially filled by Haitian farmers with foods already under production (see Figure 3 below). In addition to the crops listed, rice, which is predominantly imported, shows great potential for increased production given the availability of water in Haiti. When put under irrigation and intensive management (System of Rice Intensification-SRI), Haitian yields have as much as doubled.

Haiti also exports several agricultural commodities in substantial quantities. Haiti's third largest agricultural export, mangoes (\$7.3 million in exports in 2008), shows excellent potential for growth. Global demand for mango imports has increased 11 percent per year since 1990. The majority of Haiti's mango exports already go to the U.S., the largest importer of mangoes in the world. Importers have stated that they would like to import higher quantities of Haiti's high-value Francisque variety, but a lack of supply prevents them from doing so. Somewhere between 30,000 and 45,000 Haitian households produce Francisque mangoes, and analysis indicates that targeted investments could lift average incomes for these households by between \$100 and \$150 per year. Additionally, as tree crops, mangoes serve a dual function as an income generator and a hillside stabilizer, and mangoes are an excellent source of vitamin A.

Figure 3. Potential Yield Improvements and Households Needed to Meet Increases in Consumption



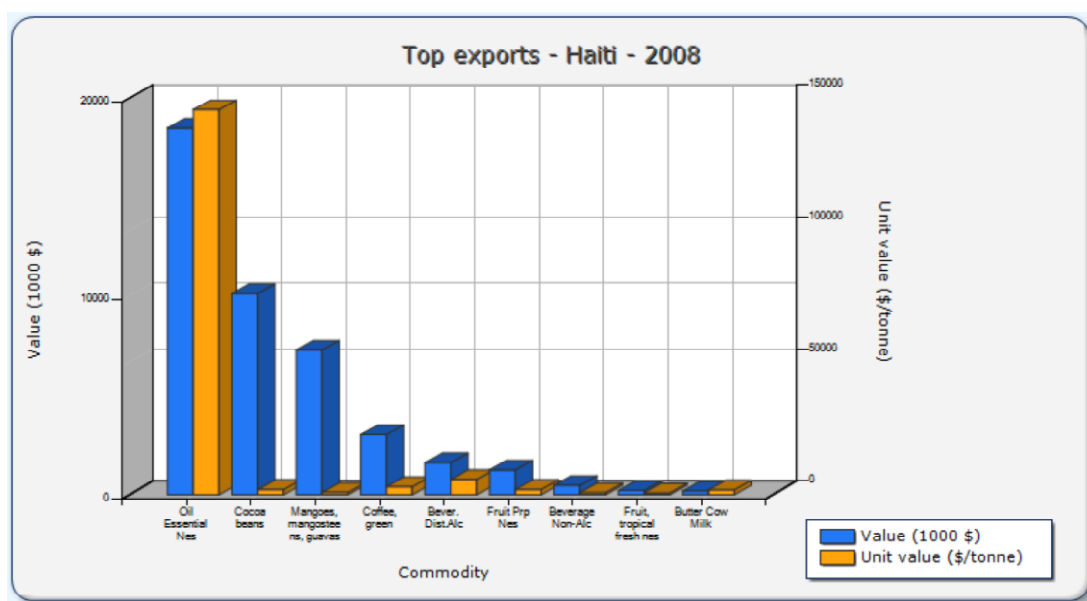
¹ Yield improvements calculated based on yield differential between Haiti and Dominican Republic for each crop considered; where available (mangoes) expert estimate used for potential yield improvement in Haiti ² Number of SHF that would need to be involved estimated using current average yield, potential for yield improvement, and 15% production increase target for each commodity considered; 100,000 estimate assumes each SHF household would be involved across 5 commodities, some doubling up on involvement in a single commodity (in the case of mangoes, beans)

Source: USG Haiti Strategy: Food Security Strategy and Implementation Plan, Dalberg, September 2010.

Cocoa also exhibits a large amount of growth potential, with import demand increasing 3 percent per year since 1990. Haiti exported \$10.1 million worth of cocoa in 2008, a figure that has been growing in past years. In the near future, global cocoa demand is expected to outgrow supply, with only a few countries producing substantial quantities. Foreign processors have expressed interest importing greater quantities from Haiti. Approximately 20,000 Haitian households are producers, mostly in the north and the southwest. Investments in cocoa production are projected to raise household incomes by up to an average of \$500 per year. As with mangoes, cocoa trees grow on hillsides and can help reduce threats to the productive plains.

Haiti's largest agricultural export is essential oils, representing \$18.5 million in exports in 2008. However, certain characteristics of essential oils make them less attractive as an Feed the Future (FTF) focus export crop; in some cases production takes place in locations far from potential growth centers near cities and ports; they offer no nutrition benefits; and, in the case of vetiver oil, negative hillside stabilization benefits (the grass needs to be pulled out from its roots for oil extraction). Coffee is also an important export for Haiti, at least historically. However, in recent years coffee exports have dwindled to almost nothing, reflecting a drop in production, numerous internal constraints, and diversion to the growing internal market and informal exports to the Dominican Republic.

Figure 4. Top Agricultural Exports, 2008



I.3 APPROACHES

In spite of the decline of agriculture over the last few decades, Haiti has a documented history of programs that have succeeded in working with farmers to sustainably increase food production and incomes under its unique circumstances. Bellande⁴ described three sequential approaches taken over the last 60 years. An initial stage in the 1950s was aimed at hillside stabilization and soil conservation, distributing millions of trees and building thousands of kilometers of rock walls. The track record for this “landscape engineering” approach was mixed, as many investments were not maintained due to lack of linkages to market opportunities, lack of buy-in from local communities, and indiscriminate geographic targeting. A second approach initiated in the late 1970s prioritized revenue generation focused on tree crops, which was somewhat more successful due in part to a more farmer-driven approach and an intelligent use of subsidies. A third wave, starting at the end of the 1990s, took a value-chain approach, ensuring market demand before investments were made and then addressing weakness along the value chain. One example of this was USAID’s Hillside Agriculture Program (HAP), which had significant successes in coffee, cacao, and mango.

A number of lessons can be drawn from these and other⁵ recent experiences:

- Market-driven approaches with a private-sector orientation bring more durable benefits than purely conservation- or supply-driven approaches
- Effective relationships along the value chain are key to building trust and developing a given agricultural product;

⁴ Bellande, Alex. Historique des Interventions en Matière d’Aménagement des Bassins Versants en Haïti et Leçons Apprises. Comité Interministériel d’Aménagement du Territoire (CIAT); Banque Interaméricaine de Développement. July, 2010.

⁵ Smucker, Glenn, et al. Environmental Vulnerability in Haiti. USAID. 2007.

- Subsidies are important for boosting investment but need to be implemented in a market-friendly way;
- Measures to mitigate destructive runoff will not be sufficient or effective if done only at the plot level; such stabilization interventions must address entire slopes, ridges, and sub-watersheds in order to effectively reduce threats.
- Though often lacking in capacity, local governments and communities must buy in to investments in infrastructure and public works if they are to be maintained after a program ends;
- Donor programs will never be able to make every farm more productive or stabilize every hillside; rather, programs should provide effective, visible models and allow the demonstration effect to promote the adoption of better techniques and leverage new investment;
- Haiti's farmers are willing to invest and adapt when they see the demonstrated economic benefits of such actions that outweigh the risks involved;
- Creative solutions to property (land and crop) security are needed; USAID has experienced some success encouraging large absentee land owners in the plains to allow cultivation of their unused land by farmers previously planting on marginalized slopes. Such a relationship can assure landowners a reliable tenant (as opposed to possible squatters) and give poor farmers access to secure, productive land, all while putting previously unproductive land to use and allowing hillsides to regenerate.

In addition, the following characteristics point to opportunities for Haitian agriculture:

- **Haiti already has strong trade relations with the United States**, the largest potential market for increased exports; it is also in close proximity to very large markets in Brazil, Canada and Mexico;
- Although agriculture did not suffer the effects of the January 12 earthquake as severely or directly as other sectors, agriculture is viewed by the GOH and the international community a near-term engine for economic recovery and employment opportunities; as such **there is a large amount of energy behind and there are substantial investments being made into Haiti's agriculture sector**;
- **Haiti has the largest diaspora of university graduates in the world** as a percentage of population (over 80 percent), most of whom are living in the United States, the Dominican Republic, Canada, and France; as such, Haiti has great potential for export and business linkages to other countries.
- **Haiti has a legacy of a productive agricultural sector and thriving agricultural exports** from which to draw expertise.

1.3.1 Nutrition

USAID also has extensive experience working in nutrition in Haiti. It has supported comprehensive approaches to tackling the underlying causes of poor human development starting at pregnancy through early childhood. From 2002-2006, USAID worked with Private Voluntary Organizations (PVOs) and the Ministry of Health (MOH) to improve and target nutrition services and food assistance for all pregnant

and lactating women and children under the age of 5 in two targeted regions through the Preventing Malnutrition in Children Under 2 Approach (PM2A). This approach, supported through USAID's Title II development food aid program, included food rations, preventive and curative health and nutrition services (community management of acute undernutrition), health education for mothers, and capacity building of health workers. These activities have also been coordinated with agriculture and livelihoods interventions provided by the government and other organizations. This preventative model was rigorously assessed and found to reduce stunting, underweight, and wasting prevalence by 4-6 percentage points more than a strictly recuperative approach employed in nearby communities.

Based on these experiences and lessons learned, USAID and MOH have embraced a comprehensive, integrated approach to improving undernutrition that is effective in both emergency and non-emergency settings. Further, before the earthquake a lot of effort had been put forth by the MOH and different NGOs to provide support in terms of training and supplies to address severe and moderate acute malnutrition.

This experience points to opportunities for increasing nutritional outcomes. Experience shows that using an improved and targeted nutrition and food assistance program (PM2A), stunting, wasting and underweight prevalence was reduced by 4-6 percent. Food can be made more available through increased local production of nutrient-rich foods, bio-fortification, and targeted food distribution. The MOH Nutrition Directorate has decided to start a food fortification program along with supplementation in order to address that issue. Utilization can be improved through effectively disseminating nutrition and hygiene messages, which can be done through community health workers as well as agricultural extension agents. Such education would include counseling families, especially pregnant women and new mothers, on appropriate nutrition for infants and young children, including exclusive breast-feeding. Toolkits have already been developed for that purpose by USAID partners and are readily available for training and dissemination. These toolkits include an emphasis on use of locally availability foods. A wide range of community workers and health agents are already deployed throughout the country by USAID and PEPFAR partners, which makes those activities feasible and realistic.

Additionally, with the input of key players, the MOH has developed a guide for management of acute malnutrition for use by health personnel and community workers so that many hospitals and health centers across the country have the capacity to treat acute malnutrition. The U.S. Government (USG) already plans to make investments so that the network can be improved and strengthened nationwide, focusing on rural health centers.

Other nutrition opportunities include school-based deworming and a national nutrition surveillance system that is currently being put in place with the collaboration of USAID and other donors in support of the MOH.

I.4 GOVERNMENT OF HAITI PRIORITIES

In March 2010, the Government of Haiti (GOH) issued the *Action Plan for National Recovery and Development of Haiti*. Used as a guide by the donor community, the Plan places agriculture as the top focus in regard to the economic rebuilding of Haiti. In May, the GOH came out with a country-owned, results-focused agriculture investment plan: the *National Agricultural Investment Plan* (NAIP).

The plan was generated through a highly iterative and collaborative process, reflecting the concerns of stakeholders at local, national, and international levels. Early iterations that included a state-driven approach were revised, shifting the focus towards a market-oriented strategy. The final product was endorsed at an international donor conference for Haiti on June 2, 2010 in Punta Cana, Dominican

Republic. Investment activities under the Plan are organized around 30 watersheds in the country. The strategic approach has three axes agreed upon by major donors, civil society, and the private sector: 1) development of rural areas/infrastructure, including watershed management, irrigation, and rural infrastructure; 2) production and development of competitive value chains; and 3) the strengthening of research, education, land tenure, and the agricultural services and institutions of the Ministry of Agriculture.

The GOH's Action Plan summarizes well the strategic approach to which FTF/Haiti plans to align:

- Increase local production of staples to ensure food security
- Increase farmer's income and create jobs in rural areas
- Increase foreign exchange earnings agricultural exports
- Reduce post-harvest losses by 50 percent in priority watersheds
- Improve health and nutrition of the Haitian population, especially the vulnerable
- Reduce vulnerability to natural disasters.

Additionally, the Nutrition Directorate of the MOH is planning to realize its National Policy on Nutrition shortly. Increased use of locally produced food, reduction of micronutrient deficiencies through supplementation, and food fortification will be an important component of that policy, the objective of which is to reduce nationwide chronic and acute malnutrition. Those points have already been outlined in the Nutrition Technical Working Group under the leadership of the Ministry of Health and are in line with the FTF/Haiti Strategy.

I.5 FEED THE FUTURE INTERVENTIONS

As discussed above, Haiti's agriculture sector is characterized by small plots, highly diversified polyculture, and many micro-climates. As such, and in order to have a significant impact on the large number of beneficiaries that the Feed the Future Initiative demands, **FTF/Haiti will focus on different value chains in the three USG development corridors.** Crop selection has undertaken/will undertake a extensive level of dialogue with local communities, farmers, farmer associations, businesses, and other relevant stakeholders to ensure community buy-in and long-term sustainability.

In the Port-au-Prince Corridor, the focus crops that have been identified through analysis and community consultation are corn, rice, and beans. In the St. Marc Corridor, they are plantain, corn, and beans. These crops have the potential for significant increases in productivity and reaching a large number of Haitian households. They are also calorie and nutrient dense foods that can help improve nutrition outcomes. These crops will be targeted for production in the plains. In the Northern corridor, preliminary analysis has indicated that focusing on rice, plantains, and corn would reach the desired number of Haitian households.

FTF/Haiti will invest to a lesser extent in non-focus crops that complement Haiti's polycultural systems, for example, intercropping yams among cocoa trees, or rotating beans and plantain on the same field to ensure soil nutrients do not become overly depleted. Support related to non-focus crops will advance income and nutritional objectives among households targeted for focus crop interventions as well as potential partnerships with the private sector.

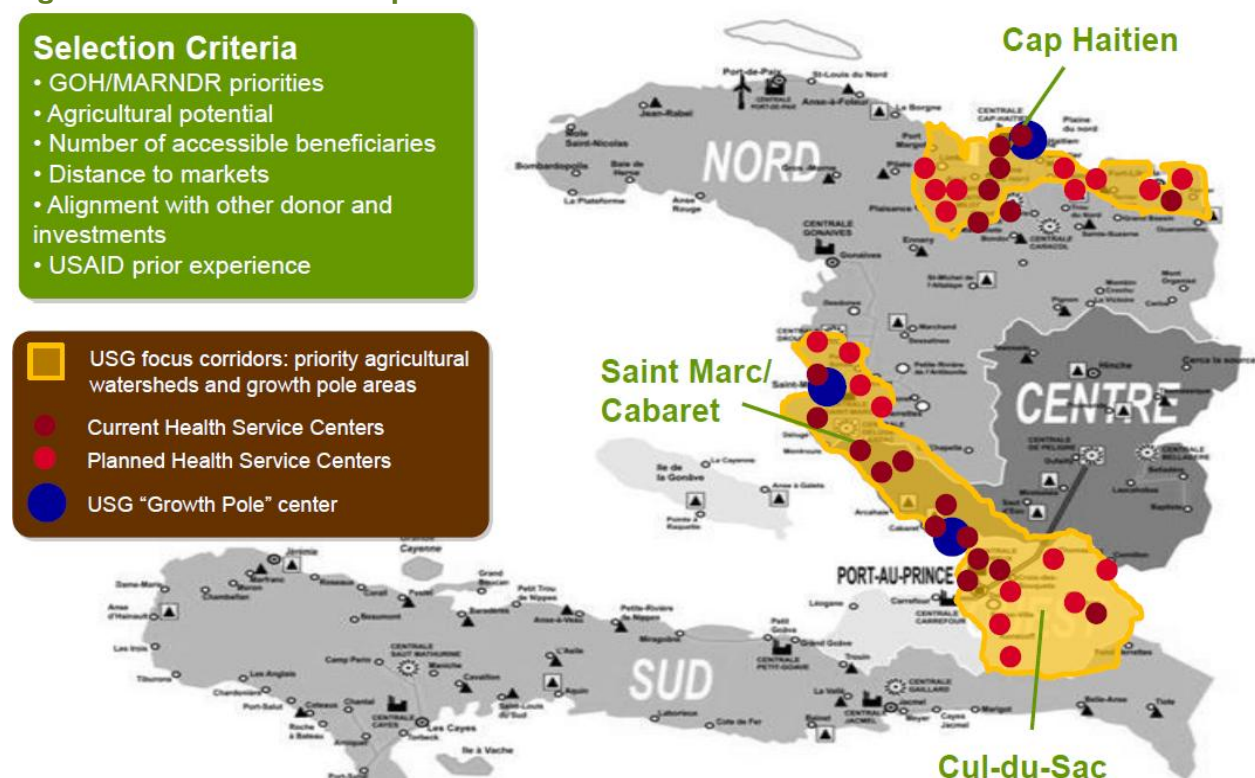
This approach will be supported by ongoing data-driven analysis and monitoring. Should market, physical, or other relevant conditions change, FTF/Haiti will be sure alter its investments to take advantages of new opportunities and avoid continuing to put resources into activities with low returns.

FTF will also focus on the export crops of mango and cocoa. These tree crops present the opportunities to increase incomes for a large number of households, stabilize hillsides above targeted plains, and, in the case of mangoes, improve nutrition outcomes through spillovers into the domestic market. FTF will also support other tree crops and interventions for the express purpose of stabilizing hillsides above vulnerable plains that are specifically targeted within the three USG development corridors.

Finally, **FTF will support nutrition education, food fortification, and provision of nutrition health services** to reduce both chronic and acute malnutrition through health systems strengthening. Nutrition messages will be delivered through agricultural extension agents and community health workers. Nutrition services—diagnosis, treatment, and referral—will be augmented through strengthening and adding to Haiti’s system and rural health services centers. School de-worming programs, malnutrition treatment centers, and a new national nutrition surveillance system will complement efforts in diagnosis and treatment. Finally, the MOH, with the support of USAID, the World Food Program, UNICEF, the Inter-American Development Bank, the World Bank, and the World Health Organization will continue exploring approaches to food fortification.

The FTF program will be implemented in three priority development corridors: Port-au-Prince/Cul-de-Sac, St. Marc, and the Northern (Cap Haitien) Corridor. These corridors were identified for USG investment based upon their agricultural potential, number of beneficiaries that can be reached, distance to markets, availability of rural credit, alignment with other USG investments, USAID’s prior experience in the area, whether the area has been identified as a priority by the GOH, and related criteria.

Figure 5. The Three Development Corridors



Source: Haiti FTF Strategic Review Presentation, August 2010

Specifically in the two crops targeted for export promotion—mango and cocoa—the USG will work in areas slightly beyond the development corridors in order to maximize the potential of the value chain approach it will be taking (See Annex C).

The USG will also engage with food insecure populations outside of the growth corridors through USAID Multi-Year Assistance Programs (MYAPs) funded under the PL 480 Title II program as well as USDA Food for Progress and McGovern Dole programs. Title II programs are currently being implemented in the Grand Anse, the South, the Southeast, the West (La Gonave) and the Central Plateau Departments. The current 5-year MYAP cycles will end in FY 2012 and 2013. New MYAPs are envisaged. However, it is expected that the criteria to determine where these new programs will be implemented will be based on vulnerability to food insecurity and on the use of food as a development tool. Although consideration will be given to whether or not established FTF corridors fit this criterion, it is unlikely that this will be the case given that the FTF corridors were selected based on potential for agriculture-led growth and tend to be less food insecure than other parts of the country.

Regardless of the geographic focus areas for the next round of MYAPs, there will be opportunities for collaboration and integration. There are commonalities of approach between FTF and Title II programs and there is much room for collaboration between implementing partners. Title II institutional experience in the areas of watershed stabilization and value added production techniques are important areas where information can be shared and built upon. With regards to nutrition, PM2A, which is a Title II model approach that was developed in Haiti and that focuses on the first 1,000 days of life, is an already proven intervention that, given FTF's limited nutritional resources, can be readily adopted in FTF areas. This, as well as the experience Title II implementing partners have with integrating agriculture and nutrition programming will be shared with FTF implementers. USAID/Haiti staff implementing both FTF and FFP programs will collaborate when it comes to developing strategies and activities and reviewing proposals from potential implementing partners. Where applicable, food aid programs will also utilize FTF indicators and link in to FTF M&E plans.

1.6 DONOR EFFORTS

Significant goodwill currently exists by international donors toward Haiti, and substantial investment in the agriculture sector is planned. In Haiti's Country Investment Plan for agriculture, the Ministry of Agriculture has estimated financial requirements of \$224M in the first 18 months and \$567M in next five years, totaling \$790M for improvements along the three axes. Major donors such as the governments of Canada and France, as well as multilaterals including the IDB, International Fund for Agricultural Development, and the World Bank's Global Agriculture and Food Security Program (GAFSP), have already committed \$369M.

In general, donors are following the lead of the GOH in prioritizing food security, social protection, and watershed restoration as the focal areas of post-disaster recovery. The agriculture sector working group is led by IDB and the agriculture sector table is led by the Ministry of Agriculture. The Nutrition Technical Working Group was put together by the Nutrition Directorate of MOH about two years ago and helped to create the Nutrition Cluster right after the earthquake. USAID, the World Food Program, UNICEF, the Inter-American Development Bank, the World Bank, and the World Health Organization meet regularly with the MOH Nutrition Directorate through these forums. Regular meetings by these groups serve to coordinate donor activities. In addition, a new entity established after the earthquake, the Interim Haiti Reconstruction Committee (IHRC), is currently coordinating donor activities at the highest level.

Table 1. Principal Donors in Food Security

Canadian International Development Authority (CIDA)	Local Development and Agro-forestry
European Union (EU)	Water resources management and development for food security Sustainable development Agro-forestry
France	Sustainable development and local capacity building Watershed management and food security
Inter-American Development Bank (IDB)	Basic economic infrastructure recovery program Mitigation of Natural Disasters Agricultural intensification project Early warning program to flood risks
Spanish Agency for International Cooperation and Development (AECID)	Watershed management program Sustainable development program Activities are focused in the southeast of Haiti
United Nations Development Program (UNDP)	Disaster mitigation via environmental rehabilitation and job creation.

The map in Annex B gives a detailed breakdown of donors by watershed.

I.7 CROSS-CUTTING ISSUES

I.7.1 Gender

The following are based on a gender analysis commissioned by the USAID Mission for the Post-Earthquake Strategy.

In the agricultural sector, men and women have quite specific roles with limited intermingling. Specific gender vulnerabilities of women include:

- I. **Unequal economic opportunities for women and girls versus men and boys:** Poor women face multiple layers of inequality from high levels of socioeconomic disparities between the rich and poor and urban/rural divides, to discrimination by race, skin color and French-speaking language abilities. Some manifestations of this inequality include:
 - Lower value is placed on women's work;
 - As self-employed persons, women are more likely to be poor;
 - Age, literacy and dependents make women more vulnerable than men; this finding holds in both rural and urban areas across Haiti;
 - Young women are 40 percent more likely to be unemployed than young men;
 - Women have more limited access to financial markets, including fewer assets to use as collateral.

However, women make up a large proportion of the MSME workforce and play an active role in local community groups to enhance their local communities. As such, they already play a significant role in economic growth.

2. **Traditional roles for women:** Women are excluded from some productive activities:

- Women's traditionally non-farming roles reduce ownership of land;
- Women play little role in higher-income export activities;
- Role as primary caregiver creates high opportunity costs for women.

Madam Saras: Madam Saras—women who traditionally work as small-scale transporters and wholesalers and thereby form a key segment agricultural value chains—face significant security risks traveling unpaved roads between farms and markets, selling produce in urban markets, and carrying cash after sale. Madam Saras not only provide input to farmers in the form of seeds and fertilizers, they are also key to transmitting knowledge on market prices and demand. In addition Madam Saras touch more than 90 percent of all domestic crops and operate domestic markets in rural and urban Haiti. Madam Saras currently buy, effect the transportation of, and retail the vast majority of agricultural production in Haiti.

Given this, it is clear that women will play a key role in all of the focus and support crops selected under Feed the Future (with the exception of export crops as noted above). As such, FTF/Haiti's investments along these value chains will strengthen those roles already traditionally performed by women and ensure that women operating as transporters, wholesalers, retailers have equal access to investments and services provided by USG implementing partners.

Additionally, three specific opportunities have been identified and will be explored for Madam Saras:

- Madam Saras as information networks
- Madam Saras as creditors for small farmers in remote areas
- Madam Saras as untapped sources of information on value chain weakness and potential investments

3. **Nutrition:** The availability and preparation of food in the Haitian household is often a shared responsibility between men and women. USAID will promote essential nutrition actions among both fathers and mothers, through mother's groups, farmer's associations, etc., to ensure proper infant and young child feeding, reduce stigma and other barriers to exclusive breastfeeding, and promote maternal and child nutrition supplementation during pregnancy and lactation.

1.7.2 Political, Economic, and Social Instability

Food insecurity has been a powerful driver of conflict in Haiti's past. The April 2008 riots that led to the removal of the Prime Minister began with food price riots in secondary cities. Currently, food insecurity threatens broad swaths of the population. Following the January 12, 2010 earthquake, several hundred thousand internally displaced persons (IDPs) migrated from Port au Prince to rural areas, placing increasing strain on extended families and communities. IDPs have exacerbated food insecurity in rural zones and increased the risk of conflict as increasing numbers of people compete for limited resources. Boosting agricultural growth will reduce pressure on the most vulnerable, alleviate the immediate strain on rural families, and reduce the potential for future conflict by creating opportunities and improving livelihoods.

1.7.3 Climate Change and Environment

Climate change and other environmental concerns are of central importance to Haiti, which, as noted earlier, is already subject to extensive environmental degradation and environment-related risks. Climate change will increase the variability of rainfall, likely leading to both more flooding and more droughts. Climate change is also expected to increase the severity of hurricanes (though possibly decrease their frequency). Certain crops are more vulnerable to climate change impacts. For example, with temperature changes, coffee will no longer be viable at some altitudes where it is grown today, and crops that require a lot of water will be more vulnerable as rainfall variability increases. This is especially important for tree crops like mangos and cacao which represent long-term investments with hopefully long and productive life-spans.

Activities planned under the Feed the Future Initiative are designed to have positive impacts upon the environment and improve farmers' abilities to cope with shocks and increased rain variability. Activities will include building and rehabilitating irrigation schemes; the establishment of soil erosion control measures (gully plugs, dry wall terracing, contour plantings, and contour ditches); promotion of economically viable tree crops (mangos, cacao, and others) and sustainable forage/grazing systems for livestock; effective drainage systems for farm to market roads and irrigation canals; protection of riverbanks; and information on the correct use of agricultural inputs (fertilizers, pesticides). These activities are designed to reverse environmental degradation in target watersheds within the selected economic development corridors.

Further analysis is needed regarding the impact of climate change and measures that can be taken to mitigate its effects. USAID/Haiti will request support from USAID/Washington Bureau for Economic Growth, Agriculture and Trade (EGAT) to conduct appropriate climate change analysis and integrate findings into its activities and strategies.

1.7.4 Private Sector and Partnerships

USAID/Haiti is already working closely with the private sector, including with Barbancourt for sugar cane production, Manufacture, Fabrication, and Transformation (MFT) for poultry feed production, and Novella/FECCANO in cocoa. USAID is also finalizing a PPP with Coca Cola and the Inter-American Development Bank for the Haiti Hope project that will be implemented by Technoserve. During the implementation period, the USG plans to work with the National Association of Mango Exporters (ANEM) for work in mango exports, as well as other local and international firms and associations in relation to seeds, storage, food processing, and other areas. The table below further describes some of USAID/Haiti's current work with the private sector.

2. OBJECTIVES, PROGRAM STRUCTURE, AND IMPLEMENTATION

2.1 FEED THE FUTURE OBJECTIVE

In line with FTF Guidance, USAID/Haiti's FTF Objective is to increase food security in targeted geographic corridors. In following with the Post-Earthquake USG Haiti Strategy: Toward Renewal and Economic Opportunity, as well as the USAID/Haiti Activity Approval Document for Increased Food Security, the FTF intermediate results are:

- IR 1: Increase Agricultural Productivity
- IR 2: Stabilize Watersheds above Selected Plains

- IR 3: Strengthen Agricultural Markets
- IR 4: Deliver Nutrition Messages and Services

2.1.1 Increase Agricultural Productivity

Increased agricultural productivity will target staple commodities for domestic consumption in the plains and mangoes and cocoa for export in the plains and nearby hillsides. As indicated above, focus value chains will be determined by corridor and will be accompanied by much smaller investments in other crops. These efforts will increase incomes and both rural and urban food consumption. USAID will increase agricultural productivity by supporting market-driven access to agricultural inputs and technical assistance; increasing availability of and access to appropriate agricultural technologies; improving or expanding irrigation systems; and promoting land and crop security. This will be done in part by strengthening the institutions and organizations that demand and provide these services, including farmer associations, national and local government, and irrigation user associations.

2.1.2 Stabilize Watersheds Above Selected Plains

In order to protect the increased productivity of the plains in USG growth corridors, targeted investments will help populations in the associated watersheds control and manage run-off that can damage investments in the plains. This will be accomplished through investments in income-generating assets that also stabilize hillsides, notably mango and cocoa trees, and to a lesser extent other trees and vegetative cover, and also through investment in farm- and hillside-level infrastructure and conservation measures. Additionally, FTF activities will build the capacity of watershed management bodies to make and implement plans to reduce degradation. Without effective watershed governance, watershed sub-groups may not make the necessary investments or may overuse individual resources (notably water) such that the watershed as a whole increases threats to the productive capacity, particularly in the plains.

2.1.3 Strengthen Agricultural Markets

Strengthening agricultural markets will enable farmers to move their products more easily to a large number of local, regional, and international buyers. It will also promote value-adding along value chains through post-harvest handling, storage, and processing. As a result, incomes and jobs both on and off the farm will increase. With higher incomes, families will be able to invest more in adequate food and nutrition. Activities under this IR will include building and rehabilitating rural feed roads, supporting storage and processing facilities, increasing access to financial products and market information, strengthening plant health systems to enable exports, and building relationships along value chains.

2.1.4 Deliver Nutrition Messages and Services

Nutrition activities are an integrated part of the USG's chief objective in the health sector, which is to improve the quality of services delivered to Haitians by strengthening health system referral networks at the communal and departmental level within the US development corridors; nutrition activities will address both chronic and acute malnutrition. The USG's comprehensive approach will include the reconstruction and upgrading of facilities; investments in equipment, supply chain management, health information systems, and technical training; as well as enhanced disease management, disability, and other tertiary care. Nutritional outcomes will be targeted specifically by expanding the GOH's community management of its acute malnutrition program to all communities where the USG will be or is already providing supporting services. This will include the training of community workers,

establishment of referral sites at health facilities for nutritional treatment, and counseling and education of mothers and caregivers on infant and young child feeding, including the promotion of breastfeeding. Activities under this IR will also include delivering nutrition education through community health workers and agricultural extension agents. Targeting pregnant women and children under age 2 shows the greatest potential for reducing nutrition-related diseases; substantial gains can also be realized through targeting all children under 5. An increased availability of foods and higher incomes generated under other FTF activities will give households a greater ability to provide an adequate quantity and variety of foods to ensure proper nutrition for young children, pregnant women, and the family as a whole.

In addition to the preceding, additional nutritional services through the program (and related mission-funded programs) will address longer term nutrition issues through interventions that may include food fortification and micronutrient supplements, improved child feeding practices, adaptation of the Preventing Malnutrition in Children Under 2 Approach (PM2A), and the adoption of best practices at scale in the home, community, and facilities (BEST) water, sanitation, and hygiene (WASH) practices of sanitation and hygiene promotion, increased access to potable water (as well as water treatment), and improved local municipal and private sector capacity to deliver and support WASH technologies and services.

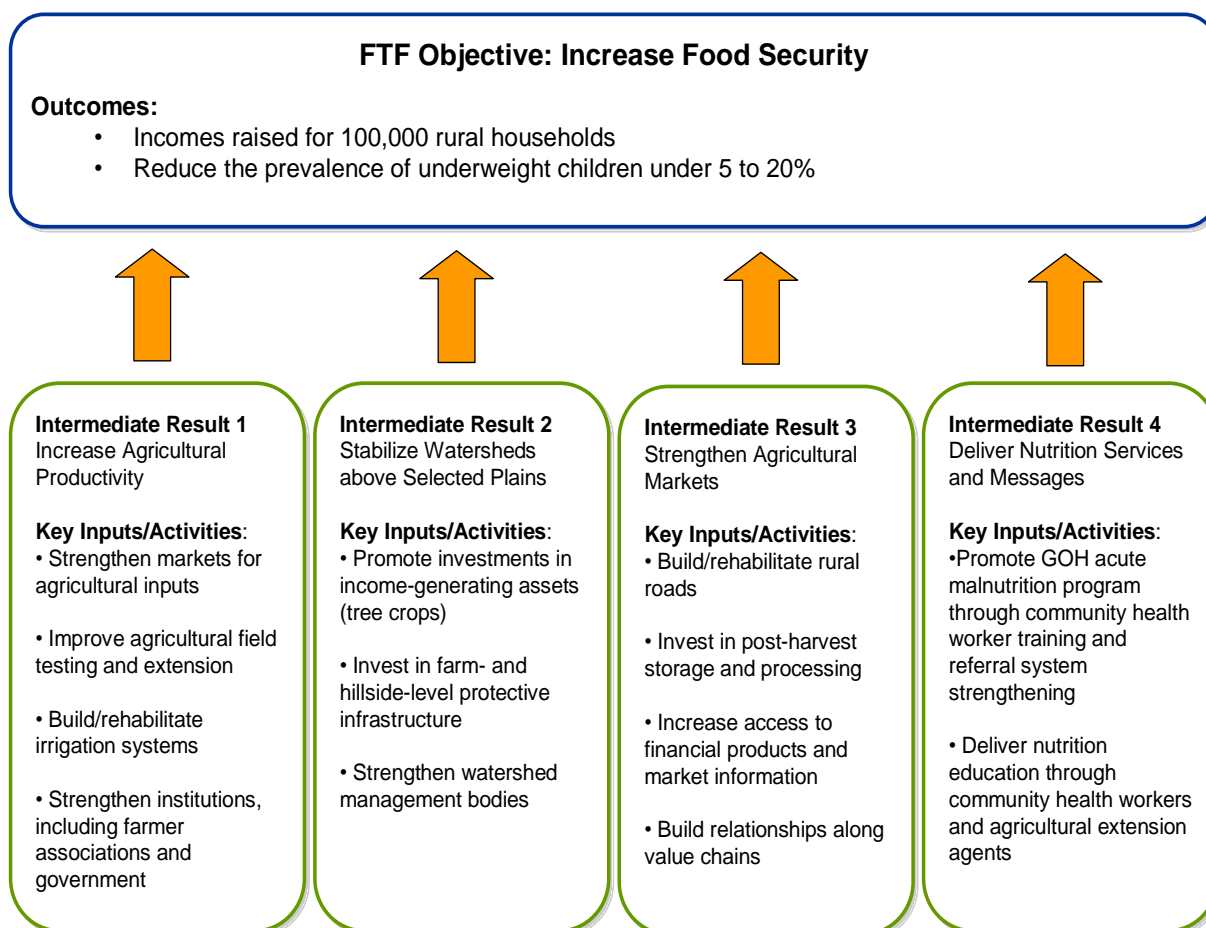
Table 2 below elaborates how these IRs align with the worldwide FTF objectives as well as the goals of the GOH. It also indicates who the intended beneficiaries are and policies that will pose challenges to achieving the IRs.

Table 2. Intermediate Results Alignment with Feed the Future & Government of Haiti Objectives

Intermediate Result	Alignment with FTF Objectives	Alignment with GOH	Necessary Policy Reforms	Target Beneficiaries
1. Increase Agricultural Productivity	<p>Objectives Supported: Improved agricultural productivity; increased private sector investment in agriculture and nutrition-related activities; increased resilience of vulnerable communities/households; improved access to diverse and quality foods</p> <p>Hypothesis: Increased agricultural production will increase the quantity and diversity of available foods, contributing directly to higher nutrition outcomes. It will also boost incomes through sales and farm jobs, enabling households to increase consumption of nutritious foods and reducing income poverty.</p> <p>Key Indicators: Gross margin per unit of land (outcome); number of hectares under improved technologies or management practices as a result of USG assistance (outcome); number of private enterprises, producer organizations, water users associations, trade and business associations, and CBOs receiving USG assistance (output)</p>	Directly supports Axes 1 and 3 of Country Investment Plan	<ul style="list-style-type: none"> • Overhaul of the government subsidy program for inputs, which fixes prices and stifles market channels; GOH has already committed to this • Clarify mission and roles of Ministry of Agriculture • Land tenure (long-term) 	Farmers, farmer associations, input vendors, Ministry of Agriculture, local government, rural job-seekers
2. Stabilize Watersheds above Selected Plains	<p>Objectives Supported: Improved agricultural productivity; increased private sector investment in agriculture and nutrition-related activities; increased resilience of vulnerable communities/households; improved access to diverse and quality foods</p> <p>Hypothesis: Stabilizing hillsides will both protect crops grown on the plains and boost production of mango, cocoa, and other crops. This will increase incomes and therefore enable households to increase consumption of nutritious foods and reduce income poverty; mango production spillovers to local consumption will also increase nutrition outcomes directly (vitamin A).</p> <p>Key Indicators: Percentage change in runoff in target areas; number of private enterprises, producer organizations, water users associations, trade and business associations, and CBOs receiving USG assistance (output); number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance (outcome)</p>	Directly supports Axis 1 of Country Investment Plan	<ul style="list-style-type: none"> • Clarify roles of Ministry of Agriculture and Ministry of Environment to avoid duplication 	Farmers, farmer associations, watershed management organizations, local government

3. Strengthen Agricultural Markets	<p>Objectives Supported: Expanding Markets and Trade; Increased private sector investment in agriculture and nutrition-related activities; increased agriculture value chain productivity leading to greater on- and off-farm jobs; improved access to diverse and quality foods</p> <p>Hypothesis: Strengthening agricultural markets will create additional sales channels for farmers and agribusinesses and create new off-farm jobs along the agricultural value chain. This will increase incomes and therefore enable households to increase consumption of nutritious foods and reduce income poverty.</p> <p>Key Indicators: Value of incremental sales attributed to FTF implementation (outcome); value of exports of targeted agriculture commodities as a result of USG assistance (outcome); post-harvest losses as a percentage of overall harvest (outcome); kilometers of roads improved or constructed (output); value of agricultural and rural loans (outcome); value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation (outcome)</p>	<p>Directly supports Axis 2 of Country Investment Plan</p>	<ul style="list-style-type: none"> • Improved business environment 	<p>Farmers, farmer associations, agribusinesses (processors, transporters, wholesalers, warehouses, exporters), business associations, rural job-seekers</p>
4. Deliver Nutrition Messages and Services	<p>Objectives Supported: Increased private sector investment in agriculture and nutrition-related activities; increased resilience of vulnerable communities and households; improved nutrition-related behaviors; improved utilization of maternal and child health and nutrition services</p> <p>Hypothesis: Delivering nutrition messages will improve feeding practices for people at critical developmental stages, including increasing breastfeeding and consumption of an appropriate variety of foods, thereby reducing chronic malnutrition. Provision of nutrition services will enable children and pregnant women to be diagnosed and treated for nutrition-related diseases, thereby reducing chronic and acute malnutrition.</p> <p>Key Indicators: Prevalence of stunted children under five years of age (outcome), prevalence of wasted children under five years of age (outcome); prevalence of households with moderate or severe hunger (outcome); number of people trained in child health and nutrition through USG-supported health area programs (output); number of health facilities with established capacity to manage acute undernutrition (outcome)</p>	<p>Improving nutrition of vulnerable people is a goal of the GOH Action Plan</p>	<ul style="list-style-type: none"> • Effective Decentralization of service provision and decision-making • Increasing GOH budget to health sector 	<p>Pregnant women, children under 5, vulnerable communities/ households</p>

Figure 6. Feed the Future/Haiti Results Framework



2.2 FEED THE FUTURE IMPACT AND ALIGNMENT WITH COUNTRY DEVELOPMENT COOPERATION STRATEGY

Analysis was undertaken to determine potential FTF impact. It is estimated that there are 125,000 to 155,000 rural households economically active in the selected target corridors and value chains (see Annex D for additional information). Additionally, it is anticipated that an additional \$20 million can be generated in export revenue from mangoes and cocoa after five years if all potential households in and around the target corridors are targeted.

Figure 7. Potential Households in Target Corridors

	Market Description	Market dynamics	Potential # of SHF households impacted	Value created in year 5 (MT, US\$ value)
Domestic	Traditional markets	<ul style="list-style-type: none"> Haiti consumption likely to grow 10-15% from 2010-2015 based on recent growth trends alone; could increase further if GDP/capita increases 	~110,000-140,000 SHF households producing roots & tubers, fruit, and select staples ¹	<ul style="list-style-type: none"> 330,000 MT of additional produce production in Y5; valued @ ~\$45M
	Structured demand (food aid)	<ul style="list-style-type: none"> WFP currently targeting 5% of sourcing from local purchase, with potential to increase significantly provided demand can be met 		<ul style="list-style-type: none"> 5,000 MT of additional corn and rice in Y5; valued @ ~\$850,000
	Processing (maize, fruit, milk)	<ul style="list-style-type: none"> Private sector interest in substituting processed goods import with domestic product Strong domestic market for packaged product priced <\$1 		<ul style="list-style-type: none"> 11 MT² of additional corn and dairy in Y5; valued @ ~\$1M
Export	Francisque mango exports	<ul style="list-style-type: none"> Growing global demand (6% CAGR) Possible to double export of mangoes without perceptible drop in FOB prices, according to expert reports 	~30,000 SHF households if doubling exports over the next 5 years	<ul style="list-style-type: none"> 10,000 MT of additional mango exports in Y5; valued @ ~\$8M
	Cocoa exports	<ul style="list-style-type: none"> Demand for cocoa is projected to grow faster than supply over the next 5 years, Haiti is a small player with potential to grow considerably 	~13,000 SHF households if tripling exports over next 5 years	<ul style="list-style-type: none"> 8,000 MT of additional cocoa production in Y5; valued @ ~\$12M
Total			~125,000-155,000 SHF households	

¹ Select staples include maize, sorghum and beans, where Haiti remains competitive and is currently supplying majority of its consumption needs; rice included for structured demand channel where concrete market opportunity identified;

² Conservative estimate for processing opportunity (25%); growing this opportunity will require strong support to processors (upstream investment in order to increase price competitiveness of domestic produce, direct financing and TA to allow processors to expand operations and meet market demand)

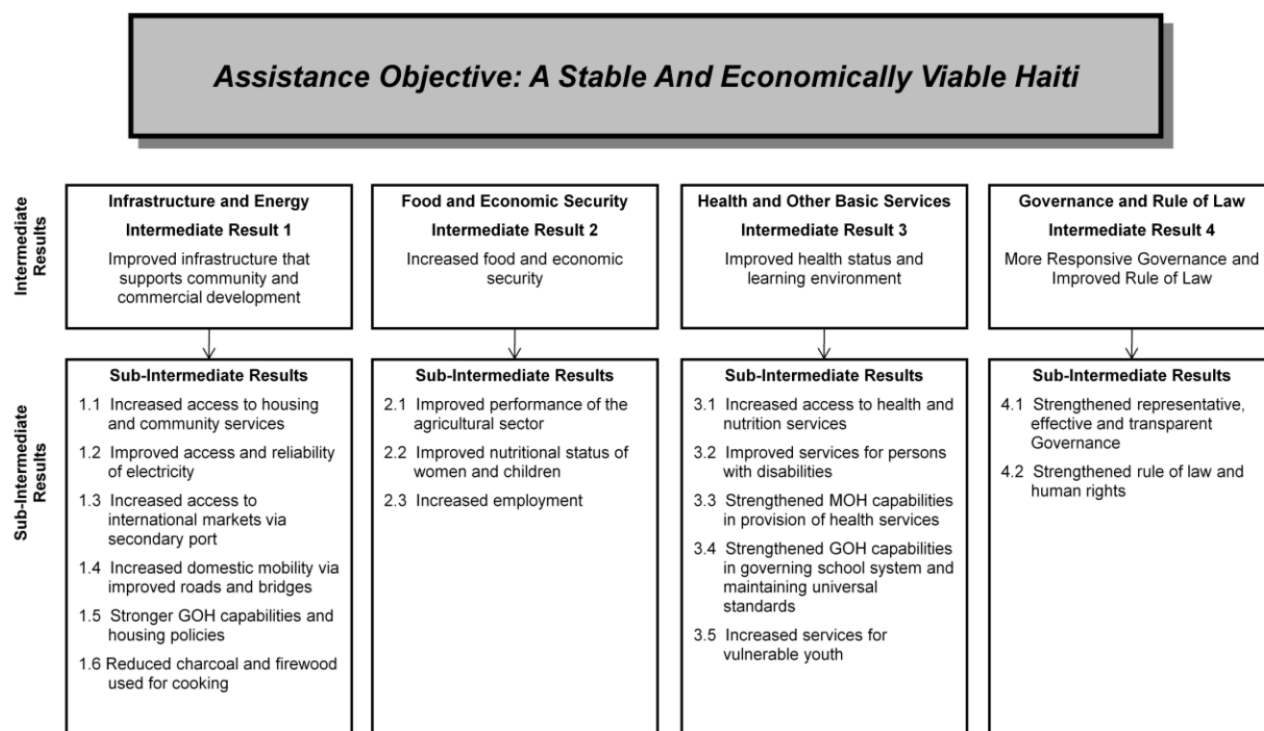
Source: USG Haiti Food Security Strategy Discussion Document: Preliminary findings and recommendations, August 2010, Dalberg

In terms of nutrition, FTF/Haiti plans to reduce the number of children under 5 who are underweight. The estimated number of underweight children is 22.2 percent nation-wide. FTF/Haiti also plans to reduce the level of stunting in the Corridors. Experience shows that using an improved and targeted nutrition and food assistance program, stunting, wasting and underweight prevalence can be reduced by 4-6 percent. Additional targets and benchmarks will be developed as additional data is collected and activities begin.

These targeted impacts directly support the Post-Earthquake USG Haiti Strategy⁶ Assistance Objective of “A Stable and Economically Viable Haiti”. Specifically, they support Intermediate Results 2 (Increased Food and Economic Security) and 3 (Improved Health Status and Learning Environment).

⁶ The Post-Earthquake USG Haiti Strategy was developed through a highly consultative inter-agency process and was finalized on January 2003, 2011.

Figure 8. Post-Earthquake U.S. Government Haiti Strategy: Results Framework



3. CORE INVESTMENT AREA

3.1 PROCUREMENT REFORM

USAID's commitment to procurement reform is well represented by the approach it plans to take through the U.S.-Haiti FTF Partnership North, the flagship FTF project in the Northern Corridor. The FTF Partnership supports the USAID Forward Initiative and its goal of increasing the number of procurements directly with local organizations. USAID Forward asserts that development can be more effective when undertaken by local organizations with local understanding of a country's political, social, and historical context, and that investing in local organizations is part of the development process itself. To support this goal, concurrent to increasing incomes and exports, **the FTF Partnership will build the capacity of at least five Haitian organizations so that they are certified to receive USAID funding after two to three years.** These organizations will then receive direct awards to implement USAID/Haiti's agriculture programs in the Northern Corridor. During year three the FTF Partnership will phase out of implementation of most agriculture programs, transitioning activities to these location organizations, and in years four and five its primary purpose will be to assist with coordination and provide support functions to the local organizations. It will retain, however, a few of its agricultural development activities.

To support this process, the primary implementation tool of the FTF Partnership will be sub-awards (sub-contracts and Grants under Contract). These sub-awards will be directed toward Haitian firms and other organizations to the extent possible. Awards will serve the dual purpose of program implementation and preparation for local firms to become certified to receive USAID funding directly. The FTF Partnership will serve as a management unit overseeing sub-awardees. A minimum of 70 percent of all project funding will be spent through sub-awards during years 1-3, and a minimum of 55 percent in years 4 and 5.

Lessons learned from the FTF Partnership will serve to inform all other new activities in the FTF portfolio.

3.2 GOVERNMENT CAPACITY BUILDING AND DIRECT AWARDS

The capacity of the Ministry of Agriculture in Haiti is very low, having deteriorated substantially since the 1980s and possessing very few resources for program implementation and new staff. USAID and USDA recently signed a 3-year, \$10 million Participating Agency Service Agreement (PASA) to support government-to-government capacity building of the Ministry in key areas. These will likely include agricultural statistics and market analysis, education and extension, animal and plant health, and others. Such capacity building is complementary to other donor capacity building efforts, including a World Bank program that is building financial management and other capabilities within the Ministry; this program is being funded by the World Bank's Global Agriculture and Food Security Program (GAFSP), to which the U.S. is a significant contributor. Such activities should lead to the increased ability of the Ministry of Agriculture to receive direct awards from the USG and other donors in future years.

To support the PASA, USAID recently initiated a process whereby the donors will jointly engage the new Ministry leadership to develop a set of priorities for Ministry capacity building. Such an effort will further help the USG, other donors, and the Ministry work together toward enhancing Ministry capacity.

3.3 ONGOING ACTIVITIES

The Mission has several on-going grants and contracts that align closely with FTF goals either in their geographic focus, assistance program, or both. Given the urgent need to initiate activities in the new strategy quickly, several of the on-going activities will be modified to continue implementation activities while new procurement instruments are being developed or competed. Activities that have been/will be modified include:

The **Durable Economic and Environmental Development (DEED)** Contract provides a wide range of agriculture development activities in the Limbé Watershed, which makes up a portion of the Northern Corridor. The DEED contract with Development Alternatives Inc. (DAI) is scheduled to end in January 2012. Its contract has been modified to jump-start planned Food Security programs in the Northern Corridor with farmers, producer groups, exporters, local governments and community-based organizations. A modification has also increased the grants-under-contract mechanism to facilitate development of additional DEED partnerships with local firms, NGOs, Diaspora, or other organizations that will implement critical infrastructure activities and accelerate value-chain-related work in the northern corridor.

The **Haiti Integrated Financing for Value Chains and Enterprises (HI-FIVE)** program, which is being implemented by the Academy for Educational Development (AED), began in July 2009 and is off to an excellent start strengthening local microfinance institutions, exploring opportunities to develop and utilize new lending products and leveraging additional resources from the Gates Foundation's mobile money program which was inaugurated in mid-June 2010. HI-FIVE will serve as the primary mechanism for extending agricultural credit in support of FTF. HI-FIVE is working in coordination with a new partial guarantee system that is funded by the Development Credit Authority (DCA) to expand these essential services. The Mission therefore plans to continue with the on-going "access to credit" program, and will amend the cooperative agreement with AED to strengthen its ability to provide credit in rural areas, increase the Information and Communication Technology (ICT) portion of the grant, create a reconstruction fund for earthquake affected microfinance institutions, and make other minor adjustments.

The **Watershed Initiatives for Natural Environmental Resources (WINNER)** project began in June 2009 and is the Mission's largest single agricultural development activity. The WINNER project is off to an excellent start. It was the leading project in providing access to seeds, fertilizers and custom plowing services to meet the March-April 2010 planting season, and made an important contribution to the post earthquake recovery effort by successfully integrating internally displaced persons (IDPs) into farming activities at the communities where they sought refuge. The Mission will continue funding WINNER's successful approach to implementation of integrated economic activities in selected sub-watersheds of the large Cul-de-Sac and Saint Marc/Cabaret corridors. WINNER will also support development of mango systems in the Mirebalais/ Saut-d'Eau regions. Recent modifications to the contract have aligned it with FTF goals, namely increasing productivity in selected plains. WINNER spends over 70 percent of its funding through its Watershed Investment Fund (WIF), a subcontracting and grants under contract mechanism, to support sustainable agriculture development through local partners and other non-traditional partners. WINNER aims to raise incomes for at least 60,000 rural households in the Cul-de-Sac and St. Marc Corridors.

USDA Participating Agency Services Agreement (PASA): As part of the whole-of-government approach, USAID/Haiti has worked closely with the USDA on the development of the Haitian Agriculture and Food Security Strategy since July 2009. USAID recognizes particular strengths that USDA brings to the successful implementation of the new strategy. A 3-year program of technical assistance to the Ministry of Agriculture was signed in February, 2011, the goal of which is to build the capacity of the Ministry of Agriculture to deliver key services to the agriculture sector. The PASA will entail the assignment of two USDA employees (a program coordinator and an agriculture science specialist) and two advisors embedded in the Ministry to carry out a focused program that builds Ministry capacity to provide services in plant and animal health, agricultural training and extension, data collection, and market information systems.

The Infant and Young Child Nutrition (IYCN) project aims to improve the enabling environment for nutrition programs (particularly for children under two years old), improve provider performance, and work toward good program practices. IYCN has trained more than 200 master trainers in infant and young child feeding (IYCF) as part of the Nutrition Counseling Points for Babies (PCNB) strategy in the earthquake affected area. Enhancing breastfeeding practices is also a key part of the program. IYCN provides training at facilities offering early infant diagnosis (EID) to counsel mothers for optimal IYCF practices that promote HIV-free survival. IYCN continues to disseminate the norms for the feeding of healthy infants and young children and of those born to HIV-positive mothers. At three pilot facilities, IYCN is working with staff to develop and implement a supportive supervision system. IYCN supported the MOH in developing the infant and young child feeding counseling cards that will be used by community health workers and agricultural extension agents. Extensive training of health agents, community agents and polyvalent community agents (that the World Bank is working on) is also planned.

The **Food and Nutrition Technical Assistance (FANTA) 2** project aims to facilitate a coordinated and integrated approach to the implementation of nutrition, food, and HIV activities in Haiti, strengthen the integration of nutritional care and support into HIV care and treatment services, and strengthen the capacity of the MOH and PEPFAR partners to increase awareness and uptake of good nutrition practices. FANTA 2 supports the dissemination of and orientation to the National Guidelines and Counseling cards (produced by FANTA 2 and the MOH). FANTA 2 is helping MOH/MSPP to conduct a national level training of trainers and departmental training to orient providers on the use of the tools. All PEPFAR care and treatment sites are targeted. It also provides technical assistance on integration of nutrition assessment and counseling into existing health services. FANTA 2 is building the capacity of

PEPFAR partners to introduce nutrition assessment and counseling services. It is also developing nutrition education and counseling materials for individuals vulnerable to malnutrition beyond HIV/AIDS. Extensive training of health agents, community agents and polyvalent community agents (that the World Bank is working on) is also planned.

The **Santé pour le Développement et la Stabilité d'Haïti (SDSH)** project (“Health for the Development and Stability of Haiti” in English) aims to increase access to basic health care to provide services to 50 percent of the Haitian population; improve child survival, health and nutrition; improve maternal health and nutrition; support and improve family planning; and strengthen the executive functions of the MOH. SDSH supports selected NGOs and MOH healthcare facilities in hard to reach and underserved communities in all of Haiti’s ten regional departments to provide quality basic health care to communities that would otherwise have no access to services. It is also increasing the capacity of the MOH regional directorates to plan, manage, coordinate, and supervise the decentralization of health care.

The **Community Health and AIDS Mitigation (CHAMP)** project aims to establish community service delivery points throughout Haiti’s ten departments (regions) with close links to clinical facilities where people living with HIV/AIDS, their families, and other vulnerable families can access community health, psychosocial, legal, nutritional, and economic and livelihood support services. CHAMP works with networks of NGOs in each department on HIV and TB prevention, care and support of HIV/AIDS and TB patients, community education and care in maternal and child health, and community-based family planning services. This is all done in support of MOH health care system.

3.4 NEW MECHANISMS

U.S.-Haiti FTF Partnership North: This flagship agriculture program in the Northern Corridor will simultaneously implement a comprehensive agriculture development program and build capacity of local organizations to further procurement reform efforts. For the first three years of the program, the FTF Partnership will implement a program of integrated economic, watershed, and agricultural development activities in the Northern Corridor. Beginning in the third year, most of these activities will be transitioned to local organizations, with the FTF Partnership acting primarily as a coordinating body in years four and five. To further make use of local organizations, under the FTF Partnership, at least 70 percent of the funds for the first three years will go to local organizations with less than 30 percent of the funds will be used for oversight, technical assistance, administration, and overhead costs. In regard to capacity building of local organizations, the FTF Partnership will be required to strengthen project development, proposal preparation, accounting, results reporting and related systems, with the final goal of having these organizations certified to receive USAID funding directly (this will be done by a separate USAID project). In order to incentivize certification, the implementer will see its fee reduced if it does not meet certification benchmarks in year 3. The FTF Partnership aims to raise incomes for rural households in the Northern Corridor.

Certification of Local Organizations project: The Mission plans to award a contract to a qualified Haitian firm that can perform standard financial diagnostic to determine whether local organizations that have received institutional and financial strengthening have achieved the required competencies to meet USAID’s legal requirements to qualify as direct contractors or grantees. The contract will be mission-wide and will be relevant for organizations supported by the WINNER, DEED, and the FTF Partnership North projects.

Direct Awards to Certified Organizations: Contracts/grants will be issued to Haitian firms and other organizations that have worked as USAID subcontractors in the past and have now been certified as having the accounting, financial, and data reporting data capabilities that USAID requires for firms or

organizations to qualify as direct contractors or grantees of international development institutions. These mechanisms will be used primarily in the Northern Corridor during 2013-2015 as the FTF Partnership phases out and transitions its activities to local organizations. It will also be used in the Cul-de-Sac and St. Marc Corridors after the WINNER contract ends.

USDA Food for Progress (FFP)/Foundation for International Community Assistance (FINCA): FINCA-Haiti will use the proceeds from the sale of commodities to expand microfinance services to agriculture-related businesses in rural and peri-urban areas in the US Government priority development corridors. FINCA will provide loans to rural beneficiaries and pilot a new financial service to improve household financial security and quality of living in rural areas of Haiti. Program activities, which are planned for three years, will involve private sector banks and are complementary to USAID and other US Non-Governmental Organization initiatives in Haiti.

Post-Certification Strengthening: The assistance will target firms that have been certified as having the capabilities that are required to qualify as direct USAID contractors/grantees (above). The assistance will provide technical support to ensure that firms will in implementing their first international contract/grant and will also provide support to strengthen the firm's ability to win additional awards. The contractor will provide assistance in areas like project development, proposal preparation, strengthening financial, accounting and reporting systems, and related assistance. The contract may be pillar-specific or a buy-in to a mission-wide contract.

Set Aside for Specialized Assistance and Studies: Funds will be set aside for contracts/grants that will be awarded to 8a, or Haitian firms or organizations that have expertise in subject areas such as: surveys of rural or urban populations, marketing studies, assessments of specific technical issues or constraints, environmental, social or anthropological assessments and related issues. In addition, the set aside funds may be used to provide assistance or implement complimentary projects which cross areas covered by productive plain implementers, or which fall just outside areas covered by productive implementers, and thus would not fall under their purview. Funds set aside may also be issued to Haitian firms, NGOs or organizations that have worked as USAID subcontractors in the past and are now qualify as direct USAID contractors or grantees.

Monitoring and Evaluation: FTF will be part of a mission-wide monitoring and evaluation contract that will include baseline and annual collection of household-level panel data to measure impact. This activity may also be used to develop and conduct needs assessments, other baseline studies, targeted evaluations, or other information-gathering efforts specifically for the design, monitoring and evaluation of USG-funded programs. This program area may also include developing and disseminating best practices and lessons learned, testing demonstration and/or pilot models, or the preparation of strategic plans and other short-term programming tasks.

Administration and Oversight: Administration and Oversight funds will be used to support the following illustrative program-funded costs: salaries of US, FSN, and TCN and other staff such as PSCs, RSSAs, PASAs, CASUs working for the US Government managing, administering, and supporting programs and their program-funded benefits such as housing, travel, transportation, education allowances etc; institutional contractors that provide such staff, rent, IT services, the program-funded share of utilities, staff training costs and the cost of developing and administering training programs, equipment and supplies, ICASS, vehicle fuel and maintenance, maintenance contracts, janitorial services, operational unit web page development and maintenance, outreach such as publications and the cost of their preparation (including staff costs), and technical assistance to ensure USG compliance with regulations.

3.5 ADDITIONAL INVESTMENTS NOT SPECIFICALLY IN TARGET CORRIDORS

The USAID Food for Peace **Multi Year Assistance Programs (MYAP)**, funded under the PL 480 Title II Program, include important activities in agricultural and natural resource management, health and nutrition, social assistance, and disaster readiness. The MYAPs are currently being implemented by 3 partners Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance (ACDI/VOCA), Catholic Relief Services (CRS), and World Vision International (WVI), in 4 of the 10 departments. Agriculture programs improve productivity, increase farmers' access to improved varieties of high yielding bean, corn, and manioc, and teach thousands of farmers' production techniques to improve planting, cultivation, and natural resource and post-harvest management. Health and nutrition programs help ensure availability of nutritionally adequate and safe foods for pregnant/lactating women, children, and vulnerable populations. Disaster readiness programs strengthen local communities' capacity in early warning preparedness, mitigation, and response to protect life and assets in the face of cyclical shocks and natural disasters. Though MYAPs are not active in the target development corridors, MYAP activities compliment USAID's corridor-based approach to agriculture development by working with Haiti's most vulnerable and food insecure populations. The partners' current funding cycles will end between September 2012 and February 2013. A new round of five-year programs will begin in the last quarter of Fiscal Year 2012. Final determination on locations for new Title II programs will be based on income and nutrition levels of communities and their vulnerability to disasters, which will be informed by the National Food Security and Vulnerability Assessment and FFP's own Food Security Assessment.

USDA Food for Progress: The Inter-American Institute for Cooperation on Agriculture (IICA) will use the proceeds from the sale of commodities to create a uniform, island wide (Haiti and the Dominican Republic) system of agriculture quarantine inspection. It will monitor animal/animal products and plant/plant products at international sea- and airports receiving passengers and agriculture products from outside the island. The IICA inspection plan does not cover the inter-island border between the two countries. IICA will advise the Governments of Haiti and the Dominican Republic on policy and procedures, fee-schedules for services, and sustainability.

McGovern-Dole/HaitiVision: In FY2011, under the McGovern-Dole International Food for Education and Child Nutrition Program, USDA will donate approximately \$10.52 million in rice, vegetable oil, and pinto beans to Haiti to feed 320,000 children in school lunch programs. The McGovern-Dole Program is planning to award funds the private voluntary organization, HaitiVision, Inc. They will distribute a daily in-school mid-morning meal for 20,000 students to encourage school attendance and reduce dropout rates. HaitiVision will also work to increase enrollment and attendance among girls by supplying take home rations for female students and their teachers. Additional major activities will be improving facilities at participating primary schools to support food preparation, sanitation and hygiene capacities; while working to increase local participation of community groups and parent teacher associations in school feeding through developing, training, and supporting community associations.

McGovern-Dole/World Food Program (WFP): USDA will donate approximately 3,250 metric tons (MT) of rice, 770 MT of pinto beans, and 260 MT of vegetable oil valued at approximately \$6 million dollars to the WFP. This donation to WFP will help feed approximately 300,000 children in Haiti under the McGovern-Dole Program. The McGovern-Dole Program supports education, child development and food security in low-income, food-deficit countries that are committed to universal education. It provides for donations of U.S. agricultural products as well as financial and technical assistance for school feeding and maternal and child nutrition projects.

4. MONITORING AND EVALUATION

In line with FTF guidance, the USG will implement a rigorous monitoring and evaluation (M&E) strategy to measure the impact of and learn from FTF interventions. The M&E strategy will include the collection of baselines, the setting of targets, and the annual collection of data for all FTF required indicators and for certain FTF non-required indicators. It will also include impact evaluation for certain critical activities and desired outcomes. Indicators of key importance are discussed in the table in Section II. This table, along with the FTF/Haiti results framework, illustrates the pathway through which program inputs lead to the FTF Objective of Increasing Food Security.

The M&E strategy will draw upon three distinct sources of data:

1. A USAID-funded annual survey to track progress across all aspects of USG assistance to Haiti
2. Individual project performance management plans (PMPs)
3. Third-party data sources collected by national and international institutions

USAID/Haiti is currently in the process of establishing an independent monitoring and evaluation unit staffed with specialists who will collect data on program performance, design evaluations, and use data to assess program progress and impact. One of the first tasks to be undertaken by this unit is a randomized baseline household survey covering all aspects of USG assistance to Haiti, including agriculture and nutrition, to be repeated regularly through 2015. The survey will be nation-wide to allow comparison of outcomes in USG-targeted development corridors with non-intervention areas. It will also collect panel data so that it can track progress in discrete households. Baseline data collection is planned for mid-2011.

This survey is currently under design and will include any FTF indicators not captured by the two other data sources described below. To meet the objective of making the USG Haiti strategy sustainable, M&E systems will be integrated, shared, and transferred to the public sector as appropriate. The USG will also partner with GOH officials for training on data collection and evaluation techniques and discussions on evidence-based best practices.

Each project supporting FTF will have a performance management plan (PMP). PMPs will contain any required project-level FTF indicators, as well as other indicators deemed necessary to track project performance, and will be updated quarterly. Each project's PMP will contain baseline values and targets for each indicator, and will specify the source and method for obtaining data. The PMP will also describe the data quality assessment procedures that will be used and the plan for addressing any known limitations of each performance indicator.

USAID/Haiti also plans to conduct impact evaluations on key activities. USAID's Bureau for Food Security (BFS), through a grant from OMB, has provided funding to conduct a pilot impact evaluation on agriculture productivity under USAID's WINNER project. In late June, Mission staff will participate in an impact evaluation workshop with BFS and leading academics that will inform the design of this pilot evaluation.

Finally, FTF will leverage important national surveys that are conducted and funded by the GOH and the international community, notably the Demographic Health Survey (DHS). The USG is the lead funder of the DHS (which the USG has supported every five years since 1990). It is planned that the DHS will oversample in the USG Development Corridors so that the 2011 survey can be used as a baseline against which progress can be measured. The 2011 DHS will include additional units of analysis and a

particular sampling frame to measure the effects of the January 12, 2010 earthquake. This will ensure that the massive populations who have migrated will be appropriately analyzed. In addition to the DHS, FTF can draw from Haitian Central Bank (for Agriculture as a percent of GDP), as well as the periodically conducted Haitian Census and the Haitian Agricultural Census (recently conducted with support from FAO).

4.1 EXPECTED TARGETS

Through Feed the Future in Haiti, over the next five years⁷:

- An estimated 567,000 vulnerable Haitian women, children, and family members – mostly smallholder farmers – will receive targeted assistance to escape hunger and poverty.
- More than 176,000 children will be reached with services to improve their nutrition and prevent stunting and child mortality.
- Significant numbers of additional rural populations will achieve improved income and nutritional status from strategic policy and institutional reforms.

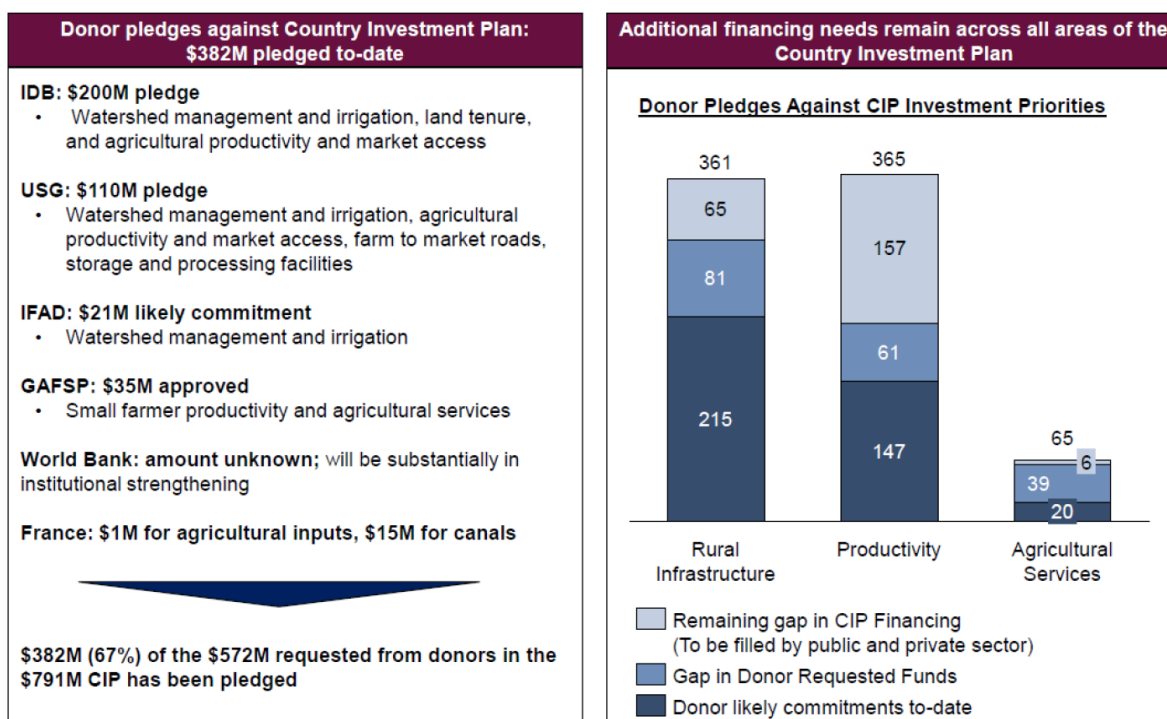
5 FINANCIAL PLANNING

The Government of Haiti has laid out in great detail the funding needs to implement activities outlined in the Country Investment Plan. It divides investments into three categories: 1) Development of rural infrastructure (\$361 million); 2) Production and value chain development (\$365 million); and 3) Agricultural services and institutional support (\$65 million). Below is a breakdown of donor pledges and gaps. In addition to donor funding, the CIP anticipates that funding will come from the private loans (\$85 million), private equity (\$27 million), and the Government of Haiti itself (\$107 million).

It is possible for different Sub-Elements to support similar activities. This means that even though certain Sub-Elements above only have funding for one year, for example Strengthening Microenterprise Productivity, that does not indicate that activities supported by that funding stream will only take place during that year. Activities supporting small businesses could also be funded under Agricultural Sector Capacity, for example.

⁷ Disclaimer: These preliminary targets were estimated based on analysis at the time of strategy development using estimated budget levels and ex-ante cost-beneficiary ratios from previous agriculture and nutrition investments. Therefore, targets are subject to significant change based on availability of funds and the scope of specific activities designed. More precise targets will be developed through project design for specific Feed the Future activities.

Figure 9. Donor Pledges and Country Investment Plan



Source: Food Security and Implementation Plan, Dalberg.

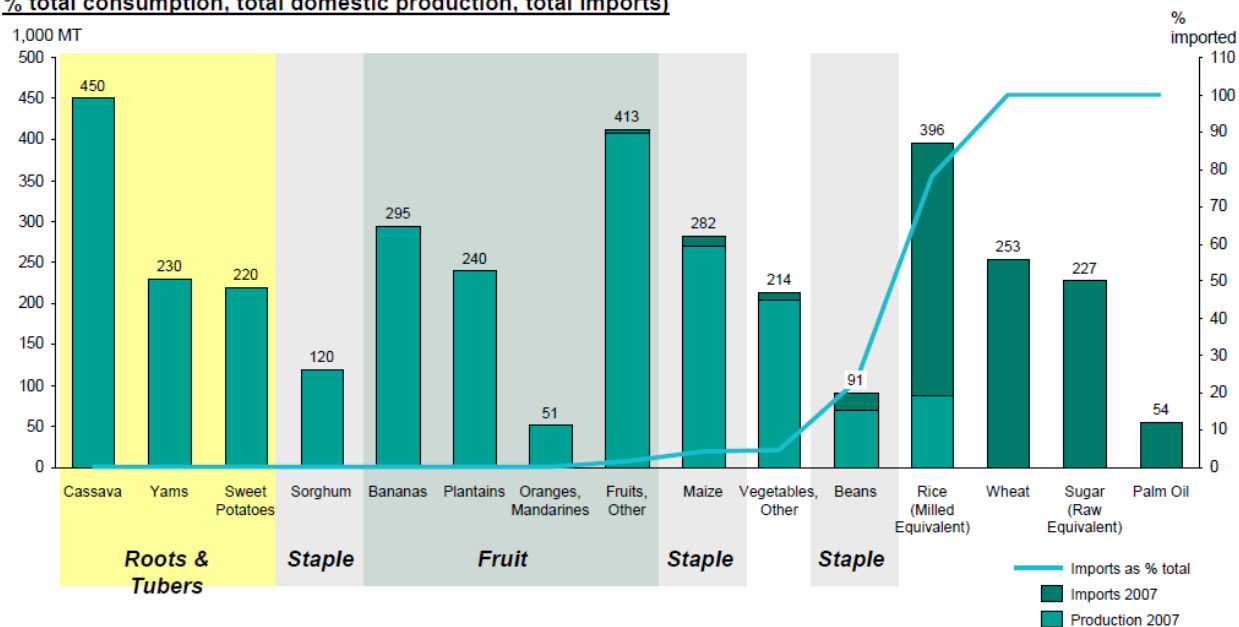
In addition to the funding above, until FY 2012 an estimated \$35.5 million per year in PL 480 resources under MYAP programs will be delivered to high needs areas, of which approximately \$9.2 million will be in agriculture and \$20 million will be in health, including nutrition. At the current time, these high needs areas are outside of the FTF Development Corridors, though this could change when the new round of MYAPs are awarded in 2012. Note that the final determination on any new Title II development programs is linked to identifying alternative cash resources for those normally generated through in-country monetization. Such a decision is the result of a recent USAID market analysis that recommended against such a means of financing projects.

6. ANNEXES

ANNEX A. HAITIAN FOOD CONSUMPTION AND THE ROLE OF IMPORTS

The Haitian diet consists primarily of roots and tubers (cassava, yams, and sweet potatoes), grains (rice, maize, wheat, and sorghum), plantains/bananas, various other fruits and vegetables, sugar, beans (black and red), and palm oil. The majority (55 percent) of this is imported: wheat, sugar, and palm oil consumption is supported 100 percent by imports, and more than 80 percent of rice is imported. The remainder is produced primarily in Haiti, with a substantial amount of consumption supported by subsistence farming, i.e., much of this production is not sold but is consumed at home.

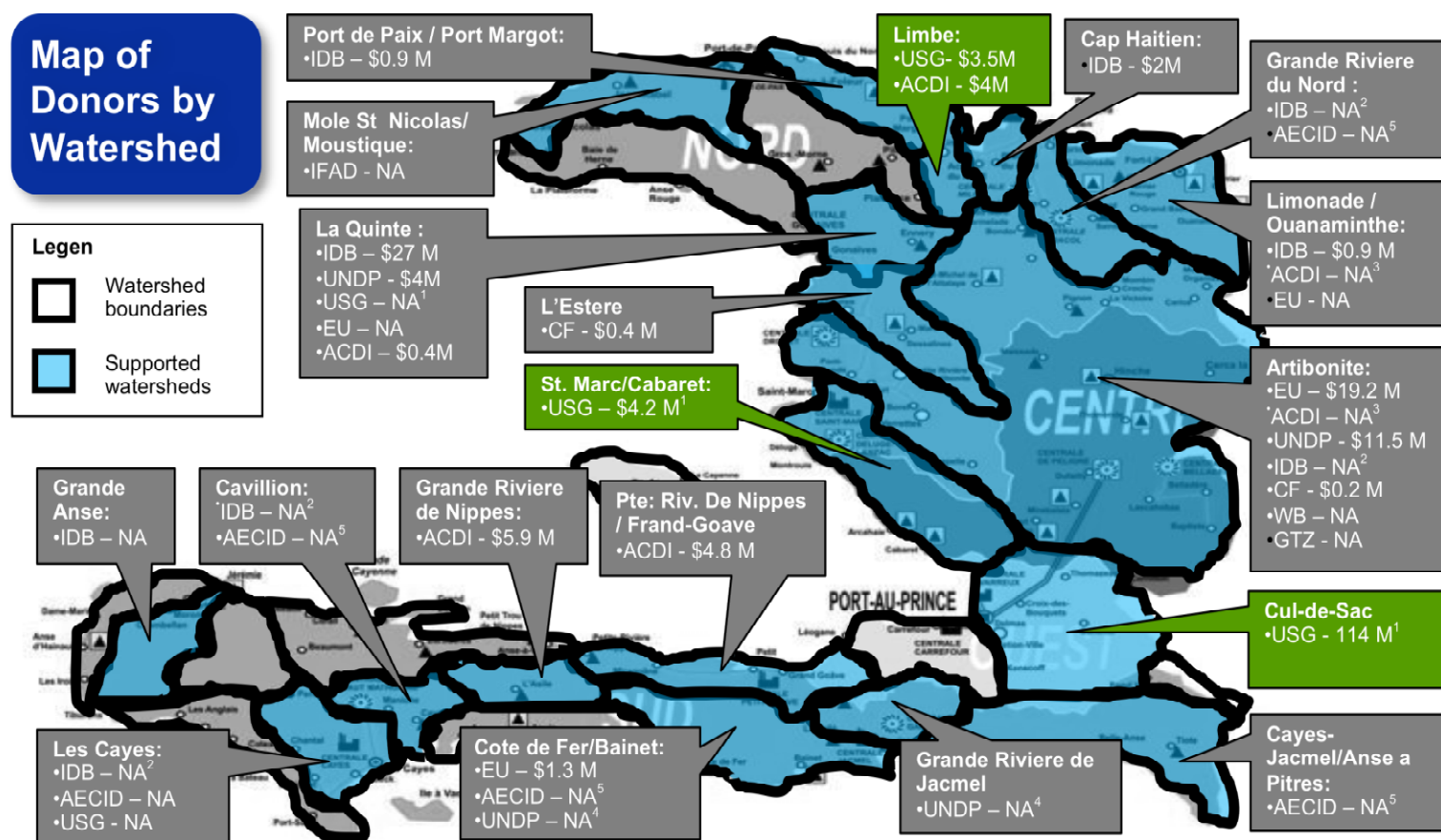
Role of imports versus domestic production for top 15 crops making up Haiti Food Balance, 2007 (imports as % total consumption, total domestic production, total imports)



Source: Dalberg. USG Haiti Food Security Strategy Discussion Document: Preliminary findings and recommendations. August 2010.

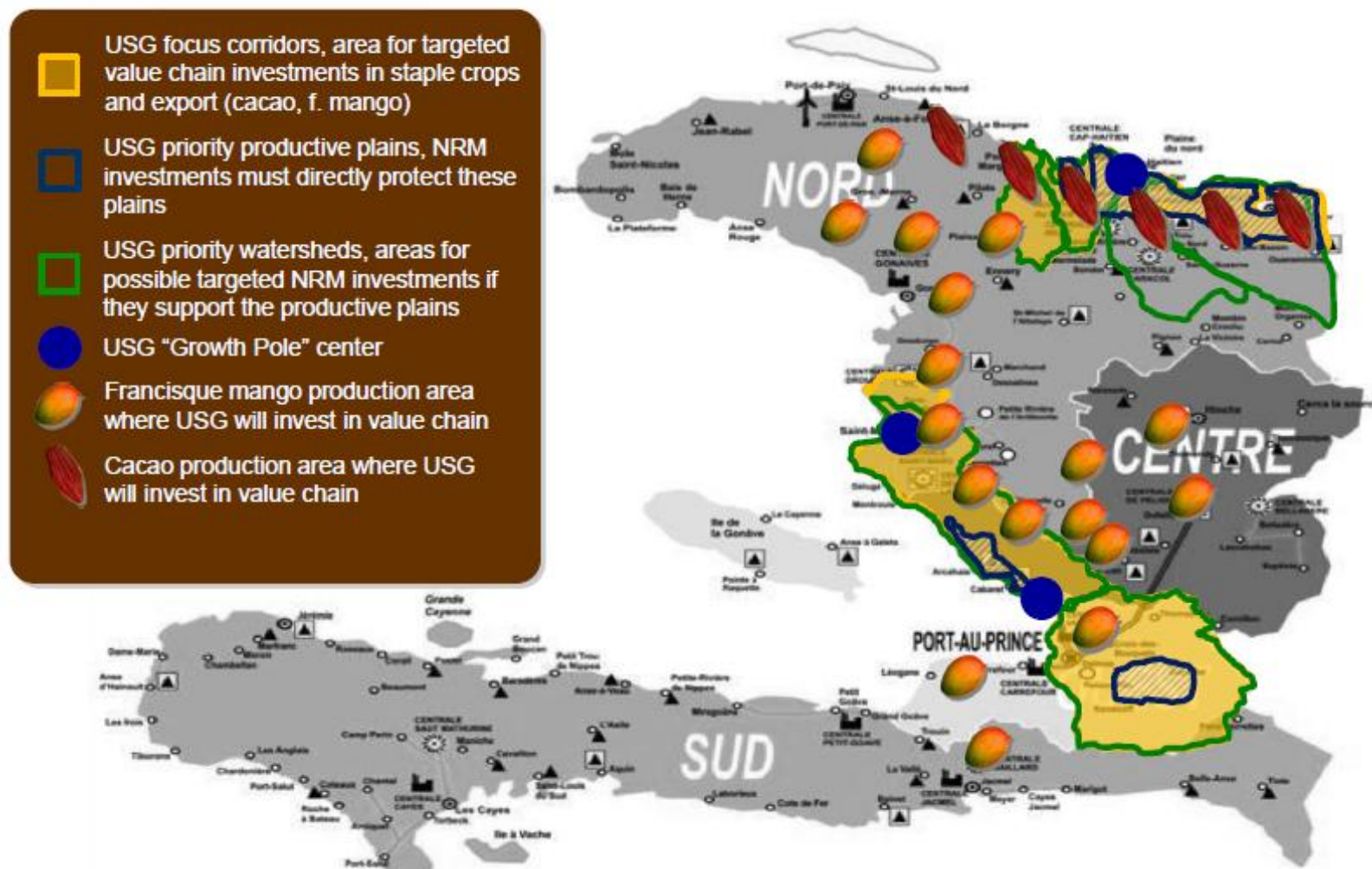
ANNEX B. CURRENT GEOGRAPHIC DISTRIBUTION OF DONOR EFFORTS BY WATERSHED

Note that funding amounts reflect pre-earthquake programs. As most donors have not released full sectoral strategies, new funding levels and areas of intervention are not known.



1 USG WINNER \$114M program located in Cul-de-Sac, La Quinte and Cabaret; DEED \$18M program located in St. Marc/Cabaret and Limbe, with \$4.2M spend to-date in St Marc/Cabaret and \$3.5M in Limbe ; 2 IDB programs present in multiple watersheds including Grande Riviera du Nord, Artibonite, Cavillion and Les Cayes; 3 ACIDI programs present in multiple watersheds including Artibonite and Limonade; 4 UNDP programs present in multiple watersheds including Grande Riviere de Jacmel and Cote de Fer / Bainet; 5 AECID programs present in multiple watersheds including Cayes Jacmel, Grande Riviera du Nord, Cote de Fer and Cavillion

ANNEX C. TARGET CORRIDORS AND EXPORT CROP LOCATIONS



ANNEX D. RURAL HOUSEHOLDS BY COMMUNE

USGDC name	Communes within each USGDC	Rural households	Hectares	Watersheds each commune belongs to
Port-au-Prince		60,352	190,943	
	• Ganthier	6,713	49,611	• Cul de Sac
	• la Croix des Bouquets	25,855	63,462	
	• Thomazeau	6,871	30,039	
	• Cité Soleil	-	2,181	
	• Delmas	-	2,774	
	• Kenscoff	7,058	20,276	
	• Pétion-Ville	9,877	16,549	
	• Port-au-Prince	3,978	3,604	
	• Tabarre	-	2,447	
Saint Marc		41,249	116,768	
	• Cabaret	4,717	20,239	• Saint Marc / Montrouis / Cabaret
	• l'Arcahaie	12,890	40,873	
	• Saint Marc	23,643	55,656	
Cap Haitien		24,586	97,450	
	• Milot	3,858	10,069	• Cap Haitien
	• Plaine du Nord	4,845	7,164	
	• Cap-Haïtien	887	5,350	• Grande Riviere du Nord • Limonade / Ouanaminthe
	• Quartier Morin	3,887	6,036	
	• Limonade	6,208	13,190	
	• Ferrier	1,081	7,000	
	• Fort Liberté	1,671	24,028	
	• Caracol	786	7,491	
	• Terrier Rouge	1,361	17,122	

Source: Dalberg. Food Security Strategy and Implementation Plan. September 2010.