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**APPUI À LA VALORISATION DU POTENTIEL AGRICOLE DU
NORD, POUR LA SÉCURITÉ ÉCONOMIQUE ET
ENVIRONNEMENTALE (AVANSE)**

WORK PLAN

FY 2014 (OCTOBER 1, 2013–SEPTEMBER 30, 2014)

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ABBREVIATIONS

AVANSE	U.S.-Haiti Feed the Future Partnership: Northern Corridor Project (“Appui à la Valorisation du potentiel Agricole du Nord, pour la Sécurité Economique et environnementale”).
BAC	Bureaux Agricoles Communaux (MARNDR)
CACHE	Caribbean Council of Higher Agricultural Education
CASEC	Conseil d’Administration de Section Communale
CBA	Cost Benefit Analysis
CCN	Cooperating Country National
CFAIM	Centre de Formation en Aménagement Intégré des Mornes
CIAT	Comité Interministériel d’Aménagement du Territoire
CNIGS	Centre National de l’Information Géo-Spatiale
COR	Contracts Office Representative
CRDD	Centre Rural du Développement Durable
DDA	Directions Départementales Agricoles (MARNDR)
DFPEA	Direction de la Formation et de la Promotion des Entreprises Agricoles (MARNDR)
DEED	Développement Économique pour un Environnement Durable Project
DGI	Directorate General of Taxes
DR	Dominican Republic
EA	Environmental Assessment
EMPR	Environmental Mitigation Plan and Report
EMS	Environmental Management System
FAMV/UEH	Faculté d’Agronomie et de Médecine Vétérinaire/Université d’Etat d’Haïti
FFS	farmer field school
FOG	fixed-obligation grant
FTF	Feed the Future Initiative
GAP	Good Agricultural Practices
Gds	gourdes
GIS	geographic information system
GKI	Global Knowledge Initiative

ha	hectare
HIFIVE	Haiti Integrated Finance for Value Chains and Enterprises program
HIMO	High-Intensity Main d'Oeuvre (Cash for Work projects)
ONACA	Office National du Cadastre
ICT	information and communications technology
IDB	Inter-American Development Bank
INARA	National Institute for the Application of Agrarian Reform
IP	implementing partner
IR	Intermediate Result
IT	Information Technology
KSA	Knowledge, Skills and Attitudes
LTTA	long-term technical assistance
MARNDR	Ministry of Agriculture, Natural Resources, and Rural Development
MDE	Ministry of the Environment
M&E	monitoring and evaluation
MEF	Ministère de l'Economie et des Finances de la République d'Haïti
MFI	Micro-Finance Institution
MIS	market information system
ME	micro-enterprise
MOU	Memorandum of Understanding
NGO	nongovernmental organization
NRM	natural resource management
OCA	organizational capacity assessment
PEO	Project Environmental Officer
PERSUAP	Pesticides Evaluation Report and Safer Use Action Plan
PIA	Projet d'Intensification Agricole
PIF	Production Intensive par Fragment
PMP	performance monitoring plan
PO	producer organization
PPI	Projet de Petits Périmètres Irrigués
PPP	public-private partnership
PTTA	Projet de Transfert de Technologie Approprié (IDB/MARNDR project)

RESEPAG	Strengthening of Agricultural Public Services Project (World Bank)
RFP/RFA	request for proposals/request for applications
RLA	Regional Legal Advisor (USAID)
SME	small and medium-sized enterprise
SOW	Scope of Work
SRI	System of Rice Intensification
STTA	short-term technical assistance
SWMB	sub-watershed management body
SWMP	sub-watershed management plan
TOT	Training of Trainers
TAMIS	Technical and Administrative Management Information System
USAID	U.S. Agency for International Development
USDA PASA	United States Department of Agriculture Participating Agency Service Agreement
WUA	water-user association

INTRODUCTION

This is AVANSE's first full twelve-month workplan. It follows the initial, six-month workplan that was presented in May and resubmitted after receipt of USAID comments in June. There is substantial conceptual overlap with the six-month workplan submitted in June, since the initial six-month planning exercise inherently required that AVANSE staff engage in a reflection on project implementation over a much longer time period. Thus much of the planning that went into our six-month workplan has been retained for this submission.

Since the submission of the first workplan, AVANSE has nearly finished the essential geographical targeting of IR1 and IR2 activities in the project zone with the definition of our priority Target Zones. As this workplan was being drafted, project staff was finalizing our presentation of these areas to USAID and the MARNDR. Specific, local identification of crop implementation sites for IR1, with the location and drawing-up of membership lists for Farmer Field Schools (FFSs), has fallen behind the schedule announced in the six-month work plan. This was due to delays in the finalization of the technical crop packages and field site identification, which resulted from slower-than-expected mobilization of key STTA crop experts and our LTTA rice specialist.

The period covered by this workplan, particularly the first six months, will include the full ramp-up of AVANSE field activities. We will launch the main IR1 and IR2 production activities during the fall planting season, which lasts—broadly speaking—from October through December. We will also start the implementation of our demand-priming voucher and IR3 business-training activities during this key period. The initial part of the workplan period will also be marked by the signature of an accord of collaboration and capacity-building with the MARNDR, which will be closely associated with the implementation of production extension activities under IR1. The second half of the workplan period will be marked by the integration of most of our planned Implementation Partners under the USAID FORWARD initiative as we refine our outreach strategy following the conclusion of the first full agricultural cycle. IR4 work with these partners will scale up during the workplan period to reflect this development.

All these elements are described in more detail in the body of the workplan activities that follow.

WORK PLAN ACTIVITIES (MONTHS 1-6)

INTERMEDIATE RESULT 1: AGRICULTURAL PRODUCTIVITY INCREASED

STRATEGY

Our IR1 strategy is based on the use of Farmer Field Schools (FFS) as a vector for introducing improved production technologies and practices that increase both the productivity and profitability of small-farmer agriculture in the productive plains and contribute to long-term behavioral changes. We will continue to establish groups of two to four FFSs for the five target crops in each of the Crop Implementation Sites located in the high-potential target zones that were selected during the first three months of AVANSE. Each FFS will be established within the organizing framework of a Producer Organization (PO) and include a relatively small number of farmers (20 to 30 in most cases) who are committed to adopting improved practices and who will serve as a bridgehead for diffusion of these practices. The participants of each FFS will agree to rigorously apply technical crop packages devised by the AVANSE IR1 team. These plots will serve as demonstration plots for use as training sites for farmers in the FFS and in the community as a whole.

FFS members will receive support to access critical improved planting material, which is a key component of the technical package, along with prescribed planting procedures and crop associations. Farmers will also receive help with access to inputs in a market-oriented fashion by AVANSE IR1 staff through the use of market-priming vouchers issued to farmers and/or POs to defray a fraction of the cost. For rice, maize and beans crops, the most efficient farmers will receive training in seed maintenance and production so that they may eventually form the base of a future network of SME seed multipliers.

During the initial agricultural cycles for each target crop, AVANSE will perfect its model both in terms of the technical package and training approaches and in terms of the parameters of the vouchers for service, inputs and planting materials—ensuring that demand is stimulated in these markets but that farmer incentives do not become distorted through excessive subsidization. This strategy will encourage farmers to adopt more efficient practices and technologies. In parallel, it will also contribute to reinforced production services enterprises, financial linkages and technical extension services in rural areas in the project zone. Throughout this process, we will be coordinating and jointly implementing IR1 activities with the MARNDR, as described in Text Box 1.

Beginning in early 2014, we will start “rolling out” the models being developed to involve external organizations, issuing competitive RFPs to obtain the services of Implementing Partners (IPs) who will receive assistance from AVANSE IR1 staff to expand the number of FFSs and increase the density of their presence in each IR1 Target Zone. This process will start in earnest for maize, beans and rice in the February to April period, and it will continue for bananas and cacao at the end of the workplan period. Specific activities are described below under each IR1 Sub-result. A detailed workplan chart with the timeline of implementation is given in Annex A.

Text Box I: Joint Production Activities with the MARNDR

As the workplan period begins, AVANSE is in the process of finalizing an MOU with the MARNDR to set the stage for close and continuing collaboration. A draft MOU has been submitted to USAID for review by the COR and RLA containing general references to activities that have been the subject of more detailed discussions between the project and Ministry staff at the level of local BACs, with regional DDAs, and at the Minister's cabinet. These discussions have led to a strong consensus, which lays the foundations for a high level of future operational collaboration between the MARNDR and the AVANSE project. Areas in which we foresee such collaboration include:

- Joint targeting of project Crop Implementation Sites and Target zones, with approval of all AVANSE sites from the Regional DDAs;
- Participation of BAC staff in FFS trainings activities subsequent to technical skills-building sessions received from AVANSE IRI staff and consultants;
- Ministry granting access to its facilities and material resources to project staff for agreed-upon joint activities (including the co-location of a project field support unit in the BAC of Trou du Nord);
- Joint collaboration on the administration of agricultural input voucher activities, with Ministry staff playing a role in the control and verification of the delivery of goods and services, with AVANSE working with the Ministry to register beneficiaries with local BACs, and with both partners participating in setting key policy-level parameters (such as subsidy levels and supplier qualification criteria); and
- Strengthening of the capacity of MARNDR regional units (through both material support and staff training), specifically for the BACS near project Target Zones and for the two regional DDAs;

Following the signature of the MOU, AVANSE and MARNDR staff in the two DDAs will draw-up monthly workplans for the detailed planning of joint field activities.

TABLE 1: CRITICAL CROP CYCLE POINTS AND PROPOSED KEY ACTIVITIES FOR IR 1

	Cacao	Bananas	Beans	Maize	Rice
Purchase of Planting Material	January 2014—1 st round; Aug–Sept 2014—2 nd round	October 2013 — 1 st round; August–Sept 2014 — 2 nd round	October 2013 — 1 st round (lima beans and common beans) February 2014 — 2 nd round (Black Eyes Peas, Pigeon peas)	December 2013— 1 st round, July 2014 —2 nd round	November 2013—1 st round February 2014 — 2 nd round
FFS Launched	October, June	October, June	October, February	October–November, March–April	December, July
Planting in FFS Member Fields	October–December	November, June	October–December, March–April	October, March–April	January, May, August
Grafting in Nurseries and FFS Member Fields	June/July	N/A	N/A	N/A	N/A

SUB-RESULT 1.1: KNOWLEDGE AND AVAILABILITY OF IMPROVED PRODUCTION TECHNOLOGIES AND SYSTEMS INCREASED

The cropping models at the heart of our actions to improve productivity are based on a technologies or innovations that are new to most farmers in the North. These will be introduced through a Farmer Field School approach relying on the fields of actual farmer FFS members as the vector of diffusion of these technologies to their neighbors. The key elements of the production packages for each of the five focus crops are shown below in Table 2.

Key Partners:

- MARNDR
- Producer Organizations
- Nurseries/Seed Multipliers
- FAMV/UEH and other Universities
- Auburn University
- Global Knowledge Initiative

TABLE 2: IR1 CROPPING TECHNOLOGIES

CROPS	TECHNOLOGY/INNOVATION	Potential Sites	Factors influencing Adoption
RICE	SRI (Système de Riziculture Intensive)	Haut Maribaroux and Grison Garde.	High yields, but requires high level of water control and high labor requirements. Not possible everywhere.
	Modified Traditional Rice System	Bas Maribaroux, Ferrier, some areas of Grison Garde, Bas Limbé. La Suisse	More tolerant of imperfect water control; later transplanting with lower labor requirements compared with SRI. Intermediate level of yields between unimproved system and SRI.
BANANAS	Introduction of varieties resistant to black Sigatoka disease with GAP Diffusion of the PIF propagation technique (Plantes Issues de Fragments)	Bord de Mer/Limonade, Limonade, Quartier Morin, Trou du Nord, Plaine du Nord, Limbé.	Lack of access to genetic material is main constraint. This will be addressed through introduction of PIF propagation in microenterprises to lower cost/increase availability of disease resistant varieties.
MAIZE	Irrigated production of high-yielding maize	Quartier Morin, Limonade. Trou du Nord, Haut Maribaroux.	High-yielding varieties of maize for irrigated use are unknown in the North. Farmers are totally unfamiliar with the cropping practices and need to be taught.
	Production of new varieties of short-cycle drought-resistant maize	Limonade, Trou du Nord, Terrier Rouge, Malfety	Lack of access to and familiarity with improved short-cycle maize varieties is main constraint. Addressed through generating new local sources/multipliers of improved maize
CACAO	Establishing clonal budwood gardens to provide sure source of improved genetic grafting material for nurseries and farms. Development of integrated models using banana and other crops interplanted with cacao.	Grison Garde, Acul du Nord, Port Margot, Limbé, Grande Rivière du Nord, Trou du Nord	New plantings of cacao have significant lag time before yielding any revenue, reducing their attractiveness. Can be addressed by appropriate intercropping systems that can provide short term revenue. Lack of high-yielding material is another constraint
BEANS	Introduction of improved seeds with Integrated Pest Management methods to control the white fly pest that attacks beans. Good Agricultural Practices and Inoculation of beans with common bacteria to strengthen their nitrogen-fixing properties.	Beans are present in all Target Zones as part of intercropping and plot rotations. Project will focus on same zones as for maize: Limonade, Trou du Nord, Terrier Rouge, Malfety	Poor quality of seed stock and lack of storage (high losses) of seeds retards adoption. Will be addressed through introduction of improved material and storage/IPM,

During FY 2014, AVANSE will be undertaking the following activities under SR 1.1:

Activity 1: Select crop implementation sites for FFSs. During the prior workplan period, AVANSE will have finished the delimitation of its IR1 Target Zones. Most Crop Implementation sites (locations with a nexus of 3-4 FFSs in close proximity) will have already been identified by the start of the workplan period for cacao, beans, bananas and maize. However, for each of these crops, some locations will still be in the process of being situated in early October. For rice, which has a later planting season, the Crop Implementation Site identification process will go in into December in some zones.¹

Activity 2: Identify, procure, and multiply improved foundation planting materials; initiate first- and second-round nursery production and multiplication. AVANSE will procure improved critical foundation planting material crucial to improving overall productivity. This “base material” will be multiplied either by specialized farmer/SME seed multipliers (rice, beans, maize), by cacao nurseries, or by Production Intensive par Fragment (PIF) centers for bananas, which will produce vegetative material used for propagation. Cacao FFSs will be served by another type of actor—clonal budwood gardens. These will multiply high-potential improved budwood sticks for grafting either onto seedlings in cacao nurseries or directly onto farmer trees in fields after regenerative pruning. This initial process of multiplication of improved planting material is essential for “priming the pump” by building up a reservoir of the high-quality genetic material sorely lacking in the project zone. Annex B presents a projected calendar for the necessary procurement actions for this initial material over the first productive cycle for each crop—including the identification of necessary international procurements which will require source-origin waivers. Table 1 above shows the critical dates in this process for each of the focus crops.

This process of developing systems for multiplying improved genetic material is based on the overall principle of starting from base material of known source. This is why for several crops in Annex B we will need to procure such material internationally when quality material it is not available locally. We will control each step of the multiplication process afterwards, working with multipliers, banana PIF centers, and nurseries in the project zones (most of which will be Agro-Enterprise Clients under IR3) to see that sufficient quality control and optimal practices are followed. This is a quite different approach than that used by many projects that simply procure material on open contracts and then diffuse it directly to farmers without intervening in the planting-material value chain itself.²

Activity 3: Deliver Training Modules in FFSs. Trainings in FFSs will be closely linked to the agricultural cycle’s planting and crop cultivation calendar. Trainings in FFSs for cacao will have begun in the previous workplan period and will continue through the first year. Maize, Lima bean and vigna FFS trainings will begin in October and continue in November. FFS trainings for other types of beans will occur in November and December. Rice FFSs will be in action during January and February. Banana FFS trainings will be spaced throughout most of the year due to the long production cycle. These trainings will occur jointly with BAC staff in each target zone according to a global protocol that we plan to sign with the MARNDR in October 2013.

¹ The process of locating crop implementation sites, revolving around focus group meetings, was described in the previous work plan.

² Due to the lack of preparation time, , the project will need to directly diffuse purchased seeds in the first season in October-December. In these instances, we will subject all such seeds to germination tests before delivery.

Activity 4: Leverage Expertise in Production Available from US Universities. Consortium partner Auburn University will be the primary United States University with which AVANSE will work to leverage international best practices in agricultural production and introduce them to northern Haiti. AVANSE will also work with the Global Knowledge Initiative (GKI), a non-profit organization that specializes in brokering knowledge partnerships, particularly through university networks. During the month of November, a joint team of Curtis Jolly and Dennis Shannon (from Auburn) with Andrew Gerard and Andrew Bergmanson (from GKI) will travel to Haiti to begin work on a Partnership Workshop for Universities with agronomics faculties to be held in February or March 2014. During this first exploratory mission, the team will meet with University agronomists from the Faculté d’Agronomie et de Médecine Vétérinaire/Université d’État d’Haïti (FAMV/UEH); the Université Roi Henri Christophe (URHC), and the Université Chrétienne du Nord d’Haïti (UCNH), as well as representatives from the MARNDR/DFPEA and the overall umbrella association of agronomics faculties, the Caribbean Council of Higher Agricultural Education (CACHE), who would be the logical sponsor of the eventual partnership workshop. The goal of the workshop will be to identify specific challenges facing agronomics schools in relation to the needs of small farmers in the project zone, with a specific focus on the main AVANSE crops: cacao, maize, bananas, beans and rice. The workshop will also take stock of university and research institutional resources. A next steps plan will be developed upon conclusion of the workshop, that will include follow up activities with US based universities, responsibilities of Haitian partners, and recommendations for follow up workshops or training missions on specific themes identified.

Additionally, AVANSE will work with Auburn University to assess possible collaboration on three specific needs of the project:

1. The setup of a monitoring system for scientifically tracking agronomic and economic performance of FFS parcels planted in the main five crops—possibly in collaboration with local Universities;
2. Assessment of the feasibility of developing a tissue-culture lab for growing banana slips in Cap Haïtien, seed-replication systems for improved beans and maize varieties, and a soil testing laboratory in the Northern project area; and
3. Integration of advanced technology and Good Agricultural Practices into small-farmer systems.

Following the November exploratory mission AVANSE, Auburn and GKI will develop an appropriate implementation plan for all initiatives judged to be feasible.

SUB-RESULT 1.2: STRENGTHENED EXTENSION OF AGRICULTURE TECHNOLOGIES

AVANSE's Sub-Result 1.2 activities are centered on the "roll-out" of the packages developed and tested by AVANSE in-house staff under IR1.1 to Haitian Implementing Partners (IPs) through a series of competitive procurements with public Requests for Proposals (RFPs). These are the "second-round" Crop Implementation Sites which represent the first step in the process of densifying our IR1 crop package diffusion points in the Target Area that will continue throughout the project life. This strategy is also consistent with the MARNDR's new extension strategy—which emphasizes the involvement of Haitian service providers as suppliers of extension trainings to farmers instead of Ministry staff—as well as with USAID FORWARD. This process will begin in earnest in the early part of 2014. Specific activities are described below.

Key Partners:

- MARNDR
- Producer Organizations
- FAMV/UEH and other Universities
- Regional Training Centers (CFAIM, Saint Barnabas)
- Implementing partners (IPs)

Activity 1: Prepare and Issue RFPs for focus crop Implementing Partners (Second Round).

Competitive RFP procurements for IR1 Implementing Partners to do second-round FFS trainings will be structured in sequential "lots" with specific RFPs being issued for Target Site/Crop pairs according to the agricultural cycle and the start of the Round 2 planting season for each crop in each location.³ The first round of procurements will be for maize and beans lots in December-February, followed by rice lots in February, and more rice, maize and bean lots, along with cacao and bananas, in July and August. Respondents will have the option of bidding on multiple lots; indeed, this will be encouraged for reasons of efficiency. AVANSE will reserve the right to propose alternative configurations to competitive respondents in order to match respondent capacities with project needs during negotiations. SOWs will be prepared by IR1 staff. They will specify the specific technical components of the crop packages to be used, along with exact designations of crop implementation sites in each target area. Since IPs will not yet have been cleared to conduct USAID authorized procurements, the critical Round 2 planting material and other input procurement activities for Round 2 will still be conducted by AVANSE, who will furnish the required material for use by IPs and diffusion to their FFS networks. SOWs will be drafted by IR1 staff with assistance from the project's Contracts and Procurement office. Pre-RFP workshops publicizing these procurements will be held in conjunction with IR4. Contracts will be issued according to results-based criteria, with penalties and clauses permitting cancellation in case of non-performance.

Activity 2: Roll out AVANSE crop package extension program with IPs. The field staff of selected IPs will receive training from IR1 staff and STTA crop consultants, using Round 1 FFSs as models. IR1 staff and consultants will provide close field supervision and control of training activities conducted by IPs. FFS trainings will begin just prior to the planting season and continue throughout the agricultural cycle. Results will be captured by post-harvest surveys conducted by the project M&E staff, as well as through periodic reporting from IPs that will feed the project's beneficiary database. IR1 staff will be

³ Note that planting seasons for the same crop vary by location and technology, meaning that one crop may be covered by more than one RFP lot.

closely following the critical points in the agricultural cycle at each Crop Implementation Site, so problems will be identified rapidly.

Activity 3: Conduct feasibility study/design low-cost IT solution for farmer extension. Towards the end of FY 2014, AVANSE will conduct a feasibility study investigating the use of mobile-phone- and other IT-based extension systems for use by farmer members of its FFS network. This feasibility study will be conducted by international consultant Edgar Ariza-Nino, and it will benefit from his prior involvement in both economic crop modeling and MIS system design with AVANSE, which will have provided him with a clear picture of the needs of farmers and the content of the AVANSE extension messages that need to be communicated. The design will address the lessons learned from past experiences, including WINNER’s *koze peyizan* system. It will consider not only how to structure content, but also what local agricultural support institutions would be a logical “home” for the system—including the MARNDR and Universities with agronomics faculties. A Capacity-Building Grant may be considered as a support mechanism for the entity chosen to house the system if necessary.

SUB-RESULT 1.3: ACCESS TO INPUTS INCREASED

In line with the Government of Haiti’s recent policy decisions (reflected notably in the design of the RESEPAG/PTTA project) to reduce or eliminate direct administration of input subsidies and to encourage provision of private services, AVANSE will explore new approaches to input provision based on market mechanisms—primarily the use of vouchers to farmers and/or POs to subsidize demand rather than by paying the operating costs of input suppliers and agricultural-production service providers. During the workplan period, AVANSE will implement a small-scale test of vouchers in the November-December period with the assistance of Joël Le Turioner, a global expert in agricultural input voucher schemes. This test will inform a design effort to be conducted by Mr. Le Turioner in January-February that will set the terms of a larger voucher program to be used in AVANSE crop implementation sites in the spring and subsequent fall planting seasons (this latter falling in the next workplan period). We also note that for FFSs that are not included in voucher programs in the initial season of the crop, we will need to continue to provide more traditional direct subsidization for planting materials, services and chemical inputs since the voucher test described under Activity 1 will only cover roughly 10% of total FFS participants in the first season. By the second round of project activities for the fall season in 2014, we anticipate that the voucher program will be able to expand to cover virtually all AVANSE FFS input subsidy needs.

Activities to do this are described below:

Activity 1: Implement test voucher program for planting materials, services and fertilizers/pesticides (if possible) in Crop Implementation Sites. The design of voucher program for agricultural inputs, touching both planting material and chemical inputs, is a complicated task. It is usual for preparatory work to begin at least nine months in advance of the season in which the vouchers will be issued. Since AVANSE has not had the necessary preparation time for the fall planting season, we will conduct a small-scale test in November-January test focusing only on cacao, banana and rice crops. We

Key Partners:

- MARNDR
- Other donor members of the *Table de Concertation* for input vouchers
- Agricultural input supply houses
- Local service providers (land plowing firms, fertilizer dealers, etc.)
- Producer Organizations
- IPc

estimate that this test will cover around 20 FFSs and 1,000 beneficiaries from among the three targeted crops. (FFSs not covered by the test for the three crops as well as for beans and maize will receive more traditional direct subsidies.) Mr. Le Turioner will travel to Haiti in mid-September to advise the team on organization of the initial test. Vouchers will be issued in name to FFS members for the following services: plowing and/or tilling (mechanized and animal traction), provision of seeds and/or cuttings, and fertilizer (for rice only). Pesticides will only be included if it proves feasible to implement the required environmental control and mitigation measures in the supply chain and FFSs in time.⁴ Interns from the Faculté d’Agronomie et de Médecine Vétérinaire (FAMV/UEH) will be asked to conduct the prior surveys of FFS members needed to establish names and total needs for each farm according to the contours of the relevant crop packages. The project will then conduct the necessary procurement and supply verifications to ensure that services and goods exist, and it will issue vouchers at the appropriate time in the cropping calendar. Subsidy levels will vary by crop and the service or good.

Since the project is forced to do its own direct procurement for this first experimental test rather than relying on suppliers—as it anticipates doing in the full-voucher implementation stage—the farmer contributions will generate flows of cash that will need to be allocated appropriately. AVANSE intends to direct these flows to constitute “seed funds” that will be set up in the name and under the management of the POs and Departmental MARNDR offices and agencies.

A complete, coherent system of demand subsidies using vouchers will be designed and tested during the first year of the project. The system will be focused on the changing of behavior of the farmer and on the adoption of new techniques and technologies into the cropping system to promote both sustainability and efficiency. This initial test will implicate agricultural services suppliers, inputs suppliers, producer organizations, technical advisory services, the MARNDR, Universities and technical schools, and financial institutions. All these shareholders will be associated with the process at the beginning as part of the initial design.

Throughout this process, AVANSE will also coordinate with the MARNDR and the IDB and World Bank RESEPAG/PTTA projects to ensure a harmonized strategy, targeting and level of subsidization. This will include monthly meetings of the *Table de Concertation* working group in Port-au-Prince chaired by the MARNDR, which provides technical input to inform GOH decisions on agricultural subsidy policy. AVANSE will be represented in this forum by the IR1 Team Leader. Numerous coordination meetings also will have taken place by the start of the workplan period to ensure that the fall test voucher program does not undermine any planned future voucher implementation strategies put in place by the RESEPAG/PTTA projects.

The Project Environmental Officer (PEO) will direct the Environmental Compliance unit in the preparation of an EMPR to obtain the necessary approvals for limited chemical fertilizers, pesticides and Integrated Pest Management to be used in the voucher program.

Activity 2: Design of larger voucher program for spring/fall 2014. Following the conclusion of the test voucher program in December 2013, Mr. Le Turioner will return to Haiti to review the results of this program with IR1 and IR3 staff and to map out the overall strategy and calendar for a much larger initiative beginning in the last seven months of the fiscal year. This design will address: the issues of securing and financing the necessary inventories in time for delivery; supplier capabilities and capacity

⁴ Fertilizers and pesticides for these crops are authorized through the PERSUAP.

building needed prior to implementation; financial and logistical planning; coordination with the IDB and MARNDR on voucher strategies; and, finally, voucher administration and fraud prevention. During the design mission in January/February, Mr. Le Turioner will address several issues with MARNDR strategists and other partners responsible for defining voucher policy. These will include: management and administration, fraud prevention, the level of subsidy, the length of technical accompaniment, behavioral modification, and technology transfer. Mr. Le Turioner will hold at least one workshop on international voucher experiences for Haitian agricultural policy-makers and other donors implicated in agricultural input voucher schemes.

Activity 3: Implementation of the larger voucher program for spring/fall 2014. Following completion of the design work, AVANSE will begin preparations for the roll-out of a larger voucher program. Since the delay between design and implementation of significant voucher programs for agricultural inputs is usually nine months to a year, it is unsure if the roll-out of the larger voucher period will be in the spring planting season or the later fall season, most of which will fall in the next workplan period. In any case, the actions undertaken in the last half of the FY 2014 workplan period should allow for a significant increase in the scale of voucher use in the fall of 2014, compared to the test voucher activities planned in the fall of 2013.

SUB-RESULT 1.4: MANAGEMENT CAPACITY OF WATER-USER ASSOCIATIONS INCREASED

AVANSE will implement this sub-result mainly through one or more IPs who will be subcontracted to provide institutional capacity building for water-users associations in irrigated systems where AVANSE is investing in improved irrigation systems and where IR1 Crop Implementation Sites are located. We will take an approach of engaging one or more IPs to provide trainings to WUAs on the maintenance and management of irrigation systems. Previous contracts under the MARNDR's PIA and PPI projects have developed functional water-user groups, so there is now a small pool of NGOs with considerable expertise in irrigation-system management and strengthening WUAs. We intend to access this expertise and mobilize it in the systems and perimeters targeted by IR1, as well as for infrastructure investments. In addition, under this sub-result, we support the critical land-tenure formalization for farmers on irrigated perimeters, which is part of the MARNDR's new strategy for water-user associations. This will involve project financial contributions to land titling costs under procedures recently established by the Institut National de la Réforme Agraire (INARA).⁵ Specific activities are as follows:

Key Partners:

- MARNDR
- INARA/DGI
- WUAs
- IPs

Activity 1: Assessment of Water-User Associations' capacity in irrigated Crop Implementation Sites. Following the identification of specific irrigation sites, the IR1 LTTA Water User Associations (WUA) adviser will lead an assessment of the current state of WUAs in sites targeted by the project. This assessment will not only identify the institutional strengths and weaknesses of these associations, but also

⁵ The INRA charges \$100/ha to issue clear legal land titles for surveyed parcels in irrigated systems. AVANSE will pay this fee in systems for members of the WUAs it is supporting. This will also contribute to Sub-Result 1.5, Property Security Strengthened. INRA itself does not issue land titles, but it is the body that presents dossiers for titling to the DGI/MEF that actually issues titles.

analyze the land tenure situation of farmers occupying the systems and lay out a path for securing land tenure rights. This will be done to provide the necessary input to the socioeconomic site studies required under the project's engineering component. These site studies constitute part of the project's procedures for infrastructure project approvals (see below, under cross-cutting activities). During the initial assessment period we will hold a workshop with CIAT, INARA and ONACA to get a better handle on tenure issues and procedures.

Activity 2: Design of management strengthening program for WUAs, and issuance of RFPs for IPs. Following the completion of the WUA Assessment, the WUA Advisor will work with the IR1 team and the AVANSE subcontracting team to design a SOW for a competitive procurement to contract one or more WUA-strengthening IPs. RFPs will likely be issued in two lots, one for systems in the Département du Nord and another for systems in the Département du Nord-est.

Activity 3: Roll-out of WUA management strengthening activities by IP(s). Following award of the RFPs, AVANSE will immediately begin to implement WUA-strengthening activities. This will happen in the first quarter of calendar 2014.

SUB-RESULT 1.5: PROPERTY SECURITY STRENGTHENED

AVANSE will allocate a portion of its total grants funding to create a special *Dry Lands Development Grant Fund*. This fund will provide matching investments for valid private leaseholders and landowners in the installation of irrigation systems (mainly pump-driven) in the dry lands of the Marion, Jassa, and Trou du Nord watersheds. Activities under this Sub-result are designed to transform the relationships between landowners/titleholders and land occupiers from the current, adversarial relationships into mutually beneficial, cooperative ones in which both sides stand to gain from investments in an economic project that creates new value to be distributed.⁶

Key Partners:

- MARNDR
- DGI
- Private lease-holders/developers
- Producer Organizations/CBOs
- Irrigation equipment providers

To be eligible for support, owners and leaseholders must: prove that they have valid land title or lease recognized by the relevant GOH authority (either the MEF/DGI and/or the MARNDR); commit to making a significant percentage of the newly-irrigated land available to small farmers; and identify the small farmers by name and produce a signed agreement with them or with their producer organization (duly constituted and recognized). The agreement will cover the duration of the relationship and the rights and responsibilities of both parties. With such agreements, the landholder can make an application to the Dry Lands Development Grant Fund to access AVANSE funding for irrigation equipment and materials up to a determined percentage of the total investment budget for the installed systems. IR1 staff will provide technical agronomic and engineering support to both the small farmers and the private landholders to aid in capitalizing on the systems.

⁶ This notion of using joint economic interest to transform adversarial relations around land rights was used with success in the HAP project and was described in more detail in DAI's AVANSE proposal.

Text Box 2: Gender Inclusion in IRI:

AVANSE will:

- Conduct analysis of gender in different cropping systems;
- Establish a minimum target of 30% of women participation in FFS for all IRI crops;
- Use the results of the gender analysis to set targets for women participation as IRI service providers—notably in voucher program qualification (Nurseries, grafters, mill owners, etc.);
- Establish a minimum target rate of 30% for women-headed households in Water User Association management bodies;
- Distinguish the input of women’s groups from that of men’s groups when incorporating this information into initial WUA diagnoses assessing challenges to irrigation system maintenance; and
- Establish a specific target for women’s participation in drylands development grants projects.

This proposed initiative will face complicated land-tenure issues. The AVANSE team will need at least nine months to devise appropriate guidelines in order to avoid missteps. In the workplan period, activities are essentially limited to an initial analysis and a trial technical initiative.

Activities are described below:

Activity 1: Initial diagnostic study for drylands development grants. This study will have begun in September and be completed in the month of October, the first month of this Workplan Period. The study will address two types of issues. First, it will clarify the formal underlying legal situation of the large tracts of dry land in the Marion, Trou du Nord, and Jassa watersheds, complete with mapping of the particular regimes of land tenure applying to different portions of the zone as well as an overview of the institutional context of the current land-tenure situation. Second, the study will seek to identify promising sites and partners where potential exists for fostering collaborative agreements between land holders who wish to

invest in irrigated agriculture production schemes (and are willing to enter into formal agreements with smallholders) and the smallholders who would be included in such schemes.

Activity 2: Pilot dry lands irrigation site activity. Following the completion of the above study, AVANSE will test one or more sites with a small-scale investment in pump-fed and drip irrigation systems to test the social and technical viability of a dry-lands development model that could be used to design a larger program supported through the actual dryland development grant facility.

Activity 3: Launching of drylands development grant facility. As described above, these facilities are intended to spur investment in undeveloped drylands that can be irrigated with pump-based systems and organized so as to include small farmers. These initiatives will be based on highly-productive irrigated crop cultivation—for the most part, high-value vegetables. These may also serve new demand created by the Caracol industrial park and be linked to regional export markets (notably the Bahamas and Turks and Caicos). These will be market-oriented grants with the landowners and lessees taking the role of developers, responsible for managing the relationship with sub-lease-holding small farmers as well as for operating the system as a private, profitable enterprise responsible for maintenance of pumps and basic shared infrastructure

INTERMEDIATE RESULT 2: WATERSHED STABILITY IMPROVED

STRATEGY

AVANSE's IR2 activities are largely focused on key sub-watersheds upstream from the Target Zones identified as Crop Implementation Sites under IR1. Unlike IR1, with its production efforts directed towards five target crops, activities under IR2 will promote a much wider basket of crops to be selected as a function of specific agro-climatic, market, and natural-resource considerations. IR2 staff will follow three main axes of intervention: (1) larger-scale physical investments consisting of public works to stabilize critical slopes in targeted sub-watersheds (this is described below in the Infrastructure section, under cross-cutting activities); (2) farmer-level investments in bio-mechanical structures, and agro-forestry cropping systems to promote market-oriented, non-erosive agriculture on hillsides; and (3) improved watershed governance through supporting the establishment of sub-watershed management bodies (SWMBs) that will coordinate and stimulate adoption of non-erosive agricultural practices and natural resource investments in targeted sub-watersheds.

Our approach to IR2 will follow a two-step process. In the first step, we will stimulate the formation of SWMBs in 12 sub-watersheds and begin the process of elaborating sub-watershed management plans (SWMPs) in each of them. Then, after the formation of SWMBs, we will begin to issue SWMB-strengthening and agricultural-extension RFPs for external service providers to provide detailed support to SWMBs in the implementation of the agro-forestry and other associated activities contained in the SWMPs. This will entail both organizational capacity building for SWMBs and assistance with replication and extension of IR 2 *jàdin kreyol* cropping models in the areas covered by the SWMPs in each targeted sub-watershed. In the initial period of this workplan, our activities will only include the first step of this process. Beginning in March, however, we will begin to bring IR2 IPs onboard with the issuance of RFPs. Specific IR2 activities are detailed in the section below.

The overall objective of IR2 is to strengthen sustainable hillside agriculture. Both of the axes described above contribute to this process. The participative process of SWMBs described under Sub Result 2.1 also contributes by organizing communities to undertake a participative evaluation of the effects of different cropping systems on hillsides and in the formulation of sustainable solutions (primarily, less erosive cropping practices that provide good economic returns). Sub Result 2.3 provides the key material and training assistance to the implementation of the more sustainable cropping systems, as well as supporting farmer investments needed to stabilize specific critical slopes posing problems to local communities.

SUB-RESULT 2.1: WATERSHED GOVERNANCE BODIES ESTABLISHED AT THE SUB-WATERSHED LEVEL

In the first six months of the project, AVANSE staff will have finished the selection of targeted sub-watersheds and will have begun the process of establishing the detailed sub-watershed basin maps, with GIS presentations of terrain characteristics and land use that will serve to focus IR2 actions on critical areas needing protection and help organize Sub-

Key Partners:

- Producer Organizations
- Local civil society groups
- CASECs and local governments
- CFAIM
- CNIGS
- Nurseries

Watershed Management Bodies (SWMBs). IR2 staff will also conduct an assessment of the current state of SWMBs formed by DEED in the Limbé watershed. Specific activities are detailed below.

Activity 1: Detailed Physical Inventory of Targeted Sub-Watersheds. This activity began during the prior work plan period, with the collection of data by field teams of enumerators supervised by IR2 staff, consultants, and an international GIS STTA. During the first month of the workplan period, IR2 staff and the GIS consultant will finalize the GIS database for a limited number of sub-watersheds. The database will be shared with the USAID GIS team. The database platform will include project-generated data as well as data that already exist from CNIGS and/or other projects. Data will be collected by enumerators, interns and staff using hand-held GIS devices. Under this activity, we will need to organize trainings for staff (and other actors in the zone, such as Universities and NGOs) from GIS consultants who will provide guidance to the IR2 team in programming and data collection protocols using the new generation of hand held devices that permit real-time transmission of local survey data into the data base. The GIS data collected will be used to produce interactive sub-watershed land use maps that will be used as pedagogical tools in meetings with communities to discuss alternative land-use propositions and identify area that need to be protected with cropping systems and infrastructure that combat soil erosion. Implementation of this activity will continue until the month of March, with the extension of the GIS database to cover additional sub-watersheds and its iterative improvement with data emanating from IR1 and IR3 teams.

Activity 2: Creation of SWMBs in selected sub-watersheds. At the same time as the Activity 1 inventory is taking place, the IR2 team will hold a series of meetings with community leaders and POs in the watershed to inform them of the principles of watershed management to solicit their involvement in subsequent SWMB formation/training sessions. Following the initial meetings, IR2 staff will begin to hold more detailed meetings with prospective SWMB members to begin participatory discussions of spatial land-use patterns with the aid of interactive GIS maps produced in Activity 1. This process will lead to the formation of actual SWMBs associated to local government authorities as the most motivated and committed individuals are identified. This process will begin in November and continue through the end of this workplan period and into the next. It will take place in two main waves, with a first group of SWMBs being formed in the November to February period, and a second group in the February to June period.

Activity 3: RFPs issues for SWMB training partners. Once the delicate task of forming the SWMBs has been completed, IR2 staff will draft SOWs for subsequent training and capacity-building that will be used in RFPs that are issued to procure the services of Implementing Partners (IPs). IPs will be tasked with providing on-going management strengthening and with guiding the SWMBs through the process of establishing land-use plans (Sub-Watershed Management Plans—SWMPs). RFPs will be issued in batches, with the first batch issued in March and a second batch in June-July. As with IR1 RFPs, RFPs will be issued in geographic lots (essentially by Sub-Watershed). Respondents will be able to submit for more than one lot.

Activity 4: IPs implement SWMB capacity-building program. As IPs are engaged, IR2 staff will work with them to put field staff in place to coordinate investments in non-erosive agricultural systems described below under SR 2.3, as well as to identify capacity-building staff to strengthen SWMBs management operations and guide them along the process of elaborating SWMPs. The trainings offered to SWMBs will also include finance and business operations so that SWMBs are able to initiate economic projects that will be a key element in achieving longer-term sustainability. This work will be ongoing throughout the workplan period and on into the next one.

Activity 5: Assessment of SWMB sustainability in Limbé watershed. The IR2 team will conduct an assessment of the sustainability of the Limbé SWMBs formed by the DEED project. This will allow the team to draw conclusions about the institutional sustainability (i.e. the SWMBs themselves as formal institutions) and functional sustainability (i.e. the functions fulfilled by the SWMBs) of the SWMBs assisted by DEED. The following aspects of SWMB operations will be considered:

- Basic institutional capacity
 - Have equipment and office materials received from DEED been maintained?
 - Are there regular meetings with minutes being taken and archived?
 - Does the SWMB have a reasonable filing system?
 - Have membership rolls been kept in order?
 - Are officers duly elected?
- Functionality of the SWMB
 - Are relevant activities being implemented?
 - Is the Sub Watershed Management Plan implementation being followed?
- Outreach
 - Are their specific relations with local CASECs?
 - Have links been made with other projects to access funding?

The team will also address CFAIM's role in supporting SWMBs. The results will be used to identify the specific activities needed to reinforce initiatives begun under DEED in AVANSE target sub-watersheds in the Limbé basin.

Activity 6: Implementation of follow-up reinforcement activities needed for Limbé SWMBs.

Following the results of the above assessment, AVANSE will engage in the relevant support measures for Limbé SWMBs in the selected sub-watersheds.

Activity 7: Farmer-to-farmer visits between new SWMBs and existing SWMBs in Limbé. All throughout the SWMB formation process, IR2 will organize farmer-to-farmer visits for potential members of new SWMBs to see existing realizations and institutional processes in relevant Limbé watershed sites. Specific areas to be visited will include:

- Limbé-Marmelade: Agro-Forestry systems
- Gens de Nantes-Perches-Acul Samedi : Managed woodlots
- Plateau Central : Hydro-Agricole investments and agro-forestry systems
- Nippes-Salagnac: Mechanized Agro-forestry systems
- Kenscoff-CRDD: Small farmer greenhouses

Activity 8: Protection of critical coastal zones. An importance aspect of watershed management is the prevention of negative environmental impacts on coastal zones—particularly coastal areas where rivers and smaller watercourse bordered by IR1 cropping activities empty out into the sea. The project corridor is marked by 5 such critical zones: the Limbé bay; the Acul du Nord bay; the Limonade-Bord de Mer zone; the bay of Caracol; and the Fort Liberté bay. In December, IR2 staff will conduct an evaluation of the state of the coastal environment and on the potential effect of project production activities and other environmental factors (to the degree that these can be separated) on the coastal environmental equilibrium

affecting mangroves and other coastal resources (such as wild-life and fish habitat). The evaluation will consider the impacts of current and future planned coastal conservation efforts underway by NGOs and by the Ministère de l'Environnement (MDE). The results of this evaluation will be used to devise a program of coastal conservation program to mitigate the identified negative factors and to work with watershed management bodies in the relevant watersheds to encourage the adoption of needed measures to preserve the fragile coastal areas. The recommended program will be fully integrated with on-going and planned activities by other donors and projects in the targeted zones. We will issue an RFP in early 2014 to select an IP with relevant experience to work with coastal populations and SWMBs on these issues.

SUB-RESULT 2.3: CRITICAL SLOPES STABILIZED THROUGH FARMER-LEVEL INVESTMENT

AVANSE will use the plans being developed by each SWMB to target particularly promising demonstration sites to expand the IR 2 cropping systems (yams in the *gran bwa* system, fruit trees, coffee, cashew trees, manioc, sweet potatoes and cacao). In addition to these traditional, non-erosive cropping systems, we will also capitalize on WINNER and other Caribbean-region experiences with the promotion of small-farmer greenhouses in order to adapt these experiences for diffusion in the Northern mountain zone. All these activities will be developed, internally at first, by IR2 staff and STTA consultants. In addition to these cropping systems, we will support other key agricultural investments under IR 2 necessary to stabilize the key slopes identified by the SWMBs. These additional investments will include: (a) large-scale plantings of forage and cover crops (grasses and legumes) on degraded hillsides that require protection; and (b) reforestation of specific hillsides with rapid-growing tree varieties with ground cover preparation using Vetiver and the Vetiver System.

These actions will be initiated in each sub-watershed by AVANSE IR2 staff. Our approach to introducing non-erosive cropping practices in selected Sub-Watersheds will progress in tandem with the SWMB formation process described under 2.1. We will work with individual POs in each selected sub-watershed to set up the initial nurseries and training modules for IR2 cropping systems at the same time as we are holding initial meetings with community leaders to form the SWMBs. In this manner, we will have actual demonstration sites in the relevant zones that illustrate the benefits of introducing cropping systems that will be promoted in the Sub-Watershed Management Plans to be developed under 2.1.

Activities foreseen in the workplan period are detailed below.

Activity 1: Support nurseries supplying IR2 groups with agro-forestry material. The IR2 team will establish nurseries for the relevant IR2 crops. The identification of nurseries and crops will flow naturally from the SWMB planning process and consultative process with local communities described in the previous Sub-Result as communities are engaged in identification of cropping systems that are appropriate for specific land areas identified by communities—these are the crops that will be selected for replication in IR2 nurseries. Given the large number of crops required in upland agro-forestry systems, this activity will be ongoing throughout the workplan period. Initially, it will be undertaken uniquely by IR2 staff. However, as IPs are engaged, they will progressively take over responsibility for supporting

Key Partners:

- Producer Organizations
- Local civil society groups
- CASECs and local governments
- CFAIM
- CNIGS
- Nurseries.

nurseries and lead farmer multipliers in targeted sub-watersheds. Like IR1, this will require the procurement of foundation planting materials that is described in Annex B. These procurements will be

Text Box 3: Gender Inclusion in IR2

- Establish a minimum threshold for women’s participation in IR2 producer organizations implementing cropping packages of at least 40%
- Elaboration of training program that takes into account constraints on women’s time availability
- Establish a minimum threshold for women’s participation in SWMB committees (still TBD)
- Establish a minimum threshold for women’s participation in HIMO hillside stabilization works of 40%
- Ensure training of women in community on monitoring activities related to hillside soil conservation (monitoring tree planting sites, upkeep of soil retention structures, etc...)

conducted by AVANSE, which will hand over the planting material to IPs for their own use as they begin to work with groups in their respective zones.

Activity 2: Training of grafters and operators for specialized types of vegetative propagation. In parallel with Activity 1, AVANSE will hire specialized CCN experts to develop and deliver training on specific techniques that are to be introduced within the context of IR2 crop packages. Most notably, these include grafting techniques (cacao, cashew and fruit trees), yam mini set production techniques, and forage multiplication.

Activity 3: Introduction of small-farmer greenhouses in the project zone. IR2 staff will visit with WINNER staff and collect materials from similar projects in the Caribbean region in order to develop one or two high-altitude greenhouse pilot tests. As part of this activity, an STTA from AGRIDEV will conduct a rapid evaluation of WINNER greenhouses looking into production, sales and operational records of a random sample of greenhouses along with structured interviews of greenhouse owners/operators to identify problems, strengths and relevant organizational lessons. Following this rapid evaluation (planned for November), the IR2 team will assess potential locations for such tests (taking in to consideration climate, altitude and water availability), adapt existing technical materials used in other locations, and initiate discussions with interested local partners.

Activity 4: Launching of tree orchard regeneration/planting and other vegetative-crop-planting activities. IR2 staff will initiate larger-scale tree- and protection-crop planting activities on specifically targeted hillsides where protection measures are in place or can be devised.

SUB-RESULT 2.4: CRISIS-MANAGEMENT CAPACITY STENGHTENED

AVANSE’s IR1 Team Leader Philippe Mathieu has extensive experience coordinating emergency response plan, having served as Minister of Agriculture during

Key Partners:

- Ministry of the Interior
- Provincial Governments (Délégués)
- Directors for Civil Protection
- Local-level governments (CASECs)
- Comités locaux de protection civile
- Civil Society CBOs.

Hurricane Jeanne and after the flooding in Gonaïves. He will serve as the pre-designated AVANSE Crisis Management Director. Below, we detail our plan for ensuring that there is sufficient capacity for local communities to manage climatic crisis events.

Agr. Mathieu will meet with the Délégués and Directors of La Protection Civile from the Départements of the North and North-East to assess the degree to which they have already assessed the preparedness of the *comités locaux de protection civile* in their respective territories. Following these meetings, AVANSE will conduct an inventory of the state of these *comités* in zones where it is required. The results of these investigations will be examined jointly by AVANSE and the Ministry of Interior and lead to drafting a SOW for a subsequent training program/technical assistance program that will be used to issue an RFP for a training and support contract to these local committees. Specific activities are described below:

Activity 1: Assess local government emergency-preparedness capacities. AVANSE will meet with the relevant Departmental authorities and contact a local consultant or consultants with experience in emergency situations to conduct an extensive survey of the state of preparedness of the *comités locaux de protection civile* in rural *sections communales* in the AVANSE zone. This consultation will be done in close coordination with the two Departmental Directors *de la Protection Civile* (Nord and Nord-East), who will also be asked to participate in the survey.

Activity 2: Define technical parameters for RFP to select one IP to provide training to local communities on crisis management. The results of the above survey will be examined jointly by AVANSE and the Ministry of Interior and lead to the drafting of a SOW for a subsequent training/technical assistance program. This SOW will be used to issue a RFP for a Haitian entity with a background in emergency preparedness to deliver training and support to local *comités locaux*.

Activity 3: Ensure delivery of crisis-management training to local communities. Following the issuance of the RFP, AVANSE will contract with the selected IP to begin trainings and strengthening measures needed to support local government emergency preparedness.

INTERMEDIATE RESULT 3: AGRICULTURAL MARKETS STRENGTHENED

STRATEGY

IR3 occupies a critical role in AVANSE as the locus of support for agro-enterprises located in production, storage, transport, processing and conditioning/export—all the major steps in agricultural value chains. Our approach to IR3 is to use basic value-chain methodology to identify market potential and key leverage points in the various crop value chains and to strengthen actors at these leverage points or even to encourage new entrants into the value chain. Our toolkit for making this to happen includes: training for micro- and small enterprises, including specific women entrepreneurship modules; helping enterprises with access to credit; funding through grants with a window of our grants program reserved for specific agro-enterprises in key roles in the five target crop value chains; focused efforts to encourage investments from larger private sector enterprises in the project area; and fostering improved service providers, including market information systems and transaction-cost reducing electronic means of payment.

The philosophy underlying our implementation of market strengthening objectives will be different from many past donor intervention insofar as we are not reluctant to work with private enterprises and

entrepreneurs at all levels, even small-scale microenterprises at the farm level. While this may hardly seem revolutionary, our project staff members and senior managers believe that the efficiency of many projects—including ones on which they have worked in the past—has been diluted by excessive programmatic preferences accorded to forms of enterprises like POs that benefit from significant capital and operating subsidies, but for which ownership is unclear and whose systems for distributing retained earnings to members frequently either do not work or are so diluted by the small volume of member transactions that they are essentially irrelevant to the people they are designed to help. In contrast, small-scale private enterprises, often operating in close proximity to PO and cooperative-type schemes by people who are indistinguishable from PO members, have received little or no support from donor projects. We intend to break with this tradition by putting POs, cooperatives and private enterprises on equal footing. All value-chain enterprises in the Target Zones working with the target crops will be eligible to receive support through IR3, the sole obligation being that they be providing needed goods and services.

While the AVANSE contract frames IR3 mainly in terms of storage and processing (Sub-result 3.2), we feel it is important to signal that our conception of IR3 starts at production and continues through storage and processing to include trading and even export. Indeed, the initial focus of IR3 activities will be on supporting production enterprises participating in the planned voucher activities under IR1—including nurseries, seed multipliers, land preparation service providers and agricultural input dealers and depots in the project zone. IR3 staff will intervene with all these enterprises to help them run more efficiently and profitably. Specific activities and sub-activities are listed below by Sub-Result.

SUB-RESULT 3.2: IMPROVED ACCESS TO STORAGE AND PROCESSING FACILITIES AND SUB-RESULT 3.5 RELATIONSHIPS IN TARGETED VALUE CHAINS STRENGTHENED

Activities addressed to achieve this entwined pair of sub-results will be developed according to a value chain approach developed from the initial IR1 Value Chain assessment that took place during the previous work plan period. Key implementation activities will begin in this period, notably a major business training initiative led by AVANSE subcontractor Making Cents and activities designed to facilitate agro-enterprise access to finance and improvements in market infrastructure. These activities and their associated sub-activities are described below.

Key Partners:

- Agro-enterprise clients in key value chain functions in target zones (nurseries, plowing enterprises, mills, input dealers)
- Producer organizations
- Private sector PPP partners
- SME training specialists

Activity 1: Conduct initial value chain diagnostics for IR2 crops. Setting the targets for our training and finance activities will require some initial investment in data collection and analysis to better understand the pool of agro-enterprise clients in the AVANSE project zone. These are described in the sub-activities below.

Sub-activity 1: Identify and assess potential agro-enterprise clients in Target Zones of concentration.

Continuing activities from the prior workplan period, the IR3 team will collect data and conduct analyses of agro-enterprises in the different target zones. This investigation will lead to the creation of agro-enterprise typologies used to inform training and finance activities as well as voucher programs under

IR1, and to populate the GIS database with spatial data on specific enterprises. All this will be used to constitute an “agro-enterprise client database” that will be continually updated throughout the project and can be used to eventually link into mobile communication technology for purposes of extension support under IR 2.2. We will collect data such as the name and location of the enterprises, name and contact information on owners (including gender), type of enterprise (following a standard classification system to be developed by AVANSE IR3 staff), estimated fixed assets, self-reported turnover, and precise legal status (such as a non-profit association, a cooperative, etc...).

Sub-activity 2: Conduct assessment of constraint to women entrepreneurs in target value chains. An international STTA from Making Cents will work with the IR3 Gender Specialist and a local agro-economist to assess critical business constraints faced by women entrepreneurs, including the ability to negotiate price, selling on credit, basic record-keeping, and decision making. The team will pay particular attention to challenges faced by women entrepreneurs, challenges such as child care, negotiation of use of household/business income, and family financial-crisis management. The team will also meet with potential IPs for this training to assess their capacity to use existing curricular material from Making Cents as well as their capacity to use participatory approaches to training women entrepreneurs.

Sub-activity 3: Elaborate financial models of major types of agro-enterprise clients. The IR3 business planning consultant will lead an intensive effort to develop simple cash flow models of the major types of agro-enterprise clients that emerge from Sub-Activity 2. This will be used to aid both in the design of trainings, in facilitating access to credit, and in grant programs. The models will also be of assistance in helping to design voucher programs involving such enterprises as service and goods providers and in modeling the impact of project innovations in IR1 on value chain enterprises.

Sub-activity 4: Conduct value chain analysis for key IR2 crops. A similar study using value-chain methodology that was completed in the previous workplan period for IR1 crops will be completed in early 2014 for major IR2 crops. This will address fresh and processed tree fruit, coffee, yams and high-value upland vegetables, especially those produced in greenhouses. The specific case of the viability of the Marmelade fruit juice factory’s business plan will be addressed during this study. This study will be done by the same STTA team responsible for the IR1 Value Chain study (Stéphan Jean-Pierre, Junior Paul and Hélène Kiremidjian).

Activity 2: Business skills and capacity building training. AVANSE’s approach to business skills training revolves around the strengthening of Haitian entities by offering them improved training materials, pedagogical approaches and methodologies developed by DAI’s international consortium partner, Making Cents. Making Cents has developed training courses that are particularly well-suited to agro-enterprise business people operating at both the micro- and small enterprise levels with different levels of literacy and numeracy. The Making Cents STTA will be engaged to develop appropriate materials, test these materials, and then work with IR3 IPs selected to actually roll out trainings. This will be done on three separate tracks: (a) a track for Producer Organizations and Micro-Enterprises; (b) a track for Small Enterprises; and (c) a track specific to women entrepreneurs at both the micro- and small enterprise levels. Specific activities to do this are described below.

Sub-activity 1: Assess needs and develop content of agro-enterprise client business skills training programs (PO/Micro- and Small Enterprise tracks). This sub-activity will tailor existing Making Cents proprietary business-skill training courses to the particular needs of AVANSE beneficiary groups. We will do this with both the Making Cents Agro-enterprise course (for Producer Organizations and Microenterprises) and its MicroPlan course (for small enterprises). International and local STTAs from

Making Cents will conduct a comprehensive, on-the-ground assessment of the needs of the agro-enterprise clients and targeted IR1 producer organizations. The Making Cents team will identify how value-chain upgrading strategies could be enhanced through the development and adaptation of interactive trainings tailored to the needs of project PO/Micro and small enterprise clients. Based on focus group discussions and interviews with potential project beneficiaries, stakeholders, and staff, Making Cents will identify the key knowledge, skills, and attitudes (KSAs) that should be included in the training program. As part of the assessment, the team will also make recommendations on the literacy levels, required experience, and other criteria necessary in the trainers supplied by the IPs. During the assessment, the team will test key curriculum components with staff and potential beneficiaries in order to ascertain the relevancy of existing Making Cents curricula to the project's goals and to the Haitian context. Making Cents will determine: 1) if off-the-shelf curricula fully address the project's requirements with minor revisions to contextualize the text and graphics; 2) if off-the-shelf curricula need more significant adaptations; and 3) if new curricula need to be developed with input from technical specialist. As a result of this sub-activity, Making Cents will produce a report identifying the curricular materials design and adaptation needs. This work will take place in October and November.

Sub-activity 2: Test PO/Micro- and SME trainings and adapt materials. After the comprehensive assessment of curricular needs, we will adapt, contextualize, and/or revise the key content of the financial literacy and business curricula. Sequencing will depend on the training priorities identified by AVANSE IR3 staff. New training materials will be developed collaboratively with technical specialists when necessary. All technical components of the proposed trainings will be combined with interactive, adult-learning training methodologies in order to generate buy-in and interest on the part of participants and to ensure that the training programs are relevant, immediately applicable, and long-lasting. Making Cents will produce all necessary materials for the new/adapted Agro-Enterprise, MicroPlan, and gender-training curriculum both in Haiti and in Washington.

After the new business training curricula have been developed into a comprehensive training program, Making Cents consultants will work with project staff to identify and organize a training venue to test the in-classroom training sessions with a select group of participants. The testing sessions will provide the opportunity to obtain feedback on the curriculum, and will also allow the Making Cents Master Trainer with an opportunity to see which training areas may require additional work. Making Cents will incorporate this feedback into a final, improved curricular package for PO/Micro and SMEs that will include an additional women's entrepreneurship module. This work will take place over two to four months, depending on the extent of design and adaptation needed to ensure relevancy to the project goals.

Sub-activity 3: Roll out trainings with selection of IP training partners. Making Cents STTAs will work closely with project staff to build the capacity of IP training partners to effectively deliver the trainings. The selection of IP training partners is key to the sustainability of the project, and Making Cents will work to ensure that the IP partners selected will be able to develop the capacity to manage the trainings after the life of the project per the goals of USAID Forward. Making Cents will provide input and guidance to project staff during the initial selection of IP training partners. Once selected, Making Cents will provide to the relevant IP Training of Trainers (TOTs) for each curriculum. At this stage, Making Cents will identify the three or four strongest trainers for each IP to receive additional training as lead trainers who can conduct future TOTs and provide ongoing coaching and support to other trainers during roll-out.

Sub-activity 4: Engage and strengthen capacity of business-training IPs with trial-phase activities. Complementary to the curriculum training process, Making Cents STTAs will collaborate with the

business-training IPs to ensure that services are driven by demand, which increases the likelihood that they will be used once the capacity-building activity is completed. Just as importantly, Making Cents will conduct capacity-strengthening activities continually throughout the curriculum training process, recognizing that knowledge transfer without the opportunity for further mentoring, joint problem-solving and/or additional skill-development may be insufficient to build long-term capacity of the IP training partners.

Sub-activity 5: Create and strengthen key agro-enterprise business support services (financial & strategic planning, input supply outlets). In November and December, AVANSE IR3 staff, assisted by DAI technical backstop Tom Lenaghan, will conduct an assessment of the availability of business planning and financial management support services that could be mobilized to work with agro-enterprises in the larger project zone. This will involve meetings with major business and financial training firms at the national and regional levels, some of which may be potential IPs under Sub-activity 3 above. The purpose of these meetings will be to design a support program favoring the implantation of demand-driven service providers who will offer fee-based services in financial planning, accounting, and strategic planning to agro-enterprises in the North of Haiti. One particular focus of this program will be the development of counseling services to aid micro-entrepreneurs who want to go through the process of formalization to become recognized *entreprises individuelles*, as this will be an important requirement for being eligible to receive grants under the AVANSE Agro-enterprise grant program (see below, under Sub-Result 3.3). It is anticipated that AVANSE will make use of some combination of demand-stimulating vouchers and/or grants to service providers to mitigate the risk of entering into the particular service-market niche. The exact formulation of the support program will be determined during the design in December. Implementation will follow immediately afterwards.

Sub-activity 6: Implement TOT program for IPs focusing on women entrepreneurs. To facilitate the effective delivery of the business and financial training program activities for PO/micro- and small enterprises, Making Cents will deliver a specific Training of Trainers course to teach trainers to work with women entrepreneurs. This TOT will take place over one to two weeks, depending on the trainers' needs, and it will include practical sessions of training facilitation. Upon completion of the TOT, these trainers (drawn from IP staff) will be certified to conduct direct delivery of the PO/micro- and small enterprise courses to women entrepreneurs. The TOT course will include an evaluation and only those trainers who pass the evaluation will be given the certification. The evaluation will examine such criteria as the TOT participant's knowledge and delivery of curriculum content, sensitivity to gender issues, and level of enthusiasm and willingness to work with targeted populations.

Activity 3: Improve Private Sector-Small Farmer Linkages

Sub-activity 1: Foster improved linkages between private sector businesses and small farmers in the project zone. In addition to the smaller "agro-enterprises clients", IR3 staff will work with large private-sector concerns to seek to implicate them in value chain services in the AVANSE zone of intervention. These activities will help small farmers improve links to private-sector players either through direct sales relationships or through specialized intermediaries. In this fashion, the activity will contribute to strengthening commercial relationships between the structured private sector and small farmers. It is up to the structured private sector (i.e.; food processors, financing institutions, wholesalers, supermarket buyers) to go towards the small or medium farmer to better understand small producer needs, and to take a stand towards fostering small farmers to feel that their status in the value chain is respected, understood and learn from buyers how to provide what the private sector needs from producers, which is basically to

meet demand in terms of produce size, maturity, standardized, properly packaged and of consistent high quality. There is no fixed formula for doing this; STTAs from AGRIDEV (notably Junior Paul and Stephan Jean-Pierre) will be heavily involved, as will all AVANSE IR3 staff. Specific areas where improved linkages may be possible between structured private sector and small farmers are given in the Table 3 below and, in more detail, in Annex F.

TABLE 3: POTENTIAL PRIVATE SECTOR INVESTMENT PROJECTS IN IMPROVED POST-HARVEST INFRASTRUCTURE IMPROVEMENTS (SEE ANNEX F FOR MORE DETAIL)

Description	Potential Locations	Interested Private Sector Partners	Potential Partners without expression of interest
Post-harvest handling and storage investments			
<p>Modern Packing Facilities for Banana Export Banamiel would provide technical support to a large commercial farm that would be established on 500 ha to 1,000 ha. AVANSE would work with local investors on production support, financing packages and on support for the fair-trade certification process. AGRITRANS and FAMA are regional Haitian commercial farms/investors who would be interested in such a scheme.</p>	Limonade, Bord de Mer Trou du nord Ferrier	Banamiel AGRITRANS FAMA	Caribe Agro-industrial La Finca GP Import-Export IMEX Food
<p>Construction of Improved Rice Drying Infrastructure The AIGG water users association in Grison Garde has negotiated a marketing agreement with PISA (REBO S.A.) to purchase its milled rice if it can make improvements in quality. Other milling operations in Ferrirer (CLES and Asosyasyon Sara Ferrier) are interested in similar arrangements.</p>	Grison Garde Ferrier	AIGG CLES Asosyasyon Sara Ferrier	Groupe Excelsior
<p>Construction of Improved Maize Drying Infrastructure AVANSE can assist the Chambre d'Agriculture de Limonade with setting up improved drying/storage facilities that will help it upgrade its quality and improve profitability by reducing losses.</p>	Limonade Trou du nord	CALI	
<p>Improved cacao drying infrastructure AVANSE is discussing with two cacao exporters and cooperatives how to put into place a market incentive based system that would finance farmer household investments in simple low cost wooden frame tables with fishnet platforms and plastic tunnels that are used in other countries to dry cacao and protect it from rain. The largest cacao exporter in the North, NOVELLA, has expressed interest in co-financing a larger program to diffuse this technology.</p>	Port Margot, Petit Bourg Borgne, Grande Riviere Nord, Milot, Acul du Nord	NOVELLA Frank Lubbar	
<p>Modern Packing/Post-Harvest Handling Center for local Yam, Banana and pineapple crops Three Port-au-Prince based fruits/vegetable export companies (La Finca, AGROPAK and HB Plant) are potentially interested in investing in collection centers for local products (Primarily yams and bananas) for local sale and export to ethnic markets in North America.</p>	Limbé Cap Haitian Limonade	La Finca Agropak HB Plant	Chestnut Hill Farm Golden crown GP Import - export
<p>Private for-rent Warehouses in local collection markets. Simple agricultural storage depots are most needed by Madame Sara traders who are the main marketing agents in the zone—particularly in zones served by rice and corn mills. AVANSE will work to offer business training and develop financing options and possible co-investments with individual Madame Saras who are interested in setting-up such facilities.</p>	Limbé Limonade Trou du Nord Ouanaminthe		Groupe excelsior (Saras)
Processing			
<p>Improved Rice Milling and Trading Factory SEPAC is actively looking to source rice in the North to help it fulfill a public contract to provide local products to GOH social welfare</p>	Ferrier Plaine du Nord	SEPAC	Jacques Sauveur Jean

programs, specifically to invest in an improved mill with destoners, polishers and calibrating capabilities that would allow it to meet export rice physical standards while retaining Haitian rice gustative qualities.	Grison Garde Limonade Trou du Nord Limbé		PISA (REBO S.A.) CLES Bel jardin
Transformation de banane en chips (Papita) AVANSE will help a number of small enterprise operators in and around Cape Haitian with business planning and technical conception of needed lines along with financing, to allow their facilities to meet modern health standards and export to ethnic markets in the US and Canada. PISA (REBO S.A.) is also considering major investment in a modern chips making facility. Although this will likely be in Port au Prince, AVANSE will position itself to take advantage of potential market linkages.	Cap Haïtien Acul du Nord		PISA Papita pam, papita Morency Papita Mareus Papita Francisque
Improvements in Cacao Fermentation Facilities for Export AVANSE will promote processing of fermented cacao (still only 5% of Haitian cacao production) on two different levels, at the farm level with small-scale fermentation practiced in many countries (but unknown in Haiti) and at the industrial level through the fermentation center PISA (REBO S.A.) is in the process of opening in the zone.	Acul du nord Grande Rivièrè	PISA (REBO S.A.) Frank Lubbar	
Improved small-scale chocolate processing AVANSE can work with ethnic importers, local entrepreneurs (mainly women) and groups of smaller producers to introduce simple good processing practices and sanitary production lines to help reach the developing private-sector interest in local chocolate production evinced by Weiner, SA.	Cap Haïtien Limonade Plaine du Nord	Frank Lubbar Women's groups Micro-enterprises RAFAVAL	Golden Crown Adolph Super Market IMEX
Banana and Tuber Flour Processing Facility Quisqueya is looking for increased supply of dried plantain chips to fuel its semi-industrial mill, and other producers of local processed products are potential candidates for investing in smaller milling operations in the North to feed the growing local market for such consumer products.	Cap Haïtien	Quisqueya	Force plus Manje Natif Natal Produit Alko

Sub-activity 2: Develop and implement Private-Public Partnerships with private sector companies. In many cases, the linkages fostered above will lead to private-sector investments that will help to further AVANSE objectives. In these cases, IR3 staff with the AGRIDEV STTAs mentioned above will take the lead in developing PPPs between the project and such investors that will crystallize around joint activities to be implemented by both parties. Potential PPPs that will be explored by the team are described below in Table 4. (Many of the PPPs listed in Table 4 also appear in Table 3, since there is substantial overlap between potential investors in post-harvest infrastructure and operations and good candidates for future PPPs).

TABLE 4: LIST OF CANDIDATES FOR PPPS (AS OF SEPTEMBER 2014)

Value Chain	Description	Possible Partners
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Value Chain	Description	Possible Partners
Fermented Cacao	PPP to invest in improved small farmer supply chains with traceability and quality control	REBO
Fermented Cacao	Project to develop network of small-scale fermented cacao processors at farmer household level linked to chocolate production facility and export	Frank Lubbard
Unfermented Cacao	PPP to support large-scale investments in production, improved drying of cacao with intermediaries and farmers and develop market traceability systems	NOVELLA
Bananas	Development of Export project based on commercial farm/out-grower model with improved packing facilities and certification (organic or more likely, Fair Trade)	Banamiel AGRITRANS FAMA
Bananas	Improvement in small scale producer processing lines for papita chips	Papitam Caribbean Harvest
Yams, Bananas, Pineapples & other Fruit	Improved local packing houses for fresh products	La Finca SA Caribe Agro-Industrial Group GP Import-Export Caribbean Harvest
Processed Rice	Improved rice milling and storage operations.	Maurice Laroche CLES Ti Malice
Processed Maize	This PPP activity involves the establishment of corn milling facility in the AVANSE targeted areas. Production volumes would need to increase for this to be viable.	CALI Ti Malice
Various	Improved Collector Market Storage Depots	Various Entreprises Individuelles (Mme Saras)
Agro-Chemicals	Joint training and support for physical investments improved network of Agro-Chemical Dealers in zone (probably in relation to voucher demand stimulation)	AGRISERVICE, DARBUCO, other Agro-chemical Importers

SUB-RESULT 3.3: INCREASED ACCESS TO FINANCIAL PRODUCTS

Sustainability of agro-enterprises requires continued access to working capital. Classes of enterprises with minimal upfront expenses (e.g. tree nurseries) can self-finance on a long term basis. For enterprises with greater financing needs (e.g. processing units, treatment and packing centers), access to finance is critical. Trading enterprises also have significant needs for working capital finance. DAI will build tailored solutions for the working capital needs of each of its agro-enterprise clients.

Specific activities include:

Activity 1: Launch agro-enterprise value chain grants. When the results of the value-chain analyses and the agro-enterprises financial models are available, IR3 staff will assess key types of innovations, equipment and training investments that may raise efficiencies of different types of agro-enterprise clients. This “incubation” will contribute to the design of an RFA for agro-enterprises in AVANSE zone that will signal the opening of the Agro-Enterprise Grants Fund to applications that will be handled by grants administration staff and IR3 staff. These grants will be used to strengthen the capacity of key

Key Partners:

- HiFive
- Banks
- MFIs

enterprise partners with whom AVANSE staff are working in all the AVANSE value chains (IR1 and also IR2).

A key part of our support strategy for Agro-Enterprise Clients will be to develop cash-flow profitability models for the major client profiles types such as nurseries, plowing and land preparation service providers, input distribution agents, grafting enterprises, product collection, storage and conditioning centers, etc. These models will give an idea of the necessary breakeven volume parameters and key cost/revenue levers that affect these private actors' profitability. (This is described above under Sub-Result 3.2/3.5, Activity 1, Sub-activity 3.) We will use these to evaluate the sustainability of the types of investments to be supported under the agro-enterprise value-chain grant window and establish basic eligibility guidelines that will help avoid awarding these grants to actors who lack the potential to exploit them effectively.

AVANSE will approach grant financing for key agro-enterprise clients only as a last resort. Our first choice will be to link such enterprises with financial institutions capable of providing them with term financing options to acquire needed equipment or working capital. This is described in the next activity.

Activity 2: Identify and facilitate agro-enterprise client contacts with appropriate financial institutions and partners. This will consist mainly of assisting farmers, POs and agro-enterprise clients with linkages to financial service providers and with help in fulfilling loan-application requirements and business plans. It will be closely coordinated with the HIFIVE project. IR3's Access to Finance Specialist will meet regularly with HIFIVE to discuss potential suppliers of finance and grouping loan demands in ways that can stimulate further entry by lenders into the agricultural market in the North of Haiti. In particular, we will explore possibilities for leveraging grants made—or in the process of being made—by HIFIVE to financial institutions in the project zone, particularly where these provide financing for farmers to access inputs/planting materials and/or for suppliers (nurseries and input suppliers) to pre-finance acquisitions of needed stocks.

Activity 3: Support diffusion of Mobile Money Products among value chain actors in the project zone. AVANSE will coordinate with HIFIVE and undertake a specific design mission to develop a program of activities designed to encourage the use of mobile money transaction technology by rural value chain actors—notably by Madame Saras. This is projected to take place in November and December.

SUB-RESULT 3.4: IMPROVED MARKET INFORMATION SYSTEMS

Existing, formal MIS systems for wholesale agricultural markets in Haiti serve mainly public-sector and NGO researchers by communicating the price information they need for their analyses. Since such price information is neither diffused in timely enough fashion nor exact enough to be of use to commercial actors in agricultural value chains, it is of little economic relevance. The main exception to this was the “Kout Lambi” system that once diffused the price of cacao purchases at the factory gate of Novella via SMS. AVANSE will seek to replicate this successful model and encourage the development of other MIS mechanisms that are of more use to farmers, traders and enterprises active in the main AVANSE crops in the North. Activities to do this are listed below.

Key Partners:

- MARNDR
- CNSA
- PASA
- Novella
- DIGICEL
- NATCOM

Text Box 4: Gender Inclusion in IR3:

- Identification of women-owned enterprises in initial Agro-Enterprise survey data collection to facilitate targeting of women entrepreneurs.
- Elaboration of specific training models at ME and SME levels for all women-groups (women entrepreneurship training).
- Focus post-harvest storage investment/grant actions on individual Madame Sara's in key zones (rather than Producer Organizations)
- Develop formalization assistance program for women micro-entrepreneurs.
- Work with MFIs/Banks to diffuse financial products for Madame Saras.
- Promote mobile money use as way of addressing women's security concerns.

Activity 1: Work with Novella to restart and improve the “Kout Lambi” cacao MIS system.

The Kout Lambi MIS will need to be reactivated and improved by remedying prior problems of insufficient disclosure of volume-based adjustments operated on cacao purchases at the Novella factory gate. AVANSE staff will explore with Novella ways of integrating this information into the current system and of ensuring sustainable operations, possibly by linking financing for this within the framework of a PPP with Novella.

Activity 2: Inventory of existing systems and formulation of propositions for MIS improvements.

AVANSE will engage Edgar Ariza-Nino, an international consultant with experience in developing commercially-oriented, transactions-focused MISs to conduct a quick survey of the principal MIS systems in use today

(CNSA, CSAI, etc.). The initial inventory will include work USDA PASA is doing with the Ministry of Agriculture as well as other USAID project (in particular WINNER's *koze peyizan* system). He will distill the lessons from these existing MIS systems and then work with AVANSE staff to better define the exact market information needs of target actors (farmers, traders) in the project zone. He will then develop a menu of alternative solutions for responding to these needs, using existing and new solutions. IT applications to facilitate cell telephone applications will be investigated. Following this initial assessment, IR3 staff will work with the relevant partners to implement the plan outlined in the initial design.

INTERMEDIATE RESULT 4: CAPACITY-BUILDING

STRATEGY

We describe above (under IR1, IR2 and IR3) our approach to capacity-building through training and technical assistance delivered to AVANSE beneficiary farmers, local watershed governance bodies, and agro-enterprises in the main crop value chains. Here, we describe more narrowly our activities to build local organizational capacity. Activities under IR4 are organized under two Sub-Results:

(1) A Sub-Result with activities to build financial and management capacity of Haitian institutions in response to USAID FORWARD objectives.

(2) A Sub-Result with activities to build the institutional capacity of AVANSE beneficiaries and other key support institutions (most notably the MARNDR) in the project zone that goes beyond the specific objective of making such partners eligible to receive direct funding under USAID FORWARD.

Each of these is described below.

SUB-RESULT 4.1: STRENGTHEN IPS AND POTENTIAL DIRECT AWARD-HOLDERS TO RESPOND TO USAID FORWARD OBJECTIVES

This Sub-Result is addressed at two sub-categories of partners. The first of these consists of local CBOs and agricultural support institutions in the project zone. In general, these are institutions who will play a role in organizing farmers, communities or in providing key support and training services, but who are unlikely to possess the financial and institutional depth to be able to respond to formal RFP procurements in order to become Implementing Partners for IR1, IR2 and IR3 under AVANSE.⁷ Activities focusing on these types of partners will begin in earnest during the workplan period.

Key Partners:

- CBOs in the project zone
- AVANSE IPs
- Audit firms

The second sub-category of USAID FORWARD partners comprises institutions that do have the financial and institutional potential to become Implementing partners for IR1, IR2 and IR3 under the planned RFPs procurements listed in Annex B. Capacity-building activities addressed to these types of partners will not be in full force over the first year of the project because the most eligible IPs who will receive strengthening need to be selected through competitive procurements, which largely depend on the agricultural cycle and the implementation of the SWMB formation process that AVANSE initiates. With a projected schedule for release of 17 individual RFPs for IPs as seen in Annex C, we anticipate around 20 IPs will be engaged during the workplan period.

Activities under this USAID FORWARD-oriented Sub-Result are described below according to the type of partner they are targeting. In the first track, we describe activities dealing with the lesser-developed local CBOs and support institutions in the project zone. In the second track, we describe activities dealing with more developed potential respondents to AVANSE RFPs.

Track 1: CBOs local support institutions

Activity 1: Conduct proposal workshops for potential CBO training and other IPs. IR4 staff will hold proposal workshops in both Cap Haitian and Port au Prince to serve two purposes: (a) popularizing upcoming open procurements of IPs to ensure maximum participation and (b) informing potential respondents of planned RFP requirements to ensure that they are able to submit responsive proposals. The first such of these workshops will be organized in October for the first planned IR4 procurement for one or more IPs to implement CBO strengthening trainings. Other workshops will follow during the year before large waves of RFPs are released.

Activity 2: Release of RFP for CBO capacity-building IPs. In October, AVANSE will release an RFP to obtain the services of one or more IPs to offer institutional-strengthening trainings to CBOs identified in the initial CBO assessment that took place in the previous workplan period. These trainings will cover: basic modes of cooperative/associative organization operation; governance systems and requirements for

⁷ In the prior workplan, we had not determined whether IP procurements would be issued as RFAs or RFPs. As of the date of submission of this workplan, we intend to privilege structuring such contracts as RFPs. The main reason for this decision is that the use of RFPs will give AVANSE a much higher degree of contractual oversight and ability to structure contracts with penalty clauses and options for cancellation in the case of non- or under-performance of IPs. Our choice of this contractual mechanism does not indicate any preference for working with for-profit or non-profit IPs. We fully intend to open our procurements to both groups of respondents, including commercial entities such as agricultural input supply firms that do not habitually respond to donor-issued service procurements.

legal recognition; financial administration; and strategic planning. SOWs for the IPs will specify geographic areas and provide lists of CBOs to receive trainings with indications of the content of trainings that are appropriate for the main classes of CBOs. IPs will be expected to organize on-site training programs for CBOs identified in the SOW

Activity 3: CBO Capacity-Building Trainings Implemented. Beginning in January, IPs engaged through the RFP will implement a program on-site training workshops for local CBOs. These will be designed to introduce CBOs to the advantages and systems that need to be in place to improve their scoring on FOG checklist evaluations, as well as to develop and implement a basic organizational strategic plan.

Activity 4: Specific Strengthening Program for high-potential CBOs. During the implementation of the preceding activity, IR3 staff will keep tabs both on IPs and on the CBOs being trained. They will identify a number of ‘high-potential CBOs’ who will be eligible for specific additional training on an ad-hoc basis to be organized by either the IP or by IR4 or IR3 AVANSE staff and who will be encouraged to apply for Institutional Capacity-Building Grants to implement specific projects that they will have identified, if material support is required. This pool of highly qualified CBOs will be our first target for receiving more detailed training to qualify for direct support from USAID under FOG checklist procedures.

Track 2: NGOs, consulting firms and institutions that are potential Implementing Partners.

Activity 5: Training Workshops on USAID compliance systems for NGOs and for-profit consulting groups. These workshops will go into more detail to promote understanding of Organizational Capacity Assessments (OCAs) and the threshold required to obtain a passing score from USAID, as well as how these USAID-funded sub-awards are administered, what is required of recipients, and how different types of funding affect sub-awardees’ cash-flow management and financing requirements.

Activity 6: OCAs for new IPs. As new IPs enter into contractual relations with AVANSE during the workplan IR4 staff and needed consultants will conduct OCAs of each IP in the months following their engagement.

Activity 7: Implementation or Remediation plans for IPs. Following each OCA, the implementing partner will be asked to identify a single “champion” who will be work with the IR4 team to develop a workplan for remedying the deficiencies identified in the OCA. Support from Haitian accounting firms qualified under USAID’s Blanket Purchase Agreements will be engaged, if needed, to provide financial management support. Once the workplan has been developed IR4 staff will provide on-site coaching and verifications to judge progress made. When IPs are judged to have reached the threshold of verifiability, the IR4 Team Leader will arrange with USAID to schedule an external certification examination.

Activity 8: Administration of Implementing Partner Capacity-Building Grants. As support programs are designed for specific IPs, in selected cases where they have specific needs for training, equipment or management consulting services, these partners will be encouraged to make applications to the foreseen AVANSE window for *Implementing partner capacity building grants*, that will be reserved for implementing partners in good technical standing who require financial support to upgrade their management systems or personnel capacities to improve their organizational capacity assessment scores.

SUB-RESULT 4.2: STRENGTHEN THE GENERAL IMPLEMENTATION CAPACITY OF BENEFICIARIES & PARTNERS IN THE PROJECT ZONE

Following the initial assessment of support institutions in the project zone under Activity 1 from Sub-Result 4.1, AVANSE will identify a number of high-potential local institutions who have capacities and programs that support AVANSE objectives.

AVANSE will provide technical assistance and encourage applications from such institutions to its general *Institutional Capacity-Building Grant* window to support the expansion of useful programs and help to strengthen these partners. Under this Sub-Result, the MARNDR has already been identified as a key partner and will be the object of a special activity. This and other activities are described below.

Key Partners:

- MARNDR
- Other regional agricultural support institutions

Activity 1: Institutional Capacity-Building for the MARNDR Bureaux Agricoles Communales (BAC) in AVANSE Target Zones. Following the joint participatory institutional assessment of MARNDR capacities in the region with staff from the two Directions Départementales d'Agriculture (DDA) concerned by the project, AVANSE will design a program of training for DDA and BAC personnel, involving them in the elaboration of the technical packages for the AVANSE major focus crops and ensuring that they have the knowledge and skills necessary to provide field supervision and training to farmers so that they can participate in joint MARNDR/AVANSE field activities as described in IR1 and IR2. The exact focus of these trainings will be specified in a MOU between AVANSE and the MARNDR that should be signed before the 1st of October.

Activity 2: Material support to DDAs/BACs in AVANSE target zones. Following the signing of the MOU between the MARNDR and AVANSE in September, AVANSE will develop a phased response to material and equipment needs that will have been identified in the participatory assessment described above and confirmed in the MOU. This will likely include grants support in key areas where the MARNDR will intervene in support of AVANSE programming. This may include support for operational requirements of local BAC/DDA offices, as well as key strategic resources such as equipment needed by the MARNDR. This will be funded through the Institutional Capacity-Building Grants mechanism or a mission-specific grants mechanism if this is judged necessary. Material support will be programmed over a specific period of time and related to a calendar of specific activities involving joint inputs from AVANSE and the MARNDR concerning support for IR1 and IR2 production activities as well as infrastructure maintenance, as outlined in the larger MOU discussed above.

Activity 3: Provide financial and technical capacity building to key agricultural support institutions in project zone. As particularly high-potential institutions with activities in the project zone are identified in the initial assessment under Activity 1 in Sub-Result 4.1, AVANSE will encourage these institutions to make applications to the Institutional Capacity-Building Grants mechanism, where such aid could help strengthen their ability to intervene in support of AVANSE objectives. For institutions that are involved in specific AVANSE focus-crop value chains or Target Zones, AVANSE will also provide technical training and skills building,

Text Box 5: Gender Inclusion in IR4:

- Rate CBOs receiving institutional capacity building on their gender inclusiveness
- Ensure that OCAs of IPs include a gender inclusiveness rating

either provided by AVANSE staff, or by consultants or sub-contractors that can be contracted through AVANSE. These arrangements will be sanctioned by written MOUs between the cooperating partners. We anticipate the first of these agreements will be with CFAIM, where we will be co-locating a small field office to support activities in the Western part of the project zone. CFAIM will also be a key actor and potential IP for IR2 activities and also cacao production activities under IR1.

CROSSCUTTING ACTIVITIES – INFRASTRUCTURE

The Infrastructure component in AVANSE plays a critical role in achieving objectives under IR1, IR2 and IR3. The infrastructure team on the project is led by a Senior Engineer from DAI subcontractor PHS. Irrigation works have been selected from MARNDR's priority lists and as a function of their potential to contribute to increased production in key IR1 Target Zones. Hillside stabilization works will be concentrated in selected Sub-Watersheds above the IR1 plains that will be identified under IR2. Feeder road works will be situated both in Target Zones under IR1 (to facilitate trade or access to irrigation infrastructure) and in sub-watersheds selected under IR2. Road sites have been identified according to pre-existing lists established by USAID working with the MARNDR, supplemented with AVANSE staff field investigations.

AVANSE will follow a standard sequencing approach to ensure effective planning to use the available budget allocations targeted for different types of infrastructure works according to prior guidelines received from USAID. For each of the different Sub-Results/types of infrastructure (irrigation, roads, and hillside conservation structures), we will follow the following standard four steps to initial planning/approvals:

Step 1: preliminary technical site surveys. The Infrastructure team will meet with local government authorities, MARNDR and USAID to identify sites and cross check for other funding commitments, and conduct rapid field visits to prepare initial site surveys that will be used to aid in planning resources needed for subsequent steps. These initial site surveys will comprise: technical description of improvements foreseen; site photos of key spots; and a description of the type of contracting mechanisms/methods that is foreseen.

Step 2: Cost-Benefit Analyses conducted. After USAID and AVANSE reach agreement on selected sites, the AVANSE infrastructure team will conduct cost-benefit analyses of the agreed-upon sites. These analyses will be conducted in cooperation with the USAID Cost-Benefit team using standard approaches to cost and benefit measurement to ensure comparability between different projects and to provide more detailed cost estimates of infrastructure intentions to permit the calculations of unit costs in order to enforce cost reasonableness in ensuing contracts. Each cost-benefit analysis will include a section on planned maintenance responsibilities and funding activities for continued maintenance after the termination of AVANSE support. Final permissions to continue and allocate project resources to the identified project will be obtained from USAID after completion of this step.

Step 3: Preparation of detailed technical engineering studies for use in RFPs. Following the receipt of USAID approvals, in sites with complicated engineering requirements, the AVANSE infrastructure team will procure the services of Haitian engineering firms to conduct site studies

and elaborate technical specifications of the required works. These documents will be used to draw up RFPs with all required technical elements to hold competitive procurements for construction contractors to carry out the necessary works. Following the completion of studies for all types of work, we will hold validation meetings to present technical study and cost benefit study results to all the relevant Ministries for each project. For the most part this will involve the MARNDR, Ministry of the Environment, Ministry of Tourism and the Ministry of Public Works. CIAT will also be included in all this review process. As part of this process the environmental compliance staff will review construction plans in the technical studies and ensure that all construction work RFPs include provisions for all relevant site safety and health measures that are appropriate to the type of work being built.

Step 4: Construction works implemented. Following the completion of the necessary technical analyses, the AVANSE team will issue RFPs for the required works. For smaller projects that do not require detailed engineering, AVANSE staff or consultants may supervise works directly with community groups providing labor.

The process for initial infrastructure project site selection will proceed at a different pace for each of the three main types of infrastructure addressed below. The identification of irrigation and road improvement sites will proceed more rapidly than for hillside stabilization works under IR2. This is because the absence of prior MARNDR lists of such sites—in contrast to lists of roads and irrigation works—means that AVANSE IR2 and Infrastructure team staff will need to conduct more site visits and consultations with local community groups in the target sub-watersheds to identify the initial Step 1 proposed hillside stabilization sites.

The global time line for all identified infrastructure projects to date is given below in Table 5 (next page).

TABLE 5: TIMELINE AND BENCHMARKS FOR IDENTIFIED INFRASTRUCTURE PROJECTS

Infrastructure Component						
Sub-component 1: Irrigation, Drainage, Rehabilitation/Construction (IR 1)						
	Preliminary site visit completed	Cost-benefit analyses completed	Technical site surveys completed	Construction RFPs released	Ground-breaking	Estimated completion date
Activity 1.1: Rehabilitation of the Grison Garde irrigation system	October 2013	November 2013	January 2014	February 2014	April 2014	September 2014
Activity 1.2: Construction of irrigation site at Glaudine (Terrier Rouge)	December 2013	December 2013	April 2014	May 2014	July 2014	September 2014
Activity 1.3: Extension of irrigation site at Robino (Haut Maribahoux)	December 2013	December 2013	April 2014	May 2014	July 2014	September 2014
Activity 1.4: Extension of irrigation site at Roches Plates	October 2013	November 2013	January 2014	February 2014	March 2014	August 2014
Activity 1.5: Construction of irrigation site at Dumas	November 2013	December 2013	March 2014	April 2014	June 2014	September 2014
Activity 1.6: Drainage works at the La Suisse irrigation site	November 2013	November 2013	January 2014	N/A	February 2014	April 2014
Activity 1.7: Drainage works at the Dubre irrigation site	November 2013	November 2013	January 2014	N/A	February 2014	April 2014
Activity 1.8: Partial drainage system of the Bas Maribahoux irrigation site	November 2013	November 2013	January 2014	N/A	February 2014	April 2014
Subcomponent 2: Hillside Stabilization Works (IR 2)						
	Complete identification and assessment of potential hillside stabilization sites		Complete detailed analysis of hillsides	Construction RFPs released	Ground-breaking	Estimated completion date
General schema for activities 1-3: Hillside stabilization works	November 2013		May 2014	N/A	April 2014	September 2014
Subcomponent 3: Feeder Road Rehabilitation/Construction (IR 3.1)						
	Preliminary site visit completed	Cost-benefit analyses completed	Technical site surveys completed	Construction RFPs released	Ground-breaking	Estimated completion date
Activity 3.1: Robillard road rehabilitation at Grison Garde	<i>Completed</i>	<i>Completed</i>	October 2013	November 2013	November 2013	April 2014
Activity 3.2: Carrefour Seminaire road rehabilitation at Acul Jeannot	<i>Completed</i>	<i>Completed</i>	October 2013	November 2013	November 2013	April 2014
Activity 3.3: Camp Coq road rehabilitation at Massabiel	October 2013	October 2013	December 2013	January 2014	February 2014	September 2014
Activity 3.4: road rehabilitation at La Garene-Parigo-Latasse-Bedou-Diler	November 2013	December 2013	February 2014	March 2014	April 2014	September 2014
Activity 3.5: Route Nationale No. 5 rehabilitation at Coicou	October 2013	October 2013	December 2013	January 2014	February 2014	September 2014
Activity 3.6: Limonade road rehabilitation at Bois de Lance	October 2013	October 2013	January 2014	February 2014	March 2014	September 2014
Activity 3.7: Carrefour Juchereau road rehabilitation at Roches Plates	April 2014	June 2014	September 2014	<i>Next work-plan period</i>	<i>Next work-plan period</i>	<i>Next work-plan period</i>
Activity 3.8: Carrefour Bergen road rehabilitation at haut Madeleine	April 2014	June 2014	September 2014	<i>Next work-plan period</i>	<i>Next work-plan period</i>	<i>Next work-plan period</i>
Activity 3.9: La Garene road rehabilitation at Ferrier	April 2014	June 2014	September 2014	<i>Next work-plan period</i>	<i>Next work-plan period</i>	<i>Next work-plan period</i>
Activity 3.10: Malfety road rehabilitation at Millet	April 2014	June 2014	September 2014	<i>Next work-plan period</i>	<i>Next work-plan period</i>	<i>Next work-plan period</i>
Activity 3.11: Carrefour Lachaux road rehabilitation at "Route Touristique"	March 2014	May 2014	August 2014	<i>Next work-plan period</i>	<i>Next work-plan period</i>	<i>Next work-plan period</i>
Activity 3.12: Carrefour Duty road rehabilitation at La Bruyere	March 2014	May 2014	August 2014	<i>Next work-plan period</i>	<i>Next work-plan period</i>	<i>Next work-plan period</i>
Activity 3.13: Dubre road rehabilitation at Montalibor	March 2014	May 2014	August 2014	<i>Next work-plan period</i>	<i>Next work-plan period</i>	<i>Next work-plan period</i>
Activity 3.14: La Bruyere road rehabilitation at Acul du Nord	March 2014	May 2014	August 2014	<i>Next work-plan period</i>	<i>Next work-plan period</i>	<i>Next work-plan period</i>

SUB RESULT 1.4: IRRIGATION SYSTEMS CONSTRUCTED/REHABILITATED AND MANAGEMENT CAPACITY OF USERS INCREASED

Irrigation is a critical component to our approach to improving productive efficiency and reducing unit costs for rice, maize and bananas. Improvements in irrigation infrastructure to expand systems, rehabilitate existing ones and improve drainage have the potential to greatly expand productive volumes of these crops in the Cap Haitian, Jassa, and Marion watersheds. Given the complicated nature of work with irrigation systems and the typically long delays in completing hydrological studies and contracting, we will try to fast-track irrigation systems public works as much as possible. Key activities are discussed below.

Key Partners:

- MARNDR
- WUAs
- Regional Administration (Délègues)
- Construction and engineering studies IPs.

Activity 1: Global assessment of drainage issues in key irrigated plains zones. Many of the potential Target Zones suffer from poor drainage. Before entering into specific site analyses the AVANSE engineering team will discuss possible approaches to such problems with MARNDR officials and other donor projects. This assessment will provide a rough mapping of affected areas in specific watersheds, consider the feasibility of different technical solutions, assess potential for donor cooperation and possible pooling of resources, and identify the likely consequences of poor drainage in terms of programming road improvements and agricultural interventions. The assessment will begin in September and be completed in October, 2013.

Activity 2: Preliminary Technical Site Surveys of Irrigated Perimeters. During the first three months of the workplan period, the engineering team will complete site surveys of the areas identified to date in collaboration with the MARNDR and with the AVANSE IR1 team. Areas to be investigated are: Grison Garde, Glaudine (Terrier Rouge), Robino (Hait Maribaroux), Roches Plates, Dumas, La Suisse, Dubré, and Bas Maribaroux. Works foreseen for these sites are as follows: rehabilitation (Grison Garde); construction of new perimeters (Glaudine, Dumas), extension of existing perimeters; (Robino, Roches Plates) and drainage or partial drainage (La Suisse, Dubré, Bas Maribaroux). Following the completion of the first cycle of projects, it is anticipated that a new round of possible irrigation works sites will be initiated in the last four months of the workplan period.

Activity 3: Detailed cost-benefit analyses. The AVANSE infrastructure team will conduct more detailed site cost-benefit analyses as per Step 2 above. The costs benefit analyses will take into account anticipated volumes of production resulting from the foreseen improvements. The social aspect of project interventions will also be considered in these analyses as local land tenure issues and Water-User Association (WUA) capacity to manage and maintain the systems will be addressed with input from the IR1 WUA specialist. The infrastructure team will coordinate with Environmental Compliance staff to also conduct the required environmental assessments. These analyses will be presented to USAID to aid in the final selection of irrigation sites.

Activity 4: Preparation of technical studies needed for the construction RFPs. After obtaining USAID approvals for specific sites, the engineering team will engage external engineering consultants to prepare the necessary technical specifications and bidding documents and plans and launch the necessary bids for construction and supervision.

Activity 5: Launching and awarding competitive procurements for irrigation works. After drawing up the technical dossier, the IR4 and AVANSE contracts specialists will write and issue construction RFPs for qualified Haitian engineering firms to complete the needed work.

Activity 6: Initiate rehabilitation/drainage/extension of irrigation sites. Construction will begin following the award of contracts for each site. The AVANSE engineering team will provide supervision and oversight, with the intervention of international hydrological engineers if necessary. Besides the pure physical aspects of construction, the engineering team will also work closely with the IR1 WUA advisor and IPs involved in WUA capacity building to ensure that the WUAs are established and legally empowered to collect user fees from individual farmers connected to each system. (AVANSE’s approach to helping these groups manage maintenance is described above under IR1.4.) Larger, system-wide maintenance and catastrophic response repairs are the responsibility of the MARNDR. AVANSE will discuss the needs of MARNDR as part of its initial needs assessment under IR4.1. Possible grants funding for irrigation maintenance equipment to address these types of needs will be considered—particularly within the framework of multi-donor agreements for joint resource mobilization.

SUB-RESULT 2.2 CRITICAL SLOPES STABILIZED THROUGH PUBLIC WORKS

Public works to stabilize hillsides will be completed to address a number of potential types of problems. These include: (1) large expanses of hillsides on which runoff poses an immediate identifiable threat to specific downstream production areas or key investments ; (2) ravines and gullies where soil retention structures are required on a scale that is too large for producer organizations to address; and (3) small- to medium-sized water-retention dams that can retain rainfall for agricultural or piscicultural uses in the upper watershed and help to manage river flow levels in the lower watersheds. Specific activities are described below:

Key Partners:

- Ministry of the Interior
- Ministry of the Environment
- Local governments
- SWMBs
- Civil society groups
- POs

Activity 1: Identify and assess potential hillside stabilization sites in sub-watersheds targeted by IR2. As a part of the initial land-use mapping and data-collection process under IR2, infrastructure team members will join the IR2 teams canvassing selected sub-watersheds to conduct preliminary site surveys of critical areas requiring large public works interventions. These investigations will yield estimates of budgets and types of works required as well as identifying possible local partners in the required works. These lists will be prioritized by IR2 team members and the infrastructure team and used to develop a list of Step 1 sites as described above in the introduction to the infrastructure section. This will be developed by January 30, 2014.

Activity 2: Detailed Hillside Stabilization Site Visits and Cost-Benefit Analyses for selection. After review of the potential site preliminary assessments described above, the infrastructure team will conduct the necessary detailed CBAs and technical site surveys to assess feasibility using CBA methodology and to develop the needed bidding documents and environmental clearances. The results of these technical surveys will also be validated by CIAT before RFPs are released or HIMO type works are initiated.

Activity 3: Initiate Hillside Stabilization Works through contracts and HIMO community-based projects. After final approvals by USAID, for larger works the infrastructure team will issue RFPs for

construction and supervision. Smaller works will be completed through internally managed AVANSE projects using HIMO methods with community groups. It is not anticipated that any hillside sites work will be contracted in the current workplan period.

Activity 4: Help local communities fund and manage required maintenance of hillside stabilization sites. In general, hillside stabilization sites pose lower-maintenance challenges as opposed to irrigation sites and roads. For the most part, limited masonry equipment and typical HIMO labor kits are all that is required for regular maintenance. AVANSE will work with local sub-watershed management committees to ensure that they have the managerial capacity and the correct incentive formulas to continue providing the required maintenance. Due to the irregular nature of the work, occasional community work teams mobilized by civil-society or community leaders with significant social capital are often sufficient—but these require that real community participation and ownership be built into the design of the interventions. Thus the effectiveness of the SWMBs formed under IR2 will have a lot to do with the long-term sustainability of such works. Since it is unlikely that such works will be finished in the current workplan period, it is not anticipated that work on this activity will take place until the next workplan is underway.

SUB-RESULT 3.1: IMPROVED TRANSPORTATION INFRASTRUCTURE

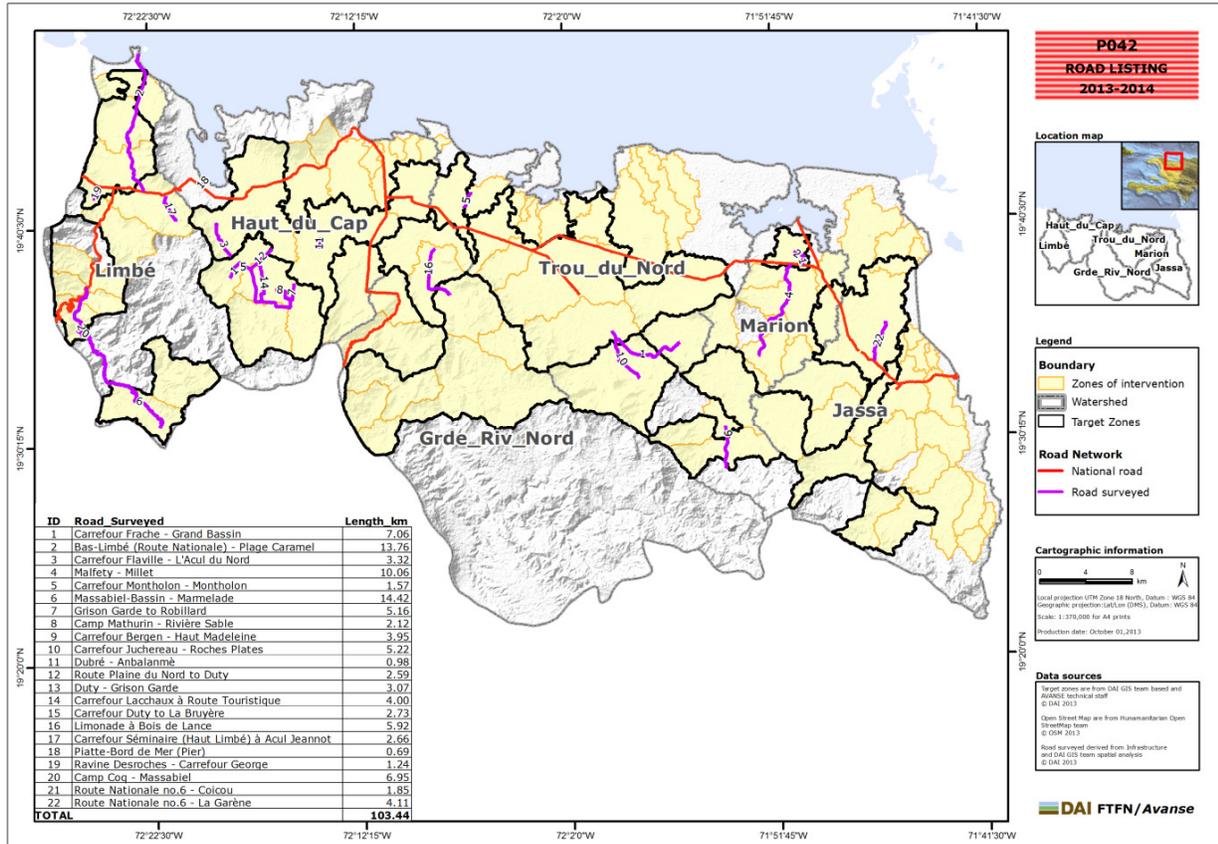
Our approach to identifying, prioritizing and implementing road infrastructure improvements is substantially the same as for the other type of infrastructure. We will follow a four step process with: (1) an initial identification of candidate sites; (2) the completion of detailed CBA analyses; (3) the preparation of the necessary technical studies with the issuance of RFPs, followed by (4) actual implementation with selected construction contractors or with community groups for the simplest types of works. Activities to do this are described below.

Key Partners:

- MARNDR
- Local governments (CASECs)
- Producer Organizations
- CBOs
- Transport service providers
- Construction IPs.

Activity 1: Technical site evaluations of feeder roads. In collaboration with USAID and the MARNDR, the AVANSE infrastructure team identified a total of 14 road segments that will be improved pending final approval by USAID of CBAs (see next page for a map of those roads inventoried in this process, and the full-size version of this map in Annex G). The technical evaluations of six of these are underway at the start of the work plan. We will finish these, as well as the other 8 road segment technical site evaluations, by the end of March 2014. These initial site evaluations will contain descriptions of road conditions and planned improvements, photos, rough budget estimates, traffic counts from stakeholder interviews. A complete timeline by segment is given in Table 5.

INVENTORIED ROAD SEGMENTS (SEE ALSO ANNEX G):



Text Box 6: Gender Inclusion in Infrastructure:

- Ensure that construction contracts include the provision that 30% of laborers be women.
- Ensure that women and women's organizations are included in infrastructure maintenance committees.

Activity 2: Detailed feeder cost-benefit analyses for final selection. Following initial site visits, AVANSE and the USAID cost-benefit team will cooperate on more detailed site visits with full cost-benefit analyses. The cost-benefit analyses will use the low-volume rural Haitian road vehicle cost model that the IDB has developed in collaboration with USAID. These analyses will also include plans for funding and managing continued maintenance requirements. Environmental assessments will also be conducted.

Activity 3: Complete needed technical studies for input in to road construction RFPs. Following the approvals of USAID for specific road segments, we will conduct detailed engineering studies of the targeted segments with external contractors. These will provide the detailed technical specifications needed to issue construction RFPs.

Activity 4: Initiate feeder road construction works through contracts and HIMO community-based projects. After approvals for specific road sites have been obtained from USAID, AVANSE engineers will complete the bidding documents needed to issue RFPs for construction and supervision or SOWs for site supervision in the case of smaller-scale HIMO works. As with other types of infrastructure, during the

implementation phase the infrastructure team, supplemented by IR1 and IR4 staff, will work with local communities to develop plans for road maintenance. Fortunately much feeder road maintenance can be done by local communities with simple equipment. This type of maintenance requires relatively modest levels of funding to ensure that local road-maintenance committees are incentivized to perform basic repair and maintenance on an ongoing basis. AVANSE will explore a variety of approaches to these issues, including seeking to fund such committees with payments from traders and transporters who benefit from the improvements, formulating PPP-type arrangements with structured private-sector businesses sourcing raw products from the beneficiary zones, and co-funding road-maintenance committees with matching grants from other donors. AVANSE infrastructure staff will work with the local communities to explore options and strengthen the management and planning capacities of road-maintenance committees throughout the life of the project.

CROSSCUTTING ACTIVITIES – ENVIRONMENTAL COMPLIANCE

All projects funded by USAID must conform to US environmental regulations (22 CFR 216) requiring evaluation to ensure that no adverse environmental impacts result from the projects, that cannot be mitigated. AVANSE has now drafted an Environmental Mitigation Plan and Report (EMPR) that categorizes environmental risk as low or none, medium, and high.

Activities are classified according to their direct, cumulative or indirect risk. A training activity may have low direct risk, but if the trainees incur risk when they implement what they learn, the activity is treated as medium risk. AVANSE will be supporting a number of Implementing Partners (IPs) and, while this has low direct risk, the uncertain capacities of the IPs require AVANSE to treat this activity as medium risk. These risks are considered and mitigation proposed.

The EMPR reviews activities proposed for Year 1 of the project. It provides a list of low-risk activities that may proceed with no further review. For medium-risk project activities, it provides standard mitigation measures sufficient to avoid risk in several “umbrella” EMPRs. These umbrellas cover agricultural activities of several sorts, support for IPs (given the indirect risk) and small scale infrastructure and technologies. Finally, the EMPR reviews activities for high risk.

Most of these activities have low-risk variants that are smaller in scale, build on existing activities, or do not affect critical aspects of the environment; these are classed as medium risk. Some also have variants that may offer risk or for which we do not have sufficient information. These are assigned for environmental assessment. Some issues were highlighted by project staff and consultants, for instance the potential risks related to land tenure and informal occupancy. The EMPR, following its SOW, provides a framework for a Scoping Study that leads to one or several Environmental Assessments (EA). Subsequent EAs will determine if the activities may proceed. The EMPR describes the methods that will be used to monitor implementation and effectiveness of the mitigation measures required for medium risk activities.

The project system that will implement compliance with USAID environmental regulations and the terms of the EMPR is the “Environmental Management System (EMS).” AVANSE is aware that implementing the EMS is a substantial task. For example, environmental considerations will have to be included in all aspects of procurement of services from IPs. The EMPR includes the administrative forms, staffing, training, technical assistance and procedures needed to comply with environmental obligations.

Activities in Year One to implement the EMS, mitigate impact, and report to USAID, consist of the following:

Activity 1: Work with IR1/IR2/IR3 to integrate environmental compliance into Good Agricultural Practices (GAP) training approaches. The Environmental Compliance team, led by the PEO who will be mobilized in October, will work throughout the workplan period to ensure that the technical training packages used by IR1 and IR2 teams in their field-production interventions incorporate relevant environmental compliance mitigation and training measures. These will apply to AVANSE staff as well as IPs who will be engaged in the latter part of the year to implement training activities.

Activity 2: Screen all field activities for Environmental Compliance. Throughout the workplan period, the environmental compliance team will visit FFS and other implementation sites and review all activities for compliance with 22 CFR 216. This will include sites at which grant activities are implemented and infrastructure sites in addition to crop improvement sites. It will include health and safety monitoring for construction sites. Environmental compliance staff will issue regular reports on these findings as discussed in the AVANSE EMPR.

Activity 3: Screen and train IPs in Environmental Compliance as needed. All IPs implementing activities which pose issues for environmental compliance will be required to adhere to USAID environmental-compliance regulations. Experience with environmental compliance will constitute one of the evaluation factors during the proposal-scoring process. As contracts are signed with IPs, the project's environmental compliance team will conduct evaluations of IP environmental compliance capacities/knowledge and offer training so that they will be able to implement the required procedures associated with their individual Scopes of Work. The AVANSE environmental compliance team will also conduct regular visits to audit environmental compliance records and field implementation measures of IPs. IPs will be instructed to enact remediation measures when they are found to be non-compliant, and AVANSE will retain the right to cancel contracts if these are not implemented.

Activity 4: Workshop on Environmental Compliance for AVANSE staff. The environmental compliance staff will hold a training workshop in November for all AVANSE technical staff to familiarize them with the principles and required procedures to ensure compliance with USAID environmental regulations.

Activity 5: Conduct additional EMPRs as required. As activities requiring new EMPRs are implemented over the life of the AVANSE contract, the environmental-compliance staff and consultants (if needed) will conduct the required analyses to draft new EMPRs and submit these to USAID for approval.

Activity 6: Conduct Needed Project Environmental Assessments (EAs) as needed for specific activities/classes of activities as required. As activities requiring the completion of EAs are implemented over the life of the AVANSE contract, the environmental-compliance staff and consultants (if needed) will conduct the required analyses to draft new EAs and submit these to USAID for approval.

CROSSCUTTING ACTIVITIES – MONITORING & EVALUATION

Monitoring and evaluation activities during the workplan period will be ongoing throughout the workplan period. The details of M&E implementation were dealt with in the AVANSE M&E Plan.⁸ Annex E presents more details on specific data collection tools that are included in the AVANSE M&E Plan that are listed summarily below. The M&E activities and data tools are designed to track progress and report on the indicators in the M&E Plan that have been the subject of multiple meetings between AVANSE and USAID. The most recent version of the indicators submitted in October 2013 appears below in Table 6, after which specific activities are given.

TABLE 6: AVANSE INDICATORS

Indicators
0.1 (FTF 4.5.2-13) Number of rural households benefiting directly from USG interventions (S)
0.2 (FTF 4.5. 2-36) Value of exports of targeted agricultural commodities as a result of USG Assistance (S)
0.3 (Custom) Volume of cacao exports as a result of AVANSE assistance
0.4 (FTF 4.5-11) Market discount of targeted agricultural commodities (S)
0.5 (Custom) Net combined effect of price and volume changes of cacao exports in north region (percentage increase)
0.6 (Custom) Average increase in agricultural income for project beneficiaries from AVANSE activities
0.7 (Custom) Number of beneficiary households with doubled agricultural income from targeted crops in northern region due to AVANSE activities
INTERMEDIATE RESULT 1: AGRICULTURE PRODUCTIVITY INCREASED
1.1 (F, FTF 4.5-16, 17, 18) Gross Margin per hectare, animal or cage of selected product (RiA)
1.2 (FTF 4.5.2-23) Value of incremental sales (collected at farm-level) attributed to FTF implementation (RiA)
1.3 (F, FTF 4.5.2-5) Number of farmers or others who have applied new technologies or management practices as a result of USG assistance (RiA) (WOG)
1.4 (F, FTF 4.5.2-2) Number of hectares under improved technologies or

⁸ We also note that Environmental Monitoring is a key component of the overall monitoring that will be done under AVANSE. It could have been discussed here, but we have chosen to do a separate section on Environmental Monitoring that immediately precedes this write-up of our M&E activities.

management practices as a result of USG assistance (RiA) (WOG)

Sub-IR 1.1: Availability of Improved Production Technologies and Systems Increased

1.1.1 (Custom) Yield increase for targeted crops of assisted farmers due to AVANSE activities

Sub-IR 1.2: Strengthened Extension of Agricultural Technologies and Nutrition Information

1.2.1 (FTF 4.5.2-7) Number of individuals who have received USG supported short-term agricultural sector productivity or food security training (RiA) (WOG)

Sub-IR 1.3: Access to Inputs Increased

1.3.1 (Custom) Number of planters who have access to improved agricultural inputs due to AVANSE activities

Sub-IR 1.4: Irrigation Systems Constructed/Rehabilitated and Management Capacity Increased

1.4.1 (F, FTF 4.5.1-28) Hectares under new or improved/rehabilitated irrigation and drainage services as a result of USG assistance (RiA) (WOG)

Sub-IR 1.5: Property Security Strengthened

1.5.1: (F, FTF 4.5.1-22) Number of rural hectares mapped and adjudicated (S)

INTERMEDIATE RESULT 2: WATERSHED STABILITY ABOVE SELECTED PLAINS

2.1 (F 4.8.1-26) Number of hectares of biological significance and/or natural resources under improved natural resource management as a result of USG assistance

2.2 (Custom) Volume of soil preserved in upper watershed areas

Sub-IR 2.1: Watershed Governance Bodies established at the Sub-Watershed Level

2.1.1 (Custom) Number of Sub-Watershed Management Bodies formed

Sub-IR 2.2: Critical Slopes Stabilized through Public Works

2.2.1 (Custom) Kilometers of bio-physical conservation structures built/rehabilitated

Sub-IR 2.3: Critical Slopes Stabilized through Farmer Led Investments

2.3.1 (Custom) Trees planting survival rates

2.3.2 (Custom) Kilometers of bio-physical conservation structures

built/rehabilitated

Sub-IR 2.4: Crisis Management Capacity Strengthened

2.4.1 (F 4.8.2-26) Number of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance

INTERMEDIATE RESULT 3: AGRICULTURAL MARKETS STRENGTHENED

3.1 (FTF 4.5.2-38) Value of new private sector investments in the agricultural sector or food chain leveraged by FTF implementation (RiA)

3.2 (custom) Value of agribusiness sales

3.3 (FTF 4.5.2-43) Number of firms (excluding farms) or Civil Society Organizations engaged in Agricultural and Food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance (RiA)

Sub-IR 3.1: Improved Transportation Infrastructure

3.1.1 (F 4.4.3-13, FTF 4.5.1-17) Kilometers of roads improved or constructed (RiA) (WOG)

3.1.2 (F 4.4-8) Number of beneficiaries receiving improved transport services due to USG assistance

Sub-IR 3.2: Improved Access to Storage and Processing Facilities

3.2.1 (Custom) Number of storage facilities installed due to AVANSE assistance

3.2.2 (Custom) Number of processing facilities established or improved due to AVANSE assistance

Sub-IR 3.3: Increased Access to Financial Products

3.3.1 (FTF 4.5.2-29) Value of agricultural and rural loans (RiA) (WOG)

Sub-IR 3.4: Improved Market Information Systems

3.4.1 (Custom) Number of farmers accessing market information

Sub-IR 3.5: Relationships in Targeted Value Chains Strengthened

3.5.1 (4.5.2-12) Number of public-private partnerships formed as a result of USG assistance (S)

3.5.2 (FTF, F 4.5-2) Number of jobs attributed to FTF implementation (RiA)

INTERMEDIATE RESULT 4: CAPACITY OF LOCAL ORGANIZATIONS STRENGTHENED

4.1 (4.5.2-11) Number of food security private enterprises, producers organizations, water users associations, women's groups, trade and business

associations, and CBOs receiving USG assistance (RiA) (WOG)

Sub-IR 4.1: Strengthen Implementing Partners and Potential Direct Award-Holders to Respond to USAID Forward Objectives

4.1.1 CBLD-5 Score, in percent, of combined key areas of organization capacity amongst USG direct and indirect local implementing partners (S)

Sub-IR 4.2: Strengthen the General Implementation Capacity of Beneficiaries and Partners in the project zone

4.2.1 (F, FTF 4.5.2-42) Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and CBOs that applied new technologies or management practices as a result of USG assistance (RiA) (WOG)

Activity 1: Develop target crop production models based on beneficiary farmer profiles. In September and October, when the selection of Crop Implementation Sites under IR1 have been completed, we will mobilize an international STTA Agricultural Economist (Edgar Ariza-Niño) to work with the Senior Intermittent M&E Expert (Budry Bayard) and AVANSE M&E staff to develop specifically tailored cropping-system models according to a typology of IR1 target beneficiary farmers developed by IR1 staff and consultants. These will be used to establish the base case scenarios for estimating the impact of IR1 innovations on farmers. They will include agronomic and economic data and allow calculations of returns to land and labor of different cropping systems.

Activity 2: Baseline Crop Survey of farmers and Ethnographic Survey. After initial IR1 and IR2 sites are finalized, AVANSE M&E staff will conduct a baseline crop survey in August and September to set baselines with respect to the crop-based indicators. This will be complemented by a rapid ethnographic survey (conducted by International STTA Glenn Smucker) to verify the recall data collected in the initial baseline, which will by necessity cover information that will be collected with up to a twelve-month lag time in order to set the basic “prior to project intervention” baselines.

Activity 3: Semi-Annual Post Harvest Surveys. Two annual post-harvest surveys of beneficiaries will be conducted to track progress on indicators tracking economic and agronomic productivity related to the main five focus crops.

Activity 4: Annual Exporter Survey. A survey to collect quantity and price data from cacao exporters will be conducted on an annual basis. This data will be used to measure progress against indicators for which cacao export figures are required.

Activity 5: M&E Results Report. As described in the M&E Plan, AVANSE will follow an annual reporting cycle based on the fiscal year. Thus the annual results report will be produced in October covering the prior twelve-month period. The initial report in October 2013 will cover only the initial six months of the project life. The first full twelve-month results report will therefore be produced in October 2014.

Activity 6: Field Site and Sample Verification Visits. The M&E team will conduct regular visits of field sites throughout the workplan period to validate data collected by AVANSE technical staff and IPs. During these visits, team members will also look at FFS and PO records to ensure that seasonal post-

harvest survey samples are reflective of the total population of AVANSE beneficiaries and identify adjustments that need to be made before the annual implementation of the surveys.

Activity 7: Updating of Beneficiary Database. Project staff and IPs will be required to provide continual monthly updates of the overall AVANSE Beneficiary Database. M&E staff will conduct periodic verifications of this information during the site visits mentioned in the previous activity.

CROSSCUTTING ACTIVITIES – GENDER INCLUSION

In the prior workplan, we addressed the issue of Gender Inclusion under IR1, as it was largely related to the context of the specific crop packages being developed for the five focus crops. After the initial gender-inclusion mission and workshop from Sam Sternin of Making Cents, however, it is clear that gender inclusion involves other IRs besides IR1. We have integrated our approach to gender into each of the 4 IRs and Infrastructure, as noted in the text boxes that come at the end of each discussion. The actual activities to be undertaken as a part of our gender inclusion strategy are actually located within each IR.

Responsibility for following up on all of these activities will be assumed by the AVANSE Gender Specialist. In this process, she will work with International STTAs from Making Cents to follow up on the gender assessment and inclusion staff workshop from July. Making Cents will liaise with project teams to offer feedback and advice on how to continue to integrate gender considerations into project component activities. As part of this effort to mainstream our gender activities inside of each IR, there will be a follow-up session in November or December with Sam Sternin and project staff on gender inclusion. A large portion of this session will be dedicated to the presentation and sharing of each project team's respective workplans and how each team is incorporating gender inclusion strategies. Results from this session will be used to judge progress and make needed adjustment on our gender inclusion strategy for each IR and infrastructure.

CROSSCUTTING ACTIVITIES – COMMUNICATIONS & OUTREACH

Communications and outreach activities will begin in earnest during this workplan period, which will be marked by the mobilization of AVANSE's LTTA communications specialist in October. Actions foreseen during the workplan period are as follows:

Activity 1: Definition of an overall communication strategy. Following the LTTA communications specialist's mobilization in October, she will draft an overall communications strategy with specific communication products and a regular schedule of publication. These will include: technical notes and documents designed to be of interest to a technically-inclined audience (USAID, other donor projects, MARNDR, etc...); videos and training supports that are of interest to a wider class of potential farmer beneficiaries than those who can be reached directly by AVANSE and IP staff; radio communications to the public at large in the project zone; and success-story vignettes that are of interest to a wide-ranging public. This communications strategy will be submitted to USAID for approval before implementation.

Activity 2: Issuance of RFPs/Purchase Orders for necessary communications products. Following the approval of the AVANSE communication strategy, the project will hold competitive procurements as needed for specific aspects of the strategy. This will likely include the production of a series of videos and radio shows, conception and publication of project agricultural extension materials, and the update and maintenance of web-based content. The calendar for these procurements will be detailed in the communication strategy concept paper.

Activity 3: Public Validation Meetings. Following every major harvest period for IR1 and IR2 cropping activities, AVANSE IR1 and IR2 teams will organize public meetings in every IR1 or IR2 Crop Implementation Site to collect community feedback on project activities. These will have three purposes: (1) validate project technical packages and methods by giving beneficiaries and non-beneficiaries the opportunity to express their opinions on interventions; (2) discuss possible modifications to AVANSE's approach and vet new planned activities in subsequent cycles; (3) suggest radical changes or new approaches or even termination of project interventions if this is relevant. Reports from these meetings will be written up by the project communications personnel and relevant IR technical staff and made available to local communities.

Activity 4: Implementation of Communications Activities. Following the finalization of AVANSE's communication strategy in Activity 1, the project will commence with a full program of public communications in coordination with USAID.

FINANCIAL PROJECTIONS

As seen in Section B.3 (d) (Development Focused Budget Line Items) of the contract, DAI has presented estimated costs for the activities in the workplan by the four main Intermediate Results and proposed mechanism of implementation, Sub-awards, Grants or Other (i.e. STTA, LTTA, direct procurement). These numbers are illustrative and may change throughout implementation due to the results of pilot programs and to the fact that we will be continually evaluating the best mechanisms for implementation.

ANNEX A: WORK PLAN ACTIVITIES TABLE (MONTHS 1–6)

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Main Resources Required (staff, procurement)	Outputs/Outcomes
IR 1: Agricultural Productivity Increased Note: Bn= bananas; Be= beans; C= cacao; M=maize; R=rice														
1.1 Knowledge and Availability of Improved Production Technologies & Systems Increased														
Activity 1: Identify 1 st Round Crop Implementation Sites (FFS locations & members finalized)	C, Be, Bn, M, R	R	R										LTTA, CCN STTA (Crop Experts),	FFS sites finalized and members identified for each crop site in all target zones Crop experts advise on technical factors affecting site locations
Activity 2: Identify, procure & multiply improved foundation planting materials for 1 st and 2 nd Round FFSs	Be, Bn	C.R			M				C, R	C	Bn	Bn	LTTA, Local and Int Procurement of Planting Material (See Annex B)	Planting materials identified, procured, tested, multiplied/grafted if required and delivered to FFS/Farmers for trainings
Activity 3: Deliver Training Modules in 1 st Round FFSs in accord with planting and growing seasons	C, M, Be	C, M, Be, Bn	C, Be Bn, R	Bn, R	Bn, R	C, Bn, R	C, Bn,	C, Bn,	Bn	Bn			LTTA team, CCN STTA (crop experts)	Crops planted in Member plots with training sessions on improved packages in 1 st Round FFSs
Activity 4: Leverage Experience in Production Available from US Universities													STTA from Auburn University (Curtis Jolly, Dennis Shannon), GKI (Andrew Bergmanson, Andrew Gerard),	Exploratory Mission report in November to assess ideas for partnership between Haitian and US Universities in the area of agronomics. Workshops(s) in 2014.
1.2 Strengthened Extension of Agricultural Technologies and Nutrition Information														

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Main Resources Required (staff, procurement)	Outputs/Outcomes
Activity 1: Prepare and publish RFPs for focus crop Implementing Partners (2 nd Round)					M, Be		R			MB e,C, R	Bn, Be,		LTTA Team	RFPs published
Activity 3: Roll-out 2 nd Round AVANSE crop package extension programs (2 nd Round FFS trainings)						M, Be	M, Be	M, R	M,R	M, C R,	M,B e,C, R	Bn, Be, R, C	LTTA team, IP subcontractors	FFS trainings implemented by IPs with support from AVANSE
Activity 5: Feasibility study/design of low cost IT solution for farmer extension; subsequent launching													2 Int STTA (Ariza-Nino + IT solutions expert)	Design report ; Implementation begun
1.3 Access to Inputs Increased														
Activity 1: Implementation of Initial Voucher Test (1 st Round)		C, Bn	C,Bn R	C, Bn, R									LTTA, 1 Int STTA (Le Turioner)	Voucher Implementation & Assessment Report on initial voucher test after season (planting material only)
Activity 2: Design of 2 nd Round Voucher Program													LTTA, 1 Int STTA (Le Turioner)	Design report for voucher program for planting material & selected chemical inputs
Activity 3: 2 nd Round Voucher Program Implementation													LTTA, 1 Int STTA (Le Turioner) + IR1 Implementing Partners	2 nd round voucher implementation
1.4 Management Capacity of User Associations (WUAs) increased														
Activity 1: Assessment of Water User Associations capacity in irrigated pilot sites													LTTA Team =, + 1 CCN STTA (Jean-Marie Robert Chery, Jean-Robert Jean-Noel)	Assessment Report of WUAs capacity completed
Activity 2: Design of management strengthening program for WUA IP(s)													LTTA Team (IR1 + IR4) + CCN STTA	Design of SOW for IP with results of above assessment report; RFP Published following this.

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Main Resources Required (staff, procurement)	Outputs/Outcomes
Activity 3: Roll-out of WUA management strengthening activities by IP(s)													LTTA team	IPs contracted, trainings begun
1.5 Property Security Strengthened														
Activity 1: Initial diagnostic study for dry lands development grants													CCN STTA	Diagnostic Study Report
Activity 2: pilot dry lands irrigation site activity initiated													LTTA team, Int/CCN STTA production specialist	Pilot project identified and launched
Activity 3: Launching of dry lands development grant facility													LTTA team	RFA designed & issued
Activity 4: Drylands irrigation site project implementation													LTTA Team, CCN and Int Technical Advisors, as needed	Irrigation systems constructed
IR 2: Watershed Stability Improved														
2.1 Watershed Governance Bodies Established at the Sub-Watershed Level														
Activity 1: Detailed physical/agricultural inventory of 12 Selected Sub-Watersheds.	GIS data base												12 CCN STTA field supervisors, 1 Int STTA (GIS) + enumerators	GIS data base established, Finalization of interactive GIS Maps of Sub Watersheds
Activity 2: Creation of SWMBs in selected Sub-Watersheds													LTTA Team, 12 CCN STTA field supervisors	Meetings in each Sub-watershed ; official validation of GIS maps ; Formal constitution of SWMBs
Activity 3: RFP's developed for SWMB capacity building IPs						1 st round			2 nd round	2 nd round			LTTA Team	RFPs published
Activity 4: IPs implement SWMB capacity building program													LTTA team, IPs	IPs trainings and capacity building to SWMBs
Activity 5: Assessment of SWMB sustainability in Limbé watershed													LTTA Team, enumerators	Report on current status of Limbé SWMBs

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Main Resources Required (staff, procurement)	Outputs/Outcomes
Activity 6: Implementation of needed follow-up reinforcement activities for Limbé SWMBs													LTTA team, IP partners	Watershed management bodies reinforced
Activity 7 : Farmer to farmer + technical training visits for SWMBs													LTTA Team	Farmer training sessions on SWMB management
Activity 8: Protection of critical coastal zones													LTTA Team, CCN STTA, IP	IP is implementing needed conservation activities
2.3 Critical Slopes Stabilized through Farmer-Level Investment														
Activity 1: Support for nurseries supplying IR2 groups with agro-forestry material													LTTA Team CCN STTA, planting materials procurement	Trainings and organizations of nurseries for IR2 crops
Activity 2: Training of grafters and operators for specialized plant propagation (yam mini sets, etc...)													LTTA Team, CCN STTA, planting materials procurement	Farmer grafting enterprises, mini-set operators trained
Activity 3: Introduction of small farmer greenhouses in highlands													CCN STTA, LTTA team, procurement through Grants	Grants to set-up one or more greenhouses in highland of targeted sub-watersheds
Activity 4 : Site Preparation and Launching of fruit tree reforestation & regeneration activities													LTTA, ODC level Farmer technicians	Planting/grafting of fruit trees in target plots
2.4 Crisis Management Capacity Established														
Activity 1: Assess local government emergency preparedness capacities													1 CCN STTA	Report on capacity of local comités de prévention civile
Activity 2: Prepare RFP for training contractor (IP)													LTTA team	RFP published

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Main Resources Required (staff, procurement)	Outputs/Outcomes
Activity 3: Ensure delivery of crisis management training to local communities by the IP													LTTA team	IP conducting trainings and/or other specific activities that are required as per the conclusions of the report on the capacity of the comités de prévention civile from Activity 1.
IR 3: Agricultural Markets Strengthened														
3.2 Improved Access to Storage and Processing Facilities/3.5 Relationships in Targeted Value Chains Strengthened														
Activity 1: Conduct initial value chain diagnostics for 5 target crops and IR2 crops														
Sub-activity 1: Identify and assess potential agro enterprise clients in target zones													LTTA team, field enumerators, interns	GIS database data on agro enterprise clients in project zone
Sub-activity 2: Conduct assessment of constraint to women entrepreneurs in target value chains													LTTA Team, Int STTA (Making Cents)	Study on constraints of women entrepreneurs
Sub-activity 3: Elaborate financial models of major types of agro-enterprise clients													LTTA team	Cash flow models
Sub-activity 4: Conduct value chain analysis for key IR2 crops (fruit trees, coffee, yams, etc.)													Int/CCN STTA (Jean-Pierre, Kiremidjian, J. Paul)	IR 2 crop value chain study
Activity 2: Business skills and capacity building training														
Sub-activity 1: Assess needs and develop content of agro-enterprise client business skills training programs (PO/Micro- and Small Enterprise tracks).													Int STTA (Tonks, Nourse) & CCN STTA (Garnier-La Fontant)	Producer Org/Micro and SME Training Needs & partner capacity assessment
Sub-activity 2: Test PO/Micro and SME trainings in field and adapt materials													Int STT (TBD, Tonks, Nourse) CCN STTA (Garnier-Lafontant)	Adapted training curricula and test trainings with agro-enterprises

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Main Resources Required (staff, procurement)	Outputs/Outcomes
Sub-Activity 3: Roll out trainings with selection of IP training partners													LTTA team	2 RFPs issued and awarded for PO/ME and SME training subcontractors
Sub-activity 4: Engage and strengthen capacity of business-training IPs with trial-phase activities.													LTTA Team, & CCN STTA	ToT Training Courses for PO/ME and SME IP Trainers in 2 curricula
Sub-activity 5: Create and strengthen key agro-enterprise business support services (financial & business planning, formalization)													LTTA, Int STTA (Lenaghan)	Design Mission for Service Provider Grant/Subcontract concept; RFP/RFA for service providers with implementation following
Sub-activity 6: Implement TOT program for IPs focusing on women entrepreneurs													LTTA team, Intl STTA (Hossein) & CCN STTA (Garnier-Lafontant)	RFPs issued to select IPs for Womens' entrepreneurship trainings and trainings begun
Activity 3: Improve Private Sector-Farmer Linkages														
Sub-Activity 1: Foster Improved Linkages between private sector businesses and small farmers													LTTA Team, CCN STTA (J. Paul, Jean-Pierre)	Agreements with joint initiatives and sales/deals involving private firms and small farmers
Sub-Activity 2: Develop PPPs with private sector businesses in Project Area													LTTA Team, CCN STTA (J. Paul, Jean-Pierre)	PPPs launched
3.3 Increased Access to Financial Products														
Activity 1: Launch agro enterprise value chain grants													LTTA	RFA for agro enterprise grants issued (preparation begun in September), Grants Awarded
Activity 2: Identify and facilitate agro enterprise client contacts with appropriate financial institutions													LTTA	Agro enterprise clients linked to financial institutions

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Main Resources Required (staff, procurement)	Outputs/Outcomes
Activity 3: Support diffusion of Mobile Money Products among value chain actors in the project zone													LTTA, STTA (MEDA-Martin)	Design mission for mobile money products with follow-on implementation
3.4 Improved Market Information Systems														
Activity 1: Restart and improve cacao MIS in North													LTTA, CCN STTA (J. Paul)	Re-launch of 'kout lambi' system
Activity 2: Develop larger MIS for farmers/rural traders around 5 focus crop markets													Intl STTA (Ariza-Nino)	Rapport analyzing existing MIS systems, farmer needs in zone & options
Activity 3: Follow-on MIS implementation													LTTA & Int/CCN STTA	Follow on outputs depend on design.
IR 4: Capacity Building and Use of Sub-Awards														
Sub-Result 4.1: Strengthening of IPs and potential direct award-holders to respond to USAID Forward objectives														
Activity 1: Proposal workshops for potential IPs													LTTA Team	Workshops held
Activity 2: Institutional Capacity Building RFP for CBO IPs													LTTA Team	RFP issued, IP(s) selected
Activity 3: CBO Training Seminars implemented													LTTA Team, IPs	IP Selected
Activity 4: Specific strengthening program for high potential CBOs													LTTA Team, CCN consultants	Grants, Trainings, individualized consulting on as needed basis
Activity 5: Training Workshops on USAID compliance systems for NGOs and for-profit consulting groups													Int STTA CCN STTA	Workshops held
Activity 6: OCAs for new IPs													LTTA team & CCN consultants	OCAs completed

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Main Resources Required (staff, procurement)	Outputs/Outcomes
Activity 7: Remediation program consulting for IPs with OCAs													LTTA Team, Int & CCN Consultants	Individualized assistance and follow-up verification from Staff and consultants.
Activity 8: Administration of Implementing Partner Capacity Building Grants													LTTA Team	RFA for grants and grants made
Sub-Result 4.2: General Capacity Building for Partners and Beneficiaries in the Project Zone														
Activity 1: Institutional Capacity Building to MARNDR													LTTA Team, CCN STTA	Ongoing trainings for DDA/BAC personnel in target crop packages
Activity 2: Material Support to MARNDR/BACs/DDAs													LTTA Team, procurement under Grant	Equipment for BACs/DDA provided
Activity 3: Technical and institutional capacity building for agricultural support institutions													LTTA team, CCN STTA	Material support through grants, targeted customized trainings as needed
Cross-Cutting Components														
Infrastructure Component														
Sub-component 1: Irrigation Rehabilitation/Construction (IR 1)														
Activity 1: Global Drainage Study for Project Area													CCN STTA,	Study Completed
Activity 2: Technical Site Evaluations of Irrigation Sites													LTTA team	Preliminary Irrigation Site Selection Papers
Activity 3: Detailed Irrigation Site CBAs													LTTA team	Cost-Benefit Analyses of Selected sites with estimated time lines for works
Activity 4: Technical Site Studies for RFPs													Engineering Contractor	RFP documents
Activity 5: RFPs Issued & Awarded													LTTA team	Irrigation Works RFPs issued
Activity 6: implementation of works													Engineering Contractors	Construction works
Subcomponent 2: Hillside Stabilization Works (IR 2)														

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Main Resources Required (staff, procurement)	Outputs/Outcomes
Activity 1: Identify and assess potential hillside stabilization sites in Sub-Watersheds targeted by IR 2													LTTA team (IR2 + Infrastructure)	Preliminary Hillside Site Selection Paper
Activity 2: Detailed Hillside Stabilization CBA Site Analyses for selection													CCN STTA, Int STTA if needed	Cost Benefit Analysis Reports completed
Activity 3: Initiate Hillside Stabilization Works through contracts & HIMO projects													CCN STTA, Subcontracts to local engineering firms	Construction RFPs, Community Group hillside works agreements
Subcomponent 3: Feeder Road Rehabilitation/Construction (IR 3.1)														
Activity 1: Technical Site Evaluations of Road Sites													LTTA team	Preliminary feeder road Selection Paper
Activity 2: Detailed Road CBAs													CCN & Int STTA, if needed	Cost Benefit Analysis Reports of potential road investments for 1 st year completed
Activity 4: Technical Site Studies for RFPs													CCN STTA, Subcontracts to local engineering firms	Construction RFPs, and Community Group Agreements for road rehabilitation
Activity 5: RFP developed													LTTA team	RFPs published
Activity 6: Construction works on roads													Local Engineering Subcontractor	Road Rehabilitated
Environmental Compliance														
Activity 1: Work with IR1/IR2/IR3 to integrate environmental compliance into GAP training approaches													LTTA team	Crop training materials integrate environmental mitigation measures
Activity 2: Screen all field activities for Environmental compliance													LTTA team	Field activities reviewed and assessed for environmental compliance
Activity 3: Screen and train IPs in Environmental Compliance as needed													LTTA team	IP screenings and trainings

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Main Resources Required (staff, procurement)	Outputs/Outcomes
Activity 4: Workshop on Environmental Compliance for AVANSE staff													LTTA team, Int STTA (Romanoff)	Workshop held
Activity 5: Conduct needed additional EMPRs as required													LTTA team, CCN & International STTA as required	EMPRs completed
Activity 6: Conduct Needed Project Environmental Assessments (EAPs) as needed for specific activities/classes of activities as required													LTTA team, CCN & International STTA as required	EAPs completed
Monitoring & Evaluation														
Develop target crop economic models based on beneficiary farmer profiles													LTTA team, Int STTA (Ariza-Nino) & CCN STTA (Bayard)	Cropping system models finalized
Baseline Crop Surveys/Rapid Ethnographic Inquiry													LTTA Team, Int STTA (Smucker) & CCN STTA (Bayard)	Baseline data collection finished
Post Harvest Crop Surveys													LTTA Team, CCN STTA (Bayard)	Data for crop-based indicators
Annual Exporter Survey													LTTA Team	Data on exports for export related indicators
M&E Annual Report													LTTA Team, CCN STTA (Bayard)	Annual M&E Report
Field site & sample verification visits													LTTA Team	Verification reports
Continuous updating of beneficiary data base													LTTA Team	Reports from BDB
Gender Inclusion														

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Main Resources Required (staff, procurement)	Outputs/Outcomes
Monitoring of gender aspects of FFS training and associated rural production services.													LTTA Team Int STTA (Sternin)	Gender Inclusion Workshop for staff in November/December, Regular gender evaluations of FFS operations and associated enterprise activities (including vouchers)
Communications/Public Outreach														
Activity 1: Definition of AVANSE communication strategy														
Activity 2; Procurements for specific communications service providers														
Activity 3: Public Validation Meetings														
Activity 3; Implementation of communications strategy														

ANNEX B: PROCUREMENT LIST OF GENETIC MATERIAL (FIRST AGRICULTURAL CYCLE FOR EACH CROP)

Crops	Order Date (Arrival date)	Origin
IR 1: Agricultural Productivity Increased (Material going to IR1 Crop Implementation Sites)		
Cacao plants	January 2014 (September-December 2014)	Haiti
Cacao budwood	March-April 2014 (June –July 2014) June-July 2014 (November 2014-January 2015)	Haiti and Dominican Republic
Lima bean seed	August 2013 (October 2013) December 2013 (February 2014)	Haiti and USA
Vigna bean seed	December 2013 (February 2014)	Haiti
Pigeon pea seed	December 2013 (February 2014)	Haiti and Dominican Republic
Common bean seed	July-August 2014 (November 2014)	Guatemala and Dominican Republic
Rice seed	July 2013 (End of November 2013) February 2014 (June 2014)	Haiti/ Dominican Republic ⁹
Banana	May 2014 (September –December 2014) January 2014 (June 2014)	Haiti
Maize seed	July 2014 (September-October 2014) December 2013 (March 2014)	Haiti/ USA
Yam	November-December 2013 (March – April 2014)	Haiti
Tubers (sweet potato and yucca)	January 2014 (March-April 2014) June-July 2014 (September-October 2014)	Haiti and Dominican Republic ¹⁰
IR 2: Watershed Stability Improved (Material going to IR2 Hillside Sites)		
Vetiver (<i>Vetiveria zizanoides</i>)	September 2013 (December 2013)	Haiti
Elephant grass	September 2013 (December 2013)	Haiti
Sugarcane (<i>Saccharum officinale</i>)	September 2013 (December 2013)	Haiti
Pineapple (<i>Ananas comosus</i>)	September 2013 (December 2013)	Haiti
Cashew nut (<i>Anacardium occidentale</i>)	November 2013 (February 2014)	Brazil and Haiti

⁹ The variety named Prosequisa who provide interesting yields in Haiti, has been developed in DR where good quality basic seeds are available

¹⁰ Few varieties of Yuca originated from the DR provided good results in Haiti

Crops	Order Date (Arrival date)	Origin
Mango (<i>Mangifera indica</i>)	November 2013 (March 2014)	Haiti
Arbre veritable (<i>Artocarpus incisa</i>)	November 2013 (March 2014)	Haiti
Avocado (<i>Persea americana</i>)	November 2013 (March 2014)	Haiti
Cocoa (<i>Theobroma cacao</i>)	November 2013 (March 2014)	Haiti
Papaya (<i>Carica papaya</i>)	November 2013 (March 2014)	Haiti
Citrus (<i>Citrus sinensis</i>)	November 2013 (March 2014)	Haiti
Avocado (<i>Persea americana</i>) for grafting	November 2013 (March 2014)	Haiti
Citrus (<i>Citrus aurantifolia</i>) for grafting	November 2013 (March 2014)	Haiti
Mango (<i>Mangifera indica</i>) for grafting	November 2013 (March 2014)	Haiti
Budwood for grafting (mangos)	November 2013 (March 2014)	Haiti
Budwood for grafting (avocados)	November 2013 (March 2014)	Haiti
Spanish cedar (<i>Cedrela odorata</i>)	November 2013 (March 2014)	Haiti
Earleaf acacia (<i>Acacia auriculiformis</i>)	November 2013 (March 2014)	Haiti
Large-leaf "Brazilian" mahogany (<i>Swietenia macrophylla</i>)	November 2013 (March 2014)	Haiti
Haitian oak (<i>Catalpa longissima</i>)	November 2013 (March 2014)	Haiti
Colubrina (<i>Colubrina arborescens</i>)	November 2013 (March 2014)	Haiti
Paradise tree (<i>Simaruba glauca</i>)	November 2013 (March 2014)	Haiti
Yam (<i>Dioscorea rotundata</i>)	September 2013 (November 2014)	Haiti
Yam (<i>Dioscorea guinensis</i>)	September 2013 (November. 2014)	Haiti
Taro (<i>Colocassia esculenta</i>)	January 2014 (March 2014)	Haiti
Pigeon pea (<i>Cajanus cajan</i>)	January 2014 (March 2014)	Haiti
Banana (<i>Musa paradisiaca</i>)	September 2013 (March 2014)	Haiti
Plantain (<i>Musa sapientum</i>)	September 2013 (March 2014)	Haiti

Notes to Annex B on foreign Procurements Listed:

Cacao: budwood from high-yielding cacao varieties in the DR is needed and is not available in Haiti. We note that, like Haiti, the DR is free from fungal diseases that are present in the rest of Central and South America—and as such is the only country from which the import of genetic material is authorized by the MARNDR.

Beans: Haiti has no domestic production of base material for beans. We intend to procure Arroyo Negro from the DR and ICTA Ligero from Guatemala.

Maize: Local varieties of maize will be sourced locally. These include chicken corn and Hugo (the hybrid varieties used for irrigated systems in the South). International procurement of maize will be necessary to obtain the drought resistant Comayagua varieties from Mexico and other hybrids produced in Mexico and the US that have been used by WINNER with success.

Bananas: Haiti does not produce planting material that is resistant to black Sigatoka disease. This must be obtained from the DR.

Cashew nuts: High-yielding, disease-resistant varieties are not available in Haiti and must be procured in Brazil.

ANNEX C: TENTATIVE RFP CALENDAR FOR IMPLEMENTING PARTNERS

IR	RFP Issue Dates	Est. Number of IPs	Description
IR4	November 2013	1- 2	RFP for institutional capacity building training provider for CBOs in the project zone
Cross-Cutting	December 2013	1-3	RFP to select subcontractors for various communications products who can be accessed to provide specific services during the life of the project
IR2	December 2013	1	RFP for a Haitian entity with a background in emergency preparedness to deliver training and support to local committees to ensure that local governments in the AVANSE target zones have an effective emergency response system.
IR1	January 2014	1-2	RFP for training service providers to implement Water User Association (WUA) capacity building programs at irrigation sites targeted by AVANSE
IR3	January 2014	1	RFP for a business and financial planning service provider to work with agro-enterprises in the project zone. May be combined with a voucher program to spur demand from potential clients.
IR1	February 2014	2-4	2 RFPs for extension training in relation to Maize and Bean technical crop packages in various Crop Implementation Sites.
IR2	February 2014	1	RFP for coastal environmental protection to intervene in two selected zones.
IR3	February-March 2014	3-4	3 RFPs for Training service providers to implement 3 business training courses designed by Making Cents: PO/Micro-enterprises; small enterprises; and specific women's entrepreneurship modules
IR2	March 2014	2-3	RFP for Sub-Watershed Management Body (SWMB) strengthening and implementation of anti-erosive cropping system packages in targeted sub-watersheds (1 st round)
IR1	April 2014	1	RFP for extension training in relation to rice in selected Crop Implementation Sites (Jassa watershed)
IR2	June 2014	2-3	RFP for Sub-Watershed Management Body (SWMB) strengthening and implementation of anti-erosive cropping system packages in targeted sub-watersheds (2nd round)
IR1	June 2014	1	RFP for extension training in relation to rice in selected Crop Implementation Sites (Grison Garde, Haut du Cap Watershed)
IR1	July 2014	2-3	2 RFPs for extension training in relation to cacao and beans in various Crop Implementation Sites
IR1	August 2014		RFP for extension training in relation to bananas in various Crop Implementation Sites

D: ILLUSTRATIVE CACAO PRODUCTION MODEL

Activity	Techniques	Strategy elements
	Local, Criollo, Trinitario	The project will put in place 45 clonal garden with varieties coming from DR and also the super trees identified in Haiti mainly by DEED
January – April	Grafting Seedling in nursery	Contract with local enterprises Strengthening capacity of enterprises
May – November	Land clearing, de-root dead trees, etc.	Training and awareness through the FFS
1 month (corn, taro) to 1 year (banana) before planting cocoa	Banana, fruit and forest trees can be planted to create shadow for the cacao trees.	Others crops will be associated with cocoa during the establishment like maize. Plantations will be established in the appropriate delay to produce sufficient shade
At the beginning or during rainy season March - May, June – December	Woody species will be planted at a distance greater than the temporary shelters. The distance varies with the species, an average of 12 mx 12 m	Species for permanent shade will set before the cocoa, before or during the provisional shade
15 days before planting cocoa, temporary shade (in September - November)	Cocoa: 4mX3m, 4mX4m, 3mX3m	Spacing will be adapted to the socioeconomic conditions of producers
September - November	Dig holes to put the cacao plants	
October – August	Use budwood from local supertrees and Dominican Republic	Identification and selection of supertrees Great care to accelerate the growth of branches of supertrees Acquiring budwoods Contract with grafters
September - December	Use of healthy plants and different densities: 625-833-1111 plants per ha. Mulching of straw can be used around the plant.	Technology transfer and awareness through FFS
Planting: 2 to 3 months	Cleaning of the planting, weeding	

	Second cleaning: 3 to 4 months after the first one.		
11. Fertilization	Twice a year: First: A least 3 months after plantation or after 2 nd cleaning; Second: At the beginning or just before the main flowering period	Soil test are necessary. Use of compost or chemicals, Formula as need: 15-15-15, 10-10-10, Urea (46-0-0). f 200- 300 kg/ha	The application rate varies with the plantation age.
	In clonal garden: At the beginning of rainy seasons and almost each month during rainy seasons	Alternately: complete fertilizer (15-15-15) and urea (46-0-0).	Application rates: 10 -30 gr/tree
12. Grafting	When the young trees reach to 1 meter high	Side grafting	Contracts will be pass by the project with individual grafters and grafting enterprises to stimulate the adoption of this technic
13. Pruning	Pruning is done earlier to remove chupons, manage the grafted seedling and young. Trees. Second year of planting: pruning twice; Third year and beyond: pruning 2 times.	Trimming of branches that are dead, infected, broken; elimination of suckers and chupons , etc. maintain cacao tree height at a certain level.	
14. Shade adjustment	Twice a year	Prune shade trees; eliminate excess to let the sun penetrate the cacao trees	
15. Pest control	It depends on the type of treatment: - In nurseries : (diseases and insects)	Control of rodents and birds; control of insects	Integrated pest management will be encouraged by the project
16. Harvest	3-4 years after planting; regularly between April and June and between September and November		

Plantation already established / Regenerated through grafting:

Operation	Period	techniques	Strategy elements
2. Cleaning	On a regular basis: 2 times a year	Cleaning of the planting, weeding	
3. Fertilization	Especially young plantations: Twice a year during or just after the clearing and pruning. Second: January – February or just before the main flowering period	Soil test are necessary. Use of compost or chemicals; 200 to 300 kg of 15-15-15 per ha in two applications.	Fertilizer application will be done during rainy season.
4. Grafting	June – august January – February	Side grafting: To remove or replace the existing unproductive trees. Grafting of the greedy and the regrowth after the cut of the old trees	Contracts will be pass by the project with individual grafters and grafting enterprises to stimulate the adoption of these practices Strengthen capacity of producers who are already trained on this technique
5. Pruning	Pruning 2 times a year. The main or heavy pruning will be done just after the main harvest season: June – September.	Pruning will be done to increase cacao production, to reduce pest and diseases infestation, control the shape and height of the tree, to ensure easy access for harvesting. Trimming of branches that are dead, infected, broken; elimination of suckers, etc. maintain cacao tree height at a certain level.	The pruning will be realized by producers who are members of FFS
6. Rehabilitation of Old Cacao Trees	After harvest season, before rainy season	- Cocoa pruning to move unproductive trees - Side Grafting to replace unproductive cocoa trees	The rehabilitation will be done by the producer, member of FFS
7. Shade adjustment	Twice a year. The heavy will be done after the main harvest season, approximately one or two months before the rainy season	Prune shade trees; eliminate excess to let the sun penetrate the cacao trees	This practice will be done by producers who are members of FFS
8. Pest control	Almost all the year. We use integrated pest control. Particularly, we do: - Rat control: At the beginning of harvests season. - health pruning and control: All the year	Control of rodents and birds; control of insects - Trap against rats / natural pesticide especially - Control of fungal attacks after grafting mainly	Integrated pest management will be encouraged by the project
9. Harvest	Almost all the year, with two main periods of harvest : March – June, September – December		

ANNEX E: M&E DATA TOOLS

Note: These are excerpts from the Draft AVANSE M&E Plan submitted to USAID on July 15, 2013.

Instruments for M&E Data Collection

Beneficiary Data Base (BDB)

The M&E Plan relies heavily on participant counts for all IR categories of assistance to beneficiaries, especially attendance lists for group activities such as training and farmer enrollment in Farmer Field Schools for target crops, including pilot field sites. The process of farmer registration is cumulative over time. The Beneficiary Data Base distinguishes new from continuing individuals by activity and annual cohorts. It codes multiple forms of assistance to individuals and related households (see indicators 0.1, 1.5, 1.6, 2.1, 2.5).

M&E staff will design formats for attendance sheets to track beneficiaries. IR field staff will ensure that attendance sheets are properly filled out; however, M&E staff will cross-check attendance sheets and conduct field site visits to verify participation and data validity.

The M&E team will also propose formats for IR teams to report all program activities, and will verify IR reports and the Beneficiary Data Base via site visits to a geo-referenced sample of registered farmers (2.1, 2.7). For example, the number of trees planted and linear meters of living hedgerows will be verified by site visits to a sample of farm plots (2.3, 2.5). Tree survival rates will be established by conducting base counts shortly after out-planting from nurseries, and follow-up counts on a sample of tree planting sites after eight months.

Baseline surveys

Small farmers in Haiti are polyculturalists. They make decisions based on the annual cycle but with differing expectations and inputs for the two primary planting seasons, one tending to be major and one minor. Risk management is a critical factor in decision making in this system, and risk levels vary with the season even for non-rainfed crops such as rice. Therefore, the most useful information on farmer investment and harvest is based on data collected for both seasons rather than just one season.

Accordingly, the M&E team will organize *baseline surveys for target crops* as follows:

1. Post-harvest surveys for five target crops and other major cash crops will serve as a baseline. The baseline survey will elicit cost and yield data for a full 12 month cycle of spring and fall-winter harvests. The survey sample will be drawn from farmers newly enrolled in Farmer Field Schools but not yet benefitting from project outputs (see indicators 1.1, 1.2, 3.1, 3.4, 3.6). For purposes of comparison over time, portions of the baseline survey will be replicated following subsequent harvests in keeping with the local agricultural calendar.
2. The baseline survey includes plot-specific farmer recall data for the previous 12 months, including the fall-winter harvest of 2012 as well as the spring harvest of 2013. By so doing, the project will elicit baseline information on a full 12 month agricultural cycle. This will facilitate annual reporting on yields for targeted crops, and enable comparison with annual costs and benefits in subsequent years.

3. Given the elapsed time since the fall harvests of 2012, baseline findings will be considered provisional for the second planting-and-harvest cycle of 2012. Therefore, post-harvest surveys in the fourth quarter of 2013, based on near term recall, will help validate initial baseline findings from the fall harvest period of 2012.

Sampling base

Baseline samples will be drawn from a universe of true project beneficiaries, i.e., farmers enrolled and present for Farmer Field School training related to target crops, conservation farming and natural resource management. Training attendance sheets will establish the universe for drawing a representative sample of participants for baseline surveys by target crop in project zones of concentration. The universe for baseline sampling also sets the stage for seasonal post-harvest follow-up to monitor participation, benefits and change over time. High priority targets for farmer recruitment are members of producer associations including water user associations in rice growing lowland areas and cacao cooperatives in upland areas.

Rapid ethnographic inquiry

Design of baseline survey instruments will be informed by rapid ethnographic inquiry to be conducted by an STTA anthropologist. Such inquiry will clarify the parameters of farmer decision making and identify farmer inputs and outputs for major cash crops and the overall farm system. This will take into account the traditional Creole garden (*jàden kreyol*), a complex polycultural system including a range of annuals, intercropping arrangements, productive perennials and agroforestry associations.

Use of rapid ethnographic inquiry will also serve to triangulate data sources for both baseline and follow-up studies, including beneficiary reliance on informal credit markets. It will inform the development of cost and profitability models for target crops produced under varied agricultural strategies including irrigated, non-irrigated and inter-associated crops. Rapid ethnographic inquiry will also elicit information on sale as well as auto-consumption of target crops. This will ensure well-grounded yield estimates that take into account intermittent, piecemeal harvests of target crops.

Post-Harvest Surveys

Accuracy of farmer recall is best in the near term following harvest. Therefore, for subsequent harvest seasons, survey data will be collected for target crops in the wake of two major planting-and-harvest cycles. Findings will be reported annually based on a 12 month agricultural cycle. Findings will be reported separately for different annual cohorts of beneficiary farmers.

Interviewers for both baseline and subsequent post-harvest surveys will be trained and supervised by the M&E team using electronic entry of GPS referenced data, including costs, prices, sales, plot size, auto-consumption, yield and total harvest. The instrument will include inquiry on labor input by target crops. Evidence of on-farm job creation will also be elicited in follow-up surveys of assisted farmers.

After each subsequent harvest cycle, the M&E team will conduct baseline surveys of newly enrolled farmers as well as follow-up surveys of earlier enrolled farmers in zones of project concentration. This approach serves to measure impact over time. Post-harvest survey will elicit data primarily for significant cash crops, including target crops marked by the following cycles of harvest:

- ✓ Cacao: March-June, September-November
- ✓ Rice: January-May, August-November
- ✓ Maize: March-June, August-January

- ✓ Beans: November-February
- ✓ Plantains: ongoing harvest for 12 month period

Other Special Surveys

Cacao Export Survey

The M&E economist will solicit export data from northern corridor cacao exporters following each semi-annual cacao harvest.

Agribusiness Survey

The M&E team (economist) will carry out an initial agribusiness census and survey as a baseline, and then replicate the survey annually to chart trends and monitor impact (3.2, 3.3, 3.4, 4.1)

Rural Credit Survey

The M&E team (economist) will carry out a brief baseline survey of Micro-Finance and Credit Institutions (formal credit) in target zones (3.5). Data on credit markets will also include rapid ethnographic study of beneficiary reliance on informal as well as formal categories of rural credit. This will include inquiry from producers, market intermediaries such as Madansara, and informal sources of credit such as usury and advance sales. Initial baseline inquiry will set the stage for annual follow-up inquiry with a view to assessing shifts in reliance on credit markets over time. With a view to triangulation, Post-Harvest Surveys (PHS) noted earlier will also include questions on beneficiary access to and use of credit.

Road study

The M&E team will verify kilometers of roads improved or constructed with project assistance, and carry out a road use survey of vehicles, drivers, riders and commodities in keeping with indicators 3.7 and 3.8 on market roads and beneficiary use. Post-Harvest Surveys (PHS) of beneficiaries in road-affected areas will include a small module of questions on road access and use following completion of road work.

F: POTENTIAL POST-HARVEST STRUCTURE AND PROCESSING INVESTMENTS

Description	Potential Locations	Potential Private Sector Partners with whom discussions have been initiated after a first expression of interest	Potential Private Sector Partners with no expression of interest
Food storage investments			
<p>Banana Export</p> <p>Company Banamiel, the largest Banana exporter in the North of the DR, is investing in establishing an integrated production-packing operation in the region. The investment discussed is for Banamiel to provide technical support to a large operation established on 500 ha to 1,000 ha and have associated small farmer outgrowers. Centralized modern packing facilities set up by the Haitian-Dominican partnership under the scheme would be shipped out in sealed containers from Haiti to the Port of Manzanillo and marketed to Banamiel's network of fair trade and other markets in which both Haiti and the DR enjoy unmet quotas under the preferential ACP scheme. The scheme could work with local investors on production support, financing packages and marketing process. AGRITRANS and FAMA are regional Haitian commercial entities interested in such a scheme. Other Haitian firms may be interested in such a scheme but would lack the critical Port contacts and facilitation capabilities through the region.</p>	<p>Limonade, Bord de Mer</p> <p>Trou du nord</p> <p>Ferrier</p>	<p>Banamiel</p> <p>AGRITRANS</p> <p>FAMA</p>	<p>Caribe Agro-industrial</p> <p>La Finca</p> <p>GP Import-Export</p> <p>IMEX Food</p>
<p>Rice Drying Infrastructure</p> <p>The low quality and high breakage rates of local rice in the North is from poor post-harvest handling. An association in Grison Garde has negotiated a marketing agreement with AVANSE to mill its milled rice if it can make improvements in quality. This will necessitate drying platforms and better post-harvest handling that AVANSE can assist with. Ferrirer (CLES and Asosyasyon Sara Ferrirer) are interested in similar investments.</p>	<p>Grison Garde</p> <p>Ferrier</p>	<p>AIGG</p> <p>CLES</p> <p>Asosyasyon Sara</p>	<p>Groupe Excelsior</p>

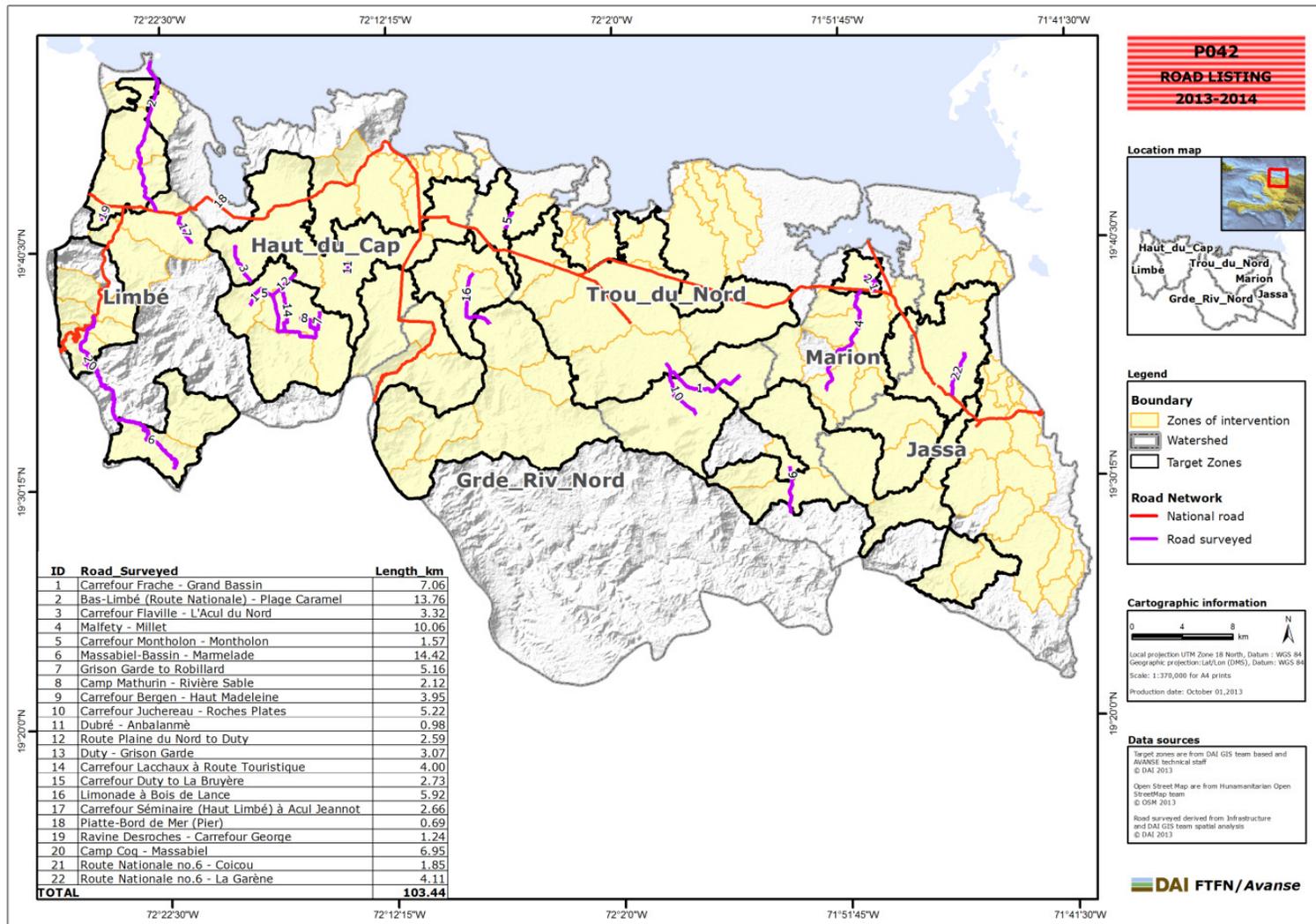
<p>Construction of Improved Maize Drying Infrastructure</p> <p>Like rice, the quality of maize meal and loss rates in processing Maize processing (which often makes the difference between operating at a profit or a loss) are highly dependent on good drying conditions. Improperly dried maize also exhibits high losses in post-harvest storage. The Chambre d'Agriculture de Limonade (CALI) which has a standing order contract to supply the World Food Programme with maize meal is often unable to meet this market's quality specifications due to poor drying and losses in storage. AVANSE can assist CALI with setting up improved drying/storage facilities that will help it upgrade its quality and improve profitability by reducing losses. The technology involved is quite simple with drying tables and concrete platforms.</p>	<p>Limonade</p> <p>Trou du Nord</p>	<p>CALI</p>	
<p>Improved cacao drying infrastructure</p> <p>The major quality problem in the cacao value chain affecting quality is poor drying, as beans are not dried rapidly enough and develop mold spores that detract from overall quality. This problem is very widespread and, when combined with uncontrolled mixing of lots by intermediaries, keeps the majority of unfermented Haitian cacao exports out of the highest quality US markets for unfermented cacao. AVANSE is discussing with two cacao exporters and cooperatives how to put into place a market incentive based system that would finance farmer household investments in simple low cost wooden frame tables with fishnet platforms and plastic tunnels that are used in other countries to dry cacao and protect it from rain. The largest cacao exporter in the North, NOVELLA, has expressed interest in co-financing a larger program to diffuse this technology. So has a small exporter of agricultural products (Frank Lubbar) specialized in the ethnic market.</p>	<p>Port Margot,</p> <p>Petit Bourg Borgne</p> <p>Grande Riviere Nord</p> <p>Milot</p> <p>Acul du Nord</p>	<p>NOVELLA</p> <p>Frank Lubbar</p>	
<p>Modern Packing/Post-Harvest Handling Center for local Yam, Banana and pineapple crops</p> <p>Three Port-au-Prince based fruits/vegetable export companies (La Finca , AGROPAK and HB Plant) are potentially interested in investing in collection centers for local products (Primarily yams and bananas) for local sale and export to ethnic markets in North America. These centers will not be economically feasible in years one or two. But as volumes of bananas and yams increase with investments from both IR1 and IR2, by year three they should be yielding positive rates of return. AVANSE will monitor volumes and continue to engage these actors to promote such investments.</p>	<p>Limbé</p> <p>Cap Haitian</p> <p>Limonade</p>	<p>La Finca</p> <p>Agropak</p> <p>HB Plant</p>	<p>Chestnut Hill Farm</p> <p>Golden crown</p> <p>GP Import - export</p>
<p>Private for-rent Warehouses in local collection markets.</p> <p>Simple agricultural storage depots or warehouses are needed in major collections markets that will offer improved storage of products during collection and staging for on-ward shipping to Cap Haitian and Port-au-Prince. These facilities are most needed by Madame Sara traders who are the main marketing agents in the zone—particularly in zones served by rice and corn mills. AVANSE will work to offer business training and develop financing options and possible co-investments with individual Madame Saras who are interested in setting-up such facilities.</p>	<p>Limbé</p> <p>Limonade</p> <p>Trou du Nord</p> <p>Ouanaminthe</p>		<p>Groupe Excelsior (Saras)</p>
<p>Processing</p>			
<p>Improved Rice Milling and Trading Factory</p> <p>AVANSE has been discussing how to facilitate a possible investment from SEPAC, which is one of the major consumer products distributors in Haiti with a specialization on cereals products. SEPAC is actively looking to source rice in the North to help it fulfill a public contract to provide local products to GOH social</p>	<p>Ferrier</p>	<p>SEPAC</p>	<p>Jacques Sauveur</p>

<p>welfare programs. With improved quality and quantity of rice from AVANSE activities, SEPAC is considering investing in an improved mill with destoners, polishers and calibrating capabilities that would allow it to meet export rice physical standards while retaining Haitian rice gustative qualities. With a steady local market in the form of its public contract, the highest quality rice would then be exported to the Haitian diaspora market. Other Haitian rice milling concerns may also be interested in making new investments in upgraded milling equipment if the supply of quality rice is to increase.</p>	<p>Plaine du Nord Grison Garde Limonade Trou du Nord Limbé</p>		<p>Jean PISA (REBO S.A.) CLES Bel jardin</p>
<p>Transformation de banane en chips (Papita) A number of small enterprise operators in and around Cape Haitian are interested in upgrading their line and factory facilities to meet modern health standards that would allow them to export to ethnic markets in the US and Canada.. AVANSE will help these entrepreneurs with business planning and technical conception of needed lines along with financing. In addition PISA (REBO S.A.) is also considering major investment in a modern chips making facility—although this is likely to be in Port-au-Prince. AVANSE will follow this to take advantage of possible supply linkages.</p>	<p>Cap Haïtien Acul du Nord</p>		<p>PISA Papita pam Papita Morency Papita Mareus Papita Francisque</p>
<p>Improvements in Cacao Fermentation Facilities for Export</p> <p>AVANSE will promote processing of fermented cacao (still only 5% of Haitian cacao production) on two different levels :</p> <p><u>At the farm level.</u> AVANSE will work to promote the diffusion of farm-based small scale fermentation that is done in many countries but which is unknown in Haiti. The technique will involve on-farm household fermentation in plastic sacks. The technique is quite simple, but requires close supervision. Low investment costs and the absence of processing intermediaries, are huge advantages that make this method potentially scalable. AVANSE will work to promote this with a small exporter (Frank Lubbar) who is interested in investing in the considerable training and close supervision and quality control that the system will require.</p> <p><u>At the industrial level.</u> PISA (REBO S.A.) is in the process of opening up a small industrial fermentation center in the zone. AVANSE has discussed working with the REBO to set up supply linkages to the fermentation center and to help it with certification—likely Fair Trade or UtzKapeh certification.</p>	<p>Acul du Nord Grande Rivière</p>	<p>PISA (REBO S.A.) Frank Lubbar</p>	
<p>Improved small scale chocolate Processing The production of local chocolate balls (boule de chocolate) has long been a small-scale informal sector activity for women in cacao producing zones. Technology and process control are minimal, as is quality.</p>	<p>Cap Haïtien</p>	<p>Frank Lubbar</p>	<p>Golden Crown</p>

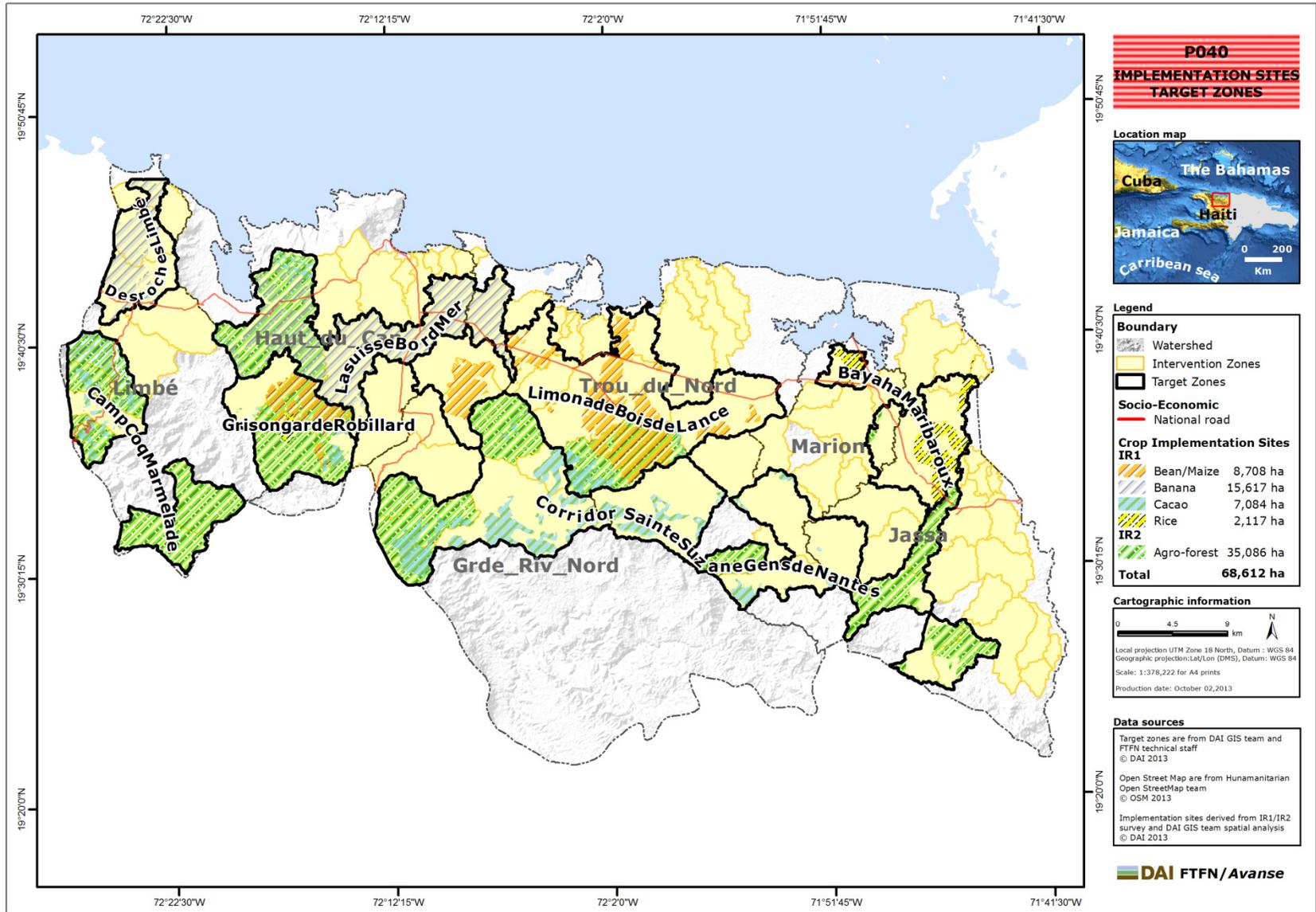
<p>Recently, this private sector interest in local chocolate production has picked up with Weiner, SA now producing and industrial product and with ethnic importers in the US and Canada searching for product with the ability to deliver good standard quality and present sanitary guarantees. The concomitant development of fermented cacao, particularly in sacks on farms, would create new opportunities for producers of chocolate balls by facilitating access to a fermented product with superior chocolate taste characteristics. AVANSE can work with ethnic importers, local entrepreneurs (mainly women) and groups of smaller producers to introduce simple good processing practices and sanitary production lines to help reach this market.</p>	<p>Limonade Plaine du Nord</p>	<p>Women's Groups Microenterprises RAFAVAL</p>	<p>Adolph Super Market IMEX</p>
<p>Banana and Tuber Flour Processing Facility Quisqueya, a major producer of milled porridge flours from tubers and fruits including bananas, is looking for increased supply of dried plantain chips to fuel its semi-industrial mill. In addition, other producers of local processed products are potential candidates for investing in smaller milling operations in the North to feed the growing local market for such consumer products. As volumes of banana and yams from project activities take hold, such a market would become a potential outlet for AVANSE beneficiary SMEs.</p>	<p>Cap Haïtien</p>	<p>Quisqueya</p>	<p>Force plus Manje Natif Natal, Produit Alko</p>

ANNEX G: MAPS

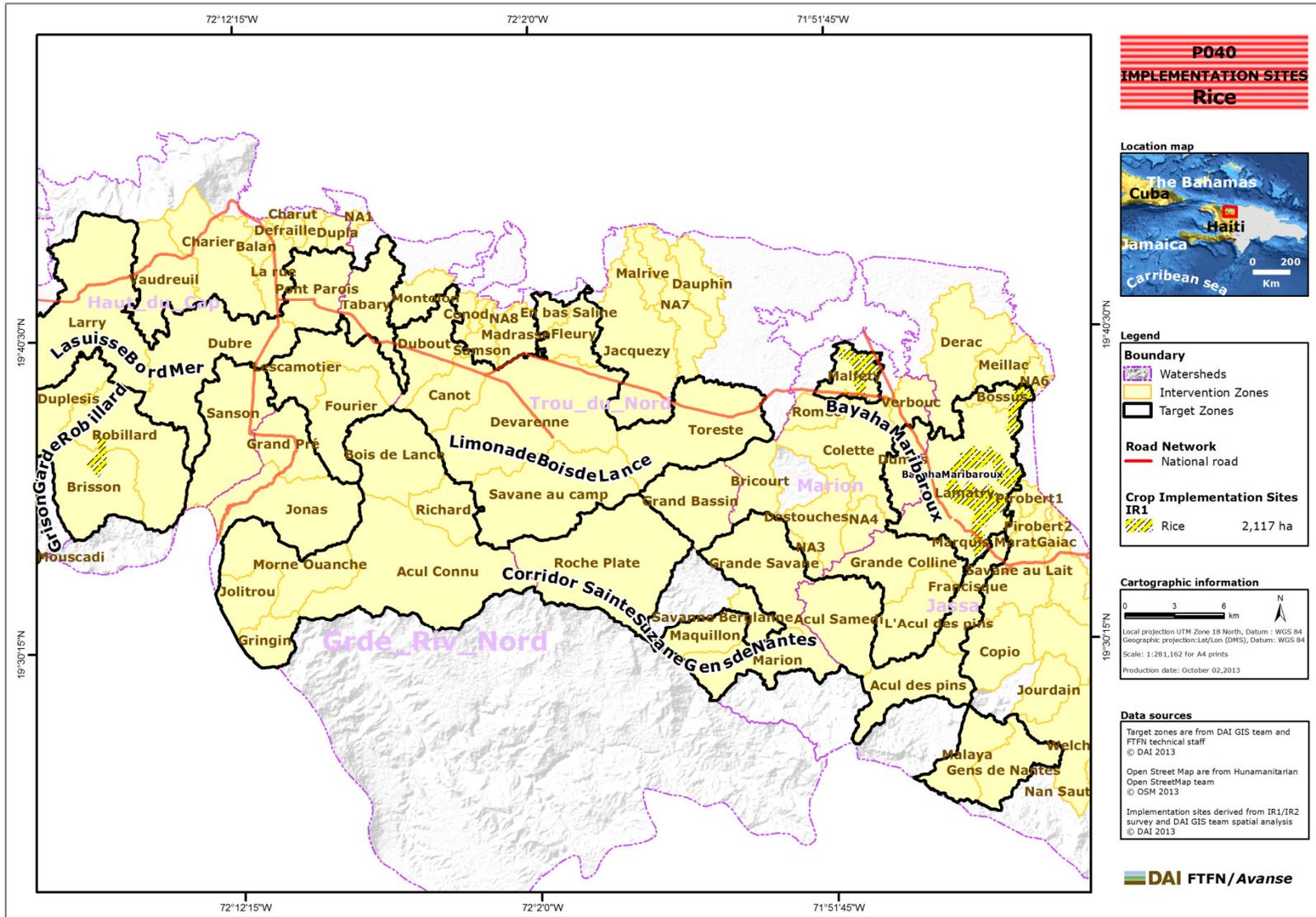
MAP 1: INVENTORIED ROAD SEGMENTS



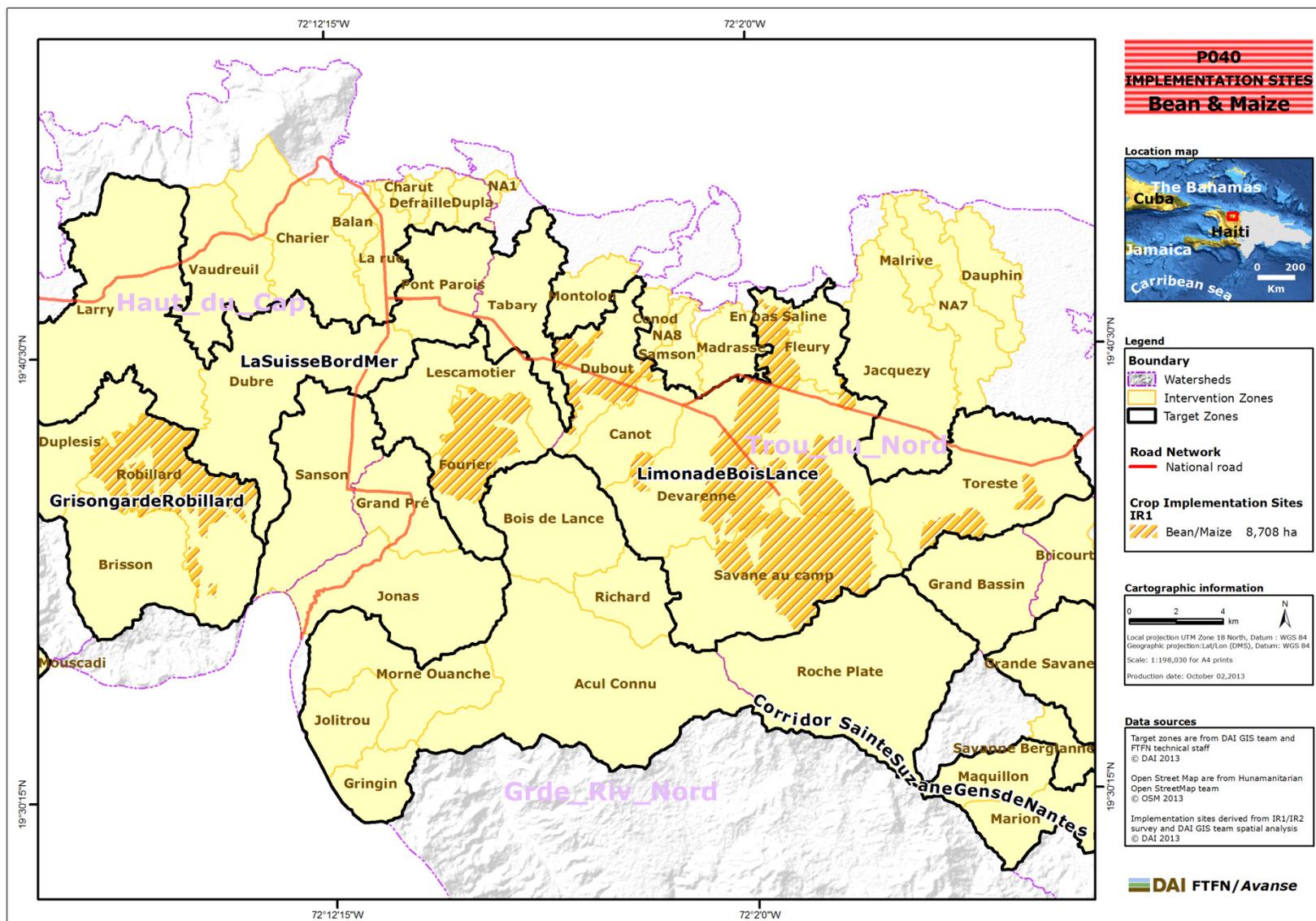
MAP 2: IMPLEMENTATION SITES — ALL CROPS



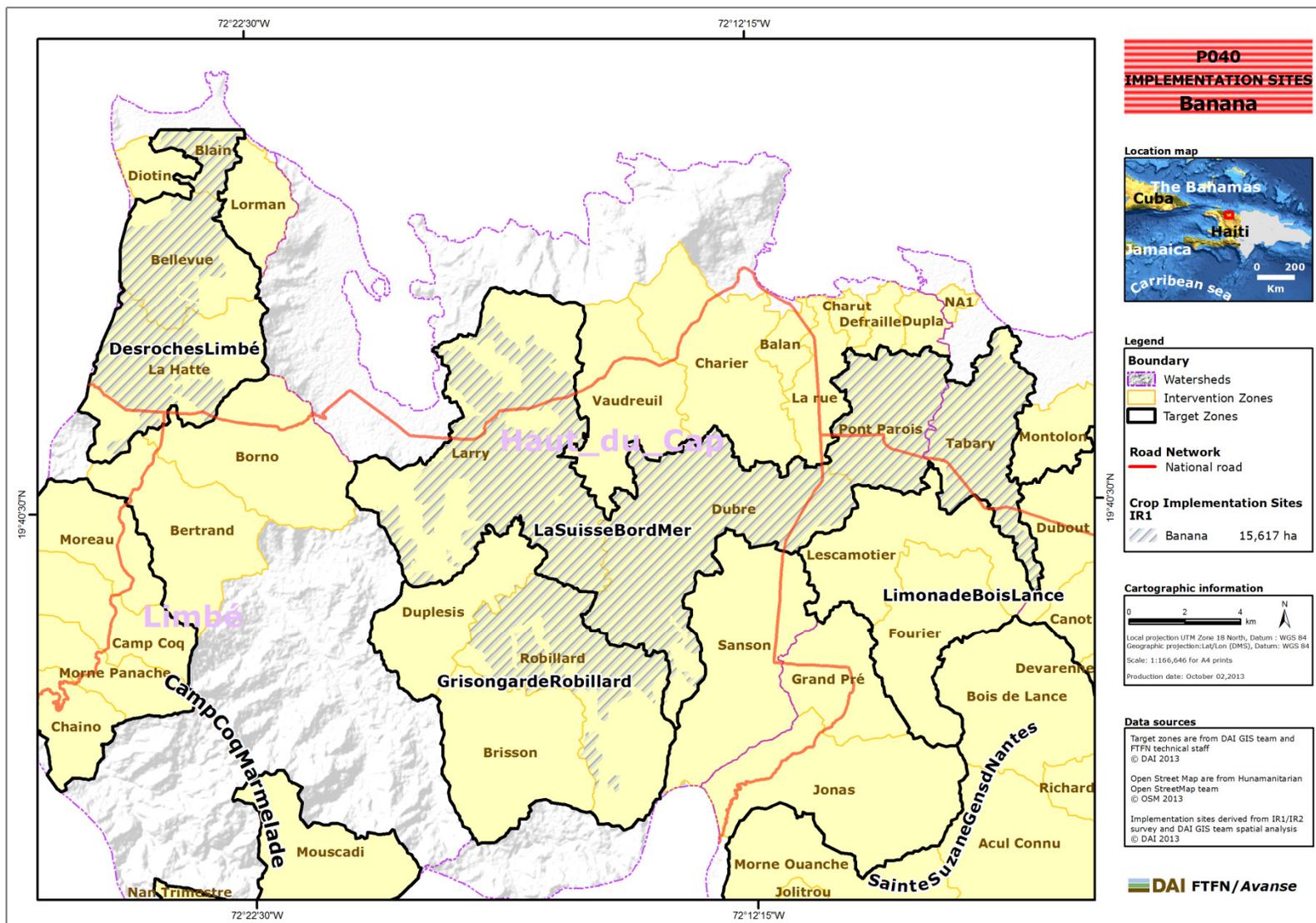
MAP 3: IMPLEMENTATION SITES — RICE



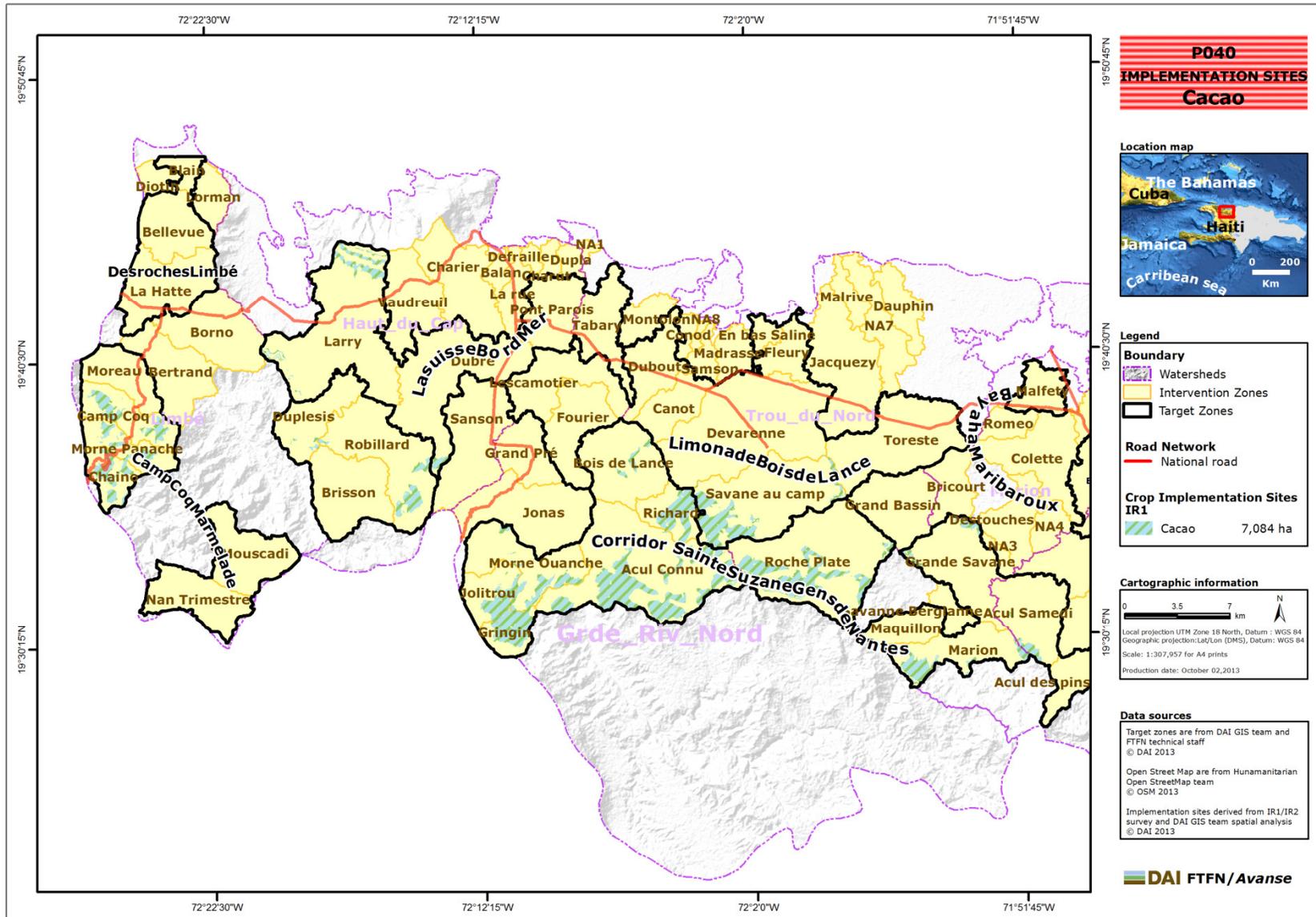
MAP 4: IMPLEMENTATION SITES — BEANS AND MAIZE



MAP 5: IMPLEMENTATION SITES — BANANAS



MAP 6: IMPLEMENTATION SITES — CACAO



MAP 7: IMPLEMENTATION SITES — AGROFORESTRY ACTIVITIES

