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AVANSE
APPUI À LA VALORISATION DU POTENTIEL AGRICOLE NORD POUR LA SÉCURITÉ ECONOMIQUE ET ENVIRONNEMENTALE

QUARTERLY REPORT

APPUI À LA VALORISATION DU POTENTIEL AGRICOLE DU NORD, POUR LA SÉCURITÉ ECONOMIQUE ET ENVIRONNEMENTALE

(AVANSE)

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(AVANSE)

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Title page photograph: A group of women at Ti Bourg Borgne prepare to plant their high-quality grafted cacao seedlings, accompanied by an IR 1 field technician and the data collection team manager from the IAEC unit. This quarter, AVANSE's IR 3 agribusiness team facilitated the signature of agreements between a major cacao processor and exporter and hundreds of Haitian cacao farmers (of which 35 per cent are women). These agreements allow the chocolate firm to purchase cacao directly from these farmer groups, which doubles (and could one day triple) the income of the farmers and opens the door to eventual organic and fair trade certification.

Inside cover photograph: flowers on the branch of a cacao tree. This is where the cacao pod will eventually grow, and these parts of the trunk or branch are especially vulnerable: if they are damaged during harvesting, it is possible that the tree will never grow another cacao pod out of that bud again. This quarter, AVANSE's IR 1 agricultural production team provided 4,000 specialized cacao-harvesting knives to help beneficiaries harvest their cacao safely.

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ABBREVIATIONS

APS	Annual program statement
AVANSE	Appui à la Valorisation du potentiel Agricole du Nord, pour la Sécurité Économique et environnementale
BAC	Bureaux Agricoles Communaux (local-level branches of the Ministry of Agriculture)
CACHE	Caribbean Council of Higher Education in Agriculture
CNSA	Conseil National pour la Sécurité Alimentaire (national council for food security)
DDA	Directions Départementales Agricoles (regional-level branches of the Ministry of Agriculture)
DEED	Développement Économique pour un Environnement Durable (“economic development for a sustainable environment”, a predecessor project to AVANSE implemented by DAI)
DFPEA	Direction de. Formation et de Promotion des Entreprises Agricoles (“Directorate for the training and promotion of agro-enterprises”)
DGI	directorate general of taxes (in French)
DR	Dominican Republic
EOI	expression of interest
FAMV/UEH	Faculté d’Agronomie et de Médecine Vétérinaire/Université d’État d’Haïti
FFS	farmer field school
FOG	fixed-obligation grant
FY	fiscal year
Gds	Haitian gourdes

GIS	geographic information system
ha	hectare
HIMO	high-intensity main d'œuvre
ICT	information and communications technology
IDB	Inter-American Development Bank
INARA	National institute for the application of agrarian reform (in French)
IP	implementing partner
IR	intermediate result—*refers both to programmatic result and technical team dedicated to achieving this result*
LTTA	long-term technical assistance
M&E	monitoring and evaluation
MARNDR	Ministry of agriculture, natural resources and rural development (in French)
MDE	Ministry of the environment (in French)
ME	micro-enterprise
MIS	market information system
MT	metric ton
NGO	non-governmental organization
NRM	natural-resource management
NUPAS	non-us organization pre-award survey
OCA	organizational capacity assessment
ORE	Organization for the rehabilitation of the environment (in French)
PERSUAP	pesticide evaluation review and safe use action plan
PIA	MARNDR agricultural intensification program
PIF	production intensive par fragmentation
PMP	performance monitoring plan
PO	producer organization
PPI	Projet de Developpement de la Petite Irrigation "Petits Périmetres Irrigués" (MARNDR irrigation program)
PPP	public-private partnership

PTTA	Projet de Transfert de Technologie Agricole (MARNDR agricultural extension program)
RESEPAG	strengthening of agricultural public services project (in French)
RFP/RFA	request for proposals/request for applications
SME	small and medium-sized enterprise
SNS	National seed services
SOW	scope of work
SRI	système rizicole intensive (intensive rice-planting system)
SRA	système rizicole amélioré ("improved" rice-planting system, an AVANSE adaptation of SRI to zones that cannot fully implement SRI)
STTA	short-term technical assistance
SWMB	sub-watershed management body
TAMIS	technical and administrative management information system
ToT	training of trainers
UCNH	Université Chrétienne du Nord d'Haïti
URHC	Université Roi Henri Christophe
USAID	United States Agency for International Development
USD	U.S. Dollars
USDA	U.S. Department of Agriculture
WUA	water-users association

INTRODUCTION

AVANSE (which means 'move forward' in Haitian Creole) is a 5-year, $87-million dollar project with the objective of catalyzing inclusive, sustainable economic growth in the potentially highly productive Northern Corridor of Haiti. The flagship Feed the Future program in the region, AVANSE's intermediate results include increasing agricultural productivity among a wider circle of small farmers in strategic plains; improving watershed stability above the selected plains; strengthening agricultural markets by increasing access to financial products; developing the capacity of Haitian firms and associations; and improving infrastructure related to the intermediate results, such as irrigation structures, large erosion-control mechanisms, and rural roads to fertile but inaccessible farmland.

The quarterly report covering the seventh quarter of the USAID-funded AVANSE project discusses activities and accomplishments from October 1 to December 31, 2014. The report consists of sections for each technical area covering its major activities during the time period and overall progress in implementing the workplan. These are followed by notes on project management and key activities projected for next quarter, with a set of annexes providing details relative to the information presented in the earlier parts of the report.

AVANSE is on track with respect to the timeline of activities set out in the FY 2015 workplan: this quarter, the project saw the completion of the summer rice harvest, recruited implementing partners to scale up hillside-stabilization activities, began implementation of first-of-their-kind direct buying arrangements between a major cacao exporter and small farmers, and identified a number of strong organizations in the zone with potential to work directly with USAID in the future.

Harvesting rice at Fort Liberté. This quarter began with the end of the summer rice season.

IR 1: AGRICULTURAL PRODUCTIVITY INCREASED

AVANSE's agricultural production team is increasing the overall productivity of the Northern Corridor through a combination of improved crop technologies, farmer training, and upgraded infrastructure. This quarter, IR 1 began implementing its strategy to refine and scale up the successful methods it developed and tested during FY 2014, and it is prepared to considerably increase its impact through local partners in the coming quarters.

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

During the end of fiscal year 2013 and most of FY 2014, AVANSE developed a set of technical and economic models to increase agricultural production in the Northern Corridor. This quarter, the project expanded these models at the same time that it continued to refine them on the basis of harvest data.

HONING THE TECHNICAL MODEL: AGRONOMICS AND ECONOMICS

The IR 1 team organized a second workshop this quarter to complete the training initiated during the previous quarter on the *plantules issues de fragments* (PIF) banana propagation method (3 days of training in total). Unlike most crops, in which the cost of the seed or other planting material is relatively small, banana-tree shoots (called suckers) constitute a major element of the overall production cost—and high-quality suckers are critical in controlling diseases like black sigatoka or infestations of nematodes. The PIF method provokes a banana plant to generate four to five times more suckers than it would naturally. This method is also a quick and accessible way for small producers to obtain a large quantity of more productive and disease-resistant planting materials. At the end of FY 2014, the project began this pilot activity and during October, November and December, it refined its approach and defined the technical

Harvesting rice in Fort Liberté. AVANSE is analyzing the yields from harvests in 2014 and refining its technical and economic crop models accordingly.

package necessary to expand a set of small, sustainable PIF centers in the project area, which it expects to begin early in calendar 2015.

An IR 1 field technician and a data-collector from the IAEC unit visit a banana farmer in near Plaisance. Her banana trees were damaged by the November rains, and the AVANSE technician is offering advice about how to reinforce the young trees and where to plant new ones.

With the recent harvests, AVANSE has received valuable feedback on its technical packages. AVANSE is collaborating with Auburn University to analyze all the yield data from the FY 2014 seasons, and despite the effects of last year's droughts on the size of the harvests, the data collected are already helping to improve the crop models and identify ways to further adapt the project's agronomic solutions. The preliminary figures for the September–November rice harvest validate the effectiveness of the *système de riziculture intensive* (SRI) method of rice production. AVANSE will continue to promote this technique next year as it continues to adapt the closely related *système de*

TEXT BOX: FIELD TECHNICIANS—THE FACE OF AVANSE

The field technicians that work under the agricultural production (IR 1) and watershed-management (IR 2) components of AVANSE are the face of the project. They work directly with beneficiaries on a weekly basis, and when there is a problem with the crops—flooding, disease, dry spell—the technician is on the spot to troubleshoot.

AVANSE's field technicians often grew up in areas like the target zones they are assigned to, and so they not only function as ambassadors of the project, but they also possess a personal understanding of the communities they work with. Building the capacity of a cadre of technical specialists like these and linking them to communities in the Northern Corridor is another way that AVANSE is strengthening the entire region's capacity to develop its agriculture for the future.

riziculture amélioré (SRA) method to areas with less control over water levels. Results from the harvests of chicken corn AVANSE piloted last summer are with the IAEC unit for analysis and will be available early next quarter so that IR 1 can adjust its maize-cultivation strategy as necessary in time for the March–April planting season.[1]

Also next quarter, a year and a half after starting work with AVANSE, cacao farmers will harvest their first crop produced using IR 1's technical package for improved cultivation on old cacao plantations. The IR 1 cacao team is looking forward to the results of this harvest and the opportunities it will bring to refine the cacao model further. Farmers will also harvest the first plantains planted during the summer during this upcoming quarter. At the close of this reporting period, the project was also finalizing the economic models of all the IR 1 crop packages that are part of the project's overall cost-benefit analysis that will calculate the economic returns to both IR 1 cropping innovations and IR 2 work to improve small-farmer agro-forestry systems. At the end of the quarter, the individual crop models were being finalized for presentation to USAID. This is described in more detail in the IAEC section of this report.

ADAPTING THE IR 1 STRATEGY FOR BENEFICIARY INCLUSION AND EXTENSION ZONES

Another noteworthy development in terms of AVANSE's cacao strategy is linked to one potential cacao extension zone in the Département du Nord-est—Carice and Mont Organisé—attached to the Jassa watershed, where climate change threatens to change the territory in which coffee can be grown. At the invitation of these two communities, AVANSE is bringing its cacao program to the areas and exploring how new cacao production models (with associated banana plantings) can be introduced to gradually replace coffee in some areas in order to sustain existing tree-based agro-forestry systems. This quarter, IR 1 staff made two trips to the communities to meet with the local organizations that would partner with AVANSE on implementing a transition to cacao cultivation and visited several potential sites and nurseries in the zone. Next quarter, the project will do a more detailed assessment of the feasibility of supporting these communities to adapt to climate change through cacao technical support.

The Farmer Field School (FFS) model is the core of AVANSE's strategy for diffusing these technologies, but it is not always applicable to all types of beneficiaries, especially those with somewhat larger land holdings or of a higher socio-economic level than most of FFS members. This quarter, IR 1 formalized the process for including non-FFS beneficiaries (this is captured in Tables 1 and 2 under Sub-result 1.2) as part of its approach to rapidly increase the number of hectares reached by its extension efforts. For instance, cacao technicians are now working directly with beneficiaries outside of the FFS framework to communicate the same technical information and provide the same support for those producers who express a strong interest in cacao production, hold land in an appropriate micro-climate for growing young cacao trees, and can dedicate 0.45 hectares or more to intensive cacao production. In the maize and beans value chain, AVANSE is now working with non-FFS beneficiaries with land of more than 2 hectares and who are engaged in off-farm activities that prevent them from dedicating the time to participate in the FFSs.

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[1] The precise yields and analysis from the field monitoring work with Auburn will be available in February along with the completion and treatment of the post-harvest survey.

*Farmers at in Fort Liberté "*bat diri"*—beat the rice grains out of the stalks—during the most recent rice harvest. AVANSE's analysis of the most recent harvest shows that the* système de riziculture intensive *(SRI) has the potential to double rice harvests across the zone.*

IR 1 will facilitate this extension effort particularly with support documents like booklets, flyers, and posters produced in cooperation with the AVANSE communications team. AVANSE will track progress of its interventions with non-FFS beneficiaries in a manner similar to what it is doing for those participating in FFSs. That is farmers possessing the minimum qualifications in terms of surface area will be registered as beneficiaries by local field technicians, with tracking of genetic material distributions and other inputs as well as training with the exact same data tools as are used for FFS participants.

SUB-RESULT 1.2: STRENGTHENED EXTENSION OF AGRICULTURAL TECHNOLOGIES AND NUTRITION INFORMATION

The FY 2014 workplan re-envisions the Farmer Field Schools as part of a constellation of strategies for promoting the technical packages developed under Sub-result 1.1. The goal of AVANSE's extension efforts (captured here under Sub-result 1.2) is to anchor knowledge of these technologies in the practices of community members—the real guarantors of sustainability—be it through FFSs, technicians working directly with beneficiaries outside of the FFS context (as explained above), implementing partners, or just informal neighbor-to-neighbor exchanges. The FFS remains the core of this extension model, but during this last quarter IR 1 began to diversify these mechanisms even as it continued implementation of the FFSs in earnest.

RICE

The most recent rice harvest concluded in November, and the preliminary production results were extremely positive: AVANSE saw the average harvest increase to 2.6 metric tons per

hectare, representing a 66% increase in yields. In several localities, yields were even as high as 6 to 7 tons. Farmers have taken note of the dramatic success of the SRI model, and approximately 75 per cent of FFS beneficiaries are now applying it. IR 1 hopes that with its irrigation activities under way during the next six months, it can reach an application rate of 95 per cent among farmers participating in the AVANSE FFSs.

As it prepared for the next rice season, which will begin at the end of January, the IR 1 rice team finalized the recruitment of new FFS members, and its five field technicians conducted 30 training sessions in the two rice target zones.

An AVANSE field technician and two beneficiaries of the FFS training stand in the couple's garden inspecting a cacao seedling planted with AVANSE assistance. The banana trees growing in the vicinity protect the young tree from direct sunlight and ensure that the land remains profitable during the 2–3 years before the cacao tree begins bearing fruit.

CACAO

One of the two annual planting seasons for cacao began in November. During this quarter, AVANSE distributed 652,000 new cacao seedlings and 180,000 banana plants (to plant along with the young cacao trees and provide shade) to beneficiaries. The cacao team also prepared for the next round of training (recruiting and organizing 4,000 new beneficiaries to participate) and supplied existing beneficiaries with harvest tools; these tools included 3,950 special cacao-harvesting knives that are designed to minimize the potential damage to the tree when harvesting the cacao pods (which grow directly out of the trunk and branches of cacao trees, so there is a risk that sloppy harvesting can injure the tree and reduce future yields). These knives can also be affixed to poles to reach higher parts of the trunk and branches. This quarter, the cacao team also completed a draft technical booklet covering the AVANSE cacao-production techniques.

A member of one of the banana farmer field schools in Bas Limbé stands in knee-deep water in the middle of his banana fields next to an IR 1 field technician and a member of the emergency assessment team mobilized from the IAEC unit after the flooding that struck the area in early November.

AVANSE intervened to save many of these banana trees, and in the next two quarters it will upgrade the irrigation and drainage systems in this area to prevent heavy rain events from being so devastating in the future.

BANANAS

The IR 1 banana and plantain team recruited and trained 46 new FFS leaders and identified 1,521 members for 57 banana FFSs this quarter. AVANSE distributed 400,000 plants to beneficiaries and over 110,000 kg of compost and 80,000 kg of manure. Unfortunately, the heavy rains that struck northern Haiti in November caused particularly devastating flooding in the fields of farmers in Bas-Limbé and Bord de Mer Limonade; the AVANSE engineering team intervened to drain these fields (see the Infrastructure section of this report for more details on AVANSE's response and actions to protect against this risk in the future), but nevertheless farmers lost over 10,000 banana and plantain trees in the two zones. AVANSE will launch a large campaign to fertilize plantain crops in the next quarter.

MAIZE AND BEANS

Unlike rice, which grows principally in irrigated areas, maize and beans are primarily a rain-fed crop. The greatest challenge for the maize and beans team this quarter remained the weather and the supply of inputs (fertilizers and pesticides) for the farmers. With the substantial rains in November, maize and beans farmers sowed the first seeds of the season on November 27. Another challenge is overcoming the logistical hurdles to the full application of the maize techniques AVANSE promotes; it is more labor-intensive than the traditional method, and as a result, FFS beneficiaries frequently rely on the *konbit* collective-labor strategy.[2] However, since

[2] A *konbit* is a traditional Haitian labor-exchange mechanism in which a community gathers to perform work on a neighbor's land, usually to complete a task too large for an individual or household to do, and usually in exchange for a shared meal.

many of the community members who participate in the *konbit* are not familiar with AVANSE's maize planting approach, field technicians have noticed that not all these techniques are followed precisely. The maize and beans team is already taking steps to adjust its planting strategies to compensate for the lower level of expertise that must be expected when farmers plant using *konbit* labor. This quarter, IR 1 also made progress completing the registration of 2,000 new beans FFS members, training many of the new FFS beneficiaries who will plant

during the winter season of 2014, and distributing over 40,000 kg of bean seed and 3,800 kg of maize seed to 1,342 beneficiaries in Caracol, Maribaroux and Grison-Garde.

For details on the progress of each of these extension efforts by crop and by target zone, please see the tables below.

TABLE 1: IMPROVED CROP PRACTICES IMPLEMENTATION PROGRESS THIS QUARTER (SUMMARY)[3]

Totals by crop	number of new FFSs created	number of new FFS beneficiaries			number of new non-FFS beneficiaries			total new beneficiaries			beneficiaries receiving planting material this quarter	beneficiaries receiving fertilizer/pesticides this quarter	approximate value in USD of agricultural inputs received this quarter		
		men	women	total	men	women	total	men	women	total			through direct distribution	through voucher programme	total
CACAO	0	12	106	118	412	140	552	424	246	670	2,394	0	$553,245	$0	$553,245
BANANA	31	732	281	1,013	0	0	0	732	281	1013	630	144	$121,737	$0	$121,737
RICE	0	0	0	0	0	0	0	0	0	0	0	0	$0	$25,157	$25,157
MAIZE-BEAN	20	392	116	508	0	0	0	392	116	508	1,342	0	$0	$0	$0
TOTAL:	**51**	**1,136**	**503**	**1,639**	**412**	**140**	**552**	**1,548**	**643**	**2,191**	**4,366**	**144**	**$674,982**	**$25,157**	**$700,139**
Totals by Target Zone															
Target Zone 1:Desroches / Limbé	8	219	37	256	76	36	112	295	73	368	246	80	$50,345	$0	$50,345
Target Zone 2: Camp Coq / Marmelade	0	3	47	50	261	50	311	264	97	361	823	0	$132,585	$0	$132,585
Target Zone 3: La Suisse /Bord de Mer	6	248	104	352	0	0	0	248	104	352	89	0	$41,912	$0	$41,912
Target Zone 4: Grison-Garde / Robillard	25	416	250	666	42	23	65	458	273	731	1,286	64	$223,897	$2,986	$226,883
Target Zone 5: Limonade / Terrier Rouge (Bois de Lance)	0	9	14	23	0	0	0	9	14	23	790	0	$31,343	$0	$31,343
Target Zone 6: Sainte Suzanne / Gens de Nantes	0	0	0	0	22	12	34	22	12	34	492	0	$73,228	$0	$73,228
Target Zone 7: Bayaha / Maribaroux	12	241	51	292	0	0	0	241	51	292	294	0	$0	$22,171	$22,171
Target Zone 8: Borgne / Port-Margot	0	0	0	0	11	19	30	11	19	30	346	0	$121,671	$0	$121,671
TOTAL:	**51**	**1,136**	**503**	**1,639**	**412**	**140**	**552**	**1,548**	**643**	**2,191**	**4,366**	**144**	**$674,982**	**$25,157**	**$700,139**

[3] For cacao, there are new beneficiaries in the quarter even though there are no new FFS created due to existing FFS adding new members. This is also true for the different target zones in the bottom part of the table, which gives the geographical breakdown. All the "zero new FFS" showing new members are for the cacao FFSs.

TABLE 2: IMPROVED CROP PRACTICES IMPLEMENTATION CUMULATIVE PROGRESS TO DATE (DECEMBER 2014)

Totals by crop	total number of FFSs created	estimated cumulative number of FFS beneficiaries			estimated cumulative number of non-FFS beneficiaries			estimated cumulative total beneficiaries			estimated cumulative beneficiaries receiving planting material	estimated cumulative beneficiaries receiving fertilizer/pesticides	approximate total value in USD of agricultural inputs received to date		
		men	women	total	men	women	total	men	women	total			through direct distribution	through voucher programme	total
CACAO	160	2,774	1,377	4,151	412	140	552	3,186	1,517	4,703	4,266	0	$667,339	$110	$667,449
BANANA	57	1,133	388	1,521	0	0	0	1,133	388	1,521	803	363	$153,365	$891	$154,256
RICE	67	1,130	211	1,341	0	0	0	1,130	211	1,341	1,341	633	$38,439	$46,785	$85,224
MAIZE-BEAN	51	962	300	1,262	0	0	0	962	300	1,262	1,342	0	$49,074	$0	$49,074
TOTAL:	**335**	**5,999**	**2,276**	**8,275**	**412**	**140**	**552**	**6,411**	**2,416**	**8,827**	**7,752**	**996**	**$908,217**	**$47,786**	**$956,003**
Totals by Target Zone															
Target Zone 1:Desroches / Limbé	23	508	119	627	76	36	112	584	155	739	359	119	$62,415	$319	$62,734
Target Zone 2: Camp Coq / Marmelade	24	448	202	650	261	50	311	709	252	961	961	0	$154,134	$0	$154,134
Target Zone 3: La Suisse /Bord de Mer	20	433	141	574	0	0	0	433	141	574	132	75	$53,654	$506	$54,160
Target Zone 4: Grison-Garde / Robillard	107	1,815	864	2,679	42	23	65	1,857	887	2,744	2,448	264	$312,708	$5,648	$318,356
Target Zone 5: Limonade / Terrier Rouge (Bois de Lance)	10	214	60	274	0	0	0	214	60	274	854	0	$47,070	$0	$47,070
Target Zone 6: Sainte Suzanne / Gens de Nantes	24	405	195	600	22	12	34	427	207	634	598	0	$89,325	$0	$89,325
Target Zone 7: Bayaha / Maribaroux	79	1,404	260	1,664	0	0	0	1,404	260	1,664	1,454	538	$41,895	$41,203	$83,098
Target Zone 8: Borgne / Port-Margot	48	772	435	1,207	11	19	30	783	454	1,237	946	0	$147,015	$110	$147,125
TOTAL:	**335**	**5,999**	**2,276**	**8,275**	**412**	**140**	**552**	**6,411**	**2,416**	**8,827**	**7,752**	**996**	**$908,217**	**$47,786**	**$956,003**

These tables are a summary of the crop-specific tables found in Annex A. They represent a summary of the information reported by the IR 1 field technicians through December 31st, but due to the geographical dispersion of the project's intervention areas, the holidays, and the timeframe of this report, all of this is preliminary data not yet validated by the IAEC unit, and it may not take into account all of the most recent distribution records or training attendance sheets. It is natural, of course, for some of these figures to change from season to season as some beneficiaries leave the FFSs or new materials are distributed, but other numbers may also need to be adjusted as a result of AVANSE's data-validation processes. Any such changes will be captured in the same tables in the project's next quarterly report.

PREPARING LARGE-SCALE EXTENSION SERVICES THROUGH HAITIAN IMPLEMENTING PARTNERS

In order to reach a larger scale, AVANSE is extending its technical models through implementing partners in each of the five target crops: rice, cacao, bananas, and maize and beans.

TEXT BOX: CAPACITY-BUILDING OF BACs IN THE PROJECT ZONE BY IR 1

IR 1 is building the technical agronomic capacity of local universities, water-user associations, as well as that of the local branches (BACs) of the Haitian Ministry of Agriculture. This quarter, the IR 1 team met with the regional office (DDA) of the Ministry and established a framework for implementing material and training this support during the rest of FY 2015. This will include rehabilitating BAC offices at Trou du Nord and the training facility CFAIM, providing computer equipment, and training BAC personnel on the technical packages promoted by AVANSE so that Ministry trainers can continue to share this technology after the close of the project. AVANSE is also integrating the BACs into the process of large-scale implementation of extension activities through implementing partners as these activities are under way during next quarter.

In preparation for contracting a partner to increase the scale of extension services in maize and beans, the AVANSE maize and beans team trained ten field technicians to teach its technical module and developed four draft training modules covering soil preparation, seeding techniques, and fertilizer and pesticide use for the AVANSE maize and bean technical package. AVANSE will transfer modules to the new implementing partner upon its engagement in the next quarter. This quarter, IR 1 and the AVANSE subcontracts team assembled a list of potential maize/beans training implementers, completed terms of reference, and prepared an RFP that will be issued on 7 January 2015. AVANSE anticipates selecting a firm in the first half of February and beginning implementation shortly thereafter. The rice and bananas teams are similarly preparing to contract implementing partners later in the year, and the cacao extension activities are already being implemented through collaboration agreements with NOVELLA and PISA (see the section on IR 3 for more details).

CONTINUING A PARTNERSHIP TO INCREASE THE CAPACITY OF LOCAL UNIVERSITIES

AVANSE is collaborating with Auburn University to reinforce and increase the capacity of local universities. This quarter, the partnership continued, leading to several diagnoses, proposals, and recommendations, related specifically to:

- Barriers to the yields expected by farmers;
- Approaches to identify potential subjects for student research;
- Initiation of data processing and analysis of agronomic issues related to the beans, maize and rice seasons of FY 2014;
- Strategies for soil testing to better manage the fertility of AVANSE's target zones;
- Design of a digital communication network for Haitian Universities.

Auburn and IR 1 will address these issues in a concept note to be presented to USAID during the next quarter. The concept note will propose to address the constraints faced by local universities through the following activities:

- Support for the creation of a formal network of agricultural education institutions (AEI) of northern Haiti;
- Facilitate ICT tools and connections for the AEI network;
- Provide at least twelve students and twelve professors the opportunity to work on research topics of practical interest;
- Establish or strengthen one soil analysis research lab and one tissue-culture and/or micro-propagation lab;
- Assist the rehabilitation and equipment of AEI's agricultural experimentation farms and initiate demonstration parcels.

SUB-RESULT 1.3: ACCESS TO INPUTS INCREASED

Activities related to this sub-result this quarter are covered under the voucher program as described in the IR 3 section of this report.

SUB-RESULT 1.4: MANAGEMENT CAPACITY OF USERS ASSOCIATIONS (WUAS) INCREASED

The exceptional droughts of FY 2014 and the subsequent strong rains of November led to destructive flooding in the region—especially in Bas-Limbé. This underscores the importance of better water-resource management in the zone. Although rice is the only target crop totally dependent on irrigation, irrigation of bananas, maize and beans is necessary for the yields of these other crops to reach their full potential. The irrigation interventions described in the FY 2015 workplan (and described in Sub-result 1.6, included in the section of this report dedicated to infrastructure) will be realized in parallel with strengthening the water-users associations (WUAs) that govern water resources and are charged with the maintenance of irrigation systems.

This quarter, the firm Comité Protos Haïti (CPH) began the first phase of this process—a capacity assessment of existing WUAs responsible for areas including crop-implementation sites targeted under IR 1. At the same time, the basic training program for the WUAs began under the subcontract negotiated and signed with the training firm GeoSociety. The specific recommendations emerging from the diagnosis launched by CPH this quarter (and to be completed next quarter) will feed into the specific training program implemented by GeoSociety. AVANSE also informed the regional MARNDR authorities of the anticipated program and held a meeting with its Small Irrigated Perimeters–2 (PPI–2) project to coordinate their interventions with WUAs in the Northeast for which AVANSE is providing institutional support to WUAs on PPI-2 targeted irrigated perimeters.

In close collaboration with the infrastructure team, IR 1 also completed the design of a pilot project to install five permanent pumps in key areas in need of irrigation, including geo-referencing these sites and negotiating with the firm supplying power to the Caracol Industrial Park to connect these pumps to the electrical grid. The team also held meetings with the farmers that will benefit from these initial five pumps. Next quarter, AVANSE will agree on a

management mechanism with the regional ministry offices (DDAs), implement maintenance plans funded through beneficiary contributions, and procure and install the pumps. Based on the lessons learned, AVANSE anticipates expanding this activity to a total of thirty-five pumps by next summer. In the meantime, AVANSE will use its stock of 10 “emergency” mobile pumps to address urgent irrigation and drainage needs.

AVANSE also designed a series of emergency works of rehabilitation of small irrigated perimeters (Dubré, Grison Garde, Chalopin) and cleaning of drainage canals (Bas Limbé) covering at least 600 hectares; these works will be executed next quarter.

Water-Users Association Specialist Luc Saint-Vil leads an animated conversation with over a hundred banana farmers at Bas-Limbé about the importance of community engagement in the management of water resources. Next quarter, implementing partner GeoSociety will lead water-user association strengthening workshops to ensure the sustainability of the irrigation and drainage systems work AVANSE is executing.

SUB-RESULT 1.5: PROPERTY SECURITY STRENGTHENED

Just as WUAs are vital to ensuring the productivity of irrigated territory, property security is an essential pre-requisite to developing drylands, where land tenure is not always clear. This quarter, the consultant engaged by AVANSE to assess the institutional and economic environment on the targeted lands completed the first two phases of a diagnostic study to clarify the formal underlying legal situation of large tracts of dry land and determine the zones that will most benefit from new wells and pumps, drylands development efforts, or assistance with securing proper land titles.

The large blocks of agro-forestry parcels (like this one, in Beudoret in the Limbé watershed) promoted by IR 2 serve a dual purpose: increasing the productivity of degraded slopes with sustainable crop mixes and preventing the damage to farmland downhill in the watershed that can be caused by heavy erosion.

IR 2: WATERSHED STABILITY IMPROVED

The AVANSE watershed-management team contributes to the goal of increasing overall agricultural incomes in the Northern Corridor in two ways: it promotes hillside agro-forestry practices that increase the productivity of steep, degraded terrain that is difficult to farm; and in turn, these stabilized slopes provide an improved ecosystem for the farmers downhill by reducing flooding and alluvium accumulation. To accomplish this, IR 2 disseminates tailor-made technical agro-forestry packages of non-erosive but profitable crops to create a more sustainable mix, supports activities to install physical soil-conservation structures, and strengthens community management of these new systems.

In FY 2014, IR 2 formed sub-watershed management bodies (SWMBs) and developed a successful and efficient model for implementing its technical package on hillsides to be managed by the SWMBs. This quarter, the team identified three implementing partners to complete the second phase of its SWMB support program, completed key contractual actions to

replicate its hillside agro-forestry model on a larger scale, and also provided material support to local entities to increase tree seedling production in the zone and strengthen its disaster preparedness.

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

Sub-watershed management bodies are committees established in conjunction with local government authorities to serve as a community forum for the resolution of land-use issues. Early in the quarter, IR 2 completed the election of the committee for Ouanaminthe, finalizing the formation of twelve SWMBs to join six others formed by the USAID–DEED project in Limbé and by another organization in Cap Haitian (AVANSE has re-activated these six SWMBs).

AVANSE issued an RFP early last quarter to identify firms to implement SWMB institutional-strengthening activities. By the end of the quarter, the grants and subcontracts and IR 2 teams had selected three firms (GeoSociety, Ayiti Gouvènans, and Stratège), and AVANSE anticipates signing contracts with them during the first two weeks of January. As foreseen in the FY 2015 workplan, these IPs will begin work on the formal sub-watershed management plans in February, each responsible for four new SWMBs and two SWMBs that were already formed (see Table 3 on the next page for details). Sub-watershed management plans are based on land-use maps and are developed through a community discussion of what tracts of land are appropriate for what type of use. By the end of the quarter, AVANSE anticipates all twelve land-use maps will be validated through a participatory process led by the three IPs with close guidance from AVANSE.

Hillside Agro-Pastoral Specialist Frandz Cothière explains the process of community land-use mapping to the recently-elected committee members of the Jolitrou sub-watershed management body in Grande Rivière. Next quarter, implementing partners will conduct this mapping exercise to develop an overall land-use strategy for the sub-watershed.

TABLE 3: PROGRESS OF SUB-WATERSHED MANAGEMENT BODIES, OCTOBER–DECEMBER 2014

	Creation of sub-watershed management bodies				Elaboration and execution of sub-watershed management plans				
Completed previously Completed this quarter	Initial Organization Workshop With Local Governments	Geographic Division of Sub Watershed	Election of SWMB Committee	Training on Role of SWMB Completed	Engagement of IP(s); (name of IP assigned to SWMB)	Sub-Watershed Maps presented to SWMBs for modification and verification	Participative Design of Community Land-Use Map	Finalization of Sub-Watershed Manage-ment Plan	Imple-mentation of works under SWMP
TROU-DU-NORD WATERSHED									
Sub-watershed 1: Sainte Suzanne					**(GeoSociety)**				
Sub-watershed 2: Trou du Nord					**(GeoSociety)**				
Sub-watershed 3: Caracol					**(GeoSociety)**				
MARION WATERSHED									
Sub-watershed 1: Perches					**(Ayiti Gouvènans)**				
Sub-watershed 2: Acul Samedi					**(Ayiti Gouvènans)**				
Sub-watershed 3: Dumas/Fort Liberté					**(Ayiti Gouvènans)**				
HAUT-DU-CAP WATERSHED									
Sub-watershed 1: Cap Haitien	SWMB FORMED BY ANOTHER ORGANIZATION AND VALIDATED BY AVANSE				**(GeoSociety)**	SWMPs FORMED WITH OTHER ORGANIZATION			
Sub-watershed 2: Acul du Nord					**(Stratège)**				
Sub-watershed 3: Milot/Quartier Morin					**(Ayiti Gouvènans)**				
GRANDE RIVIÈRE WATERSHED									
Sub-watershed 1: Jolitrou					**(GeoSociety)**				
JASSA WATERSHED									
Sub-watershed 1: Ouanaminthe					**(Stratège)**				

	Creation of sub-watershed management bodies				Elaboration and execution of sub-watershed management plans				
Completed previously Completed this quarter	Initial Organization Workshop With Local Governments	Geographic Division of Sub Watershed	Election of SWMB Committee	Training on Role of SWMB Completed	Engagement of IP(s); (name of IP assigned to SWMB)	Sub-Watershed Maps presented to SWMBs for modification and verification	Participative Design of Community Land-Use Map	Finalization of Sub-Watershed Manage-ment Plan	Imple-mentation of works under SWMP
Sub-watershed 2: Gens de Nantes					**(Stratège)**				
Sub-watershed 3: Acul des Pins					**(Stratège)**				
LIMBÉ WATERSHED									
Sub-watershed 1: BALI (Bas-Limbé)	DONE UNDER DEED				**(GeoSociety)**	DONE UNDER DEED			
Sub-watershed 2: RAHALIC (Limbé/Ravine des Roches)					**(Stratège)**				
Sub-watershed 3: SOLCAMA (Camp Coq)					**(Ayiti Gouvènans)**				
Sub-watershed 4: SACOGRA (Sofrière/Acul du Nord)					**(Stratège)**				
Sub-watershed 5: MARLA (Marmelade)					**(Ayiti Gouvènans)**				

The table above captures graphically the progress of the SWMB for each sub-watershed (the left-most column) towards the completion and validation of a land-use map and implementation of activities under the resulting sub-watershed management plan. Note that the SWMBs in the Limbé watershed and the Cap Haïtien SWMB were formed under previous projects, but will be receiving support from implementing partners to put into practice their sub-watershed management plans. This quarter, IR 2 concluded facilitating the election of the SWMBs themselves, with the election in Ouanaminthe held in October. The right-hand half of the table consists of activities implemented primarily by the implementing partners, which AVANSE recruited and selected during the quarter. IR 2 expects to engage them officially in the first half of January.

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

The model AVANSE developed in FY 2014 centers on demonstration blocks, core repositories of planting material grouped strategically in contiguous parcels for greater ecosystem impact; these groups also serve as a method of diffusing agro-forestry practices to neighboring territory. Creating such demonstration blocks can be challenging because it requires the buy-in of a specific set of landowners to complete the block and a long-term perspective on the productivity of the land. The model proved very successful in FY 2014 in the 681 protected hectares within the 18 demonstration blocks established to date. Beneficiaries have bought into the system, the overall vegetative productivity of the land within the blocks his noticeably increased, and AVANSE technicians have observed a marked decrease in erosion.

STRENGTHENING EXISTING DEMONSTRATION BLOCKS

This quarter was one of intensive work in the demonstration blocks to reinforce soil conservation structures (like rock walls, earthen canals, hedge barriers, etc.) and replant tree seedlings that did not survive the initial months after plantation. The IR 2 team prepared to install the soil retention and agro-forestry systems on the 248 hectares of land remaining in demonstration blocks that had not yet been completed at the end of FY 2014. AVANSE did not begin actual soil-conservation and tree-planting work this quarter because November and December were the season for planting several varieties of beans and farmers were not available. However, AVANSE launched procurements and signed purchase orders for 80,700 trees this quarter to plant on these remaining hectares, and in January after the communities complete soil-conservation structures, AVANSE will deliver trees and grasses to plant and complete the protection of the core demonstration blocks.[4] IR 2 will provide technical supervision to oversee work in these remaining 248 hectares, assistance supplemented by peer guidance from the farmer-to-farmer visits that AVANSE will facilitate on a larger scale next quarter. IR 2 is still on track to complete the protection of all 879 hectares identified in the FY 2015 workplan by the end of June 2015.

[4] Note that because AVANSE delivered no trees this quarter, this report does not include its customary tree-distribution table.

TABLE 4: DEMONSTRATION BLOCK ACTIVITIES TO DATE

WATER-SHEDS	TARGET ZONES	Demonstr-ation Blocs	Number of HA targ-eted for prot-ection	Number of Partic-ipants	Number of HA treated through Sept-ember 2014	Number of HA treated from October to December 2014	Number of HA reach-ing "prot-ected status"	% of HA pro-tected	Number of demonstr-ation plots estab-lished through Sept-ember 2014	Number of demonstr-ation plots estab-lished from October to December 2014	TOTAL demon-stration plots establish ed	Number of linear meters treated through Sept-ember 2014	Number of linear meters treated from October to Decemb er 2014	TOTAL linear meters treated
LIMBE	Camp Coq/ Marmelade	Massabiel	38.0	25	11.6	0.0	11.6	30.4	26	0	26	4,280	5	4,285
		Ravines des Roches	33.0	25	6.9	0.0	6.9	20.9	25	0	25	2,633	0	2,633
	Ravine des Roches/ Limbe	Camp-Coq	35.6	25	8.0	0.0	8.0	22.4	25	0	25	3,355	0	3,355
		Beudoret	34.0	25	7.7	0.0	7.7	22.7	25	0	25	3,051	0	3,051
HAUT DU CAP	Grison Garde/ Robillard	Milot	11.5	25	5.8	0.0	5.8	50.2	17	0	17	3,620	0	3,620
		La Bruyere	15.0	25	10.3	0.0	10.3	68.7	24	0	24	4,520	0	4,520
		Coupe Davide	13.0	25	8.0	0.0	8.0	61.5	22	0	22	3,302	0	3,302
	La Suisse/Bord de Mer	Grison Garde	14.5	25	11.5	0.0	11.5	79.3	18	0	18	5,385	0	5,385
GRANDE RIVIERE	Ste Suzanne/Ge ns de Nantes	Jolitrou	41.0	50	21.3	0.0	21.3	51.9	45	0	45	4,735	0	4,735
		Distrou	37.2	50	18.1	0.0	18.1	48.6	46	0	46	3,000	0	3,000
TROU DU NORD	Ste Suzanne/Ge ns de Nantes	Garcin	30.4	25	29.4	0.0	29.4	96.6	27	0	27	5,741	0	5,741
		Sarazin	39.0	25	40.3	5.0	45.3	116.1	27	5	32.0	12,809	960	13,769

WATER-SHEDS	TARGET ZONES	Demonstr-ation Blocs	Number of HA targ-eted for prot-ection	Number of Partic-ipants	Number of HA treated through Sept-ember 2014	Number of HA treated from October to December 2014	Number of HA reach-ing "prot-ected status"	% of HA pro-tected	Number of demonstr-ation plots estab-lished through Sept-ember 2014	Number of demonstr-ation plots estab-lished from October to December 2014	TOTAL demon-stration plots establish ed	Number of linear meters treated through Sept-ember 2014	Number of linear meters treated from October to Decemb er 2014	TOTAL linear meters treated
		Burotte	48.0	25	43.7	0.0	43.7	91.0	29	0	29.0	9,806	0	9,806
		Foulon	38.0	25	35.4	17.0	52.4	137.8	32	13	45.0	12,409	3,300	15,709
MARION	Ste Suzanne/Ge ns de Nantes	Acul Samedi	85.0	50	81.8	0.0	81.8	96.2	46	0	46.0	28,000	0	28,000
		Perches	110.0	50	111.4	0.0	111.4	101.2	50	0	50.0	32,760	0	32,760
JASSA	Ste Suzanne/Ge ns de Nantes	Acul des Pins	83.0	50	34.7	0.0	34.7	41.8	28	0	28.0	4,927	0	4,927
		Gens de Nantes	173.0	50	167.6	6.0	173.6	100.4	50	6	56.0	12,165	1,270	13,435
6	**5**	**18**	**879.2**	**600.0**	**653.2**	**28.0**	**681.2**	**77.5**	**562**	**24**	**586**	**156,500**	**5,535**	**162,035**

This table summarizes the progress of the IR 2 beneficiaries towards the goal of 879 hectares of hillsides protected by agro-forestry systems. Because of the relative unavailability of farmers in November and December due to the bean planting, demonstration block farmers only worked in the Foulon and Sarazin blocks, where they established 24 new parcels covering 28 hectares. However, AVANSE has already signed purchase orders for the materials needed to protect the remaining 291 hectares during the next two quarters, and at the close of the quarter field technicians were coordinating *konbit* labor groups for January.

EXPANDING THE MODEL

In order to reach its FY 2015 goal of 2,430 hectares protected through this demonstration block system, AVANSE is in the process of awarding grants to CBOs based near existing demonstration blocks. These grants will provide support for the replication and acquisition of planting material and the *konbit* labor needed to install soil-conservation structures, and AVANSE's watershed-management technicians will continue to provide technical oversight and guidance; however, by implementing this expansion through 18 CBOs in lieu of attempting to manage the scale-up of this activity directly, AVANSE will have a much more substantial impact.

Cacao trees at a Ti Bourg tree nursery AVANSE is providing with technical and material assistance. One of AVANSE's major challenges during its first year of implementation was the limited capacity of agricultural input suppliers in the zone to provide the high-quality materials AVANSE needed. AVANSE is now supporting nurseries like this one to build that capacity to sustain and replicate AVANSE's models.

This quarter, AVANSE issued a call for expressions of interest for this activity and received responses from 62 CBOs. Thanks to the workshops offered by the AVANSE grants and subcontracts unit, the responses were generally well-prepared and complete.

TEXT BOX: CAPACITY-BUILDING IN IR 2—STRENGTHENING THE TECHNICAL AND PRODUCTION CAPACITY OF THE NORTHERN CORRIDOR

In order to ensure that the Northern Corridor can supply the quantity and quality of trees and grasses needed to protect over 8,000 hectares of vulnerable hillsides as foreseen in the FY 2015 workplan, AVANSE is directly and indirectly supporting actors in the market for these goods. This quarter, AVANSE received approval to provide in-kind support to 50 tree nurseries in the project zone. After receiving approval from USAID to proceed on 11 December, AVANSE staff met with the nurseries to formalize the contracts steps needed to provide the promised, and the procurement department immediately began the process of obtaining the goods to be disposed to these 50 grantees. AVANSE anticipates finalizing these agreements in January and delivering the material immediately. AVANSE has similarly been encouraging the development of technical expertise by purchasing grafted tree seedlings prepared by the 150 "master grafters" that completed an AVANSE training program begun in 2013 and the five peers they in turn trained. This quarter, AVANSE purchased 80,700 seedlings for upcoming tree-planting activities, a number that included 9,000 high-quality grafted trees purchased from these master grafters.

The project expects to finalize the selection of the 18 grantees in the first half of January and begin activities shortly thereafter.

AVANSE will complement these demonstration blocks with larger-scale hillside stabilization efforts using basic soil-retention structures and vegetative ground cover in order to have the broad hillside-stabilization effects necessary to protect the fertile farmland downhill. This quarter, the IR 2 team finalized the terms of reference to recruit six implementing partners to implement these protection measures on 6,000 hectares across the six watersheds.

STRENGTHENING COMMUNITIES THROUGH AGRO-FORESTRY

The sustainability of interventions in natural-resource management depends on the commitment of communities of people—not just individuals. Taking this into consideration, the IR 2 team has supplemented its organizational work (with SWMBs) and core technical extension work (with demonstration blocks groups) with outreach efforts to bring the agricultural and environmental principles underlying its technical approach to all members of the community. This quarter, it implemented a home-vegetable-garden program (*jaden lakou* in Creole) targeting the women of households involved in demonstration block activities. In these households, the men are typically the property owners and the primary participants in the heavy labor necessary to implement

A group of women at Robillard (Haut du Cap watershed) with seed beds prepared for a jaden lakou. *AVANSE began this program during the last quarter to better include the women members of beneficiary households into IR 2 programming. The vegetable seeds and garden training AVANSE has provided to these women will help them provide more nutritious meals for their family and also helps integrate the entire household into IR 2 activities, strengthening the entire community's commitment to agro-forestry systems and sustainable hillside management practices.*

an agro-forestry system, so the *jaden lakou* program specifically incorporates women and women's concerns (particularly nutrition) into the overall IR 2 technical package.[5] This quarter, 550 women participated in the *jaden lakou* training program and received 2 kg of vegetable seeds each. Pursuing a similar strategy, IR 2 has designed a series of workshops in environmental principles and tree-planting through the SWMBs to target 700 young people in households benefitting from AVANSE assistance through IR 2; the team expects to launch this training series next quarter. By designing its program so that all members of the community have access to the model promoted by IR 2, the team hopes to ensure the long-term commitment of the community and the sustainability of hillside agro-forestry practices.

SUB-RESULT 2.4.: CRISIS MANAGEMENT CAPACITY ESTABLISHED

The flooding in Plaine du Nord and Limbé in November was a grim reminder that the degradation of the hillsides in the region can lead to more than just erosion and infertile land—heavy rain can cause devastating flooding, destruction of lowland crops, property damage, and even loss of human life. One of AVANSE's objectives under IR 2 is therefore to ensure that the region is prepared to deal with emergencies. In FY 2014, AVANSE determined that the civil protection authorities in the North were already receiving technical assistance and effective training from a number of Haitian and international partners. The FY 2015 workplan therefore focuses on providing material goods necessary to respond effectively to natural disasters (including but not limited to flooding).

This quarter, AVANSE established a formal partnership with the two departmental Directorates of Civil Protection (DPCs) and completed the procurement of approximately $50,000 of key emergency-response supplies ranging from visibility vests to mattresses to generators. The project delivered the first tranche of supplies in December and plans to deliver the final tranche (including six 3,500-watt generators) in January.

[5] This is described in more detail in the gender section near the end of this quarterly report.

IR 3: AGRICULTURAL MARKETS STRENGTHENED

This quarter, the agribusiness and markets team reached an important milestone as its began joint implementation of activities under the collaboration agreement with the cacao exporter NOVELLA, which is now purchasing directly from recently formed sales groups of farmers, many of whom have been benefitting from AVANSE assistance through the IR 1 farmer field schools. In addition to the collaboration agreements with NOVELLA and the newly established cacao exporter PISA signed last fiscal year, the IR 3 team was finalizing another such agreement with the cooperative cacao exporter FECCANO.

The team also led a series of workshops for agro-enterprises that applied to the AVANSE agro-enterprise grants program. The grants/subcontracts team had received 92 second-round applications (following the 312 first-round submissions in August) by the close of the quarter. (The deadline for submission is 7 January). Finally, after a challenging recruitment effort, the team hired a long-term access to finance specialist who will begin work beginning the first week of January.

Acting IR 3 team lead Stéphan Jean-Pierre (right) discusses with an AVANSE beneficiary farmer and IR 1 lead Philippe Mathieu (second from left) the challenges of increasing banana production to a competitive level. IR 3 complements IR 1 by ensuring that there is a strong market for agricultural products in the Northern Corridor so that farmers derive as much income from their produce as possible.

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

The mission of the agribusiness component of AVANSE is a natural complement to the production-oriented objectives of the IR 1 and IR 2 teams. Higher agricultural production will not increase the incomes of AVANSE's beneficiaries unless there is an efficient market with sustainable businesses that can provide services and attractive consumer markets to absorb that higher production. The IR 3 agribusiness team, therefore, works to strengthen agricultural markets in AVANSE's target value chains. Its strategy for making these markets more efficient integrates capacity-building assistance to agribusinesses with efforts to link producers to service providers (including input suppliers) along with storage and processing facilities.

This quarter, the team improved the efficiency of these markets through its progress with its enterprise training program and agro-processing grant facility and is proceeding in earnest with the activities planned under its collaboration agreements with all the major cacao exporters. Its voucher program also concluded a successful rice harvest and prepared for an exciting scaled-up operation.

TRAINING LOCAL ENTERPRISES IN BUSINESS MANAGEMENT

AVANSE is offering a series of workshops tailored specifically to the needs of medium, small, and micro-enterprises in agriculture value chains in the Northern Corridor through consortium partner Making Cents, which specializes in pedagogical methodologies for agro-enterprises operating at different scales and with different levels of literacy and numeracy. Making Cents conducts a needs assessment of agri-businesses in the zone and customizes its business training curriculum, which it then tests in trial workshops before rolling out the curriculum with a Haitian implementing partner trained in their methodology. In order to most effectively target the curriculum to the needs of different classes of enterprises, AVANSE delivers its business management training in two tracks: one for medium-sized enterprises, and one for small and micro-enterprises.

Training local medium-sized enterprises

In FY 2014, AVANSE identified implementing partner SOFITRAINING, which brought eight medium enterprises through the first phase of the medium-enterprise training program. This phase consists of self-assessments to identify gaps that the tailored coaching can address. During the first quarter of FY 2015, AVANSE recruited an additional eight firms to participate in this first phase:

- Group SA Jus Sapito (a fruit processor),
- Jaden Lakay (a vendor of agricultural inputs and a milk processor),
- AGRITECH (an agricultural products processor)
- Entreprise APEG, (agro-products processing)
- Société Coopérative Agricole Jean Baptiste Chavanne (a cacao cooperative),
- Entreprise Edon Prophète & Associates (an agro-enterprise engaged in processing)
- Consortium pour le Développement Intégré (a vendor of agricultural inputs and also an agricultural products processor)
- MOPENA Entreprise (agricultural inputs and processing)

Of these eight firms, three participated in self assessments sessions offered in October, November, and December. IR 3 expects the other five to complete this phase of the program in January.

TEXT BOX: CAPACITY-BUILDING IN IR 3

AVANSE partners Making Cents and SOFITRAINING have been collaborating since the summer of 2014 to provide medium enterprises in the project zone with a six-month cycle of business training and coaching that will improve the efficiency of these enterprises. In the first phase of the program, a SOFITRAINING coach trained by Making Cents will visit each participating enterprise to guide it in a self-evaluation to identify specific material or training needs to address technical, administrative, or strategic challenges.

Once this diagnostic phase is completed, AVANSE and SOFITRAINING organize for each firm, according to its needs, a series of three to five 3-hour workshops covering strategic planning, business plans, marketing, financial planning and management, adaptive management, business administration, and the effective use of outside consultants to improve operations. As a result of these workshops, the enterprise develops an action plan identifying specific steps to take to meet the needs identified earlier.

In the final phase of the program, AVANSE will offer customized technical workshops and a coaching service to oversee the implementation of the action plan. This approach to training distinguishes itself in its responsiveness to the practical needs of beneficiary enterprises and the fact that all the support will be conducted at the site of the business itself, which ensures that the assistance provided is relevant and accessible.

These workshops will do more than build the capacity of local enterprises, however. By adopting a model of curriculum development by an expert international firm and training implementation from a Haitian firm, AVANSE also strengthens the capacity of the Haitian training firm through training-of-trainers sessions and by transferring the customized curriculum itself. This is by design. Through this close cooperation with local implementing partners, AVANSE and Making Cents are creating sustainable training capacity in the Northern Corridor that will last long beyond the close of the project and benefit future efforts to strengthen medium enterprises.

The second phase of the program will develop performance-improvement workplans to address the needs identified in the first phase. The third phase will bring tailored coaching to each enterprise according to these workplans. AVANSE will begin this second phase in January for all 16 medium enterprises participating in the program, with the third phase following in the subsequent quarter (April–June).

Training small and micro-enterprises

This quarter, DAI and Making Cents finalized the scope of work for developing and testing the curriculum for the training program for small and micro-enterprises. This activity is slightly behind schedule due to the consideration given to incorporating the results of the needs assessments (completed in the last quarter of FY 2014) and integrating this activity with the rest of the new AVANSE workplan. Nevertheless, AVANSE and Making Cents are confident that with a rapid mobilization of the proposed curriculum-development team (submitted 12

December), the curriculum can be completed and tested and an RFP issued for a Haitian training firm during next quarter, in time for the initial training-of-trainers for the training firm to begin in April. Workshops for participating businesses will begin during the third quarter of FY 2015, as originally planned.

PREPARING TO ISSUE AGRO-ENTERPRISE GRANTS

Just as business training can help agro-enterprises to improve their systems and practices, equipment or direct funding to upgrade their infrastructure is an essential part of the equation, particularly in a climate where access to finance is limited, making it difficult or impossible for agro-enterprise to invest in new or better equipment and facilities. AVANSE has created an agro-grant window for this purpose. This quarter, AVANSE completed the final phase of the grant application process for postharvest handling, storage, and processing. The IR 3 and Grants/Subcontracts teams held four workshops in four locations in the Northern Corridor for applicants with 156 attendees. By the end of the quarter AVANSE had received over 70 applications from enterprises across the scale (micro, small, and medium-sized enterprises) working in a number of AVANSE's target value chains.

TEXT BOX: MAKING THE CACAO MARKET WORK FOR WOMEN

Unlike traditional collective-purchasing arrangements, in which farmers sell their products to relatively removed cooperatives with highly structured, formalized governance bodies (complete with committees, nominations and elections), the groups of cacao farmers selling their produce to NOVELLA consist of sixteen to twenty-four farmers—with core membership usually coming from existing IR 1 farmer field schools. Each group designates a representative who collects other members' dried cacao, administers simple quality tests, keeps records of all exporter pick-ups on a regular schedule, and facilitates payments from the exporter to each member with prices set based on a pre-determined, public pricing schedule according to the quality of the cacao in terms of humidity content and the absence of mold. This mechanism is particularly favored by women, who find its simplicity, rapidity of payment, and lack of formality more conducive to their participation than the traditional cacao cooperatives. Based on preliminary results from last quarter, IR 3 expects women membership of 35 per cent or higher.

At the beginning of next quarter, IR 3 will evaluate all applications. AVANSE intends to award grants to approximately twenty enterprises. These grants will include a substantial cost-share component (33 per cent for private, for-profit enterprises and 25 per cent for associations, cooperatives, and producer organizations). AVANSE anticipates issuing the first awards in March.

IMPLEMENTING ACTIVITIES UNDER COLLABORATION AGREEMENTS WITH CACAO EXPORTERS

AVANSE signed collaborations agreements with cacao exporters NOVELLA and PISA during FY 2014. These agreements set the terms for the two partners to work together to strengthen the cacao production and processing capacity of farmers in the Northern Corridor and increase farmer revenues. The collaboration agreements also explicitly link these major firms directly with small farmers benefitting from AVANSE technical assistance under IR 1. This quarter, AVANSE drafted and is in the process of negotiating an agreement with FECCANO, the second major cacao exporter active in the region. AVANSE anticipates signature of this agreement in the first weeks of January.

The most noteworthy development this quarter was the restructuring of NOVELLA's cacao-purchasing system by creating and incorporating small farmer sales groups. These groups include members of IR 1 farmer field schools and sell cacao directly to NOVELLA according to predetermined, transparent prices linked to the world cacao market price. The arrangement benefits farmers by removing middlemen and more efficiently transmitting market prices and quality premiums directly to farmers. It also favors product traceability and certification. Initial returns show that in some cases, the sales groups have seen the price they receive for their cacao double. This quarter, IR 3 began the process of engaging consultants to help certify the farmers working with PISA and NOVELLA: the consultants will complete next quarter the first phase of this process, which focuses on determining the technical and economic viability of organic and fair trade certifications. By March, they will launch the actual certification process. This re-engineered system holds great promise for removing the market inefficiencies caused by a lack of transparency in price information and cacao quality standards.

On October 9th, NOVELLA president Daniel Zephyr signed the first agreement governing this direct-purchase system with a group of farmers in Port Margot. He has signed 10 such agreements covering 256 farmers to date, and an additional 105 farmers registered for the program in December (the contracts will be signed in January). AVANSE aims to reach all 4,000 farmers in the zone where NOVELLA operates. Through the sales groups facilitated by AVANSE, NOVELLA can increase percentage of its total sales that are the result of direct farmer purchases. AVANSE is also working with NOVELLA to address production constraints by supporting the creation of cacao nurseries operated by small farmers near farmer sales groups, which will complement the grafting training work already completed by IR 1 in 2013–2014.

A group of farmers trained through AVANSE farmer field schools in Port Margot sign a direct-purchase agreement with NOVELLA. This is the first time a major cacao processor and exporter has been able to purchase directly from farmers. This step can double farmers' income from cacao and opens the door for organic and fair-trade certification.

These cacao collaboration agreements between AVANSE and the cacao exporters also pave the way for a sustainable model of technical assistance in this value chain. AVANSE is now working with 4,266 cacao farmers through IR 1 and plans to reach 9,000 by the beginning of 2016. This increase in scale will be possible through collaboration with NOVELLA, PISA, and FECCANO.

POTENTIAL NEW PRIVATE PARTNERSHIPS

In addition to the collaboration agreement with FECCANO that was pending signature at the close of the reporting period, several other firms are on their way to developing collaboration

agreements with AVANSE. During the quarter, AVANSE also received proposals from sisal-processing firm SISALCO and peanut value-chain firm ACESSO to support the production of peanuts and sisal intercropped with maize in drylands in the project area. This cooperation with the private sector has the potential to increase the agricultural incomes of small farmers with drylands holdings by making their land more productive and linking them to markets while helping them secure the titles to their land.

Other collaboration agreements still in development include investment in a rice-milling operation by processing firm SEPAC and a joint Haitian-Dominican banana export program with Banamiel. The feasibility study for the banana activity began in earnest this quarter with close support from Agridev's Junior Paul, and AVANSE anticipates determining the nature of the prospective collaboration agreement next quarter after the presentation of the results of the study. The activity foreseen under a potential PPP anticipated with rice farmer, processor, and distributor Jacques Sauveur Jean, on the other hand, was determined to be better implemented through the agro-enterprise grant window (see above).

Table 5 summarizes the status of these collaboration agreements below.

TABLE 5: AVANSE COLLABORATION AGREEMENTS AND MARKET LINKAGES

Potential Private Firm Partner	Nature of Business	Major Goals of Joint Project	Potential Collab-oration Mechanism	Current Status of Agreement	Potential Private Investment	Actions undertaken in quarter	Actions Foreseen in next quarter
Signed collaboration agreements:							
Maison NOVELLA	Cacao export	(1) Increase cacao production in partnership with small farmer in North; (2) expand to fermented cacao; 3)Improve post-harvest treatment to raise quality and improve farmer price incentives; (4) certify supply chain & improve traceability ; 5) Disseminate price information's to farmers	Collab-oration Agreement	Implementation	1.3 million USD	*Implementation started*[6]	*Continue implementation*
Rebo/PISA	Cacao export	(1) Increase cacao production in partnership with small farmer in North; (2) Develop an operation of exporting fermented cacao; 3)Improve post-harvest treatment to raise quality and improve farmer price incentives; (4) certify supply chain & improve traceability	Collab-oration Agreement	Implementation	800,000 USD	*Implementation started*	*Continue implementation*
Total signed collaboration agreements:					2.1M USD		
Potential collaboration agreements foreseen in FY 2015:							
SEPAC	Rice processing	Install a rice milling operation in North east region	Collab-oration	SEPAC is reviewing investment plans.	TBD	Establish market linkages with rice producer association in	Continue discussions to finalize and sign MOU

[6] Cells in shaded in green with text in italic typeface represent changes that occurred this quarter.

Potential Private Firm Partner	Nature of Business	Major Goals of Joint Project	Potential Collab-oration Mechanism	Current Status of Agreement	Potential Private Investment	Actions undertaken in quarter	Actions Foreseen in next quarter
			Agreement	Formalization of MOU depends on SEPAC's decision to invest in milling infrastructure		Ferrier for increased production as first step in local investment.	before the end of the quarter
Banamiel Group	Banana export	Develop an integrated Haitian-Dominican banana production- export program with Dominican firm Banamiel	PPP	Finalizing feasibility Study	TBD	*Implementation of study*	Submission/Presentation of study
FECCANO	Cacao export	(1) Increase cacao production in partnership with small farmer in North; (2) expand to fermented cacao; 3)Improve post-harvest treatment to raise quality and improve farmer price incentives; (4) certify supply chain	Collab-oration Agreement	*FECCANO board is reviewing the final version of the Collag that should be approved by the end of January*	TBD	*Negotiation of agreement*	*Signing of agreement* *Start implementation*
ACCESO	*Supply chain impact*	*Increase production and marketing of maize, beans, peanuts, sisal in the North*	Collab-oration Agreement	*AVANSE is reviewing ACCESO's proposal*	*440,000 USD*	*Negotiation of agreement*	*Signing of agreement* *Start implementation*
SISALCO	*Sisal Processing and Export*	*Support production of sisal by small farmers in dry lands to increase supply of sisal*	*Collab-oration agreement*	*Agreement Negotiation*	*1.5 Million US*	*Finalized Agreement*	*Sign Agreement* *Start implementation*
			Total potential collaboration agreements:		> 2.5 million USD		
			Market linkage partnerships:				
CALI	Corn processing	Facilitating market linkages activities to sell corn	Market Linkage	Idle. Waiting on equipment upgrade to improve capacity and quality	None	Assisted CALI in preparing grant application	Award grant to CALI Link to private sector buyers
LEA Trading/ ParkCaracol	*Food distribution*	*Sale of local products to Caracol park employees*	*Market Linkage*	*Price negotiations*	*None*	*Facilitated negotiations between partners*	*Finalize linkage* *Monitor sales*
AIGG	Rice processing	Facilitating market linkages activities to sell rice	Market Linkage	Waiting for harvest	None	None	Finalize market linkage with LEA trading
CLES	Rice processors	Market linkage with buyers	Market Linkage	Waiting for harvest	None	Assist CLES in securing a order of rice from Caracol Park	Finalize market linkage with Caracol
Quisqueya	Food processor	Market linkage for the supply of dry banana chips to Quiskeya	Market linkage	Idle. Price not competitive	None	Worked with IR1 to identify banana producers with significant	None

Potential Private Firm Partner	Nature of Business	Major Goals of Joint Project	Potential Collab-oration Mechanism	Current Status of Agreement	Potential Private Investment	Actions undertaken in quarter	Actions Foreseen in next quarter
						volumes	
RAFAVAL	Cocoa processing	Link RAFAVAL to US buyer	Market Linkage	Idle. Waiting on equipment upgrade to improve capacity and quality	None	Assisted RAFAVAL in preparing grant application	Award grant to CALI Link to private sector buyers

STRENGTHENING MARKET LINKAGES BETWEEN THE CARACOL INDUSTRIAL PARK AND AREA FARMERS

The second half of Table 5 describing market linkages summarizes the status of AVANSE's work to improve the efficiency of target value chains through less formal market linkages. Thanks to AVANSE's networks reaching farmers throughout the Northern Corridor, it facilitates connections between large buyers of agricultural goods with the farmers who produce them. In some cases, AVANSE simply coordinates arrangements between buyer and seller; in others, it provides detailed pricing and quality information to the large buyers. Overall, this activity helps farmers and processors in the target value chains find new markets, which increases the revenues of farmers in the region.

This quarter, AVANSE facilitated such a market linkage with the operator of the Caracol industrial park, which requested that AVANSE help source and price food products for its 3,000 employees. At the close of the quarter, the team was finalizing the price negotiations between the operator, the food products distributor LEA Trading, producers and rice and corn processors CLES and CALI. The IR 3 team was able to connect the Caracol operator to the producers supplying CLES and CALI to procure 1,200 metric tons of rice, 700 tons of maize, and 700 tons of beans during the next year. If the agreement is implemented as planned, all rice, maize and beans farmers receiving technical assistance through AVANSE will contribute their production to this total amount of product to be sold. This opens a new market to producers of these target crops.

AVANSE's largest challenge in the area of market linkages has been one of local supply. The Northern Corridor does not yet have the capacity to produce in the volume and quality needed to compete as effectively as it should against imported products, especially those from the Dominican Republic. However, the IR 3 team expects that by the end of FY 2015, this will have begun to change as the crops planted through the scaled-up IR 1 program are harvested and processing is improved through equipment grants and training.

PRIMING THE MARKET FOR KEY AGRICULTURAL INPUTS THROUGH THE AVANSE VOUCHER PROGRAM

The AVANSE voucher program[7] strengthens agricultural markets in the Northern Corridor by connecting small farmers to vendors of key agricultural inputs by offering partial subsidies on elements of the technical packages promoted by IR 1 through its farmer field schools. The IR 3

[7] Called *Système d'Incitation via les Bons d'Achat* or 'SIBA' in French.

voucher team works with IR 1 to select products to subsidize and identifies the farmers eligible to use them. Then AVANSE issues individualized nominative vouchers which farmers obtain after making their share of contributions via local branches of microcredit institutions. They then bring the voucher to a participating agro-chemical dealer, who then exchanges the voucher for the indicated product. AVANSE reimburses the dealer for the full face value of the voucher—which includes two parts: the farmer's contribution and AVANSE's subsidy. This system primes demand for key agricultural inputs by inciting a market-based connection between vendors and farmers with a transaction price that is actually the free market price. The program encourages farmers to begin using agro-chemical inputs and planting material that they may not have been able to afford in the past. Furthermore, since agro-chemical dealers have a guaranteed market for a given season (they even know its exact size in advance from the volume of farmer contributions), they can procure a large inventory or even invest in new outlets closer to farmers. Over time, AVANSE will diminish the percentage of the total price subsidized by AVANSE, permitting the market to take over as farmers begin to afford the full price of the products thanks to their increased agricultural productivity at home.

Reviewing lessons learned from the pilot voucher program

This quarter, AVANSE closed out the pilot voucher program it began last spring as it prepared to launch its next season with an implementing partner on a larger scale. One of the key successes of the pilot was its ability to overcome unpredictable market conditions, particularly the dearth of fertilizer in the region during the February 2014 planting season. AVANSE had counted on participating vendors supplying their fertilizer for the rice crop from the stocks of fertilizer imported through the MARNDR fertilizer subsidy scheme, but because of shortfalls and delays in these imports, there were no fertilizers available in time for planting, and actual voucher purchases by farmers reached only 54 per cent of planned levels that season because rice farmers knew that some of products were not available.

An AVANSE beneficiary purchases a voucher for rice fertilizer NPK 0-0-40 at a microfinance institution in Plaine du Nord. The infrastructure and wide reach of institutions like Fonkoze and Le Levier make them very valuable implementing partners for interventions like the AVANSE voucher program.

AVANSE therefore negotiated directly with fertilizer importers to ensure the necessary products were available during the subsequent summer rice season (July to October). This first experience demonstrated that with sufficient prior planning and negotiations, the total value of farmer contributions to purchase vouchers in micro-finance institutions can serve as sufficient guarantee to convince private importers to import the necessary fertilizer directly on the open market—without going through the complicated and distortionary public fertilizer import subsidy program. Based on this summer 2014 experience, AVANSE will coordinate a larger operation with the MARNDR, combining the fertilizers orders of both AVANSE and the IDB-funded PTTA

project. This joint approach will convince importers to increase the volume of open-market imports to supply both AVANSE and PTTA voucher activities.

At the beginning of this quarter, farmers validated their last vouchers and AVANSE took stock of the successes and challenges of the pilot program as it prepares for a larger-scale program in early 2015. One of its most notable successes was the increase in the ratio of actual to planned voucher purchase to 85 per cent for the summer rice season (see table below).

TABLE 6: INCREASE IN UPTAKE OF VOUCHER PROGRAM FOR RICE FROM WINTER TO SUMMER 2014[8]

	Number of vouchers planned:		Number of vouchers purchased:	
Product	**Winter 2014**	**Summer 2014**	**Winter 2014**	**Summer 2014**
NPK 20-20-10	497	665	292	592
Ammonium Sulfate[9]	415		179	
Urea	422	596	245	533
Di-Ammonium Phosphate (DAP)*		665		563
Herbicide 2,4 D	422	593	244	500
TOTAL	**1,756**	**2,519**	**960**	**2,188**
Sales rates for Rice Winter Campaign				***54.7%***
Sales rates for Rice Summer Campaign				***86.8%***

This dramatic increase in farmer buy-in in the rice value chain can be attributed to better marketing and administration of the second season of the voucher pilot phase, and most of all to AVANSE's efforts to arrange for the importation of the fertilizer needed for the program so that it was available on time. Through increasing the scale of its voucher activities in the future (see below), AVANSE will prove to importers that there is indeed a solvable small-farmer market for fertilizers, thereby encouraging a sustainable supply in the future. This has the potential to contribute to wide-reaching changes in the market for agro-chemical inputs, in the North and across the country as a whole.

Preparing to expand the voucher program

AVANSE is carrying these lessons forward into the larger-scale voucher program it is poised to launch at the beginning of next quarter. The voucher team spent much of October, November, and December working with the MARNDR on the joint effort to import fertilizer for AVANSE and the PTTA subsidy project in time to supply the 2015 winter rice season. To reach the larger numbers of farmers who will be included in this upcoming season, AVANSE is working with a

[8] See Annex B for a detailed breakdown of this table.

[9] AVANSE replaced ammonium sulfate with DAP in the winter campaign because ammonium sulfate was not readily available in the country through the import subsidy program of the MARNDR. This product was therefore dropped from the summer season.

new Haitian implementing partner Transversal, which led a three-day workshop in December for AVANSE staff and the participating micro-credit institutions and input suppliers working within the context of the voucher program. The expanded program will feature a greater degree of traceability thanks to the use of electronic means in which smartphones are used to scan vouchers and store transactions electronically on a server that AVANSE can access at any time. Transversal specializes in this technology and gave hands-on demonstrations in the course of the training.

AVANSE voucher and environmental compliance staff visiting the Jàden Lakay store in Ouanaminthe. AVANSE is collaborating with the MARNDR to provide experts to help agricultural input vendors like this one upgrade their operations to meet international fertilizer and pesticide safety and environmental standards.

Deepening the partnership with the MARNDR

This quarter, AVANSE continued its close collaboration with the MARNDR in the context of the voucher program. AVANSE participates in the monthly *Table de Concertation* on agricultural inputs hosted by MARNDR to coordinate among entities implementing voucher programs in Haiti, including PTTA, RESEPAG, and the IDB. AVANSE used this forum to help constitute the stock of fertilizer that helped make the summer 2014 campaign such a success (see above), and more recently the AVANSE voucher team has engaged in a dialogue with the PTTA/MARNDR to define environmental good practices for input stores. AVANSE developed training material on fertilizer storage and pesticide management, and the MARNDR provided an integrated pest management expert to AVANSE to train input dealers. Both steps helped raise

awareness on the importance of respecting environmental good practices to ensure the safety of the community.

The AVANSE voucher program has also helped to strengthen the MARNDR's internal capacity. AVANSE subscribed to the internationally recognized database ICIS to monitor international fertilizer prices, which will inform both the MARNDR and AVANSE when doing joint solicitation to importers. The voucher team is working closely with the MARNDR to create a price-monitoring unit for fertilizer at the MARNDR with the help of voucher expert Joël Le Turioner. Training will begin in January.

SUB-RESULT 3.3: INCREASED ACCESS TO FINANCIAL PRODUCTS

PREPARING A PILOT MOBILE-MONEY PROGRAM

Despite the continued absence of a full-time access to finance specialist during the reporting period, IR 3 short-term staff finalized a scope of work for a firm to implement a pilot mobile-money project and identified farmers to participate in the pilot. They also developed a scope of work for an eventual full-scale program. More than three hundred farmers are engaged in the cacao sales program through the collaboration agreement with NOVELLA, and they form a base of potential mobile-money users. AVANSE plans to launch the pilot early next quarter.

MOBILIZING ACCESS TO FINANCE

AVANSE received approval for Access to Finance Specialist Demetrio Torres on 12 December, and IR 3 expects that with his mobilization in the first week of January, the team will rapidly identify financial products in the region that can be useful to agro-enterprise clients in AVANSE's database and those in contact with AVANSE through its training program, grants window, or market-linkage efforts. In the same way that the IR 3 team as a whole improves the efficiency of agricultural markets by facilitating partnerships and connecting farmers to agri-businesses, the access to finance specialist will work to broker partnerships between firms with credit needs and financial institutions in the project zone. This activity will progress on an accelerated schedule next quarter through an anticipated "trade show" for financial institutions.

SUB-RESULT 3.4: IMPROVED MARKET-INFORMATION SYSTEMS

This quarter, the project prepared to launch a new cacao market-information system, registering over 300 farmers in the zone for direct sales through the collaboration agreement in effect with Novella; these farmers are potential users of a revived *kout lambi* MIS. AVANSE waited until this stage to begin to introduce this system in order to coordinate it with the direct cacao farmer purchase system that began going into effect in October. With these agreements in effect, AVANSE anticipates launching this system next quarter. To ensure the sustainability of the system, AVANSE is proceeding in the cacao value chain initially and will adapt the model to other value chains depending on feasibility.

IR4: CAPACITY OF LOCAL ORGANIZATIONS STRENGTHENED

AVANSE's capacity-building activities stretch across all areas of the project. In the FY 2015 workplan, the project simplified the organization of activities to make it clearer that capacity-building activities have been distributed across the technical components of the project. Acknowledging that building the capacity of local organizations is *not* content-neutral, AVANSE has assigned a range of capacity-building assistance to different components: for instance, IR 1 is building the capacity of water-user associations; IR 2 supports the strengthening of sub-watershed management bodies; IR 3 assists agro-enterprises through the component's grants window and Making Cents' customized training program; and AVANSE is providing training and material support to the Ministry of Agriculture through IR 1 and the SIBA unit.

The IR 4 team focuses on advancing USAID–FORWARD objectives by developing the administrative and financial capacity of implementing partners that may soon be capable of competing for and administering direct USAID awards (either as contracts or as fixed-obligation grants). This component also provides more general assistance to smaller CBOs in the zone.

This quarter the team remained on schedule with the new workplan, continuing the action plans of current participants in the IP-strengthening program, identifying potential new ones, and launching a cycle of legalization workshops for CBOs across the project zone.

A particular highlight of the trimester was the conclusion of challenging recruitment effort for a financial capacity-building specialist. IR4's financial capacity building specialist was approved by USAID November 7 and began work with AVANSE in the last week of November. The new Financial Capacity Building Specialist worked alongside DAI STTA consultant, Heather Robertson when she was training AVANSE partners Agridev and Agroconsult on financial management and compliance in December. The project also recruited a replacement training specialist on a short-term basis, and so much of the work with IPs this quarter focused on curriculum development and financial strengthening.

AVANSE is very optimistic about accelerating the progress of the IR 4 component during the next two quarters with these new staff and new strategic direction.

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

The IR 4 team builds the capacity of local organizations with two different objectives in mind—preparing some organizations to receive direct USAID assistance in the future (through contracts or fixed-obligation grants) and also building the general capacity of local organizations. Each type of assistance is appropriate for a different profile of organization according to its capacity, and so IR 4 treats these in two "tracks" with a different set of steps for

the organization and AVANSE to complete together (see the corresponding text boxes for more detail).

Activities under sub-result 4.1 focus on the more advanced local organizations with the potential to bid directly on USAID awards or receive FOGs from USAID.

BUILDING THE FINANCIAL CAPACITY OF AGRIDEV AND AGROCONSULT

AVANSE consortium partners Agridev and AgroConsult made progress towards the objectives in their action plans this quarter thanks to the beginning of a number of coaching efforts.

First, AVANSE recruited the accounting firm CEGEC to provide ongoing support to the two agriculture consulting companies, particularly on strengthening their accounting and administrative procedures. This quarter, Agridev and AgroConsult worked with IR 4 to finalize the CEGEC deliverables and training schedule, and Agridev recruited a new accountant. The Financial Capacity-Building Specialist will follow the progression of this training and coaching program and participate in many of the activities.

In November, DAI STTA business process specialist Heather Robertson traveled to Haiti to lead a series of workshops on financial management and compliance for USAID contracts. Ms. Robertson and CEGEC staff met separately with AgroConsult and then with Agridev to focus on the issues specific to each company and covered topics like direct and indirect costs definition and documentation, cost allowability, variance analysis, and segregation of duties. Including CEGEC in these workshops both strengthens the accounting firm itself and integrates it into the coaching process for Agridev and AgroConsult. Ms. Robertson will follow up on the progress of this activity next quarter. She will also help AVANSE with the process of recruiting and supporting an external firm to audit Agridev and Agroconsult, both as part of the capacity-building activities and in order to conform with the USAID guidelines on the foreign recipients of USAID assistance.

TEXT BOX: INSTITUTIONAL STRENGTHENING STEPS FOR POTENTIAL DIRECT-AWARD-HOLDERS:

1. A Haitian organization responds to a competitive AVANSE procurement.

2. IR 4 identifies the organization as an institution with potential to receive and administer a direct award from USAID.

3. If the Haitian organization demonstrates interest, IR 4 conducts an Organizational Capacity Assessment (OCA) to identify the steps necessary for the institution to qualify to directly administer USAID funding (contracts or fixed-obligation grants).

4. The Haitian organization works with IR 4 to prepare an Action Plan (AP).

5. The Haitian organization and IR 4 follow up to implement AP items, conducting additional OCAs as necessary; IR 4 assists in securing resources (training, grants) through AVANSE to strengthen IP according to action plan.

6. USAID evaluates the Haitian organization according to NUPAS guidelines to receive direct funding.

7. IP bids on USAID solicitations and begins implementing USAID projects directly.

CONDUCTING STRATEGIC PLANNING WITH SOMIR AND FHAREN AND IMPLEMENTING THE SCAGITECH ACTION PLAN

IR 4 staff conducted two strategic planning exercises during the quarter. These activities help the participating firms to prepare a business plan covering the next financial year. This process not only strengthens the capacity of the participating firms; it also highlights the areas where AVANSE can help the each organization. These exercises highlighted the challenges in incentivizing the firms to commit to executing the action plans that come out of the OCAs and strategic planning exercises; partly due to this and in part to internal difficulties, only one of these two firms will continue the process at this stage. On the other hand, SCAGITECH (which began the process in FY 2014) has shown promising enthusiasm and will begin implementing its action plan in January.

SELECTING AND EVALUATING POTENTIAL NEW IPS FOR FORWARD CAPACITY-BUILDING SUPPORT

The IR 4 team completed organizational capacity assessments during the quarter for three financial cooperatives (members of the Le Levier Federation) who were found to have strong potential to qualify for direct USAID awards in the future. This support is particularly relevant to AVANSE since these institutions directly support the voucher program under IR 3. Financial institutions are also promising targets for capacity-building assistance generally since they typically already have the broad infrastructure to reach many residents of the Northern Corridor and would make excellent implementing partners for future projects in a variety of sectors. The irrigation and rural development consulting firm GeoSociety, which IR 4 also evaluated this quarter, is small and notably weaker in administrative capacity, although its strong technical qualifications and position in the market make it a potential partner for some activities. IR 4 will continue to explore a potential action plan with GeoSociety next quarter. All four organizations began working with AVANSE as IPs after being engaged through a competitive procurement process. Two others, FONKOZE and SOFITRAINING, have expressed interest in the capacity-building process and AVANSE plan to execute OCAs for them early next quarter.

The capacity-building team also made visits this quarter to twelve other Haitian organizations being considered for this track. AVANSE determined that these did not show promise of being able to manage USAID direct-award contracts, although it is possible that with sustained capacity-building assistance from AVANSE, they could eventually qualify to receive fixed-obligation grants (these are classified as such in the table at the end of this section).

AVANSE has encountered a recurring challenge when proposing its capacity-building program to IPs under this activity. Because of the inability of AVANSE to promise any concrete funding after March 2016 (end of the base year period of the AVANSE contract) either through continued AVANSE funding or through USAID direct award funding, these potential direct-implementers are reluctant to buy in to the program since following the action plans almost invariably requires them to incur increased costs to pay for more staff and internal management systems without any assurance that future revenue streams would justify the investments needed in the coming year.

TABLE 7: STATUS OF IMPLEMENTING PARTNERS ON TRACK FOR FORWARD CERTIFICATION

	Partner	Type of organization	Date of 1st OCA	OCA score	Qualific-ation level (FOG/direct obligation)	Action plan developed	Major areas of weakness	Workshops thus far	Pro-jected date of next OCA	2nd OCA score	Status
1	Agridev	Ag Consulting Firm	16, 19 and 20, August 2013	1.82	Direct Obligation	Yes	Financial Management	Doing Business with USAID-USAID Financial conformity-HR procedures	Mar-15		STTA and IR4 to provide Financial Systems improvement support
2	AgroConsult	Ag Consulting Firm	12- 14, August 2013	1.69	Direct Obligation	Yes	Financial Management	Doing Business with USAID - Strategic Planning Activity - USAID financial conformity	Mar-15		STTA and IR4 to provide Financial Systems improvement support
3	Scagitech	Training consulting firm	10, March 2014	1.94	FOG	Yes	Financial Management	Doing Business with USAID	Mar-15		Approval of Action Plan AVANSE contributions with Administration

	Partner	Type of organization	Date of 1st OCA	OCA score	Qualific-ation level (FOG/direct obligation)	Action plan developed	Major areas of weakness	Workshops thus far	Pro-jected date of next OCA	2nd OCA score	Status
4	Jaden Lakay	Ag Goods and Services	5, May, 2014	1.64	FOG	Yes	Documentation of procedures and Financial Mgmt.	Doing Business with USAID	Mar-15		OCA Report Shared
5	Fharen	Ag Goods and Services	12, May, 2014	1.6	FOG	Yes	Financial Management	Strategic planning	Mar-15		OCA Report Shared/Invitati on to "Doing Business with USAID"
6	Nach	Ag Goods and Services	13, May, 2014	1.53	FOG	Yes	Financial Management	None	Mar-15		No to be considered for direct obligations
7	Veterimed	Ag Goods and Services	22, May, 2014	2.98	FOG	Yes	Sustainability, Access to finance	None	Mar-15		OCA Report Shared
8	Vidrotradi ng	Ag Goods and Services	23, May, 2014	1.82	FOG	Yes	Expansion/Diversific ation of services and strategic planning	None	Mar-15		OCA Report Shared/No Response from Vidrotrading
9	Somir	Ag Goods and Services	29, May, 2014	1.78	FOG	Yes	Financial Management	Strategic planning	May-15		OCA Report Shared

	Partner	Type of organization	Date of 1st OCA	OCA score	Qualific-ation level (FOG/direct obligation)	Action plan developed	Major areas of weakness	Workshops thus far	Pro-jected date of next OCA	2nd OCA score	Status
10	Aprodev	Ag Goods and Services	18, Juin 2014	1.91	FOG	Yes	Financial Management	None	May-15		OCA Report Shared
11	BECSFAR	Ag Consulting Firm	27, Juin 2014	2.18	FOG	Yes	Documentaion of procedures and strategic planning	None	Apr-15		OCA Report Shared, not responding to further collaboration
12	ACFINCO	Accounting firm	26, Juin 2014	2.64	Direct Obligation	Yes	Expansion/Diversific ation of services	Doing Business with USAID	Apr-15		OCA Report Shared - not eligible yet per actual AVANSE criteria
13	Gradimirh	Ag Goods and Services	30, Juin 2014	3.04	FOG	Yes	Financial Management and General Administration	Doing Business with USAID	15-Apr		OCA Report Shared - not eligible yet per actual AVANSE criteria
14	CPD	Financial Institution	20 octobre 2014	3,51	Direct Obligation	Yes	Project management, USAID financial conformity	None	15-Apr		IP with great potential to be qualified

	Partner	Type of organization	Date of 1st OCA	OCA score	Qualific-ation level (FOG/direct obligation)	Action plan developed	Major areas of weakness	Workshops thus far	Pro-jected date of next OCA	2nd OCA score	Status
15	CPF	Financial Institution	10 octobre 2014	3,60	Direct Obligation	Yes	Project management, USAID financial conformity	None	15-Apr		IP with great potential to be qualified
16	KPTAT	Financial Institution	29 octobre 2014	3,47	Direct Obligation	Yes	Project management, USAID financial conformity	None	15-Apr		IP with great potential to be qualified
17	Geosociet y	Engineering consulting firm	9 décembr e 2014	1.16	FOG	No	Comprehensive capacity strengthening assistance	None	TBD		Limited staff - needs comprehensive capacity strengthening assistance
18	FONKOZ E	Financial Institution	2015	N/D	Direct Obligation	No	Project management, USAID financial conformity	None	N/D		IP with great potential to be qualified
19	Sofitrainin g (Sofihdes)	Training consulting firm	2015	N/D	Direct Obligation	No	Project management, USAID financial conformity	None	N/D		IP with great potential to be qualified

SUB-RESULT 4.2: GENERAL CAPACITY BUILDING FOR PARTNERS AND BENEFICIARIES IN THE PROJECT ZONE

In the activities under this sub-result, AVANSE builds the capacity of a much larger number of organizations at the community level in order to enable them to receive assistance from donor organizations, for instance responding to the AVANSE Annual Program Statements for the grant windows of the various IRs.

Capacity-Building Specialist Gueriney Jaclin speaks at a legalization workshop for community-based organizations (CBOs). Lack of legal status is a major barrier for many small organizations in the Northern Corridor, but the steps a rural organization needs to take to be legalized (and be able to open a bank account, enter into contracts, etc.) can amount to a daunting amount of administrative work in a distant municipality. AVANSE provides CBOs with a road map for the process and coaching along the way.

LAUNCHING LEGALIZATION WORKSHOPS FOR COMMUNITY ORGANIZATIONS IN THE REGION

At the beginning of this quarter, IR4 staff led a series of workshops for CBOs without legal status located in 15 communes across the AVANSE target area. The workshops focus on the steps necessary for community groups to become legal entities and open bank accounts, own property, and sign contracts. Many agricultural associations struggle with the legalization

processes because they are located far from the cities where government offices can process their requests, and they are challenged by the numerous and confusing forms (especially difficult when members are not fully literate in French).

To help them reach legal status, AVANSE will coach these CBOs throughout the process, IR4 staff are conducting 254 workshops in total. So far, 149 CBOs have sent 246 participants (including 100 women) to these workshops. In early 2015 IR4 will design a system to track the number of CBOs which submitted application for legalization and those who succeeded in obtaining it.

EVALUATING HIGH-POTENTIAL CBOs

At the end of FY 2014, AVANSE had a list of 176 CBOs that showed sustained interest in the AVANSE grants program. Through a process prioritizing organizations with legal status working in target value chains, the project selected 90 organizations on which to conduct simplified OCAs this quarter. These diagnostics identified 50 CBOs to receive further training from IR 4 during the rest of FY 2015 in order to make them better candidates for grant support from AVANSE or other organizations. The criteria of selection of these 50 CBOs are based on the quality of the key personal, their structure, and their experience in managing grants.

DEVELOPING A TRAINING CURRICULUM

The new training specialist was hired under a short-term contract in order to provide more structure to the completion of key deliverables. These include French-language training curricula in governance and ethics, result-based management, project management, M&E, curriculum for strengthening CBOs (in Creole), and conducting training of trainers—this last scheduled for February. The IR4 Training Specialist began work on these deliverables during this quarter. This package of training modules and sessions will enable IR 4 to contribute to IPs and CBOs developing good standing principles in areas prioritized by USAID.

Cap Haitian residents take stock of the damage after the heavy rains last November that left much of the city under water. Eroded hillsides and degraded ravines further up in the watershed make the zone vulnerable to destructive floods like this one.

INFRASTRUCTURE

The AVANSE infrastructure team is grouped around three sub-results that contribute to overall goals of IR 1, IR 2, and IR 3. Irrigation is a critical factor for many farmers in the plains, so to support IR 1, the infrastructure team is overseeing rehabilitation of irrigation systems. IR 2 support includes the large-scale stabilization of hillside ravines requiring public works. The infrastructure team supports IR3 with the rehabilitation of rural feeder roads.

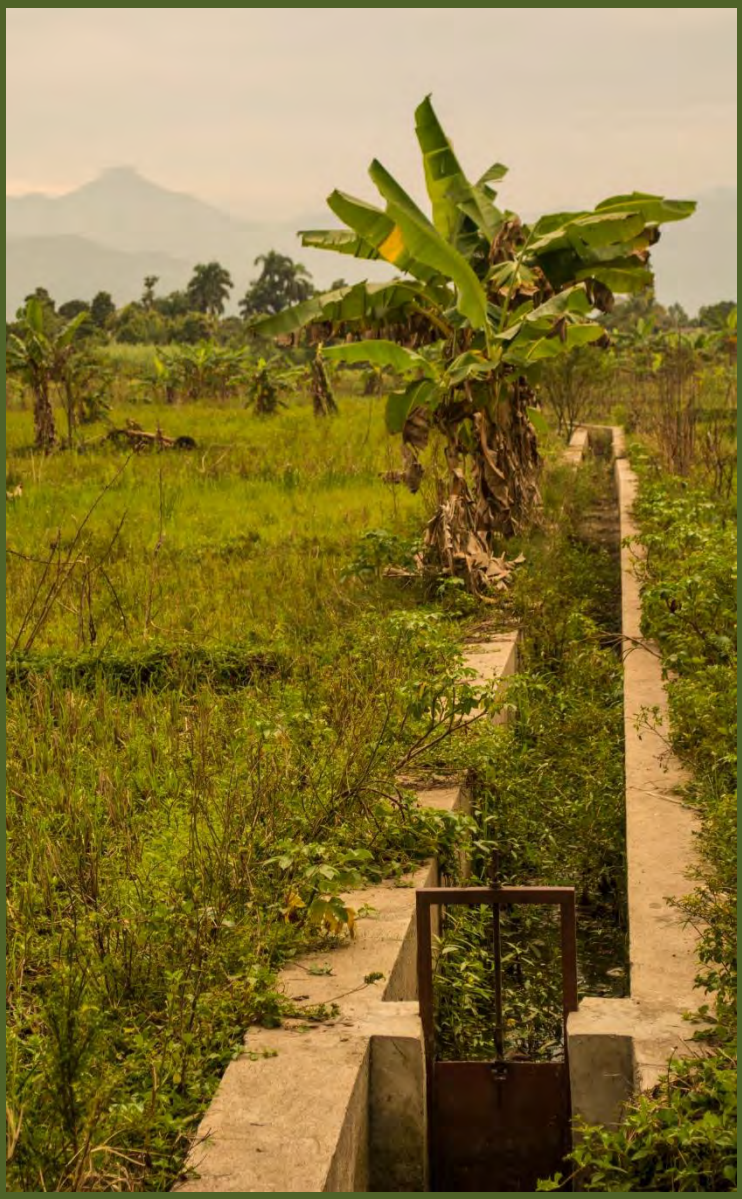
EMERGENCY WORKS

Taking into account the unpredictable weather events of the previous year (most notably two droughts), AVANSE's FY 2015 workplan included provisions for emergency-response work in three areas: irrigation, ravine stabilization, and rural roads. To facilitate this rapid-response capacity, AVANSE is setting up blanket purchase agreements with local vendors for construction materials and equipment rental. AVANSE engineering staff will use such equipment and materials to directly implement smaller projects. For larger rapid-response works, AVANSE is incorporating clauses into existing and future IQCs with engineering and construction firms to implement more sophisticated works. The workplan outlines the process for coordination of these urgent and unpredictable works with the MARNDR and approval by USAID and lays out several priority projects.

These provisions in the FY 2015 workplan permitted AVANSE to respond rapidly when debilitating flooding struck AVANSE's service area in early November. However, after the first quarter of implementing its "rapid response" activity, AVANSE has identified a number of contractual and procedural issues that need to be addressed to facilitate future rapid emergency infrastructure works. These hurdles include setting up pre-determined internal procurement and sub-contracting procedures, setting protocols with the MARNDR for identifying and approving intervention sites, and elaborating procedures to obtain prompt USAID approval for different types of emergency infrastructure works. Taking these challenges into account, DAI has proposed that its chief engineer Teresa Hart, formerly lead environmental compliance advisor and currently head of its procurement department, provide support from Washington and make three two-week trips during the next two quarters in order to streamline these procedures and protocols. Her expertise in all three areas—engineering, environmental compliance, and contracts—and deep familiarity with DAI systems position her to provide support to build AVANSE's rapid-response capability so that it reaches its full potential during the remainder of FY 2015.

DRAINING FIELDS IN BAS-LIMBÉ

In spite of these challenges, AVANSE provided rapid-response assistance to banana and plantain farmers in the Bas-Limbé area when severe rainfall in mid-November filled entire plantations with several inches of water. Instead of draining back into the Limbé river and out to the sea, the floodwater remained trapped in the fields because many of the old drainage canals had been allowed to fill with silt (in some canals, farmers were even growing crops).



The poor condition of drainage ditches (like this one in La Suisse) is partly to blame for the flooding of the banana fields pictured on page 7. Under Sub-result 1.6 (see below), AVANSE is rehabilitating irrigation systems serving 1,180 hectares of vulnerable land like this.

The day after the rains, AVANSE engineers and a specially-formed emergency data team from the AVANSE IAEC unit were on site prioritizing drainage efforts and working with community groups to cut new drainage structures to empty these fields. The AVANSE procurement department quickly obtained ten portable pumps to accelerate the drainage efforts. Although the systems challenges mentioned above prevented AVANSE from mobilizing more substantial equipment and material resources immediately, the engineering team spent several weeks in November on sites in the area providing expert guidance to community groups to drain fields as quickly and safely as possible. In particular, the team focused on the 500 FFS plantain farmers and the 72,000 plants they had planted earlier in the year with AVANSE assistance.

Later in the season, AVANSE supervised work to clear out 10,000 meters of drainage canals and repair 50 sluice gates to prevent such damage from happening again. The pumps procured to respond to this emergency returned to a special AVANSE rapid-response inventory for future use, and indeed, when drought struck in December, the team mobilized these pumps once again to serve for irrigation purposes while the project finalizes the contracting actions needed to install a pilot of five small-scale irrigation pumps in the Caracol watershed (with an additional 35 planned later in next quarter).

SUB-RESULT 1: IRRIGATION REHABILITATION/CONSTRUCTION (SUB-RESULT 1.6)

In addition to the emergency drainage work AVANSE conducted in response to flooding, the infrastructure team supervised progress in the larger-scale irrigation works planned in concert with IR 1 at the beginning of the AVANSE program and updated in the FY 2015 workplan. This is summarized in the table below:

TABLE 8: PROGRESS OF IRRIGATION WORKS AS OF 31 DECEMBER 2014

Activity	Length or surface area	Preliminary site visits	Preliminary cost-benefit analysis[10]	Preliminary technical evaluation	SOW for detailed technical studies	Expression of interest for studies	RFP for technical studies	Technical studies	RFP for construction	Implementation of construction works
Sub-component 1: Irrigation -- Drainage, Rehabilitation/Construction (IR 1)										
Activity 1.1: Ongoing larger-scale irrigation works/Irrigation and drainage works at Dubre	120 ha	Finished	In Progress	Finished	Finished	Finished	Finished	**In Progress[11]**	In progress	Not started
Activity 1.2: Ongoing larger-scale irrigation works/Irrigation and drainage works at La Suisse	160 ha	Finished	In Progress	Finished	Finished	Finished	Finished	**In Progress**	In progress	Not started
Activity 1.3: Ongoing larger-scale irrigation works/Rehabilitation of the Grison Garde Irrigation System	350 ha	Finished	Finished	Finished	Finished	Finished	Finished	**In Progress**	In progress	Not started
Activity 1.4: Ongoing larger-scale irrigation works/Extension of the Robino Irrigation Site (Haut Maribahoux)	250 ha	Finished	Not Started	Finished	N/A	N/A	N/A	Finished[12]	In progress	Not started

[10] AVANSE is completing preliminary CBAs for these irrigation works (no works exceed the threshold that require formal CBAs) solely to provide the project with a baseline to measure the productivity of planned irrigation investments against the expected benefits and to inform further irrigation works that could take place should the project extended beyond March 2016.

[11] Cells shaded in green with text in boldface represent actions taken during this quarter.

[12] Pending approval by USAID before implementation can begin.

Activity	Length or sur-face area	Pre-liminary site visits	Pre-liminary cost-benefit analysis[10]	Pre-liminary technical evaluation	SOW for detailed technical studies	Ex-pression of interest for studies	RFP for technical studies	Technical studies	RFP for constr-uction	Implem-entation of constructi on works
Activity 1.5: Ongoing larger-scale irrigation works/Construction of Irrigation Site at Chalopin	300 ha	Finished	Not Started	Finished	Finished	Finished	**In Progress**	Not Started	Not Started	Not started

This quarter, engineering firms contracted by AVANSE began the technical studies for the large-scale irrigation works at three of the five sites included in the FY 2015 workplan. These three sites cover 50 hectares at Dubré, 200 hectares at La Suisse, and 350 hectares at Grison Garde. (The engineering team completed validation of the technical study at Robino (Haut Maribahoux) that was completed by the MARNDR PPI–2 project, and with USAID approval of the study, it will launch an RFP for the construction works to begin next quarter.)

These technical studies include both a comprehensive survey of the entire perimeter under irrigation (ranging from topography to environmental compliance data, which must be reported to the AVANSE environmental compliance team to develop mitigation measures) and data to measure economic sustainability. The engineering firm completing the study must also develop an extremely precise work plan for executing the work, including specifications and cost estimates of all materials needed. These technical studies are essential for developing the RFP for the actual construction work and for guiding the day-to-day work itself once a construction firm is hired.

AVANSE anticipates launching the RFPs for construction work at Dubré, La Suisse, and Grison Garde before the end of March. In the meantime, the infrastructure team is completing the validation of the technical study already completed by the MARNDR at Chalopin; once the study is updated and validated, AVANSE will launch an RFP (likely in February) for a construction firm to execute the works defined in the study. Work will begin early in the third quarter of FY 2015.

Two degraded ravines above Cap Haitian shortly after the heavy rains of early November. When ravines become this eroded, they turn into channels for rainwater to flood down into the plans below. The infrastructure team is contributing to the IR 2 objective (Sub-result 2.2; see below for more details) of stabilizing watersheds by implementing ravine correction structures on a larger scale that the IR 2 technicians and community groups could complete on their own.

SUB-RESULT 2: HILLSIDE STABILIZATION WORKS (SUB-RESULT 2.2)

While equally important, the ravine stabilization work planned for this year is simpler to design than irrigation or road rehabilitation, so most of the design work can be completed by AVANSE's own engineers, in close collaboration with the IR 2 and environmental compliance teams. As necessary, an outside firm is contracted to complete specific topographical studies and design the structures. This quarter, as detailed in the table below, the team completed the technical study of the ravine stabilization works at Bréda and prepared an RFP for the construction work (which it plans to issue in the first two weeks of January, with construction work itself beginning in February). At the close of the quarter, the study was still in progress for the project at Blondo, with a projected completion date in February and construction work planned to begin early in the third quarter of the fiscal year.

TABLE 9: PROGRESS OF RAVINE CORRECTION WORKS AS OF 31 DECEMBER 2014

Activity	Length or surface area	Preliminary site visits	Pre-liminary Cost-benefit analysis	Preliminary technical evaluation	Technical studies by AVANSE	Expression of interest for construction	RFP for construction	Implementation of construction works
Sub-component 2: Hillside stabilization (IR 2)								
Activity 1.1: Large-scale ravine stabilization requiring public works/Ravine stabilization at Breda	4.27 km	Finished	N/A	Finished	Finished	In progress	In Progress	Not started
Activity 1.2: Large-scale ravine stabilization requiring public works/Ravine stabilization at Blondo	3.8 km	**Finished**[13]	N/A	**Finished**	**In progress**	In Progress	In Progress	Not started
Activity 1.3: Large-scale ravine stabilization requiring public works/Ravine stabilization at Divial[14]	approximately 4 km	**Finished**	N/A	In Progress	In Progress	In Progress	In Progress	Not started

LOCATING AN ALTERNATIVE RAVINE TO TARGET NEAR ACUL DES PINS (OUANAMINTHE)

In the FY 2015 workplan, AVANSE planned to stabilize the Dival ravine and its two tributaries in the communal section of Acul des Pins in Ouanaminthe. However, during site visits this quarter, the infrastructure team determined that it would be more cost-effective to delegate work on the Dival ravine to IR 2 SWMB and demonstration block work groups (see picture on the next page) and locate a ravine requiring a more intensive civil engineering works near this location. Final selection was in progress at the close of the quarter.

[13] Cells shaded in green with text in boldface represent actions taken during this quarter.

[14] The project is locating a more appropriate ravine in the same area to target for this work.

SUB-RESULT 3: FEEDER ROAD REHABILITATION/ CONSTRUCTION (SUB-RESULT 3.1)

This quarter, work began in earnest on the technical studies to rehabilitate six roads covering nearly 30 km of rural transportation networks in urgent need of upgrades. Similar to the irrigation studies mentioned above, these technical studies are in many ways the most important component of the work that will be realized in the third and fourth quarters of FY 2015. These studies include delineating the route itself, a topographical study of the road and surrounding area, a traffic study to ensure the durability of the planned work, a budget and list of materials with detailed specifications, and data for environmental compliance mitigation measures. The results of the technical study will inform the final cost-benefit analyses to be revisited, finalized, and re-submitted for USAID approval before the actual construction work begins to ensure that the cost of the road is consistent with the preliminary cost-benefit analyses and original prioritization of these works. The complete technical studies, the finalized cost-benefit analyses, and the upcoming six-watershed environmental assessment are necessary to inform the RFPs for the actual construction work.

*This slope, uphill from the Dival river, is moderate enough that simple soil-conservation structures like these partially completed grass-barrier "*ranp pay*" can be used to effectively combat further erosion and flooding downstream. After closer study by the infrastructure team, AVANSE determined that given the lack of severely eroded hillsides in this ravine, the stabilization could be accomplished more cost-effectively through direct intervention through IR 2 community work installing similar soil-conservation structures.*

A segment of road at Robillard targeted for rehabilitation by the AVANSE infrastructure team under Sub-result 3.1.

After the award of IQC mechanisms to four engineering firms in FY 2014, AVANSE signed agreements covering the technical studies of all six roads during October, November, and December, and studies had begun at all six sites by the end of the quarter. Note that following more detailed evaluation of the proposed road-rehabilitation site at Borgne, the engineering team and local government determined that this road-rehabilitation work would be best accomplished by a project already in design by the Ministère des Travaux Publics de Transport et Communication (MTPTC). The other

six roads, however, are now on track with respect to the FY 2015 workplan, and AVANSE eagerly anticipates the completion of the studies and the selection of construction firms to implement the works during next quarter.

The table below summarizes the status of AVANSE's road-rehabilitation work:

TABLE 10: ROAD REHABILITATION PROGRESS AS OF 31 DECEMBER 2014

Activity	Length or surface area	Preliminary site vists	Preliminary Cost-benefit analysis	Preliminary technical evaluation	SOW for detailed technical studies	Expression of interest for technical studies	RFP technical studies	Technical studies	RFP for construction	Implementation of construction works
Sub-component 3: Rural road rehabilitation (IR 3)										
Activity 1.1: Rural road rehabilitation/Carrefour Bergen - Haut Madeleine	4.0 km	Finished	Finished	Finished	Finished	Finished	Finished	**In progress**[15]	In Progress	Not started
Activity 1.2: Rural road rehabilitation/Route Nationale 6 at Coicou	6.3 km	Finished	Finished	Finished	Finished	Finished	Finished	**In progress**	In Progress	Not started
Activity 1.3: Rural road rehabilitation/Roches Plates - Juchereau	5.8 km	Finished	Finished	Finished	Finished	Finished	Finished	**In progress**	In Progress	Not started
Activity 1.4: Rural road rehabilitation/Carrefour Seminaire - Acul Jeannot	3.5 km	Finished	Finished	Finished	Finished	Finished	Finished	**In progress**	In Progress	Not started
Activity 1.5: Rural road rehabilitation/Limonade - Bois-de-Lance	6.4 km	Finished	Finished	Finished	Finished	Finished	Finished	**In progress**	In Progress	Not started
Activity 1.6: Rural road rehabilitation/Robillard - Grison Garde	6.9 km	Finished	Finished	Finished	Finished	Finished	Finished	**In progress**	In Progress	Not started
Activity 1.7: Rural road rehabilitation/Petit Bourg de Borgne – Borgne	11 km	Finished	Finished	Finished	Finished	Finished	Finished	Finished	MTPTC executing	MTPTC executing

[15] Cells shaded in green with text in boldface represent actions taken during this quarter.

INFORMATION, ANALYSIS, AND ENVIRONMENTAL COMPLIANCE

The Information, Analysis and Environmental Compliance (IAEC) unit comprises the teams that support the formal technical IRs and the infrastructure component. These include the monitoring and evaluation team, data collection and data management teams, the geo-spatial team, the economic analysis team, the environmental compliance team, and a gender integration task force. Despite challenges recruiting personnel to fully staff these support services, the unit made notable progress this quarter—particularly with respect to operationalizing the new data-collection team (field data collectors and coordinator positions) and strengthening the environmental compliance group. AVANSE now has strong field data collection and environmental compliance oversight capabilities.

The primary activities of the IAEC unit this quarter included completing a re-engineered beneficiary database, conducting post-harvest surveys, supporting program audits, assembling and implementing a large number of new EMPRs, and preparing for a six-watershed programmatic environmental assessment (PEA) scheduled to begin February 1st.

MONITORING AND EVALUATION

The M&E team spent most of the quarter engaged in analysis of the results of large data-collection efforts and the synthesis of information for program audits. They also provided guidance to an external impact-evaluation team that visited the project the first week of October to design a framework for measuring one or more development hypotheses linked to IR 2 hillside interventions.

DESIGNING THE POST-HARVEST SURVEY

The M&E team is a part of the larger Data Management and Reporting group, which also includes the field data-collection team. Once the data collectors had completed beneficiary registration for IR 1 and IR 2 beneficiaries, the two groups collaborated on the design of the post-harvest survey methodology to capture the increase in agricultural incomes of project beneficiaries attributable to the technical and material support provided through the programming of the two IRs. AVANSE's M&E Officer and AgroConsult President Budry Bayard collaborated with STTA consultant Glenn Smucker to develop a survey instrument responsive to the data needs for completing the project indicators, and DAI STTA Mobile Data-Collection Specialist Jaclyn Carlsen made two trips in October and November to help digitize the survey instrument and train data collectors to use a smartphone utility to collect and transmit data. Mobile data collection has the advantages of reducing data-entry errors, shortening the time needed to process survey data, and providing a greater degree of oversight and quality control for survey teams, but it is also a new technology with its own uptake challenges. Taking these factors into account, AVANSE elected to use a hybrid system of paper surveys and mobile

phones for the current post-harvest survey. However, the IAEC unit has all the tools needed to run a fully digital survey after the next rice harvest in March, and this is indeed the team's goal.

SUPPORTING PROGRAM AUDITS

On October 13, AVANSE welcomed a USAID data-quality assessment (DQA) group for a one-week review of the project's data. Preparing for, assisting with, and following up on this quality-control activity commanded a great deal of the time of the M&E and data-management staff. Similarly, a team from the Office of the Inspector General visited Cap Haitian in the first and third weeks of December for a performance audit, and IAEC staff were closely involved in supplying the data in response to auditor questions. The close involvement of M&E and data-management staff in these exercises ensures that they are positioned well to lead the effort to improve AVANSE's systems to respond to the findings of those two groups.

The IAEC unit's data-entry team hard at work updating beneficiary information. This quarter, the team completed the ambitious project of ground-truthing all beneficiary data with a consistent registration system across all IRs for eventual inclusion in a relational database.

DATABASE MANAGEMENT

The data-collection team, which comprises a coordinator and 17 field data collectors (expandable when AVANSE needs surge support), is fully staffed. However, the database management team, which is responsible for safeguarding, managing, and processing the data

gathered by the data collectors, has only one specialist (Rodney Davermann) instead of the two needed to ensure the integrity of the data. AVANSE is recruiting for the second database specialist.

COMPLETING BENEFICIARY REGISTRATION AND PILOTING A RELATIONAL DATABASE

Completing the registration of project beneficiaries according to a consistent system across all IRs was the first major task of the new IAEC data-collection team. They began collecting information on new beneficiaries and validating the information of previously registered beneficiaries at the end of FY 2014, and they completed this during the quarter.

By early December, the Acting (STTA) IAEC Unit Director had built a pilot relational database capturing registered AVANSE households and enabling several basic search and filtering functions. In the final iteration of the database (expected to be completed next quarter), all data across the project will be able to be sorted by name, household, watershed, crop, or other factors, in order to rapidly generate information of value to the technical direction of the project. This relational database will also serve as the final destination of processed data, which can be stored on a secure website and queried remotely by anyone with appropriate access.

EXECUTING THE POST-HARVEST SURVEYS

With the beneficiary database under way and a survey instrument designed and tested, the IAEC unit launched an aggressive data-collection campaign that began in mid-December and stretched through the holidays and the close of this reporting period. AVANSE expects to finish data collection by the middle of January, with complete, processed results available in early February.[16]

ECONOMIC AND GEO-SPATIAL ANALYSIS

A pair of economic analysts and a pair of GIS specialists also support the IAEC. AVANSE recruited a second GIS specialist who works with the GIS Specialist to provide mapping support to other IAEC groups and the IRs as needed (for instance, mapping the voucher programs input suppliers) and also continued a project to geo-locate the perimeters of parcels benefitting from AVANSE programming. The additional precision can be combined with satellite imagery to yield more valuable information about the territory AVANSE is working with.

AVANSE's two Economic Analysts focused this quarter on responding to USAID questions regarding AVANSE's implementation generally, and especially the economic crop models underpinning AVANSE's technical approach. The economic analysis team undertook a study of the demand for vegetables and flowers that could be grown in greenhouses in the project zone and an economic review of the potential benefit streams from IR1 and IR2 interventions. As a part of the second activity the team's Cost-Benefit Analyst met with USAID to review the financial appraisal of the crop models proposed by IR 1 and IR2, which estimated the profitability of using the crop and agro-forestry models promoted by AVANSE in lieu of traditional models in order to arrive at an overall internal rate of return. As the IAEC unit

[16] Per the guidance received during telephone discussion with the USAID monitoring and evaluation team held on 15 January, AVANSE will be submitting updated IPTTs separately from this report on 23 January.

receives information about new areas under irrigation and the geography of crop application, it will refine these estimates and incorporate them into the overall project cost-benefit analysis (to be finalized next quarter).

ENVIRONMENTAL COMPLIANCE

The period of October through December 2014, marked by the arrival of Senior Project Environmental Officer Jean Marc Racine at the end of September, was the first quarter during which the core AVANSE environmental team was fully staffed, and the environmental officers were able to make great progress towards its FY 2015 goals, preparing for a large environmental assessment, supporting AVANSE implementation across all components, and

This quarter, AVANSE completed the scoping study and design for a six-watershed environmental assessment that will inform this project as well as future activities in the Northern Corridor. The assessment will be led by six Haitian and international consultants and will consider cumulative effects of all ongoing development work in the area and take into account the interrelationship between different parts of watersheds, including the cacao plantations near this river in Ti Bourg Borgne, the IR 2 demonstration blocks uphill, and the marine environments downstream. The assessment will also consider the social impact of planned activities. AVANSE expects the assessment to begin in February.

also examining their own systems and capacity to ensure that they can meet the needs of the project as it ramps up the scale of its activities during 2015.

COMPLETING THE SCOPING STATEMENT FOR A SIX-WATERSHED ENVIRONMENTAL ASSESSMENT

AVANSE is engaged in a large environmental assessment (PEA) of its six targeted watersheds. The PEA will contribute to the integration of social and environmental goals across all technical areas and provide a framework for environmental monitoring and evaluation of individual activities. Environmental assessments of this type also typically inform USAID programming, and the AVANSE PEA will guide future work in the region. AVANSE first prepared a scoping study to identify the issues that need to be addressed, to map out assessment methodology, and to prepare a scope of work for the environmental assessment.

The AVANSE environmental team and consultants Andrew Watson and Glenn Smucker completed this scoping statement during the quarter. Field interviews in October focused on gathering information on environmental concerns and priorities from regional officials. Dr. Watson and Dr. Smucker subsequently completed the scoping statement itself, incorporating recommendations from USAID received during a visit from the Regional Environmental Advisor from October 6th to 10th, and during the subsequent month they finalized the details of the activity and its methodology with USAID (conditionally approved on the 15th of December). AVANSE immediately began an aggressive recruitment effort to assemble the six-person EA team, which will work closely with the AVANSE long-term environmental compliance staff throughout this three-month activity. In early January, DAI and AVANSE anticipate submitting the personnel requests for this team to USAID for review, and DAI will mobilize the team immediately upon approval.

GUIDING AVANSE IMPLEMENTATION

AVANSE began accelerating its activities during last quarter, and the environmental compliance team kept pace. It updated the environmental mitigation plans and reports (EMPRs) for the planting activities of all the target crops under IR 1—each crop site will have a risk-management plan specific to the site—and trained AVANSE's technicians on the application of many of the techniques included in these mitigation plans. The EC team also conducted site visits to ensure that beneficiaries were using fertilizers and pesticides according to the GAP guidelines and the current USAID PERSUAPs prerogatives, and they were pleased to see the enthusiasm of farmers for using the safe-application equipment that had been entrusted to farmer field school groups. Farmers sometimes see the masks and other equipment necessary for safely applying these chemicals to be clumsy and uncomfortable in the hot sun, but AVANSE succeeded in impressing the importance of these steps and observed that they are being followed consistently.

The team also developed an umbrella EMPR for the 50 tree nurseries being supported under IR 2 to ensure that agricultural best practices and approved agro-chemical products are used throughout the seedling production process. They also completed an umbrella EMPR covering the areas where the IR 2 demonstration blocks and SWMBs are located. Next quarter the team will customize these EMPRs for each of the 50 nurseries and follow up on activities in the 15 concentration zones to ensure that mitigation measures are being implemented. The environmental team is also closely involved in all infrastructure activities and accompanies the AVANSE engineers on regular site visits. This close collaboration will increase in the upcoming quarters as the program completes the technical studies on the AVANSE infrastructure projects

and the IAEC unit is called upon to oversee the environmental monitoring of all of these projects.

TEXT BOX: CAPACITY-BUILDING IN THE IAEC UNIT—ENSURING THE SAFE USE OF FERTILIZER AND PESTICIDES BY HAITIAN VENDORS IN THE NORTH

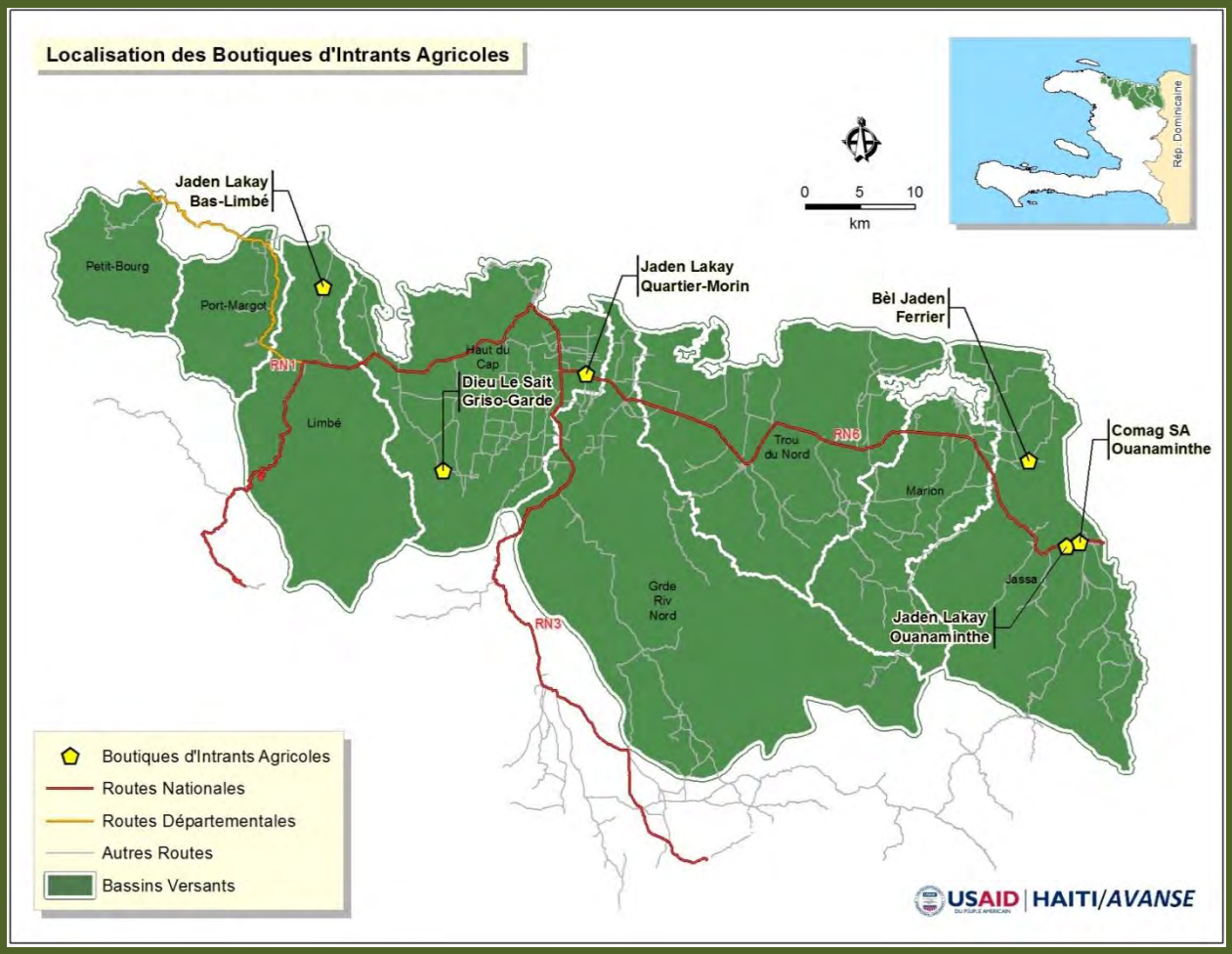
A recurring challenge AVANSE has faced throughout implementation is the relatively low capacity of partners in the Northern Corridor to implement activities within the framework of a USAID project. However, AVANSE sees this as an opportunity to assist local businesses and organizations and bring lasting change to the area. One instance of this challenge presented itself when the project determined that the agricultural input suppliers affiliated with the AVANSE voucher program were not in compliance with safe-use principles for some of their products.

AVANSE immediately suspended subsidizing fertilizer sales with these vendors, but at the same time it engaged them in a process to bring them into compliance. AVANSE's infrastructure component provided engineering advice that helped AVANSE's environmental specialists, in consultation with the business owners, to prepare an individualized EMPR for each vendor. The EC team then coached them through the process of implementing these EMPRs (including planning the relocation of two of the businesses). This follow-up also prompted the environmental team to open discussions about formally updating the 2011 Mission-Wide and 2013 Winner Haiti PERSUAPs to reflect the agro-chemical products actually in use in the Northern Corridor. By the end of the quarter, all six were actively implementing the measures spelled out in the EMPRs, and AVANSE was anticipating making a decision early in January about re-opening activities with the vendors at the end of the month. This has been a major success in environmental compliance and in the collaboration of two technical teams (the voucher team and infrastructure) under the coordination of a cross-cutting service of the IAEC.

The AVANSE engineering and environmental compliance teams evaluating a Jàden Lakay store in Bas-Limbé.

Environmental monitoring activities under IR 3's agri-business support will accelerate next quarter as the project prepares more technical assistance to partners working with AVANSE under collaboration agreements (like NOVELLA), but this quarter the environmental team was particularly active in providing assistance to the vendors that the AVANSE voucher program works with to supply IR 1 beneficiary farmers with key inputs (like fertilizers). At the very end of FY 2014, site visits determined that these vendors were not conforming to all the requirements for safe storage and sale of the chemicals they held in stock. AVANSE immediately suspended its planned voucher procurements with these vendors and the environmental compliance team developed

individual EMPRs to bring them into compliance in time for the upcoming maize/beans season. AVANSE provided material support and, at the end of the quarter, it was preparing to evaluate whether these businesses were following the steps outlined in the EMPRs and could begin participating in the voucher program again in mid-January.



This map the IAEC geo-spatial team created of the watersheds where AVANSE is active shows the location of the six vendors AVANSE is collaborating with through its voucher program. This quarter, the environmental compliance team led an effort supporting these businesses to upgrade their facilities to ensure the safe storage and sale of fertilizers and pesticides.

STRENGTHENING THE ENVIRONMENTAL COMPLIANCE TEAM

AVANSE also undertook an effort this quarter to strengthen the environmental compliance team so that it can continue to provide this level of support for AVANSE implementation moving forward. With the core team complete and under the guidance of Senior Project Environmental Officer Jean Marc Racine, the project reviewed its systems, roles, and responsibilities with respect to environmental compliance procedures, clarifying protocols for interacting with other components of the project and identifying concrete steps to strengthening the environmental team. Mr. Racine re-organized the roles and responsibilities of the three environmental compliance specialists, assigning to each a different component of the project (for instance, IR

1, IR 2, SIBA, etc.) for clearer communications and responsibilities. Moreover, he completed internal exercises with environmental staff on the components of a standard EMPR and held consultative meetings with different components to review the role of environmental compliance in their day-to-day operational mechanisms. AVANSE is also considering the possibility of expanding the environmental team to ensure proper field monitoring of AVANSE activities (such as infrastructure works) as these scale up.

One concrete need identified this quarter was the implementation of a fully functional environmental monitoring and reporting system (EMRS). The environmental compliance team met with business systems analyst Neil Enet during his trip in November to elaborate the project's grants management systems, and they developed a design for an EMRS that Mr. Enet further elaborated in December. AVANSE expects Mr. Enet to dedicate several days of remote support to actually creating the database in January and early February, with trouble-shooting completed and the system entirely operational in March.

Women participating in the IR 2 jaden lakou *program at Robillard sow vegetable seeds in their new gardens.*

GENDER INTEGRATION

The FY 2015 workplan clarified the gender component as a truly transversal aspect of the project, and this is epitomized in the gender task force, a cross-cutting group of specialists from each of the project's technical areas who ensure the integration of gender concerns into the daily work of their teams and help keep the project on track to meet its gender-related targets.

The project currently marks a 27 per cent[17] overall participation by women in the IR 1 agricultural extension efforts (primarily FFSs), exceeding its target of 25 per cent. In IR 2, the project has boosted the participation of women by 550 members through its *jaden lakou* program, and 40.6 per cent of the attendees of IR 4 legalization workshops were women. In addition to monitoring indicators and promoting a general gender-conscious mindset within the project and the project area (for instance, IR 1's Luc Saint-Vil represented AVANSE at a conference on 16 October in Trou du Nord sponsored by Action Aid and several other organizations on gender issues), the members of the task force help integrate gender-oriented programming into AVANSE's technical interventions. This quarter, AVANSE succeeded notably in two areas: vegetable gardens (under IR 2) and collective buying structures (IR 3) for cacao.

PROMOTING HOME VEGETABLE GARDENS AS A GATEWAY TO HILLSIDE RESTORATION ACTIVITIES

At the end of FY 2014, IR 2 piloted a program to help households participating in its demonstration block hillside agro-forestry program to start home vegetable gardens (*jaden lakou*) of peppers, cabbage, carrots, tomatoes, beets, leeks, lettuce, and callaloo (see previous page and page 21). AVANSE designed the program to target the women of households benefitting from IR 2 assistance, incorporate the priorities of these women into the overall assistance package and, consistent with Feed the Future objectives, improve the overall nutritional status of their families.

This quarter, the project launched the program in 12 communities, providing 2 kg of vegetable seeds to each woman who participated and offering hands-on training in improved gardening techniques. At the end of the quarter, 550 women were involved in the program and many neighbors were participating informally, including a number of men. (The husbands of participants, typically members of IR 2 demonstration blocks and the owners of the land, frequently work in these vegetable gardens.) By offering a direct connection between these women and AVANSE technicians overseeing the demonstration block activities, IR 2 Field Technician Coordinator and gender task force leader Rolande Pierre hopes that the *jàden lakou* initiative can create a space for men and women to work side-by-side in the context of AVANSE programming, strengthening both individual households and also the sustainability of the techniques promoted by IR 2.

DEVELOPING COLLECTIVE-PURCHASING STRUCTURES THAT WORK FOR WOMEN

Traditional collective-purchasing organizations (like formal cooperatives) in the Northern Corridor typically have low numbers of women members because the hierarchical structure and organizational dynamics often discourage women from participating actively. When IR 3 began to consider potential frameworks for enabling its collaboration-agreement partners to acquire inputs directly from farmers supported through IR 1, it considered the gender implications of its strategy. Smaller, informal groups of farmers working directly with the firm make it easier to guarantee the provenance of an agricultural product and facilitates lucrative steps like organic certification, but it is also a structure more conducive to women participation in a cultural context where formal institutions still tend to be dominated by men.

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[17] And for participants active last quarter, the figure is higher—29 per cent.

This quarter, the cacao-export firm NOVELLA began signing direct-purchase agreements with small groups of cacao farmers typically from AVANSE farmer field schools. By excluding the cacao speculators who usually represent one to three links in the value chain between farmer and exporter, this direct-purchase arrangement has the potential to double farmer incomes from cacao. By ensuring traceability of cacao pods, it makes possible organic and fair trade certification (for which IR 3 will be doing a feasibility study next quarter). And so far, 35 per cent of participants in these groups are women, a higher figure than in traditional cooperatives. By incorporating gender considerations from the inception phase of this activity, IR 3 was able to marry strategic, value-chain concerns to a marketing structure that works for women.

AVANSE will monitor the IR 2 *jaden lakou* and the IR 3 cacao sales groups next quarter and seek to apply the lessons learned from these activities into the design process of future programming.

IR 3 training specialist Jean-Osmy Chéry watches as a representative of a group of cacao farmers signs a direct-purchase agreement the cacao processing and export firm NOVELLA. AVANSE hopes to reach 4,000 farmers with these agreements. To date, 35% of the cacao farmers participating in these direct-buying groups have been women. These cacao direct-sales groups are smaller and less formal than traditional cooperatives, and IR 3 proposed this structure in part because it would be more appealing to women farmers.

Drivers Philomie Celicourt and Yvon Lamerique stand by one of the newly-branded AVANSE vehicles and wear matching tee shirts. This quarter, AVANSE completed an initiative to bring all of its vehicles, buildings, and work sites into full compliance with USAID branding requirements.

COMMUNICATIONS & OUTREACH

The AVANSE communications team supports the project's mission by informing people outside of the project about its work and helping them to understand how its many components fit together to increase agricultural incomes in the area. Because so many aspects of AVANSE's objectives depend on community support—particularly with water-user associations and sub-watershed management bodies—and deal with large infrastructure work of public interest, clear communication and constant outreach are an important element of ensuring the sustainability of the project. AVANSE communications staff can also be a valuable resource for getting the word out about specific project initiatives, like its voucher program. The team also oversees branding and facilitates the production of reports and internal communications.

This quarter, the communications team made particular progress in the area of branding and increasing project visibility in the zone. AVANSE also recruited two new communications officers and began working with a professional photographer-documentalist, which will

substantially increase the project's communication capacity in the next quarter. Just before the holidays at the end of the reporting period, AVANSE also coordinated a very successful visit from the USAID/D.C. communications team to report on AVANSE's work in rice production.

BRANDING PROJECT WORK

Last quarter, AVANSE and all of its work sites became fully branded in compliance with USAID policies. Communications Specialist Joanna Stavropoulos worked closely with USAID to vet and receive approval for the branded items listed in Table 11. The project also undertook a massive effort to install work signs at all project sites across the six watersheds, often crossing miles of uneven terrain on foot to install signs to mark AVANSE's more remote work areas. With the exception of several areas in the Northeast that were inaccessible due to political unrest, the communications team has branded all of the work sites with a total of 128 signs (see Table 12). Furthermore, the Communications team outfitted all AVANSE personnel—especially the IR 1 and IR 2 field technicians who represent the project on a daily basis—with clearly branded apparel to designate them as working for the USAID/AVANSE project.

This quarter, AVANSE communications staff (with help from technical staff, like watershed technician Fredlin Louis, pictured here) oversaw the installation of work signs at nearly all of the project sites, which frequently involved trekking far up into the target watersheds like this one, an IR 2 demonstration block in Sarazin.

TABLE 11: PROGRESS TOWARDS COMPLETION OF AVANSE BRANDING PACKAGE

Item	Designed	USAID Approval	Requisitioned	Procurement process	Produced & Implemented
Business Card	DONE	DONE	DONE	DONE	**DONE**
Badge Staff	DONE	DONE	DONE	DONE	**DONE**
Badge for Visitors & Consultants	DONE	DONE	DONE	DONE	**DONE**
T-shirts	DONE	DONE	DONE	DONE	**DONE**
Polo shirts	DONE	DONE	DONE	DONE	**DONE**
Hats	DONE	DONE	DONE	DONE	**DONE**
Letterhead Template	DONE	DONE	N/A	N/A	**DONE**
E-mail Signature	DONE	DONE	N/A	N/A	**DONE**
Envelopes	DONE	DONE	N/A	N/A	**DONE**
Folder	DONE	DONE	DONE	DONE	**DONE**
Office Sign	DONE	DONE	DONE	DONE	**DONE**
Office Road Sign	DONE	DONE	DONE	DONE	**DONE**
Work Site Signs	DONE	DONE	DONE	DONE	**DONE**
Car Stickers	DONE	DONE	DONE	DONE	**DONE**
Motorcycle Stickers	DONE	DONE	DONE	DONE	**DONE**
Power Point Presentations	DONE	DONE	N/A	N/A	**DONE**
Surveys	DONE	DONE	N/A	N/A	**DONE**
Training Material	DONE	DONE		N/A	**DONE**
Contract Template	DONE	DONE	N/A	N/A	**DONE**
Voucher	DONE	DONE	DONE	DONE	**DONE**
Public Announcements	DONE	DONE	N/A	N/A	**DONE**
RFP Template	DONE	DONE	N/A	N/A	**DONE**
Technical Reports template	DONE	DONE	N/A	N/A	**DONE**
DVD Packaging (CD stickers and Case)	DONE	DONE			
Posters			DONE	DONE	
Banners			DONE	DONE	
Flyers			DONE	DONE	
Booklets			DONE	DONE	
Film (content)					
Radio (spots, shows etc)					

TABLE 12: SUMMARY OF AVANSE WORK SITE SIGN INSTALLATIONS

IR	Watershed	Large signs	Small signs
IR2	Limbe	4	17

IR	Watershed	Large signs	Small signs
IR2	Haut du Cap	3	17
IR2	Grande Riviere Nord	1	16
IR2	Trou du Nord	6	19
	Subtotal :	**83**	

IR	Target crop	Target zone	Signs
IR 1	Banane	Grison Garde	2
IR 1	Banane	Bas Limbe	4
IR 1	Banane	Plaine du Nord	2
IR 1	Banane	Camp Louise	1
IR 1	Banane	Quartier Morin	3
IR 1	Banane	Limonade	3
IR 1	Cacao	Acul du Nord	2
IR 1	Cacao	Plaine du Nord	3
IR 1	Cacao	Limbe	1
IR 1	Cacao	Limonade	1
IR 1	Cacao	Grande Riviere	3
IR 1	Cacao	Bahon	1
IR 1	Cacao	Port-Margot	2
IR 1	Cacao	Plaisance	2
IR 1	Cacao	Pilate	2
IR 1	Cacao	Borgne	1
IR 1	Cacao	Trou-du-Nord	1
IR 1	Cacao	Acul Samedhi	1
IR 1	Cacao	Cam-Coq	1
IR 1	Riz	Grison Garde	5
IR 1	SIBA	Quartier Morin (Jardin Lakay)	1
IR 1	SIBA	Bas Limbe (Jardin Lakay)	1
		Subtotal:	**45**
		Grand total:	**128**[18]

ENGAGING BENEFICIARIES AND PARTNERS

AVANSE recruited two new communication officers during the quarter, and they will begin work on 26 January. The radio & public communication officer and the community communications and outreach officer, both under the direction of the communications specialist, will contribute especially to the production of new communications products that will further engage AVANSE beneficiaries.

SHARING AVANSE IMPLEMENTATION PROGRESS AND LESSONS LEARNED WITH A BROADER AUDIENCE

AVANSE distributes the newsletters and success stories it produces each month to a USAID-vetted list of more than 100 people, many of whom work in partner projects.[19] Many of these

[18] Includes one office road sign and one sign on the office building in Lakou Bréda.

Two students in yellow school uniforms watch the installation of a sign marking an AVANSE cacao site at Robillard. Branding is not just about identifying the funder of the project; it also helps community members that do not participate directly in the program to conceptually link different elements of AVANSE assistance—for instance, connecting an FFS workshop with the practical results of that training in a neighbor's field.

stories have been picked up by USAID social media or benefitted from other USAID efforts to publicize the project. For instance, last quarter AVANSE worked closely with USAID/DC communications staff to coordinate the photography for a story about AVANSE's work.

The USAID team of interviewer and photographer arrived in Cap Haitian on December 19th and spent the weekend photographing and interviewing AVANSE beneficiary Menelus Menius, a farmer with a rice field at Malfety, Fort Liberté. IR 1 agronomists Philippe Mathieu and Jean-

[19] See Annex C for the success stories produced this quarter.

Buddy Lucien identified Menius as an AVANSE beneficiary who represents what the project hopes to achieve. Mr. Menius, a third-generation rice planter, commands the respect of other small farmers because of his relatively large fields and innovative farming techniques, which include the SRI method promoted by AVANSE. In September, he planted two side-by-side parcels—one hectare using the SRI method and one hectare using the traditional method. The superior harvest from the SRI parcel was visible to everyone.

Tony Marcelli, the STTA photographer-documentalist and long-time Cap Haitian resident who assisted with the USAID visit since the LTTA communications staff was out of the country for the holidays, coordinated with Menius and the USAID team to photograph the rice fields on 19 December before the harvest and then the harvest itself on 20 December. The group interviewed Mr. Menius both at his fields and subsequently at his home in Fort Liberté Saturday with his wife and children in order to tell a more comprehensive story. All four returned to the rice fields on Sunday to continue documenting the harvest.

AVANSE remains appreciative of USAID's efforts to promote the good work AVANSE is doing, and looks forward to future collaborations like this one.

PROJECT MANAGEMENT

AVANSE's ambitious scale-up efforts demand correspondingly strong operational and management support. AVANSE's administration, procurement, accounting, human resources, logistics, and grants and subcontracts teams, along with the D.C.-based project management group provide this support, and just as technical teams adjust their models and strategies based on results, the operational and management groups coordinate with the COP and technical teams to continuously refine their systems to better address project needs.

AVANSE also took a number of steps to address the internal inefficiencies in project implementation that it identified during FY 2014. This quarter, AVANSE made progress toward resolving many of these internal issues with the following measures:

- The full-time recruitment specialist hired in the end of FY 2014 contributed decisively to hiring additional technical, procurement, human resources, and accounting staff to manage the increased operational volume of scaled-up operations and to manage turnover.
- In December, AVANSE rolled out the additional allowances for local staff approved by USAID in November with the hope of making it easier to recruit candidates from outside of Cap Haitian.
- DAI mobilized several short-term systems staff last quarter to upgrade the project's mobile-data capacity, train new accountants and review finance systems, and customize the grants section of the project's management information system (TAMIS).
- The project's operational departments launched an internal review process to streamline administrative procedures, and they now participate in regular, formal meetings between individual operational departments with technical staff to review priorities.
- At the end of the quarter, AVANSE also proposed to USAID an STTA by Teresa Hart, an expert in DAI contracts, environmental compliance, and engineering, to mentor the project with respect to the administrative and functional processes between these three units. She will also 1) help implement more efficient systems to ensure that AVANSE can execute emergency works in a timely fashion and, 2) conduct the necessary preparatory work to contract infrastructure firms as efficiently as possible while remaining fully compliant – an important step given the anticipated road design studies and subsequent construction work planned for this year.

The project was also without a DCOP during the last quarter, but the project management team has made progress in the recruitment effort for a replacement. AVANSE anticipates that hiring a DCOP next quarter will continue to improve project planning and coordination (a primary DCOP responsibility).

The experience of the IAEC unit during the past six months has identified some weaknesses in data collection and reporting. This is a combination of procedural and staffing issues—the project has been unable to identify qualified, affordable, senior-level Haitian candidates for M&E roles, and as a result the only two long-term M&E and database management specialists on the

project have been challenged to respond to the monitoring needs that accompany AVANSE's high volume of procurement and project activities. AVANSE has compensated for these staffing gaps through continued STTA support (notably Acting IAEC Unit Director John DeRiggi and IAEC Unit Mentor Leon Skarshinski) and a renewed recruitment effort for the IAEC Director. However, in the interim, the team will consider fielding Mr. DeRiggi for a longer-term assignment to better integrate database management systems. Moreover, at the end of this quarter the project was working closely with USAID to clarify indicators, to refine methodologies, and to follow up on the results of USAID's October data quality assessment (DQA). AVANSE expects this will permit the project to finalize its FY 2015 M&E plan and, in the process, offer an opportunity for IAEC staff to re-frame the M&E roles and responsibilities of all the technical components and review internal processes to improve the speed and accuracy of data collection.

USAID maintains an ongoing dialogue with AVANSE on technical and strategic issues, one that has been greatly facilitated by frequent visits from the COR, including a trip at the beginning of October with the Deputy Chief of Mission and in early December with the CO and Director of Economic Growth and Development. AVANSE appreciates the guidance received during those visits and looks forward to regular discussion of the project strategy moving forward. With sustained support from DAI and close guidance from USAID, AVANSE is confident that it can continue its progress to scale up and achieve its FY 2015 results.

KEY ACTIONS FOR NEXT QUARTER

IR 1

- Complete crop economic models based on the results of the post-harvest survey and refine strategy accordingly;
- Identify and contract an implementing partner to scale up maize/beans extension;
- Issue solicitation for implementing partners to scale up rice and bananas/plantain extension activities;
- Complete drylands diagnostic study;
- Complete installation of five irrigation pumps in drylands (pilot project);

IR 2

- Formally engage 3 implementing partners to begin developing management plans for 12 sub-watersheds;
- Maintain current demonstration blocks by re-planting trees and reinforcing structures, and protect new slopes within existing demonstration blocks;
- Begin formal farmer-to-farmer visits to demonstration blocks to facilitate replication of demonstration blocks;
- Issue 18 grants to CBOs to replicate demonstration blocks on a larger scale;
- Identify 6 implementing partners to execute large-scale protection of critical hillsides;
- Deliver materials to 50 tree nurseries under in-kind grant activity;
- Begin training IR 2 beneficiaries in yam mini-sets propagation technology;
- Complete greenhouse feasibility study;
- Deliver second tranche of emergency-preparedness equipment to civil protection committees in the North;

IR 3

- Continue implementation of collaboration agreements with PISA and NOVELLA, with a focus on scaling up direct-purchase system, technical assistance, and market information systems;
- Sign collaboration agreement with FECCANO, SISALCO and ACESSO;

- Finalize market linkage partnership with Caracol industrial park (LEA Trading);
- Design and test curriculum for small and micro-enterprises; complete second phase of training for medium enterprises;
- Begin to issue agro-enterprise grants;
- Launch pilot phase of mobile money activity with 250 farmers in cacao value chain;
- Identify agro-enterprises with credit needs and facilitate contacts with appropriate financial institutions and partners;
- Launch "transition" larger-scale voucher program for winter rice harvest;

IR4

- Continue implementation of action plans for AgroConsult and Agridev, with a focus on financial capacity-building and a view to certification in summer 2015;
- Begin implementation of action plans for SCAGITECH, SOMIR, financial cooperatives, VETERIMED, GeoSociety, and Transversal;
- With guidance from USAID, conduct OCAs and develop action plans for potential new partners;
- Complete training curriculum for organizations under both tracks;
- Complete training of trainers amongst IR4 staff
- Complete legalization workshops for CBOs;

Infrastructure

- Issue RFPs and select firms to begin implementing works on four irrigation sites; obtain approval from USAID for the existing (completed) technical study of fifth irrigation site;
- Begin construction work on Bréda ravine; complete study and identify firm to complete work at Blondo ravine; identify new ravine in Acul des Pins and complete technical study;
- Complete technical studies on all six roads and issue RFPs for construction firms;
- Re-design AVANSE rapid-response protocols for greater efficiency and reaction speed;

Information, Analysis, and Environmental Compliance

- Strengthen data systems to respond to the results of the USAID data quality assessment (DQA);
- Complete post-harvest survey covering results through October 2014;
- Complete annual exporters survey with USAID guidance;
- Prepare for post-harvest survey to begin in the end of March to capture the results of the next rice harvest;
- Complete the programmatic environmental assessment (PEA) of the six watersheds in AVANSE's target area;
- Complete and implement an environmental monitoring and reporting system (ERMS) for AVANSE;
- Continue to implement all activity EMPRs for the activities being executed by each technical component/group of AVANSE (particularly vendors affiliated with voucher program) and create new EMPRs and associated activity EMPRs as necessary;

Communications

- Continue of AVANSE branding efforts in those areas that were inaccessible during last quarter;
- Design and implement new AVANSE radio program featuring information on IR 1 methodologies and practices, IR 2 soil-conservation methods, and other project activities;
- Write, design and illustration of AVANSE promotional flyers, posters and booklets in Creole covering IR 1 farming methodologies, IR 2 soil-conservation strategies, and explanation of the voucher program;
- Promote the launch of the new, larger-scale voucher program; and
- Organize community feedback meetings, coordinated by the new community communications & outreach officer, which will inform beneficiary feedback reports for AVANSE management and USAID.

The Limbé River before the November floods that destroyed many small farms in the area, especially AVANSE beneficiaries in the banana farmer field schools. Next quarter, AVANSE will take steps to sustainably repair irrigation and drainage infrastructure and strengthen water-resource governance groups (WUAs) to prevent such flooding from happening in the future.

ANNEX A: IR 1 DETAILED TECHNICAL EXTENSION TABLES BY CROP

CACAO

TABLE 13: PROGRESS IN EXTENSION OF IMPROVED CACAO PRACTICES: THIS QUARTER

Target Zone	current number of FFSs created	current number of FFS beneficiaries			current number of non-FFS beneficiaries			current total beneficiaries			total beneficiaries receiving planting material this quarter	total beneficiaries receiving fertilizer/pesticides this quarter	Approximate value in USD of agricultural inputs received this quarter		
		men	women	total	men	women	total	men	women	total			through direct distribution	through voucher programme	total
Target Zone 1:Desroches / Limbé	8	58	32	90	76	36	112	134	68	202	202	0	$24,527	$0	$24,527
Target Zone 2: Camp Coq / Marmelade	24	448	202	650	261	50	311	709	252	961	961	0	$132,585	$0	$132,585
Target Zone 4: Grison-Garde / Robillard	48	832	438	1,270	42	23	65	874	461	1,335	1,335	0	$169,891	$0	$169,891
Target Zone 5: Limonade / Terrier Rouge (Bois de Lance)	8	173	51	224	0	0	0	173	51	224	224	0	$31,343	$0	$31,343
Target Zone 6: Sainte Suzanne / Gens de Nantes	24	387	177	564	22	12	34	409	189	598	598	0	$73,228	$0	$73,228
Target Zone 8: Borgne / Port-Margot	48	592	324	916	11	19	30	603	343	946	946	0	$121,671	$0	$121,671
TOTALS:	**160**	**2,490**	**1,224**	**3,714**	**412**	**140**	**552**	**2,902**	**1,364**	**4,266**	**4,266**	**0**	**$553,245**	**$0**	**$553,245**

TABLE 14: PROGRESS IN EXTENSION OF IMPROVED CACAO PRACTICES: TOTAL THROUGH DECEMBER 2014[20]

Target Zone	total number of FFSs created	estimated cumulative number of FFS beneficiaries			estimated cumulative number of non-FFS beneficiaries			estimated cumulative total beneficiaries			estimated cumulative beneficiaries receiving planting material	estimated cumulative beneficiaries receiving fertilizer/pesticides	Approximate value in USD of agricultural inputs received (cumulative to date)		
		men	women	total	men	women	total	men	women	total			through direct distribution	through voucher programme	total
Target Zone 1:Desroches / Limbé	8	144	56	200	76	36	112	220	92	312	202	0	$29,318	$0	$29,318
Target Zone 2: Camp Coq / Marmelade	24	448	202	650	261	50	311	709	252	961	961	0	$154,134	$0	$154,134
Target Zone 4: Grison-Garde / Robillard	48	832	438	1,270	42	23	65	874	461	1,335	1,335	0	$207,974	$0	$207,974
Target Zone 5: Limonade / Terrier Rouge (Bois de Lance)	8	173	51	224	0	0	0	173	51	224	224	0	$39,573	$0	$39,573
Target Zone 6: Sainte Suzanne / Gens de Nantes	24	405	195	600	22	12	34	427	207	634	598	0	$89,325	$0	$89,325
Target Zone 8: Borgne / Port-Margot	48	772	435	1,207	11	19	30	783	454	1,237	946	0	$147,015	$110	$147,125
TOTALS:	**160**	**2,774**	**1,377**	**4,151**	**412**	**140**	**552**	**3,186**	**1,517**	**4,703**	**4,266**	**0**	**$667,339**	**$110**	**$667,449**

[20] The data in the tables representing cumulative data through December 2014 are estimates based on the quarter-by-quarter snapshots. Because in the first week after the end of a quarter the project does not yet have data disaggregated at the level of the individual, it is sometimes impossible to know at this stage in the data-management process whether, for instance, any individual has been double-counted. The summary tables therefore use a simple, conservative algorithm that excludes the possibility of double-counting at the risk of under-reporting. The complete, validated figures will be captured through the regular AVANSE M&E processes in the IPTTs attached to subsequent quarterly and annual reports.

BANANAS

TABLE 15: PROGRESS IN EXTENSION OF IMPROVED BANANA PRACTICES: TOTAL THIS QUARTER

Target Zone	current number of FFSs created	current number of FFS beneficiaries			current number of non-FFS beneficiaries			current total beneficiaries			beneficiaries receiving planting material this quarter	current beneficiaries receiving fertilizer/pesticides	approximate value in USD of agricultural inputs received this quarter		
		men	women	total	men	women	total	men	women	total			through direct distribution	through voucher programme	total
Target Zone 1:Desroches / Limbé	15	364	63	427	0	0	0	364	63	427	157	119	$12,173	$0	$12,173
Target Zone 3: La Suisse /Bord de Mer	20	433	141	574	0	0	0	433	141	574	132	19	$15,670	$0	$15,670
Target Zone 4: Grison-Garde / Robillard	22	336	184	520	0	0	0	336	184	520	514	169	$17,268	$0	$17,268
TOTALS:	**57**	**1,133**	**388**	**1,521**	**0**	**0**	**0**	**1,133**	**388**	**1,521**	**803**	**307**	**$45,111**	**$0**	**$45,111**

TABLE 16: PROGRESS IN EXTENSION OF IMPROVED BANANA PRACTICES: TOTAL THROUGH DECEMBER 2014

Target Zone	total number of FFSs created	estimated cumulative number of FFS beneficiaries			estimated cumulative number of non-FFS beneficiaries			estimated cumulative total beneficiaries			estimated cumulative beneficiaries receiving planting material	estimated cumulative beneficiaries receiving fertilizer/pesticides	total value in USD of agricultural inputs received to date (cumulative total)		
		men	women	total	men	women	total	men	women	total			through direct distribution	through voucher programme	total
Target Zone 1:Desroches / Limbé	15	364	63	427	0	0	0	364	63	427	157	119	$33,097	$319	$33,416
Target Zone 3: La Suisse /Bord de Mer	20	433	141	574	0	0	0	433	141	574	132	75	$53,654	$506	$54,160
Target Zone 4: Grison-Garde / Robillard	22	336	184	520	0	0	0	336	184	520	514	169	$66,614	$66	$66,680
TOTALS:	**57**	**1,133**	**388**	**1,521**	**0**	**0**	**0**	**1,133**	**388**	**1,521**	**803**	**363**	**$153,365**	**$891**	**$154,256**

RICE

TABLE 17: PROGRESS IN EXTENSION OF IMPROVED RICE PRACTICES FOR FY 2015 - TOTAL TO DATE[21]

Target Zone	number of FFSs created	estimated cumulative number of FFS beneficiaries			estimated cumulative number of non-FFS beneficiaries			estimated cumulative total beneficiaries			estimated cumulative beneficiaries receiving planting material	estimated cumulative beneficiaries receiving fertilizer/pesticides	approximate value in USD of agricultural inputs received to date		
		men	women	total	men	women	total	men	women	total			through direct distribution	through voucher programme	total
Target Zone 4: Grison-Garde / Robillard	9	158	23	181	0	0	0	158	23	181	181	95	$10,323	$5,582	$15,905
Target Zone 7: Bayaha / Maribaroux	58	972	188	1160	0	0	0	972	188	1160	1160	538	$28,116	$41,203	$69,319
TOTALS:	**67**	**1,130**	**211**	**1,341**	**0**	**0**	**0**	**1,130**	**211**	**1,341**	**1,341**	**633**	**$38,439**	**$46,785**	**$85,224**

[21] As there were no new rice FFS activities this quarter (the harvest for the last season continued through October, and the new season does not begin until January), we are simply providing a summary of activities to date.

MAIZE & BEANS

TABLE 18: PROGRESS IN EXTENSION OF IMPROVED MAIZE & BEANS PRACTICES FOR FY 2015 - TOTAL THIS QUARTER

Target Zone	number of FFSs created	number of FFS beneficiaries			number of non-FFS beneficiaries			total beneficiaries			beneficiaries receiving planting material this quarter	beneficiaries receiving fertilizer/ pesticides this quarter	value in USD of agricultural inputs received		
		men	women	total	men	women	total	men	women	total			through direct distribution	through voucher programme	total
Target Zone 4: Grison-Garde / Robillard	8	151	65	216	0	0	0	151	65	216	418	0	0	0	$0
Target Zone 5: Limonade / Terrier Rouge (Bois de Lance)	0	0	0	630	0	0	0	0	0	630	630	0	0	0	$0
Target Zone 7: Bayaha / Maribaroux	12	241	51	292	0	0	0	241	51	292	294	0	0	0	$0
TOTAL:	**20**			**1138**	**0**	**0**	**0**			**1138**	**1342**	**0**	**$0**	**$0**	**$0**

As of the original publication of this report, we did not have final FFS numbers for maize (data still arriving and not yet collated), so while we number the total beneficiaries, we do not have the breakdown of men/women for this target zone.

Some of the beneficiaries receiving planting material this quarter were participants in prior FFS seasons but not in this one, which explains the discrepancy between the total beneficiaries and the beneficiaries receiving planting material this quarter.

Please note that although this table is being re-published in the end of March, it is still based on data collected in the first week of January. As with all FFS data, this is preliminary information subject to correction and not yet validated by the M&E team; once validated, it will be captured in the IPTTs.

TABLE 19: PROGRESS IN EXTENSION OF IMPROVED MAIZE & BEANS PRACTICES FOR FY 2015 - TOTAL THROUGH DECEMBER 2014

Target Zone	number of FFSs created	estimated cumulative number of FFS beneficiaries			estimated cumulative number of non-FFS beneficiaries			estimated cumulative total beneficiaries			estimated cumulative beneficiaries receiving planting material	estimated cumulative beneficiaries receiving fertilizer/pesticides	value in USD of agricultural inputs received		
		men	women	total	men	women	total	men	women	total			through direct distribution	through voucher programme	total
Target Zone 4: Grison-Garde / Robillard	28	489	219	708	0	0	0	489	219	708	418	0	$27,798	$0	$27,798
Target Zone 5: Limonade / Terrier Rouge (Bois de Lance)	2	41	9	50	0	0	0	41	9	50	630	0	$7,497	$0	$7,497
Target Zone 7: Bayaha / Maribaroux	21	432	72	504	0	0	0	432	72	504	294	0	$13,779	$0	$13,779
TOTAL:	**51**	**962**	**300**	**1262**	**0**	**0**	**0**	**962**	**300**	**1262**	**1342**	**0**	**$49,074**	**$0**	**$49,074**

ANNEX C: SUCCESS STORIES THIS QUARTER

[see next page]

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SUCCESS STORY

AVANSE SUCCESS STORY | OCTOBER 2014

Growing a Small Business

Published on November 1, 2014

AVANSE shows small businesses how branding can boost sales

It's been almost ten years since Madame Rosemane Charchot started selling her home-made orange liqueur to help with the family finances. Slowly, as sales took off, she added other seasonal products like cream-based liqueurs, peanut butter, fruit jellies, pickled vegetables, hot sauce, and cocoa powder.

"Orange wine was too dependent on festivals and weddings so I began making other things to have more sales," she says.

Since 1996, when she started her kitchen business, Mme Roseman's enterprise has grown into a small cottage industry that employs eight people and makes 42 unique products. "I'm a strong, powerful, and active woman. I love working." says Mme Rosemane as she describes the sense of pride and achievement she draws from her enterprise, as well as the financial security and independence she gains from owning a business.

But aside from the challenges she faces as a entrepreneur, she has discovered that success has its own problems. "My products sell well. I can't satisfy the market with the amounts I produce," she says.

Initially, Mme Rosemane sold her products in stores in Cap Haitian and nearby towns through a small company called Chouchouro. In November 2013 she was approached by Evie Liautaud, owner of a shop called Choublanc in the cruise ship terminal at Labadee. Choublanc is one of six commercial stores in the terminal, which receives between two and nine Royal Caribbean cruise ships a week—or some estimated 10,000-50,000 unique and often single-visit tourists.

Mme Liautaud had been encouraged by James Weber, an Economist at AVANSE, to feature locally-made goods. This helps to increase demand for Haitian cacao and other AVANSE value-chain products and increases farmers' sales and helps boost prices. Selling local produce at Labadie helps local producers and entrepreneurs learn first-hand about quality and production control and builds consumer consciousness of Haitian products. Mme Roseman's cocoa powder was a pilot product in the Choublanc scheme.

"Cacao has a delicious flavor, gives people energy, and is quick to make. It's simply great," she says.

Despite the many steps from field to consumer, powdered cocoa has one of the biggest profit margins among Mme Roseman's product line. She buys the cacao seeds from farmers in Grison Garde, an area where the AVANSE project is active, as well as through large, public seed markets. She places her orders before the harvest to mitigate against fluctuations in price, quality and availability. Mme Rosemane then begins the long process of turning the cacao seeds into powder: the seeds are roasted, their shells split, the skins removed, and the seed inside then manually rubbed into a fine powder. Mme Roseman's cacao powder is known for its fine texture. Her process is labor-intensive but her cocoa sells well because it is easy for the consumer to prepare with milk.

But as good as her product was, Rosemane saw only slow sales at Choublanc. AVANSE suggested a solution: improved packaging. The plastic jar with the bright red cap and French label wasn't catching the tourists' eye. With help from AVANSE, Rosemane completely redesigned the packaging. The old jars were replaced with vacuum-sealed bags, suggested by the former owner of a local coffeemaker, with English-language labels designed by Weber that featured instructions for making "the perfect cup of cocoa". Sales soared, with Choublanc doubling her sales and increasing her income. At Choublanc, her cocoa powder sells for 150 goudes, leaving a profit of 35 goudes per bag,- enough to cushion increases in cacao prices.

Mme Rosemane has big dreams for her small business. Aside from the independence she feels from generating income, she says running her business also gives her a sense that she is helping her country by being able to provide jobs. Her ambitions include expanding her production facility into a training center for people who want to make and sell their own products. It's still a dream, but one which keeps her reaching.

"AVANSE is awesome," she says when asked about the support she has had from the program.

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SUCCESS STORY

AVANSE SUCCESS STORY | OCTOBER 2014

A 'Forest' of Trees

AVANSE sapling distribution boosts cacao production

Published on December 1, 2014

AVANSE will continue its distribution of cacao trees in December as it completes a plan of delivering some 750,000 saplings to farmers in the North and Northeast areas of Haiti. Launched in November, the program has been enthusiastically embraced by producers looking to expand their crops.

"I love cacao," says Clerius Fleuricier, a corn farmer who dreamed of expanding into cacao but lacked the resources. Thanks to AVANSE, he can set up a cacao plantation of 300 trees in Bas-Quartier, a community in the Port Margot area.

The 750,000 cacao saplings being distributed by AVANSE were bought through local nurseries and are all local varieties. "Local varieties are accustomed to the climate and other environmental conditions so they are less susceptible to pests and disease," says Raoul Dominique, AVANSE's Cacao Expert.

Between four and six months old, the saplings are being distributed through the Farmer Field Schools in thirteen townships in the North and Northeast. Farmers receive training through the schools on planting and growing techniques. Specialized staff from the Farmer Field Schools also follow up on the plantings, providing farmers with hands-on help on site on the saplings proper placement and care throughout the growth stages to ensure maximum crop yields.

"We instruct the farmers on the best soil conditions needed, the importance of proper shading and light, and the distance that they need to keep between each tree they plant," says AVANSE's Cacao Expert Raoul Dominique.

(Top) A farmer in Port Margot area plants one of the 750,000 cacao trees distributed by AVANSE. (Right) Wilfrid Damus has received 125 new cacao saplings to double his cacao plantation in Gamel. He appreciates most the expertise he has received from AVANSE's agronomists.

"Before, I would plant cacao trees very close together," says Wilfrid Damus, a cacao farmer in Gamel. AVANSE is helping him double the number of trees, providing him with 125 new saplings to expand production of the 100 trees he already has. But in addition to new trees, he also values the technical expertise he has received from AVANSE. Because of the [AVANSE] school I now have more knowledge, and once one learns something new, eventually this will bear fruit," he says explaining differences in the traditional cultivation methods handed down by his father and grandfather.

Mr Damus has five children; the oldest is studying Agronomy at University. "It is the kids' dream to continue with the cacao. They love tree cultivation, of all kinds."

Mr Damus's plantation currently produces around 800 pods of cacao each year. With the new trees he has received through AVANSE, he will be able to more than double his production in a couple of years. Most of the cacao he makes he sells; but he does keep a little for his family. "I like to have a little hot chocolate in the morning," he says with a smile.

ANNEX D: INDICATOR PERFORMANCE TRACKING TABLE

[see next page]

TABLE 21: SUMMARY PERFORMANCE DATA TABLE: INDICATORS AND ANNUAL TARGETS

Indicator #	Indicator Title	Unit of measure	Disaggregation	Data Source	Baseline Year	Baseline value	FY 13 targets	FY 13 actual	FY 14 target	FY14 results	FY 15 target	FY15 results	FY 16 target	FY16 results	FY 17 target	FY17 results	LOP targets
USAID FY2011 - FY2015 Goal 0.0 Stable and Economically viable Haiti																	
USAID/Haiti Feed the Futrue Objective: Increased Food Security																	
Impact	Per Capita Expenditure (as proxy for income)			USAID-Haiti Corridor Level HH survey													
Impact	Prevlaence of underweight children under 5			USAID-Haiti Corridor Level HH survey													
FTF North objective: Increased Agricultural Income																	
(0.2) 4.5.2-36 FTF	Value of exports of targeted commodities as a result of USG assistance	USD	commodity (cacao)	Post harvest surveys of northern corridor producers and exporters	2013												
			Regional			904,666			257,556		1,580,961		2,533,218		4,393,196		4,393,196
			Outside of region			37,694			10,731		65,873		105,551		183,050		183,050
			Total Value of Exports in USD			**942,360**			**268,287**	**PHS underway**	**1,646,834**		**2,638,769**		**4,576,246**		**4,576,246**
(0.3) custom	Volume of cacao exports as a result of USG assistance	Metric Ton	**Total**	Post harvest export surveys of nothern corridor cacao producers and exporters		**427**			**121**	**PHS underway**	**745**		**1,194**		**2,071**		**2,071**
			Regional		2013	410			116	PHS underway	715		1,146		1,988		1,988
			Outside of Region			17			5	PHS underway	30		48		83		83
(0.3) 4.5-11 FtF	Market Discount of targeted agricultural commodities (S) (cacao)	%	None	Post harvest export surveys of northern corridor cacao exporters	2013	6.36% (N:2209 D:2359)			6.36%	5.01% (N:2843 D:2993)	5%		0%		0%		0%
(0.4) custom	Average increase in agricultural income for beneficiary households due to USG assistance	%	Total	Project record	2013 ($ 443)	0%			30%	PHS underway	60%		70%		88%		88%
			Total New/Continuing														
			New			0			30	PHS underway	60		70		88		88
			Continuing			0			0	PHS underway	50		80		80		80
			Gendered household Type														
			Adult Female No Adult Male (FNM)			0			20	PHS underway	40		60		60		60
			Adult Male No Adult Female (MNF)			0			25	PHS underway	60		80		80		80
			Male and Female Adult (M&F)			0			30	PHS underway	40		80		80		80
			Child no Adult (CAN)			0			0	PHS underway	0		0		0		0

Indicator #	Indicator Title	Unit of measure	Disaggregation	Data Source	Baseline Year	Baseline value	FY 13 targets	FY 13 actual	FY 14 target	FY14 results	FY 15 target	FY15 results	FY 16 target	FY16 results	FY 17 target	FY17 results	LOP targets
IR1: Agricultural Productivity increased																	
(1.1) 4.5 - 16,17,18 FtF	Gross margin per hectare, animal, or cage of selected product	$USD/ha	Corn	Post harvest survey of beneficiary producers	2013	116 (# Ben:362)			317 (# Ben: 1000)	-199 (# Ben:362)	317 (# Ben: 11000)		317 (# Ben: 12500)		317 (# Ben: 12500)		317
			Beans			415 (# Ben: 597)			958 (# Ben: 1000)	1.5 (# Ben: 597)	958 (# Ben: 3000)		958 (# Ben: 9500)		958 (# Ben: 9500)		958
			Rice			217 (# Ben: 351)			873 (# Ben: 1000)	825 (# Ben: 351)	873 (# Ben: 3000)		873 (# Ben: 4500)		873 (# Ben: 4500)		873
			Plantain			5,035 (# Ben: 421)			6545 (# Ben: 1000)	PHS underway	9214 (# Ben: 6000)		9214 (# Ben: 6500)		9214 (# Ben: 6500)		9,214
			Cacao			205 (# Ben:2277)			247 (# Ben: 4000)	PHS underway	375 (# Ben: 8000)		450 (# Ben: 10000)		532 (# Ben: 10000)		532
			Male_corn			179			250	PHS underway	168		168		168		168
			Female_corn			-139			0	PHS underway	0		27		27		27
			Joint_corn			-25			0	PHS underway	0		8		8		8
			Association-applied_corn														
			Male_beans			448			583	PHS underway	1043		1043		1043		1043
			Female_beans			90			117	PHS underway	153		153		153		153
			Joint_beans			437			568	PHS underway	868		868		868		868
			Male-rice			287			401	PHS underway	730		730		730		730
			Female-rice			908			0	PHS underway	-		-		-		-
			Joint-rice			437			0	PHS underway	1051		1051		1051		1051
			Male-plantain			5641			6019	PHS underway	6205		6770		7898		7898
			Female-plantain			3106			2893	PHS underway	3417		3728		4349		4349
			Joint-plantain			4807			5354	PHS underway	5288		5769		6730		6730
			Male-cacao			172			165	PHS underway	190		216		216		216
			Female-cacao			314			304	PHS underway	346		393		393		393
			Joint-cacao			220			232	PHS underway	242		275		275		275
(1.2) 4.5.2-23 FTF	Value of incremental sales (collected at farm-level) attributed to FTF implementation (RiA)	Value (USD)	**Total**	Post harvest survey of beneficiary producers	2013	**2,540,102 (# Ben: 4516)**			**4,123,858 (# Ben: 8000)**	PHS underway	**29,925,447 (# Ben: 21100)**		**40416769 (# Ben: 43000)**		**41641409 (# Ben: 43000)**		**41641409 (# Ben: 43000)**
			Corn			85782 (# Ben: 362)			451302 (# Ben: 1000)	-81598 (# Ben: 362)	4964322 (# Ben: 11000)		5641275 (# Ben: 12500)		5641275 (# Ben: 12500)		5641275 (# Ben: 12500)
			Beans			357946 (# Ben:597)			909611 (# Ben: 1000)	-301255 (# Ben:597)	2728833 (# Ben: 3000)		8641306 (# Ben: 9500)		8641306 (# Ben: 9500)		8641306 (# Ben: 9500)
			Rice			267736 (# Ben:351)			1190894 (# Ben: 1000)	98410 (# Ben:351)	3572682 (# Ben: 3000)		5359023 (# Ben: 4500)		5359023 (# Ben: 4500)		5359023 (# Ben: 4500)
			Plantain			1,337,456 (# Ben:421)			1505868 (# Ben: 1000)	PHS underway	18400556 (# Ben: 6000)		19934044 (# Ben: 6500)		19934044 (# Ben: 6500)		19934044 (# Ben: 6500)
			Cacao			491180 (# Ben:2277)			66182 (# Ben: 4000)	PHS underway	259052 (# Ben: 8000)		841120 (# Ben: 10000)		2065760 (# Ben: 10000)		2065760 (# Ben: 10000)

Indicator #	Indicator Title	Unit of measure	Disaggregation	Data Source	Baseline Year	Baseline value	FY 13 targets	FY 13 actual	FY 14 target	FY14 results	FY 15 target	FY15 results	FY 16 target	FY16 results	FY 17 target	FY17 results	LOP targets
(1.3) 4.5.2-5 FTF	Number of farmers and others who have applied improved technologies or management practices as a result of USG assistance (RiA) (WOG)		**LOP Totals**			0			**19200**		**22000**		**18500**		**3800**		**63500**
			Prior Year Unmet								4200		4010		3977		
			Annual Totals			0				**7013**	**26200**		**22510**		**7777**		**63500**
			Total Sex						**19200**	**7013**	**26200**		**22510**		**7777**		**63500**
			Male						15360	5302	18340		15757		5443		44842
			Female						3840	1711	7860		6753		2334		18658
			Producers/						19200	7007	26190		22500		7777		63274
			Others						0	6	10		10		10		30
			Technology Type														
			SRI						1000	400	2000		1500		250		4750
			Improved certified Rice Variety (Seed)						1000	400	2000		1500		250		4750
			Improved corn Variety seeds (Chicken Corn)						1000	600	10000		1500		350		12900
			Improved Bean Variety seeds (Icta Ligero)						1000	700	2000		6500		350		9800
			Use of Pesticides (In Corn and Bean)						2000	500	12000		8000		500		22500
			IPM on Plantain (Sigatoka)						1500	500	5000		550		300		7350
			New cacao Plantation Techniques						5000	2500	5000		2000		0		12000
			Biomechanical Structures						5000	650	5000		5000		2500		17500
			Hedgerows						5000	650	5000		5000		2500		17500
			Introduction of Agroforestry cropping						5000	650	5000		5000		2500		17500
			Contiguous Demonstration Blocks						5000	650	5000		5000		3000		17500

Indicator #	Indicator Title	Unit of measure	Disaggregation	Data Source	Baseline Year	Baseline value	FY 13 targets	FY 13 actual	FY 14 target	FY14 results	FY 15 target	FY15 results	FY 16 target	FY16 results	FY 17 target	FY17 results	LOP targets
(1.4) 4.5.2-2 FTF	Number of (l) hectares under improved technologies or management practices as a result of USG assistance		**LOP Totals**			**0**			**6600**	**3942**	**14400**		**10250**		**500**		**31750**
			Prior Year Unmet								885		885		888		
			Annual Totals			0				**3942**	**15285**		**11135**		**1388**		**31750**
			Cultural Practices														
			Improved certified Rice Variety (Seed)						200	125	750		750		200		1900
			Improved CornVariety seeds (Chicken Corn)						500	125	1500		2000		200		4200
			Improved Bean Variety seeds (Icta Ligero)						250	300	1000		1500		200		2950
			New Cacao Plantation Techniques						3000	675	4000		2500		200		9700
			Technology Total														
			pest management														
			Use of Pesticides (In Corn and Bean)						750	400	2500		3500		400		7150
			disease management														
			IPM on Plantain (Sigatoka)						900	400	3000		3000		300		7200
			Soil-related														
			Biomechanical Structures						3500	600	3500		4000		500		11500
			Hedgerows						4000	600	4000		4000		500		12500
			Introduction of Agroforestry cropping						5000	850	5000		5000		500		15500
			Contiguous Demonstration Blocks						5000	550	5000		5000		500		15500
			irrigation						200	125	750		750		200		1900
			water management						200	125	750		750		200		1900
			climate mitigation or adaptation						3500	250	5000		4000		500		13000
			other						0	0	0		0		0		0
			total w/one or more improved technology						6600	3900	15250		11100		1300		31,550
			Sex total						6600	3942	15285		11135		1388		31,750
			Male						4620	2759	10699	0	7794	0	971	0	22,225
			Female						1320	788	3057	0	2227	0	277	0	6,350
			Joint						660	394	1528	0	1113	0	138	0	3,175
			association-applied						0	0	0		0		0		0
(1.5) Custom	Number of technologies or management practices made available to farmers as a result of USG assistance	#	None	Project records	2013	0			8	12	10		4		0		22

Indicator #	Indicator Title	Unit of measure	Disaggregation	Data Source	Baseline Year	Baseline value	FY 13 targets	FY 13 actual	FY 14 target	FY14 results	FY 15 target	FY15 results	FY 16 target	FY16 results	FY 17 target	FY17 results	LOP targets
(1.6) Custom	Number of beneficiary households with increased agricultural income	#	**Total**	Postharvest survey of beneficiary producers		**0**			**15350**	PHS underway	**17600**		**14800**		**3050**		**50800**
			New						15350	PHS underway	17600		14800		3050		50800
			Continuing						0	PHS underway	3520		3110		670		7300
			income doubled						13200	PHS underway	15100		12700		2500		43500
			Income increased						15350	PHS underway	17600		14800		3050		50800
			FNM						921		1056		888		183		3048
			MNF						614		704		592		122		2032
			M&F						13815		15840		13320		2745		45720
			CAN						0		0		0		0		0
(1.1.1) Custom	Yield per hectare for USG assisted target crops	Kg/ha	Corn	Post-harvest survey of beneficiary producers	2013	411			764	105	1,200		1,200		1,200		1,200
			Beans			395			561	236	1,000		1,000		1,000		1,000
			Rice			1561			2591	2593	3,184		3,184		3,184		3,184
			Plantain			6040			9,060	PHS underway	12,000		12,000		12,000		12,000
			Cacao			319			319	PHS underway	351		383		479		479
(1.1.2) 4.5.2-13 F	Number of rural households benefiting directly from USG interventions (S)		**LOP Totals**	Project record		**0**			**19,200**	**4,658**	**21,600**		**17,900**		**6,900**		**65,600**
			Prior year unmet								**6,000**		**6,500**		**2,042**		**14,542**
			Annual Totals			**0**				**4,658**	**27,600**		**24,400**		**8,942**		**65,600**
			New						19,200	4,658	27,600		24,400		8,942		65,600
			Continuing						0	0	4,520		4,880		1,780		11,180
			Gendered household Type														
			Adult Female No Adult Male (FNM)						0	280	1,656	0	1,464	0	537	0	3,937
			Adult Male No Adult Female (MNF)						0	186	1,104	0	976	0	358	0	2,624
			Male and Female Adult (M&F)						0	4,192	24,840	0	21,960	0	8,048	0	59,040
			Child no Adult (CAN)						0	0	0		0		0		0

Indicator #	Indicator Title	Unit of measure	Disaggregation	Data Source	Baseline Year	Baseline value	FY 13 targets	FY 13 actual	FY 14 target	FY14 results	FY 15 target	FY15 results	FY 16 target	FY16 results	FY 17 target	FY17 results	LOP targets
(1.2.1) 4.5.2-7 FTF	Number of individuals who have received USG supported short-term agricultural sector productivity or food security training (RiA) (WOG)	#	**LOP Totals**	Training attendance forms	2013	0			**16325**	**10508**	**22575**		**18900**		**7700**		**65500**
			Prior Year Unmet								**2625**		**3100**		**92**		**5817**
			Annual Totals			**0**				**10508**	**25200**		**22000**		**7792**		**65500**
			Total Sex						16325	10508	25200		22000		7792		65500
			Male						11427	7425	17640		15400		5454		45850
			Female						4898	3083	7560		6600		2338		19650
			Type of individuals														
			producers						14690	9108	23975		21650		7742		62475
			People in government						40	0	50		50		50		190
			People in private sector						75	35	775		0		0		810
			People in civil society (NGOs, CBOs, CSOs, research and academic organizations)						1520	1365	400		300		0		2065
(1.3.1.) custom	Number of farmers who have access to improved agricultural inputs due to USG assistance	#	**LOP Totals**	Project record, SIBA agricultural inputs	2013	0			**19,200**	**5,446**	**22,000**		**18,500**		**3,800**		**63,500**
			Prior year unmet								4,400		4,300		5,054		13,754
			Annual Totals			0				**5,446**	**26,400**		**22,800**		**8,854**		**63,500**
			Sex total						5446	5446	26400		22800		8854		63500
			Male						15,360	4045	18,480		15,960		6,198		44,450
			Female						3,840	1401	7,920		6,840		2,656		19,050
(1.4.1) 4.5.1-28 F	Hectares under new or improved/rehabilitated irrigation and drainage services as a result of USG assistance (RiA) (WOG)	Ha	**LOP Totals**	Project record, maps	2013	**0**			**1,400**	**0**	**2,000**		**600**		**0**		**4,000**
			Prior year unmet								1,000		400		0		1,400
			Annual Totals			0				0	3,000		4,000		4000		4,000
(1.4.2.) custom	Number of kilometers of irrigation systems repaired due to USG assistance	Kms	**LOP Totals**	Project record		0			**28**	**0**	**40**		**12**		**7**		**87**
			Prior year unmet								8		20		0		
			Annual Totals							**0**	**48**		**80**		**87**		**87**
(1.5.1) 4.5.1-22 FtF	Number of rural hectares mapped and adjudicated (S)	Ha	**LOP Totals**	Project record	2013	**0**			**30**	0	**120**		**90**		**240**		**480**
			Prior year unmet								**0**		**30**		**0**		
			Annual Totals								**120**		**240**		**480**		**480**
			Male						0	0	84	0	168	0	336	0	336
			Female						0	0	36	0	72	0	144	0	144
			Joint						0	0	0		0		0		0
			communal						0	0	0		0		0		0

Indicator #	Indicator Title	Unit of measure	Disaggregation	Data Source	Baseline Year	Baseline value	FY 13 targets	FY 13 actual	FY 14 target	FY14 results	FY 15 target	FY15 results	FY 16 target	FY16 results	FY 17 target	FY17 results	LOP targets
(2.1) 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	Ha	**LOP Totals**	GIS Map, Qualitative observations on site					**5,000**	**863**	**6,000**		**8,000**		**4,000**		**23,000**
			Prior year unmet								2,000		1,000		1,136		4,137
			Annual Totals							**863**	**8,863**		**17,863**		**22,999**		**23,000**
(2.3) F 4.8.1-1	Number of hectares of biological significance and/or natural resources showing improved physical conditions as a result of USG assistance	Ha	**LOP Totals**	GIS Map, Qualitative observations on site					**4000**	**863**	**4800**		**6400**		**3200**		**18400**
			Prior year unmet								1000		1500		636		
			Annual Totals							**863**	**6663**		**14563**		**18399**		**18400**
(2.1.1) custom	Number of sub-watershed management bodies formed due to USG assistance	#	None	Project inventory and record	2013	5			12	12	0		0		0		12
(2.2.1) custom	Kilometers of biological & mechanical conservation structures built/rehabilitated	#	**Total**	Project record	2013				**113**	**156**	**253**		**394**		**464**		**464**
			Biological				0		90	156	210		330		400		400
			Mechanical				0		23	0	43		64		64		64
(2.3.1) custom	Survival rates of USG assited tree planting	%	None	Plot site tree counts, sample	2013	0			50	45% (N: 27,249 D: 60,117)	60		70		70		

Indicator #	Indicator Title	Unit of measure	Disaggregation	Data Source	Baseline Year	Baseline value	FY 13 targets	FY 13 actual	FY 14 target	FY14 results	FY 15 target	FY15 results	FY 16 target	FY16 results	FY 17 target	FY17 results	LOP targets
(2.4.1) 4.8.2-26 F	Number of stakeholders with increased capacity to adapt to the impacts of climate variability and change as a result of USG assistance	#	**LOP Totals**	Project record	2013	**0**			**5,000**	1,690	**15,000**		**15,000**		**5,000**		**40,000**
			Prior Year Unmet								**1,000**		**1,000**		**1,310**		
			Annual Totals							1,690	**17,690**		**33,690**		**40,000**		**40,000**
			Implementing risk-reducing practices or actions to improve resilience to climate change						4500	1690	14152		26952		36000		36000
			using climate information in decision making						500	0	3538		6738		4000		4000
(2.4.2) 4.8.1-6 F	Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance	#	**New/LOP Totals**	Project record, IR2 conservation enrollment and attendance form	2013	0			**4,500**	**3250**	**5,500**		**6,000**		**4,000**		**20,000**
			Prior year unmet								1,000		0		250		
			Annual Totals							**3250**	**9,750**		**15,750**		**20,000**		**20,000**
			male						3,150	2275	6,825		11,025		14,000		14,000
			Female						1350	975	2925		4725		6000		6000
(2.4.3) custom	Number of people receiving USG supported training in natural resources management and /or biodiversity conservation		**LOP Totals**	Project record, attendance form	2013	**0**			**3,000**		**3,000**		**2,500**		**1,500**		**10,000**
			Prior year unmet										249				
			Annual Totals							2,751	**3,000**		**2,749**		**1,500**		**10,000**
			Male						2,100	2,089	2,100		1,924		1,050		7,163
			female						900	662	900		825		450		2,837

Indicator #	Indicator Title	Unit of measure	Disaggregation	Data Source	Baseline Year	Baseline value	FY 13 targets	FY 13 actual	FY 14 target	FY14 results	FY 15 target	FY15 results	FY 16 target	FY16 results	FY 17 target	FY17 results	LOP targets
(3.1) 4.5.2-38 FTF	Value of new private sector investments in the agricultural sector and food chain leveraged by FTF implementation (RiA)	USD	**LOP Totals**	Enterprises, Record Survey					**500,000**	**0**	**1,500,000**		**1,000,000**		**500,000**		**3,500,000**
			Prior year unmet												500,000		500,000
			Annual Totals			0				**0**	**1,500,000**		**1,000,000**		**1,000,000**		**3,500,000**
(3.2) custom	Value of agribusiness sales due to USG assistance	USD	**Total**	Project records	2013	**5,460,000**			**0**	**24,828**	**6,921,200**		**7,745,320**		**8,900,518**		**23,567,038.00**
			Small &Medium			**260,000**				**24,828**	**314,600**		**478,060**		**525,866**		**1,318,526.00**
			Novella			**5,200,000**					**6,606,600**		**7,267,260**		**8,374,652**		**22,248,512.00**
			Corn			30,000			0	24,828	35,000		40,000		50,000		125000.00
			Rice			63,000			0	0	75,000		100,000		110,000		285,000.00
			Beans			0			0	0	0		0		0		0
			Plantain			63,000			0	0	74,996		191,000		260,000		525,996
			Cacao			5,304,000			0	0	6,740,000		7,414,000		8,480,000		22,634,000
			Producers			60,000			0	0	70,000		90,000		200,000		360,000
			Traders/assembles			5,400,000.00			0	0	6,851,000		7,655,320		8,700,518		23,206,838
(3.3) 4.5.2-43 FTF	Number of firms (excluding farms) or Civil Society Organizations (CSOs)engaged in Agricultural and Food security-related manufacturing and services now operating more profitably (at or above cost) because of USG assistance (RiA)	#	**LOP Totals**	Project record	2013				**20**		**90**		**90**		**50**		**250**
			Prior Year unmet								10		10				
			Annual Totals							**0**	**100**		**100**		**50**		**250**
			Firm						10	0	75		75		50		200
			CSO						10	0	25		25		0		50
(3.1.1) 4.5.1-17 FTF /	Kilometers of roads improved or constructed (RiA) (WOG)	Kms	**LOP Totals**	Project record	2013	0			**40**	**0**	**30**		**30**		**22**		**122**
			Prior Year unmet								5		20		15		40
			Annual Totals							**0**	**35**		**85**		**122**		**122**
			Improved						40	0	28		70		99		99
			Constructed						0	0	7		15		23		23
(3.1.2) Custom	Number of beneficiaries receiving improved transport services due to USG	#	**LOP Totals**	Public records, trfansport survey	2013	0			**100,000**	**0**	**75,000**		**75,000**		**55,000**		**305,000**
			Prior year unmet								12,500		50,000		37,500		100,000
			Annual Totals							**0**	**87,500**		**125,000**		**92,500**		**305,000**
			Male						48,000	0	45,500		65,000		48,100		158,600
			Female						52,000	0	42,000		60,000		44,400		146,400

Indicator #	Indicator Title	Unit of measure	Disaggregation	Data Source	Baseline Year	Baseline value	FY 13 targets	FY 13 actual	FY 14 target	FY14 results	FY 15 target	FY15 results	FY 16 target	FY16 results	FY 17 target	FY17 results	LOP targets
(3.2.1) custom	Number of storage facilities installed as a result of USG assistance	#	**LOP Totals**	Project record	2013	0			**5**	**0**	**20**		**50**		**35**		**110**
			Prior year unmet								5						5
			Annual Totals							**0**	**25**		**50**		**35**		**110**
(3.2.2) custom	Number of processing facilities established or improved due to USG assistance	#	**LOP Totals**	Project record	2013				**5**	**0**	**26**		**5**		**0**		**36**
			Prior year unmet										5		0		5
			Annual Totals			0				**0**	**26**		**10**		**0**		**36**
			Corn-processing facilities						3	0	10		5		0		15
			Rice-processing facilities						2	0	10		5		0		15
			Cacao-processing facilities						0	0	6		0		0		6
(3.2.3) 4.5-10 FTF	Total increase in installed storage capacity (m3) (S)	cubic meters	**LOP Totals**	Project inventory and record	2013	**0**			**4000**	**0**	**2000**		**3000**		**1000**		**10000**
			Prior year unmet								2000		1000		1000		
			Annual Totals							**0**	**4000**		**4000**		**2000**		**10000**
			Dry storage						4000	0	4000		4000		2000		10000
			Cold Storage						0	0	0		0		0		0
(3.3.1) 4.5.2-29 F	Value of agricultural and Rural loans	USD	**LOP Totals**	Survey of beneficiaries	2013	**0**			**25,000**	**0**	**200,000**		**200,000**		**75,000**		**500,000**
			Prior year unmet												25,000		
			Annual Totals							**0**	**200,000**		**200,000**		**100,000**		**500,000**
			Producers						0	0	0		0		0		0
			Local Traders/Assemblers						25000	0	200,000		200,000		75000		500,000
			Wholesalers						0	0	0		0		0		
			others						0	0	0		0		0		
			Total Sex														
			Male						0	0	0		0		0		0
			Female						0	0	0		0		0		0
			Joint						0	0	0		0		0		0
			Associacion-Applied						0	0	0		0		0		0
(3.4.1) Custom	Number of farmers accessing market information due to USG assistance	#	**LOP Totals**	Project reconrd, Phone list	2013	0			**4000**	**0**	**8,000**		**12,000**		**6,000**		**30,000**
			Prior year unmet								4,000						
			Annual Totals							**0**	**12,000**		**12,000**		**6,000**		**30,000**
			Male						2,800	0	8,400		8,400		4,200		23,800
			Female						1,200	0	3,600		3,600		1,800		10,200

Indicator #	Indicator Title	Unit of measure	Disaggregation	Data Source	Baseline Year	Baseline value	FY 13 targets	FY 13 actual	FY 14 target	FY14 results	FY 15 target	FY15 results	FY 16 target	FY16 results	FY 17 target	FY17 results	LOP targets
(3.5.1) 4.5.2-12 FtF -F	Number of public-private partnerships formed as a result of FTF assistance (S)	#	**LOP Totals**	Project record	2013	0			**2**	2	**2**		**2**		**2**		**8**
			Agricultural production						2	2	1		1		1		5
			Agricultural post-harvest transformation						0	0	1		1		1		3
			nutrition						0	0	0		0		0		0
			other areas						0	0	0		0		0		0
			multi-focus							0	0		0		0		0
(3.5.2) 4.5-2 FTF	Number of jobs attributed to FTF implementation (RiA)	#	**LOP Totals**	Project record, agribusiness survey	2013	**0**			**800**	**0**	**1125**		**1125**		**700**		**3750**
			Prior year unmet												800		800
			Annual Totals							**0**	**1125**		**1125**		**1500**		**3750**
			Urban			0			0	0	0		0		0		0
			Rural						800	0	1125		1125		1500		3750
			New						800	0	1125		1125		1500		3750
			Continuing						0	0	225		225		140		590
			Male						560		780		795		490		2625
			Female						240		345		330		210		1125
(4.1) 4.5.2-11 FTF	Number of food security private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance (RiA) (WOG)	#	**LOP Totals**	Project record	2013	**0**			**960**	**780**	**780**		**738**		**413**		**2891**
			Prior year unmet												180		180
			Annual Totals			**0**				**780**	**780**		**738**		**593**		**2891**
			total New/Continuing						960	0	780		738		593		2891
			new						960	0	780		738		593		2891
			continuing						0	0	155		148		263		566
			Type or organizations														
			private enterprises						100	9	225		250		375		850
			producers organizations						15	0	30		40		40		125
			water user associations						5	0	15		18		18		56
			women's groups						15	0	30		45		45		135
			trade and business associations						15	34	30		35		35		115
			Community based organizations						810	737	450		350		80		1610

Indicator #	Indicator Title	Unit of measure	Disaggregation	Data Source	Baseline Year	Baseline value	FY 13 targets	FY 13 actual	FY 14 target	FY14 results	FY 15 target	FY15 results	FY 16 target	FY16 results	FY 17 target	FY17 results	LOP targets
(4.2.1) 4.5.2-42 FtF	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance (RiA) (WOG)	#	**LOP Totals**	Project record, Organization survey	2013	**0**			**270**	6	**246**		**250**		**220**		**986**
			Prior year unmet								20		132		112		264
			Annual Totals							6	**266**		**382**		**332**		**986**
			total New/Continuing						270	6	**266**		**382**		**332**		986
			new						270	6	266		382		232		886
			continuing						0	0	6		40		54		100
			type of enterprises														
			private enterprises						42	6	140		130		130		406
			producers organizations						10	0	20		30		30		80
			water user associations						3	0	10		20		20		50
			women's groups						5	0	20		40		34		94
			trade and business associations						10	0	25		50		50		125
			Community based organizations						200	0	51		90		90		231