

FINAL REPORT

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SECTION I. Introduction

Background

The USAID/CNFA MarChE project was created to offer a new approach in value chain such as tourism. The tourism sector needed a boost as it lagged quite considerably behind all countries in the Caribbean especially behind its neighbor, the Dominican Republic. With the MarChE initiative, USAID envisioned a new paradigm to provide technical assistance, knowledge, and financial support to the Hospitality sector. International Executive Service Corps was selected to transform Haitian the tourism industry into an economic engine in Haiti, by creating synergies with the agricultural and handcraft components of MarChE.

SECTION II. Results/ Achievements

A. Administrative

The focus of IESC's work during the MarChE project was aimed to launching tourism component efforts and achieving the program deliverables as indicated in the workplan. IESC conducted the following administrative activities during the project:

- After being asked to replace proposed and confirmed Tourism Coordinator Joel Ducasse, IESC actively recruited, screened and interviewed long-term Tourism Coordinator candidates.
- David Hartingh arranged and interviewed three candidates in person in Port Au Prince during the week of October 27-31, 2008: Marc Roger, Florentino Latortue, and Jean Pierre Mangones.
- Received local feedback on candidates.
- Based on an analysis of qualifications, the first interview and local feedback, focused upon Marc Roger as the leading candidate.
- Conducted a second interview with Marc Roger in Port Au Prince during the week of October 27-31, 2008
- Extended an offer to Marc Roger to serve as Tourism Coordinator in November 2008. Marc Roger declined the offer to continue in his current role.
- Began a new recruitment process in November 2008 to identify additional Tourism Coordinator candidates.

- Placed the ad in multiple sites and conducted active recruitment.
- Received and reviewed approximately 40 new applications for the position.
- Conducted interviews with the following persons: Gilbert Valme, Suzanne Seitz and Regine Alexandre.
- Based on an analysis of qualifications, the first interview and local feedback, focused upon Regine Alexandre as the best fit among all candidates.
- Conducted a second interview with Regine Alexandre and subsequently checked her references.
- Extended an offer to Regine Alexandre to serve as Tourism Coordinator in December 2008.
- Secured the commitment of Dexter Koehl to serve as the Senior Tourism Advisor to provide technical assistance for tourism development throughout the life of the project.
- Negotiated the daily rate with Dexter Koehl and finalized a consultant contract.
- Drafted and submitted a subcontract approval request regarding Dexter Koehl's contract.
- Drafted and submitted a travel authorization request and a country clearance form for Dexter Koehl's travel to Haiti in January 2009 so that he could begin implementation of the workplan in the tourism component.
- Engaged in regular communications via email and telephone with Dexter Koehl regarding the achievement of results in the tourism component of MarChE.
- Developed a strategy to secure a consultant to support the Senior Tourism Advisor and begin work while the instrumental Tourism Coordinator position was being filled.
- Identified Dominique Carvonis as a qualified candidate to work with the Senior Tourism Advisor and the IESC HQ based Program Director on a short term basis. Utilizing her existing contacts and knowledge of the sector, the consultant would facilitate the implementation of the workplan related to tourism.
- Negotiated the daily rate with Dominique Carvonis and finalized a consultant contract.
- Drafted and submitted a subcontract approval request regarding Dominique Carvonis' contract.
- Drafted and submitted a travel authorization request and a country clearance form for Dominique Carvonis' travel to Haiti in January 2009 so that she could support implementation of the workplan in the tourism component.

- Engaged in regular communications via email and telephone with Dominique Carvonis.
- Revised the IESC subcontract budget for the tourism component of MarChE to better reflect the reality of program implementation. Provided a detailed budget narrative and a summary of each budget category's changes from the final budget in the proposal stage to the revised current budget.
- Executed the IESC subcontract for the tourism component of MarChE in December 2008.
- Revised deliverable timelines for the tourism component of MarChE.

B. Technical

The focus of IESC's work during the first quarter was administrative rather than technical. As commencing technical activities in full is dependent upon having all technical staff on board, the emphasis was upon hiring, contracting and receiving approvals for the Tourism Coordinator and Tourism Advisor. Although the proposed Tourism Advisor had not yet been approved and was not under contract during this period, he did begin preliminary work on his own time. Specifically, David Hartingh and Dexter Koehl conducted regular discussions during this period regarding possible GDA partnerships, the achievement of project deliverables, and the emphasis of the proposed trip in January 2009.

- Of note, following discussions with proposed Tourism Advisor Dexter Koehl, the Editor in Chief of Travel Weekly, the leading travel trade publication in the US, agreed to write an editorial on the Haitian tourism sector and the tourism efforts of the MarChE project.
- Ultimately the editorial would support our efforts in finding new GDA type partners in the travel industry with an interest in supporting project efforts in tourism.
- The Editor in Chief, Arnie Weissmann, made plans to spend approximately one week with the MarChE team in early January meeting with clients in the tourism industry in Port Au Prince and elsewhere. He eventually traveled on... and paid his own expenses.
- In addition, David Hartingh conducted preliminary meetings in Port Au Prince to obtain feedback and input from tourism industry stakeholders such as hoteliers, tour operators, and former tourism ministry officials during the week of October 27-31, 2008.

Activities for 2nd Quarter 2009: Jan-March, 2009

MarChE Tourism Coordinator Regine Alexandre was approved by USAID on February 4th and started work on February 9th 2009, many months after the official start of the project. An early emphasis of the Tourism Coordinator's work was placed on establishing contacts with potential partners and various stakeholders.

The Senior Tourism Advisor, Dexter Koehl was also approved in February 2009 and traveled to Haiti on February 16th along with I.E.S.C. Director, David Hartingh. One of the goals was to establish the tourism potential of various regions of Haiti for development of the gap analysis and the detailed assistance plan. During the first visit, the South and the South East were visited and different stakeholders were met such as hotel and restaurant owners, and tour operators.

Arnie Weissman, Editor in chief of Travel Weekly traveled to Haiti during the second visit of the Tourism Advisor in the first week of March 2009. During this second visit of Dexter Koehl, he and the Tourism Coordinator along with Arnie Weissman visited the Northern part of Haiti, including the Citadelle, the Palais Sans Souci, operators working in the area, and the Labadie site and the Royal Caribbean representatives in Haiti. All of these stakeholders who played an important role in Haiti's tourism industry were engaged in the tourism action and assistance plan.

The Travel Weekly article was published on July 16, 2009 with the title:

Haiti: Resuscitating paradise.

This article can be read at:

http://www.travelweekly.com/article3_ektid197682.aspx?terms=*haiti*

Tourism Coordinator

The Tourism Coordinator and the Tourism Advisor also met with the Minister of Tourism as well as other key advisors from the Ministry to discuss the Master Plan of Tourism established by the Government of Haiti.

During the various field visits, hoteliers, restaurateurs, tourism associations and other stakeholders of the tourism market chain were met to discuss their challenges, their needs and other issues related to tourism in Haiti. Some of the key players met include the Association Touristique d'Haiti with their Northern branch and the Association de Tourisme du Sud-Est d'Haiti. About 80 entrepreneurs from the Tourism value chain have been met in those areas.

The Tourism Coordinator participated in several meetings held in Pedernales and in Anse-a-Pitre to see how MarChE can assist both cities in the organization of the 4th bi-national ecotourism fair to be held in November 2009. This fair represents an entry point for tourism in Haiti and is a joint collaboration between Foundation Arte & Sciencia,

directed by former Dominican ambassador in Haiti Jose Serulle Ramia and FONDTA directed by Jean Camille Bissereth, founder of this cultural meeting.

Finally, the Tourism Coordinator and the Executive Director of ATH, Giliane Joubert, both attended a weeklong USAID sustainable tourism training in Santo Domingo during the week of February 23-27. As Ms. Joubert is a key stakeholder in the tourism sector, MarChE covered her travel costs.

Summary of activities during the 2nd Quarter 2009 by result

Result 1: The value of selected Haitian market chains, traditional and non-traditional (internal or export) is increased.

- The following deliverables have been completed during this quarter:
- Gap analysis of the tourism sector in Haiti completed
- Analysis completed of possible links between market chain products and services provided to tourism sector
- First formal linkage established: between the Tourism sector and the Handicraft sector for an upcoming activity in Aquin
- Complete review of tourism sector plans completed
- Detailed assistance action plan prepared for local tourism initiatives supported
- MarChE program collaborates with Investment Facilitation Center to create work plans for tourism sector and discuss ways to increase private investment: an MOU has been established between MarChE and CFI (Centre de Facilitation des Investissements) The Tourism coordinator has met with key personnel from the Investment Facilitation Center and work is ongoing to establish a definite work plan between the two institutions.
- System of contact and follow-up with potential investors developed
- Based on activities planned for the coming weeks, MarChE should register a 25% annual increase in sales for future supported activities. The increase should be noticeable in the coming weeks.

Planned activities for 3rd quarter 2009: April-June, 2009

- Implementation of activities as outlined in the assistance plan – following its approval by USAID.

- Finalize work plans between the MarChE tourism sector and the IFC.
- Provide training to a total of about 100 trainers who will be able to replicate training in Hygiene (HACCP) and Service/Hospitality in the North area and in Jacmel.
- Additional trainings will be provided by IESC experts for Tour guides working on already identified sites with tourism potential.
- MOUs will be signed with various partners working in the Tourism value chain.
- Work on a National Tourism Website will start in a few weeks and the website is expected to be online by September 2009.
- Technical assistance will be provided to about 30 small entrepreneurs working in the tourism industry in Aquin for the upcoming Aquin Cultural Festival in the beginning of April.

C. Summary of activities during Q1 2009 by result

Result 1

	Contract requirements	Status	Deviation/ Justification
Task/Result 1:	The value of selected Haitian market chains, traditional and non-traditional (internal or export) is increased.	The focus under result one for the tourism component is Requirement 1.4: Technical assistance provided for tourism development. IESC conducted all activities during the fourth quarter of 2008 in order to launch tourism component efforts and achieve the deliverables under this result in future quarters.	None
Task/Result 2:	Small and Medium Haitian enterprises more able to compete at the national and international level.	IESC's activities in achieving shared deliverables under this result during the fourth quarter of 2008 were of an administrative nature	None

Task/Result 3:	The enabling environment for business is improved.	(detailed above) in order to launch tourism component efforts and achieve the deliverables under this result in future quarters. IESC's activities in achieving shared deliverables under this result during the fourth quarter of 2008 were of an administrative nature (detailed above) in order to launch tourism component efforts and achieve the deliverables under this result in future quarters.	None
Task/Result 4:	Residents, private sector and GOH invest in natural resources management in selected watersheds.	N/A	N/A
Task/Result 5:	Assets of the Poor Protected and Increased.	IESC's activities in achieving shared deliverables under this result during the fourth quarter of 2008 were of an administrative nature (detailed above) in order to launch tourism component efforts and achieve the deliverables under this result in future quarters.	None
Task/Result 6:	Key basic infrastructure facilitating the marketing of goods and service installed, rehabilitated and/or maintained.	IESC's activities in achieving shared deliverables under this result during the fourth quarter of 2008 were of an administrative nature (detailed above) in order to launch tourism component efforts and achieve the deliverables under this result in	None

Task/Result 7:	Sustainability strategy developed to ensure continuity beyond the term of the contract.	future quarters. N/A	N/A
Task/Result 8:	Alliances established with the private sector to leverage USAID resources.	<p>Following discussions with Tourism Advisor Dexter Koehl, the Editor in Chief of Travel Weekly, the leading travel trade publication in the US, agreed to write an editorial on the Haitian tourism sector and the tourism efforts of the MarChE project.</p> <p>Ultimately the editorial would support our efforts in finding new GDA type partners in the travel industry with an interest in supporting project efforts in tourism.</p> <p>The Editor in Chief, Arnie Weissmann, made plans to spend approximately one week with the MarChE team in early January meeting with clients in the tourism industry in Port Au Prince and elsewhere. He would pay his own expenses.</p>	None
Task/Result 9:	Crisis Modifier/Rapid Response Mechanism.	N/A	N/A

Issues and constraints

The primary constraint that IESC faced in achieving its deliverables began with a delay in the hiring and receiving approval of its technical staff to begin work. The approvals for Regine Alexandre and Dexter Koehl were submitted for their roles as Tourism Coordinator and Tourism Advisor respectively. Since IESC received these approvals in February 2009, it was virtually impossible to achieve the deliverables outlined for the first quarter of 2009.

SECTION III Deliverables and Milestones Overview

Status of Deliverables and Milestones Quarter #1

IESC did not have deliverables and milestones due for the tourism component in the fourth quarter of 2008, per the MarChE Year 1 specific deliverables document submitted during the quarter. Instead, the focus of IESC's work during this quarter was administrative with an aim to launching tourism component efforts and achieving the program deliverables in the quarters to come.

Deliverables and Milestones to be achieved during Quarter # 2

As noted above, the focus of IESC's role in the tourism component pertains to Task/Result 1.

	Deliverables or milestones	Due date
Requirement 1.4-	Technical assistance provided for tourism development.	N/A
Standard 1.4.1.	Linkages established between market chain products and services supported under the contract and the tourism sector.	N/A
	Gap analysis of the tourism sector in Haiti completed	February 2009
	Analysis completed of possible links between market chain products and services provided to tourism sector	February 2009
Standard 1.4.2.	Sales of supported market chains to the tourism sector increase by 25% annually.	N/A
	Collaborative marketing efforts between market chains and tourism sector started	March 2009
	Assessment of progress toward target of 25% annual increase in sales by supported market chains to tourism sector	March 2009

Standard 1.4.3.	Support is provided to local initiatives and plans for tourism.	N/A
	Complete review of tourism sector plans completed	March 2009
	Detailed assistance action plan prepared	March 2009
Standard 1.4.4.	Potential tourism investors registering at the Investment Facilitation Center receive technical assistance.	N/A
	MarChe program collaborates with Investment Facilitation Center to create work plans for tourism sector and discuss ways to increase private investment	February 2009
Standard 2.1.3.	One thousand and five hundred (1,500) SMEs receive technical assistance and training in key management functions such as finance and accounting, operations, marketing and human resource management.	N/A
	Providers selected and schedule of training activities formulated	March 2009
Standard 2.1.4.	One thousand (1,000) SMEs achieve operational efficiencies as measured by at least one of the three following indicators: increased productivity, reduced cost, or increased profit.	N/A
	Roster of assisted SMEs developed	March 2009
Standard 2.2.1.	Eighty percent (80%) of producers and service providers receiving support under the contract attain standards required for export and/or quality certification such as ISO, Fair Trade, Organic label, etc.	N/A
	Special training programs developed and provided	March 2009
Standard 3.3.3.	A local and international/regional supply and demand analysis is conducted quarterly with the participation of major value chain players for selected market chain products.	N/A
	Local and international/regional supply and demand analysis for selected market chains conducted quarterly	March 2009

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Third quarter major milestone:

On June 26, 2009, IESC finalized a Tourism Assistance Plan as seen in Section V. This plan, which was submitted to USAID on July 8, 2009, was approved on July 21, 2009.

However, on July 24, 2009 CNFA sent a formal notification of the USAID determination to change the focus and implementation strategy for the tourism component of MarChE.

Section V. Tourism Assistance Plan



Market Chain
Enhancement
MarChE
Project

Market Chain Enhancement Project (MarChE)

Market Chain Enhancement Project (MarChE)

Under Contract 521-C-00-08-00009-00

Tourism Value Chain Assistance Plan

Re-submission date: June 2009

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1 EXECUTIVE SUMMARY

2008 tourism statistics in the Caribbean shed light on the problem and underscore the opportunity for Haiti. Haiti captured just one-sixth of one percent of 19.5 million visitors to the region in 2008. While not dead last on the list of Caribbean tourism destinations it was by far the largest country to achieve so little. The good news is the opportunity for growth is almost limitless.

The plan is based on a Gap Analysis developed from onsite inspection of tourism assets, interviews with tourism stakeholders throughout Haiti, and is intended to support the plan developed by the Ministry of Tourism, with focus on the North. From this process a strategy for development and growth has emerged and a number of specific initiatives have surfaced that individually and in combination offer potential for energizing this important economic sector in concert with the Ministry's plan. These initiatives are based upon the following guiding principles:

- **Enterprise development in the tourism value chain is vital in creating a sustainable and competitive tourism industry in Haiti.** Building the capacity of individual enterprises, including hotels, restaurants, and tour operators, will foster a sustainable tourism industry that can better compete with the offerings of its Caribbean neighbors.
- **Develop and market regionally.** Haiti has a poor image at present. The perception of the nation is impoverished, an unsafe environment for visitors and instability for investors. By first focusing upon tourism in the North and marketing its unique identity and assets, it diverts attention from the negative national persona and refocuses it on a more positive regional image. Over time this positive regional image will influence change in the national image to the good.
- **Build trust in the quality and consistency of the tourism product.** With some exceptions the quality and consistency of the current tourism product in Haiti does not meet international standards. Both the reality and perception need to change rapidly. An effective way to address this is through a national and regional training initiative and by instituting and marketing a highly visible Quality Seal program of inspections and ratings.
- **Differentiate Haiti from its Caribbean competitors by emphasizing its unique heritage and culture.** Yes, Haiti currently has a negative image but not because of its heritage or culture. One could argue that Haiti stands alone in the special historical path it has trod and in the strength, intensity and authenticity of its African heritage intertwined with French influences. Haiti needs to focus on its unique value proposition and not try to copy its Caribbean competition.
- **Capitalize on the "Diaspora factor".** Four million Haitians living outside of the country are predisposed to believe in their homeland. They are a natural market for

investment in tourism provided a mechanism is created that reduces their risk. Diaspora are also a good market for tourism, particularly heritage attractions, festivals and events which will serve to draw them back to Haiti and reshape their perceptions about the investment climate.

The Assistance Action Plan for Local Tourism Initiatives¹ includes those initiatives in support of the Ministry's Tourism master plan, with an emphasis on the North, that would be most effective in achieving growth and reinvigorating tourism as an economic engine and job generator for the nation. The tourism value chain initiatives are:

- A. Site Development and Attractions in the North
- B. Quality Seal
- C. Training and Technical Assistance for Operations and Service
- D. Investment Facilitation
- E. Industry-strengthening through association building
- F. Marketing
- G. Tourism via Music, Art and Culture

The first initiative, Site Development and Attractions in the North, is the focal point of this plan and will receive priority attention by MarChE Tourism staff. The other initiatives will play a supporting role that will build off the successes of MarChE's work in Site Development and Attractions in the North. A primary means of achieving desired outcomes in Site Development and Attractions, as well as the plan's other initiatives, is the establishment of Public-Private-Alliances (PPAs) with key program partners. Some principal partners with whom we will establish PPAs include the Ministry of Tourism, Royal Caribbean, IOM, USAID programs KATA and DEED, and other private parties. Leveraging the resources, expertise, and contacts of these partners will be crucial in the implementation of this plan.

In addition, the development of Haitian enterprises in the tourism value chain is a critical component of each tourism value chain initiative. Training and technical assistance will be provided to Haitian enterprises under each and every initiative, whether in operations and service, marketing, investment attraction, or associations.

MarChE's interventions in the tourism sector will concentrate in the North as it is the priority of the Haitian government, notably the Ministry of Tourism, and where USAID has already invested in tourism related activities. The North region of Haiti is extremely rich in culture and historic sites such as the Citadelle, the Palais Sans Souci and the National Historical Park (PNH).

¹ MarChE is anticipating to support other initiatives that might arise during the coming months if those initiatives are in line with MarChE's objectives in the tourism sector and would help achieve deliverables or would constitute a good support for MSMEs of the selected value chains.

Included in this plan are the details for each initiative along with next steps, responsibility, linkages with MarChE agriculture and arts and handicrafts programs and suggested timelines for implementation.

2 MARCHE: FORMING ALLIANCES WITH SME CLIENTS IN SELECTED VALUE ADDED CHAINS (VAC)

The USAID Haiti MarChE tourism team has analyzed the possible links to the tourism sector with products from the agribusiness, music, artisan, and crafts market chains. There is significant potential to link products from these market chains to the tourism market chain. Target opportunities have been prioritized and will be pursued for linkages to the following components of the tourism market chain: hotels and lodging; restaurants; airports; and special events such as festivals.

Hotels and lodging represent an opportunity to create linkages for products from the agribusiness market chain as well as the music, artisan, and crafts market chain. While larger hotels based in Port-au-Prince represent the greatest opportunity for linkages as these hotels are serving large numbers of guests and generally have both a restaurant and gift shop on premises, MarChE's team will work on establishing linkages in the North where we anticipate to have more tourists in the coming months. The hotel foodservice operations represent a tremendous opportunity to source local products from MarChE agribusiness market chain producers. The hotel gift shops also represent a tremendous opportunity to source and sell products from MarChE supported musicians and artisans. Small hotels and guesthouses, in Cap Haitien, in the general North and throughout the country, also represent an opportunity for linkages, but on a smaller scale.

As a first step in pursuing linkages to hotels and guesthouses, the Tourism Coordinator will work with the Agribusiness and Artisan Coordinators from CNFA and ATA respectively to develop one page surveys to ascertain current linkages and potentials for future linkages. These surveys will determine what products are presently being sourced; from who and where products are being sourced; problems and issues in sourcing these products; and desired products where no reliable local source is presently available. This program will start in the North but eventually all hotels and guesthouses nationwide will be asked to complete these surveys. A detailed plan for linkages with hotels and guesthouses will be developed following receipt and analysis of the completed surveys.

Restaurants such as the Quartier Latin, the Plantation or Papaye amongst others, serving customers in Haiti on business or volunteer travel and tourism also present an opportunity for linkages, primarily to the agribusiness component of MarChE. For efficiency purposes, the MarChE project will initially focus upon restaurants located in the North and in greater Port-au-Prince. As a first step in working with these restaurants, the Tourism Coordinator will work with the Agribusiness Coordinator to distribute surveys to restaurants in order to determine their present and desired sourcing patterns. A plan for linkages with the restaurants will be developed following receipt and analysis of the completed surveys.

The existing eateries and gift shops at Toussaint Louverture International Airport in Port-au-Prince and the new airport being built in Cap Haitien are also potential linkages to products from the agribusiness, music, artisan, and crafts market chains. The Tourism Coordinator, in conjunction with the Agribusiness and Artisan Coordinators, will meet with airport management to discuss the sourcing for these outlets and also ask for their completion of the surveys. A plan for linkages with the restaurants and shops will be developed following initial meetings and receipt and analysis of the completed surveys. The MarChE team also understands that plans have recently been presented to the airport management to modify the layout and flow of the airport. Recognizing that such a re-development of the airport represents a prime opportunity to showcase Haitian processed foods, music and handicrafts to tourists and travelers, the Tourism Coordinator will discuss such plans with airport management and serve as the MarChE point of contact for this possible re-development.

The other pre-selected target opportunity for linkages to products from the agribusiness, music, artisan, and crafts market chains is special events, such as festivals. The following festivals all represent a tremendous opportunity for MarChE agribusiness market chain producers and clients in the music, art, and crafts market chains: Haitian Heritage Festival of the North, Festival de Jazz de Port-au-Prince and Festival de la Francophonie. There is a possibility for immediate linkages to the handicrafts market chain as such events already include that component within their offered activities. The tourism coordinator will work with the handicraft coordinator and local artisans to create visually interesting events and encourage such alliances throughout Haiti.

The Tourism Coordinator will work with the Agribusiness and Artisan Coordinators to identify opportunities associated with each specific festival. They will develop a one page survey specific to the festivals to ascertain current linkages and potentials for future linkages. These surveys will determine what products are presently being sourced; from who and where products are being sourced; problems and issues in sourcing these products; and desired products where no local source is presently available. Festival organizers will be asked to complete these surveys and detailed plans for linkages with the festivals will be developed following receipt and analysis of the completed surveys.

In addition to the linkages between MarChE value chains, tourism component activities will be undertaken in concert with key partners and leverage the resources of those partners to achieve the desired outcomes. Some critical alliances have already been established and others will be developed. Working closely with the Ministry of Tourism, Royal Caribbean and other private parties, MarChE will also establish Public-Private-Alliances (PPA) to support some of the interventions in the plan. Some key partners include the following entities:

SOLANO: As an existing partner of USAID in the North, SOLANO is the administrative counterpart of Royal Caribbean in Haiti. The company currently provides Haiti with approximately 492 000 annual visitors and that number is expected to rise to about 1 million a year starting October 2009. An alliance is essential for Haiti to benefit from

these tourists. Discussions have taken place between the 2 institutions to see how a partnership could be established and the type of assistance both parties could provide each other.

l'Association Touristique d'Haïti (ATH): As an organized tourism association, ATH has a membership of 55 members comprised of hotel owners, restaurateurs, art gallery owners and tour operators. Their goals are to increase tourism in Haiti and generate more revenues for tourism operators in the country.

Fondation UNIBANK: Created in 2006 and already involved in monument restoration in the North, Fondation UNIBANK constitutes a good partner for the tourism sector of MarChE since some of the objectives of the foundation are to promote enterprise development and an entrepreneurial spirit in Haiti. They also support projects aiming at protecting the environment and its rehabilitation.

KATA: KATA is a four-year program building stability and strategic infrastructure investments that are being operated, maintained, and sustained by Haitians. Drawing on the individual enterprise and creativity that can be seen everyday in the markets and streets, KATA advances stability through the creation of immediate and durable jobs through infrastructure development and maintenance, as well as through workforce development and entrepreneurship programs. The project is being implemented by CHF International and is involved mostly in construction and infrastructure. As such, KATA will be able to assist MarChE's interventions by providing assistance in these areas.

DEED: Implemented by Development Alternatives, Inc. the DEED project targets profit making enterprises and producer groups that can create the social and economic capital base needed to activate environmental and economic recovery on the hillsides. As part of the watershed rehabilitation in Limbe, the island of Limbe represents great ecotourism potential and a partnership is being discussed between the two projects to help leverage USAID funds.

LOKAL: LOKAL is a four year USAID funded program whose objectives are to support the establishment and promote the effectiveness of a decentralized government as prescribed by the Haitian Constitution; complete the decentralization legal framework; improve financial and management capabilities of local officials and staff; increase constituent outreach to ensure responsiveness and accountability to citizens; and familiarize elected officials with their management, oversight, service delivery, legislative, community planning and constituent service responsibilities.

IOM: IOM seeks to contribute to the economic and social development through research, dialogue, design and implementation of migration-related programs aimed at maximizing migration's benefits. In order to relieve the socio-economic pressures on outward migration from rural areas, IOM is implementing a program aiming at providing rural youth with micro-credit and business and skills training. In light of the estimated USD 1.65 billion in annual remittance flows, comprising over 25 per cent of Haiti's GDP, IOM is planning an initiative to facilitate access to and competition within the remittance service sector and to promote innovative matching grant mechanisms for remittance investment in human capital formation and community development.

3 ANALYTICAL CONTEXT AND KEY FEATURES OF THE HAITIAN TOURISM VALUE CHAIN

Tourism is one of a handful of growth industries that offer employment for large numbers of people with limited professional training or education. Developing countries around the globe have capitalized on this opportunity and employed tourism as an important strategy in expanding their economy and improving the lives of their citizens. Many Caribbean countries are counted among those success stories.

Since the early 1980's Haiti has lagged behind its more competitive neighbors, primarily due to political instability. Investment in tourism has been scared away. The MarChE Assistance Action Plan for Local Tourism Initiatives is designed to support the efforts of the Ministry of Tourism to erase that deficit and help Haiti develop its tourism potential, create jobs and stimulate economic growth. A primary means of achieving desired outcomes in each of this plan's initiatives is the establishment of Public-Private-Alliances (PPAs) to leverage the resources of key partners. In addition, the development of Haitian enterprises in the tourism value chain is a fundamental element of all planned initiatives. MarChE enterprise development in the tourism value chain will draw upon tourism industry best practices and utilize the cutting edge tools of new media and information technology, in both promotion and operations.

4 FIVE YEAR FRAMEWORK AND THREE YEAR PLAN

The Tourism Assistance plan addresses several tasks, requirements, standards, deliverables, milestones and related project targets (e.g. **Task 2: Small and Medium Haitian enterprises more able to compete at the national and international level; Task 4: Residents, private sector and GOH invest in natural resources management in selected watersheds; and Task 5: Assets of the Poor Protected and Increased**) . Yet, the overriding task and requirement are:

Task 1. The value of selected Haitian market chains, traditional or non traditional, sold on the local or international market is increased.

Requirement 1.4 - Technical assistance provided for tourism development.

Section 6 of this plan contains a table outlining the expected Contract Results and Performance Indicators and their correlation to the initiatives in this plan. As the table demonstrates, the plan is closely tied to achievement of MarChE contract results.

Tourism Value Chain Initiatives:

A. Site Development and Attractions in the North

On December 2nd 2009, Genesis, the biggest cruise ship of the Royal Caribbean Cruise Line will tie up in Labadie with close to 10000 passengers including approximately 6500 tourists. The company has been in Haiti for 23 years and a new pier is being built and is expected to be completed in November of this year. At the current capacity, the Labadee site will not be able to accommodate the high number of people, which means that 1500 people will need to be outside of the premises at any given moment. This alone represents a great source of potential in terms of tourism development for the area and provides Haiti with the possibility of developing packages for the excursionists.

If a focus for attracting international tourists is going to be Haiti's unique heritage and culture, special attention must be directed toward the appearance and presentation of the country's historical and cultural icons. Two locations in the north, which are priorities of the Tourism Ministry, have been identified that best represent what makes Haiti unique. They also offer the greatest potential for attracting and hosting large numbers of visitors and in the process generating the most jobs and economic opportunity. As the prime jewels of Haiti's culture and history, the Citadelle and the Palais Sans Souci must be developed in order to be able to receive tourists in the near future and take advantage of opportunities associated with Royal Caribbean and Labadie. However, a few things need to be taken into consideration if it is to be developed as a world class tourism site.

MarChE will work on establishing guidelines for maintenance and continued restoration. Interpretive and directional signage must be abundant, attractive and well maintained. It should be in French, English and Spanish. Any additional restoration must be authenticated and approved by the Ministry of Tourism and local authorities. Guidelines also need to be established for operations standards including operational hours and staffing.

Development and presentation of each icon is broken out by those component parts that in combination will produce a successful visitor attraction. While individual components can be implemented by themselves, together they have a greater chance of success.

Palais Sans Souci & Citadelle – Tours

Palais Sans Souci and the Citadelle in Milot have the advantage of being restored to a state where each is already a viable physical attraction. Additional work needs to be done but it is more operational and cosmetic than structural. There are however, major component pieces and operational steps missing that absolutely must be implemented if each attraction is to be successful. The MarChE team will be working with other USAID partners in the North to provide the necessary infrastructure needed to make the Palais and the Citadelle suitable for international visitors.

MarChE will also provide expertise to assist the Ministry of Tourism in its efforts by training tour guides to meet international standards. IOM and CHF have also been identified as partners to accompany that initiative. ISPAN already has done extensive research and documents are available to establish the story of both the Citadelle and the Palais Sans Souci to develop the tours. Materials should be in French, English and Spanish.

Walking Trails highlighting historic and cultural significance: Walking Trails are the key to a successful historic or cultural attraction. They must be established based on research and the stories developed out of that research. They must be well marked and have frequent directional and interpretive signage. They should be effective for self guided tours as well as guided tours.

Interpretive collateral materials: Interpretive collateral materials in French, English and Spanish should be available for all visitors free of charge upon their arrival. The onsite version should have detailed information and maps of the Walking Trails. Additional collaterals with less detail should be produced for distribution to the travel trade, at offsite information centers and as a mailed response to traveler inquiries.

Tour guide training: Tour guide training is critical to the success of any historical or cultural attraction. Guides must undergo a training program to be accredited as an official tour guide. Only accredited guides will be permitted to conduct tours on site. Training will include the history of the attraction, learning the stories that have been developed, and a basic familiarization with the cultural differences of foreigners and how to deal with them. Guides will be required to dress in a certain manner and will have clear identification showing their name and their certification. In addition, each guide will wear a pin that indicates what language(s) he or she speaks.

Acul du Nord

Home to one of the first church in the Americas, the town of Acul du Nord is located on the road leading to Milot from Acul Bay. Although the town is quite well preserved, additional work needs to be done if we want to attract tourism and make it a destination for tourists coming from Labadie or elsewhere.

USAID already intervenes through LOKAL, a project aiming at supporting communes in specific areas of Haiti. MarChE will also be involved in training activities and will be coordinating the effort with LOKAL and local authorities.

Linkages: MarChE's efforts in site development and attractions in the north will be highly linked to efforts of partner programs operating in the area and closely tied to the Ministry of Tourism master plan. In addition, MarChE tourism staff will ensure that opportunities for linkage with MarChE agriculture and MarChE arts and handicrafts will be integrated in to these efforts.

Timing:

- Establish PPAs with partners in the north to improve the physical infrastructure associated with the Palais Sans Souci & Citadelle and the Acul du Nord. – September
- Provide technical assistance in tour guide training, site and attraction development, and other areas as needed – October to program end.

B. Quality Seal

With some exceptions the quality and consistency of the present tourism product in Haiti does not meet international standards. Both the reality and perception need to change if trust in Haiti as a tourism destination is to be restored with the international travel trade, the media and travelers themselves. An important step is the creation of a highly visible Quality Seal program of annual inspections and ratings beginning in 2010 following completion of the initial round of regional training throughout the country in 2009, outlined in initiative #2.

Benefits of the Quality Seal program beyond establishing quantifiable standards for the industry are twofold.

- First, annual inspections serve to reinforce ongoing training, oversight and monitoring by management of operations and service standards, serving as an incentive for owners to maintain or improve their ratings which will be public among their peers. This is more a stick than a carrot incentive.
- Second, general ratings by category will be made public and marketed to the international travel trade and media and will be available to travelers on a new national website. Only tourism entities that agree to inspections will benefit from this free marketing exposure. This is definitely a carrot incentive.

ATH, ATH Nord and the Ministry of Tourism will be the primary partners in this initiative. A Quality Seal program has already been discussed with ATH leadership and tourism industry stakeholders throughout Haiti. It has been received well. Stakeholders know it will require hard work on their part but they recognize both the necessity and the value of the effort.

IESC has already developed a Quality Seal program in other countries and brings that experience to bear in Haiti. The Ministry of Tourism has also established a list of standards for stakeholders in the tourism industry that will be used as a central element in this initiative.

Step One is to examine closely the programs in other countries in order to determine their adaptability to Haiti. Where necessary, modifications can be made. This will be the responsibility of an IESC tourism quality program expert in concert with MarChE tourism staff, ATH leadership, and the Ministry of Tourism.

Step Two is the creation of the program checklist with the list of items to be examined and the ratings system. This also will be the responsibility of an IESC tourism quality program expert in concert with MarChE tourism staff, ATH leadership, and the Ministry of Tourism.

Step Three is the creation of a team of inspectors who will conduct the annual inspections throughout Haiti, with an initial emphasis on the North. It is recommended that team members initially be composed of volunteer international tourism experts with experience

in quality programs. Volunteer team members would meet for one day of training in Port-au-Prince and then would spend a week conducting inspections around the country. MarChE tourism staff will be responsible for building the list of volunteer team members and developing a sustainability plan for Quality Seal inspections following project end each year. MarChE tourism staff, ATH leadership, a tourism quality program expert and a Haitian hospitality training representative will be responsible for developing the one day of training in Port-au-Prince. MarChE tourism staff and ATH leadership will be responsible for monitoring field inspection results and converting them into marketing messages to the international travel trade, media and travelers on the national website.

Step Four is communication of the Quality Seal program to the travel industry throughout Haiti and solicitation of participation. Communication will be through ATH and the Ministry of Tourism. MarChE tourism staff and ATH leadership will be responsible for this effort.

Step Five is launch of the inspections following communication of the program, regional training, and a three month period for tourism entities to prepare for the first inspections.

The Quality Seal will need to become self sustaining by year three. It is recommended that ATH charge each property participating in the program each year a small fee that is appropriate for the marketing benefits delivered. The fee should be enough to cover the direct costs of printing and out of pocket expenses of the volunteer inspectors.

For the first year of the initiative there will be one time expenses for the initial Quality Seal program information and solicitation collaterals for the travel industry in Haiti, development of an appropriate brand for the quality seal, for inspection materials for volunteer inspectors, and for engagement of the tourism quality program expert to design the program.

Linkages: The Quality Seal program checklist must include evidence of systematic use of Haitian-produced food products and Haitian arts and handicrafts in the operations of each tourism entity being inspected in order to ensure higher ratings. The Quality Seal program will also be highly related to the training activities outlined below.

Timing:

Step 1: October

Step 2: November

Step 3: November

Step 4: January – March 2010

Step 5: May 2010 – project end

C. Training and Technical Assistance for Operations and Service

A comprehensive, ongoing program for elevating the quality and consistency of tourism operations and service is paramount if trust is to be reestablished in Haiti as a tourism destination with the international travel trade and individual travelers.

The training and technical assistance will be tied to the annual inspections throughout Haiti for the Quality Seal as well as other assessments of training needs. The Haiti MarChE tourism team will collate the field inspection results, assess training needs, and develop plans for training in order to address those needs.

The proposed solution is a two-tiered training and technical assistance effort that focuses primarily, but not exclusively, on mid to upper management training in a national hospitality training school in Cap Haitien, if possible, and then also provides additional training primarily to mid management and front line staff. Existing hospitality training capabilities currently available in the North area are found at UNDH University. The institution will require close examination to determine the extent of its capabilities and how much it meets the requirements of this project. The Beck Hotel in Cap Haitien has also been identified as a possible hospitality training school and discussions are ongoing between the institution and the Haitian government.

Step One is assessing and finalizing arrangements with hospitality training counterparts, preliminarily determined to be UNDH and Hotel Beck. Following the completion of an MOU with MarChE, the Ministry of Tourism and UNDH, the MarChE tourism staff will evaluate what resources would be required to create specialized curriculum. On the basis of the analysis a cost could be determined that would be included in a Grant under contract application. This would be the responsibility of a hospitality education and training expert with MarChE tourism staff and ATH-Nord leadership.

Step Two is assigning development of curriculum to the school selected to be the hospitality training school. This would be the responsibility of the school in concert with a hospitality education and training expert, MarChE tourism staff, ATH leadership and. It is possible that financial aid in the form of a Grant under contract will be required to consummate the program. Working with partner program KATA is a possibility to obtain support related to the infrastructure of such a facility. In the event that there is not a training school that has the capacity to conduct such trainings, the MarChE team will conduct its own trainings and technical assistance, to the extent possible, in order to raise the level of standards.

If efforts are unsuccessful in establishing a partnership with UNDH and Hotel Beck, the project will also explore creative arrangements with established schools currently operating in other countries that already possess the necessary capabilities. Options include the Panama International Hotel School, FIU, several hospitality schools in the U.S. or working closely with the American Hotel & Lodging Educational Foundation.

Step Three is identifying the positions where training is most needed based upon the quality seal inspections. The primary areas identified in the GAP Analysis where training is needed the most are:

- Hotels
 - Front desk and bell staff
 - Restaurant and bar service staff
 - Kitchen staff
 - Housekeeping
- Tour Guides
- Attractions
- Retail
- Festivals

Step Four is establishing performance standards for each position that generally conform to international standards and the conducting training against those standards. This would be the responsibility of a hospitality education and training expert in concert with the partner training school. .

Linkages: Ensure that curriculum include reference to the value and benefits of including Haitian-produced food products, arts and handicrafts in their operations and services.

Timing:

Step One: September 2009

Step Two: October 2009

Step Three: May – July 2010

Step Four: June 2010 – program end

Regional Training Program Underway

Concurrent with the development of standards and a curriculum for those positions identified as needing training, a Training of Trainers program has already started with about 60 people trained in hygiene and HACCP as well as hospitality customer service in Jacmel and Cap Haitien. Potential trainers have been identified and training is ongoing in those areas. Manuals will be developed for teaching in the regions.

The program will consist of the following parts:

- Secure education and training expert to train the trainers.
- Modify curriculum for regions, if necessary.
- Identify with the help of ATH, French speaking trainers willing to conduct training sessions in their regions, either as volunteers or for a fee.
- Identify and secure locations and dates for training in the regions.
- Conduct regional training sessions.
- Schedule tentative calendar of regional training sessions in 2010 to train new employees.
- Tie training directly to Quality Seal program for measurement.

Responsibility: The Regional Training Program will be the responsibility of MarChE tourism staff together with regional ATH leadership or local tourism associations and a hospitality education and training expert.

Linkages: As with the National Hospitality Training School, ensure that regional curriculum include reference to the value and benefits of including Haitian-produced food products, arts and handicrafts in their operations and services.

Timing: Complete Training of Trainers program in Jacmel and Cap Haitien by October 2009. Conduct regional training sessions November 2009 through January 2010 and conduct additional specific trainings through program end.

D. Tourism Investment Facilitation

The USAID Haiti MarChE project recognizes that the financial resources and experience of potential investors can vary widely. Individual and small scale investors will generally require more and a different type of support than larger scale corporate investors.

Further, while large scale corporate tourism investment in Haiti may be desirable, present conditions in Haiti point towards more investment from individuals on a smaller scale versus large scale corporate investment. For these reasons, the following system of contact and follow-up with potential tourism investors is focused upon those individual investors who require higher levels of support. The system has been developed with the understanding that many of the recent investors in the tourism sector in Haiti are Haitian Diaspora, many of whom are successful professionals but have no prior experience in the tourism or hospitality sector.

Individual and/or Smaller Scale Investment: The Investment Facilitation Center, as the first point of contact for interested investors, will refer tourism sector investors to the USAID Haiti MarChE project, specifically the Tourism Coordinator, for support and technical assistance. As a first step, the Tourism Coordinator will send a questionnaire to the potential investor to gather information including the financials of the investor(s); related experience of the investor(s); and a short summary of the target investment. With this information in hand, the Tourism Coordinator will then hold an initial meeting, either over the phone or in-person, to discuss target investment and geographic area of interest. In this initial meeting, the Tourism Coordinator will provide feedback to the investor regarding opportunities for tourism investment. If necessary and merited, the Tourism Coordinator may arrange to travel within Haiti with the investor(s) to assess specific opportunities for investment.

Following the initial meeting, the Tourism Coordinator will provide the investor with a business plan template for the investor to use in developing his or her investment plan. This business plan template will include a review of the investor's financials as well as financial projections for the investment.

For investors who already have a specific investment in mind, the Tourism Coordinator will advise them to begin developing their detailed business plan. At this point, the Tourism Coordinator will introduce those investors to a pre-selected International Executive Service Corps (IESC) Volunteer Expert. The IESC tourism Volunteer Expert

will serve as a guide and mentor to the investor in developing the business plan. The IESC Volunteer Expert will have at least 15 years of related experience and will be adept at reviewing financials and developing cash flow projections for the proposed business. The IESC Volunteer Expert will provide remote guidance and support to the investor via email and/or telephone.

Following completion of the business plan, the Tourism Coordinator will share the plan with the IESC Tourism Advisor. The Tourism Coordinator and Tourism Advisor will review the business plan and hold a follow-up conference call with the investor (and the IESC Volunteer Expert) to address any outstanding issues in the plan. Following that discussion, the investor will make any necessary revisions to the plan. Once the business plan has been finalized and is deemed to be viable, the Tourism Coordinator will refer the investor to the appropriate parties for next steps in making the investment. From this point forward, the Tourism Coordinator and IESC Volunteer Expert will provide guidance and support to the investor on an as needed basis.

Large Scale Corporate Investment: As is the case with smaller scale individual investment, the Investment Facilitation Center will refer tourism sector investors to the USAID Haiti MarChE project, specifically the Tourism Coordinator, for support. As a first step, the Tourism Coordinator along with the IESC Tourism Advisor will hold an initial meeting, either over the phone or in-person, to discuss the interests of the corporate investor. The IESC Tourism Advisor will serve as a crucial link in this process due to his years of experience working for and with worldwide leading companies in the travel and tourism industry. Following the initial meeting, the Tourism Coordinator and Tourism Advisor may travel with the corporate investor within Haiti to assess investment opportunities. The support provided to such investors will vary on a case by case basis, depending on the interests and needs of that particular investor.

Sustainability: The system for contact and follow-up with potential investors that is outlined above is heavily reliant on the USAID Haiti MarChE tourism team. We recognize that such a system is not sustainable in the long-term. With this in mind, the USAID Haiti MarChE team will contact and follow-up with potential investors according to the system outlined above for the 12 month period following approval of this plan. Following the completion of the ninth month after approval of this deliverable, the USAID Haiti MarChE team will develop a revised system to incorporate elements of sustainability in the system.

This revised system will be implemented following the end of this 12 month period. Such a revised system could include a member of ATH's staff working alongside the Tourism Coordinator in each step of this process. Such a revised plan may also include the identification of Haitian based consultants who could provide guidance and support in identifying investment opportunities and developing a viable business plan. In contrast to the system proposed above, investors would have to pay the consultants' for those services.

In addition to the above, the Haiti MarChE tourism team intends to promote tourism investment with the following two opportunities:

Diaspora Challenge Alliance

The goal of this proposed program of USAID and Foundation Sogebank is to engage and channel the four million Haitian Diaspora community's knowledge, entrepreneurial spirit, and resources in a way that promotes economic growth by attracting investment in development in Haiti.

Diaspora are a natural first step in attracting investment. Most are already providing remittances. In addition to financial resources they bring knowledge, familiarity and a higher appetite for assuming greater investment risk since Haiti is their homeland.

The proposed Diaspora Challenge Alliance is structured as follows:

- USAID will provide \$2 million to the Diaspora Challenge Fund
- Foundation Sogebank will financially contribute to the management and monitoring services of the Diaspora Challenge Fund.
- USAID will match successful Diaspora recipients of the business competition who invest their resources (either monetary or in-kind) back into Haiti either directly or through a joint venture partnership with a local entity. A ratio of 1:1 for the USAID to Diaspora contribution is the minimum requirement, and proposals that offer to leverage beyond 1:1 are highly preferred.
- With strategic guidance from USAID, Foundation Sogebank will coordinate and run a business competition targeting the Haitian Diaspora to encourage investments in productive sectors of Haiti;
- USAID and Foundation Sogebank intend to consider additional public and private organizations that can contribute their expertise and resources and participate in furthering these goals.

The goal of this segment of the MarChE tourism plan is to generate Diaspora tourism initiatives that will meet the competitive test for awarding Diaspora Challenge Alliance funding.

While the Diaspora Challenge Alliance competition will be administered entirely by USAID and Foundation Sogebank, MarChE tourism staff will be responsible for working with both Parties in a communication effort to inform, encourage and assist Diaspora in submitting tourism initiatives that are included in, or in concert with, those listed in this Assistance Action Plan for Local Tourism Initiatives.

Linkages: Initiatives that include Haitian-produced food products, arts and handicrafts in their operations and services will receive preference from MarChE tourism staff in providing assistance.

Timing: MarChE engagement in communicating and soliciting tourism initiatives from the Diaspora community can begin almost immediately.

Haitian Inns Development Concept for Investment Promotion

At present there are between 1,500 and 2,000 hotel rooms in Haiti. Many meet international standards. The great majority however, are located in Port-au-Prince. If tourism is to expand over the next two to five years throughout all regions of the country there needs to be a new lodging business model that supplements traditional hotel and resort development by promoting the rapid construction of good quality, small, low cost hotels in locations that normally might not attract hotels until years later.

The Haitian Inns concept is essentially a turn-key business model that is ideally suited to Diaspora and other Haitian and international investors with relatively limited resources. The concept provides a template for the construction, operation and marketing of a basic inn that can be built virtually anywhere in the country. The Ministry of Tourism has already developed standards for a Haitian Inn and MarChE will work with the government to implement the concept and encourage investors in that direction.

As it is a priority of the Ministry of Tourism, investors will be encouraged to invest in the North to help increase the number of rooms at international standards in the region. The Haitian Inns concept will also be tightly linked to the Quality Seal program that will be implemented by MarChE and the Ministry of Tourism. Minimal standards will have to be respected for basic models and investors will also be able to choose higher end versions corresponding to the top level of certification.

Linkages: Work with Coordinators in agriculture and arts and handicrafts to ensure that guidelines include recommended use of Haitian agricultural products and arts and handicrafts wherever appropriate. Provide contacts lists for both.

Timeline:

- Explore the development of component design, construction, operations, service and marketing guidelines segments – January 2010
- Assemble Haitian Inns Guidelines booklet and promote to investor prospects – February 2010

E. Industry Association-Building through ATH, ATH-Nord and ATSEH

A strong private sector ATH and regional tourism associations are a natural counter balance to government efforts. This is a healthy tension for tourism in any country in the world.

Building a solid association of travel industry stakeholders who share at least a basic list of common goals is one of the most important long term activities the industry can undertake. The stronger the association is the more effective it can be in marketing, training, attracting investment and of course in affecting change in regulations and legislation that will pave the way for future growth.

The Assistance Action Plan for Local Tourism Initiatives has been structured intentionally so that many of its initiatives naturally fall under the purview of ATH and

regional tourism associations. ATH is the logical leader but it must be inclusive and welcoming of all segments of the industry in Haiti in order to be an effective power and voice. Each initiative is important in and of itself. As building blocks for ATH they are doubly important. The long term goal is to build a travel industry association in Haiti that is professional, strong and influential enough to leverage travel suppliers abroad and local and national government at home.

There is one additional area where a strong private sector organization under ATH can add value to tourism in Haiti. As an equal partner with government it can form a **Haiti Sustainable Tourism Alliance** to examine and recommend changes to regulations, practices and legislation that negatively impact tourism and impede development and job creation. This is a delicate but necessary process if tourism is to grow to its full potential as a major economic engine for Haiti.

Responsibility: It is recommended that MarChE tourism staff serve as an honest broker with government and the private sector in the formation of this relationship and process.

Regulations, practices and potential legislation that might be examined include:

- Banking, investment and insurance regulations that impact tourism development
 - Implementation of a law on tax exemption for ordering equipment for hotels.
 - Implementation of a law permitting an income tax break of 15 years for investment outside of Port-au-Prince.
 - Implementation of laws to encourage and incent Diaspora to invest in Haiti.
 - Laws to encourage and incent foreign investment in Haiti.
 - Regulations that make business insurance affordable.
 - Reasonable car rental insurance rates.
 - A change in the law that would permit condominium ownership.
- Reduce visa/entry fee from Dominican Republic
- Airport expansion in Cap Haitian and Les Cayes for direct international flights
- Restoration of select cultural and historic sites
- Road information and directional signage, especially in select high tourism impact areas
- Road improvement in select high tourism impact areas
- Improved health care quality and access for visitors

Linkages: MarChE tourism staff will ensure that opportunities for linkage with MarChE agriculture and MarChE arts and handicrafts programs are part of a checklist that ATH will be asked to review in the regular course of their private-public collaboration discussions.

Timing:

- MarChE will explore with ATH-Nord leadership the formation of a Haiti Sustainable Tourism Alliance with government and develop in concert with ATH-Nord leadership a list of priority issues. – August
- Ongoing technical assistance to associations from IESC MarChE Tourism Advisor Dexter Koehl (trips are presently envisioned in August 2009, November 2009, and February 2010), retired Vice President of the Travel Industry Association of America – August 2009 – Program end

F. Marketing

Marketing Haiti and its regions as a tourism destination will be a delicate balancing act for the MarChE Assistance Action Plan for Local Tourism Initiatives. Too much promotion before the content and quality of the tourism product has improved will be self defeating and work against our strategy of building trust in Haiti's resurgence. Too little promotion will not generate the number of visitors necessary to make new programs sustainable. Properly calibrating marketing that will support the steady creation and growth of tourism jobs throughout the country is the key to sustainability.

The recommended strategy is to promote first to the travel trade and media and only later to travelers themselves. And the promotional messages to the travel trade and media will focus on specific products and programs that will in fact be implemented rather than talking of longer term plans and dreams.

Four marketing vehicles are recommended for implementing this strategy. Each offers the potential for producing high returns at relatively low cost. Each vehicle enables Haiti to target specific markets and messages without spending large amounts of money on advertising.

These four marketing vehicles, when appropriate, will emphasize the promotion of the north in general and Labadie in particular. The reason for emphasis upon Labadie is that it is already a well known destination. Royal Caribbean Cruise Line, a USAID partner, has established a port of call there and developed a site currently receiving 492 000 visitors per year. This number is expected to increase to reach 1 million people in 2010. The area remains quite virgin but several investors are interested in promoting the region. Several cruise lines have manifested a keen interest in coming back to Labadie where security is generally good. Travelers not interested in cruises could also benefit from the beauty of Labadie and its surroundings. The area offers many activities such as snorkeling, diving, kayaking and hiking. The Island of Limbe located at about 15 minutes by boat offers great ecotourism potential with indigenous fauna and animal species. Construction of a new road leading to Milot via the Acul Bay should start in the coming months, providing more possibilities for tourism. Marketing and promoting Labadie in such a context could serve as an entry point to tourism in Haiti and the area could be developed as a high end destination. In short, the successful promotion of Labadie is a critical first step in establishing the credibility of Haiti as a tourism destination.

Tourism Promotional Video

The IESC MarChE tourism team recognizes the need for the development of a quality marketing tool, a promotional video, in the short-term in order to promote the offerings of Haiti. The video will highlight the tourism offerings in the North and will serve as a model for the possible future production of videos for other regions. This video will ultimately be linked to the intended tourism web portal and in the short-term can be posted on You Tube and social networking sites such as Facebook. The video will also be burned to DVD for distribution to potential investors, tourism target markets, counterparts and stakeholders.

Responsibility: MarChE tourism staff will contract the services of a firm to develop a video, including soliciting proposals, interviewing video developers, selecting a winner, and engaging with the firm to develop the video.

Linkages: MarChE tourism staff will tie-in references to Haitian agriculture and arts and handicrafts in the video.

Timing:

- Contract the development of the tourism promotional video - August

National Website

ATH has been exploring the development of a national tourism website for many months. Their focus has been largely on ATH member benefits rather than consumers. ATH is looking in the right direction, just not far enough out. The website should be first and foremost a consumer portal that also provides a pass-word protected vehicle for communicating to and among members.

A national website is the most cost-effective way to raise awareness and be the face of tourism in Haiti for the world. It offers the best opportunity to reach the largest number of prospects. It provides flexibility in being able to focus on regional markets, niche products and to change messages on a daily basis. It provides opportunities for revenue generation to help cover its costs.

It is recommended that a national website be developed as soon as possible with the following focus:

- It will look, feel and function like a consumer web site
- It will have content that is password protected for ATH members
- It will have links to members by geography, activity and purpose of trip
- It will have built in revenue generating capabilities/opportunities
- It will have multiple monitoring/measurement touch points
- It will reflect the marketing strategy that focuses first on regional brands and second on Haiti.

The website will not have e-commerce functionality initially because the membership and industry are not ready for it or capable of providing it. In its first phase the website will direct visitors via member links to member websites where visitors will need to

follow individual booking procedures. The national website will however have the capability of launching an e-commerce function in the future once members are properly equipped.

While ATH has already completed some work with Port-au-Prince-based web developer Solutions, it is recommended that a review of this work be undertaken in order to determine if it can accommodate the additional objectives and functionality listed above. Steps required include:

- Define portal objectives, functionality and benefits with ATH leadership
- Solicit proposals
 - Designer will also host server
- Build a one time **PPA** to develop the website and for a Web (content) Manager as ATH staff member. Details regarding the PPA are as follows:

The PPA will be for the one time design and development of the website and for a Web Content Manager for one year. A proposal from Solutions based in Port-au-Prince, the web developer already working with ATH, would cost \$42,550 USD to develop, test, launch and maintain the website for one year. Whether developed by Solutions or another provider, by the end of the first year the website would have to be self sustaining through revenues generated on the site. The cost for the Web Content Manager is estimated to be \$15,000 USD. This position is important because without daily changes and updates in content the website immediately will become stagnant and visits to the site will decline. This may not be a full time job at first but it could also share other responsibilities for initiatives included in this plan that ATH would be responsible for or provide oversight. The position would also be responsible for monetizing the website and generating revenues so that at the end of the year the position would be self sustaining.

Responsibility: MarChE tourism staff and would work with ATH leadership to finalize website requirements, interview web developers, select a winner, and engage in an inclusive process in the development of the site.

Linkages: MarChE tourism staff would require as a condition of the Grant that information and links be provided to MarChE efforts in agriculture and arts and handicrafts.

Timing:

- Determine website architecture - August
- Solicit proposals and elect developer – August
- Award Grant for development - September
- Award Grant for Manager of web content - November
- Launch website – May 2010

Public Relations

An effective public relations campaign in support of tourism growth for Haiti needs to be developed and launched in two distinct but overlapping phases. Each has different target audiences and goals.

Phase One: 2009 – 2010

- Audience: International tour operators
 - Goal: Build believability and trust in Haiti as a tourism destination
- Audience: Travel industry companies (all appropriate sectors)
 - Goal: Raise awareness and build believability and trust in Haiti for investment in specific tourism projects related to their business.
- Audience: Individual investors, particularly Diaspora
 - Goal: Build trust in Haiti for investment in specific tourism projects

Phase Two: 2010 – 2011

- Audience: International travel retailers (travel agents and online providers)
 - Goal: Sell travel to Haiti
 - Diaspora, niche and specialty FIT travel.
 - Packaged trips
- Audience: Consumers
 - Goal: Generate buzz on travel to Haiti
 - Regional brands, unique festivals and attractions, Quality Seal program

A key part of the public relations campaign will be to conduct a series of familiarization trips for select print and electronic media and tour operators. Again, it will be important to build this effort slowly by selecting initially those media and tour operators who are (1) influential among their peers and can generate a “copy-cat” effect and (2) those who are most likely to react constructively to the kinds of products and programs being developed for Haiti. Identifying those who have demonstrated an interest in cultural authenticity as a focal point for tourism development will be prime targets for our first round of fam trips.

Familiarization trip development:

Step One is identify media and tour operators who meet our criteria

Step Two is create several itineraries that showcase new tourism products and programs.

Step Three is secure ATH and Haiti’s travel industry stakeholders’ support for volunteering to host fam trips

Step Four is extend invitations to select media and tour operators.

Step Five is ensure that at least one tourism expert accompany all fam trips. Expert must be completely familiar with Haiti's tourism development strategy and plans, be experienced in media relations and know how tour operators conduct their business.

Familiarization trip results for tour operators can be measured by actual bookings over a determined period of time, say twelve months, following the fam trip.

Responsibility: MarChE tourism staff and a public relations expert will be responsible for developing the public relations plan, with input from ATH leadership. MarChE tourism staff and ATH leadership also will be responsible for managing all aspects of familiarization trips for both media and tour operators during the first year.

By year two it will be necessary for ATH to contract with a service that measures media performance. By year two it also would be advisable to look at engaging a full time public relations staff person at ATH and by year three it would be advisable to look at contracting with an outside agency for assistance. These ongoing costs starting in year two will be the responsibility of ATH and must be self sustaining, largely from increased membership and additional new revenue sources.

Linkages: All public relations messaging and familiarization trip itineraries will incorporate information on Haitian arts, handicrafts and agricultural products. Opportunities for hands-on visits will be incorporated into fam trips.

Timing:

- Develop public relations and familiarization trip plan – August
- Begin first PR fam trips – Fall 2009 and Winter 2010
- Begin first tour operator fam trips – Spring/Summer 2010

Trade Fairs Program

A strategy of marketing to tour operators and wholesalers at travel trade fairs is an effective method of reintroducing Haiti to the industry. However, it only should be implemented as part of a comprehensive plan that adds value to all stakeholders. Proper timing is critical in order to build believability and trust. Travel trade fairs are where future business is conducted so we want to be sure that when we appear on the trade fair floor we are ready not with promises but with actual products and services that are interesting and meet the needs and standards of international travelers. With this in mind, this activity is now intended for implementation during the option years of MarChE, years four and five.

Plan components include:

2011 and 2012: Appear in key travel trade fairs only under the following conditions:

- Quality Seal program is operational
- National website is operational
- Regional marketing brands are developed

- Calendar of 2011 regional festivals can be announced
- A trade fair display has been created that groups participating organizations under their regional brands and then combines all regional brands in a contiguous “Haiti” aisle or section of the trade fair floor.

The following steps are recommended for implementation of this strategy:

Step One is developing a trade fairs schedule for 2011 and learn display specifications.

Step Two is contract and design a trade fairs display for Haiti with a modular configuration that permits flexibility in highlighting regional brands and providing marketing focus on specific elements like the Quality Seal program, website, festivals, etc.

Step Three is contract for trade fair space for 2011.

It is recommended that the overall management and control of the display be the responsibility of ATH as well as the development of general collateral materials in support of the overall message. This is separate from collaterals for individual participating organizations. It is also recommended that design and fabrication of the display and supporting general collateral materials be considered for a Grant Under Contract to ATH from MarChE. Ongoing costs for upkeep, storage, shipping and changes would be the responsibility of ATH and must be self sustaining through sponsorships and user fees by members participating in trade fairs. Such a Grant Under Contract would not be prioritized until the end of the project with the expectation that it would be implemented during years four and five of MarChE.

Responsibility: It is recommended that MarChE tourism staff work closely with ATH leadership and the Ministry of Tourism to produce the travel trade fairs display. Subsequent scheduling of the display at trade fairs and ultimately consumer travel fairs will be the responsibility of ATH leadership.

Linkages: The display and collateral materials will incorporate images, messages and actual product where appropriate that focus on Haitian arts and handicrafts and select agricultural products (where permitted by local agricultural laws).

Timing: This activity is now intended for implementation during the option years of MarChE, years four and five. Detailed next steps for timing will be finalized at the end of the program.

G. Tourism via Music, Art and Culture

Haitian Marketplace. It is important that a controlled environment be created to offer visitors the opportunity to view and purchase Haitian arts and handicrafts, particularly those that are special to the surrounding community and region. It is strongly recommended that a Haitian Marketplace be created at a designated location immediately

adjacent to the grounds of Palais Sans Souci. No other retail would be permitted on the grounds of the Citadelle or San Souci Palais. Such a facility would ideally be funded via program counterpart KATA or perhaps if necessary via a Grant Under Contract through MarChE.

The Haitian Marketplace structure would be under one roof or multiple structures under roof but open air. Electricity for lighting and ceiling fans would be preferable but not a necessity. At least two dozen stalls should be available for daily rent. Vendors would be selected by a local committee based on a plan that assures a balance of arts and handicrafts. A requirement would be that only merchandise produced in Haiti could be sold in order to guarantee authenticity.

Once the Haitian Marketplace is funded and in development, operational guidelines for the Haitian Marketplace would be developed and enforced and basic training would be provided to all vendors on how to approach and deal with foreign visitors. It is recommended that the staff at the Royal Caribbean facility at Labadie should be consulted to discuss the lessons they learned from their first marketplace and how they addressed them in their second version. Training for vendors would be coordinated by the Handicraft Coordinator.

Responsibility: MarChE tourism staff will be responsible for developing this program with input and concurrence from local officials, ATH leadership and the Ministry of Tourism. MarChE arts and handicrafts staff will also be directly involved in the Haitian Marketplace.

Linkages: An extremely important component of the Palais Sans Souci and Citadelle attraction would be the Haitian Marketplace. This would be the single designated facility for displaying and selling authentic Haitian arts and handicrafts. As such, it would provide exposure and revenue opportunities to Haitian artists and artisans while at the same time producing a revenue stream from daily stall rentals to help support maintenance and improvements to the overall attraction and work toward a goal of fiscal sustainability.

Timeline:

- Research site location and development and determine associated costs – August
- Work with handicraft coordinator to identify possible participating vendors – September
- Work with handicraft coordinator to develop funding plan and funding options - October

Haiti's Other Cultural Industries

Less frequently addressed – either as areas of economic activity in and of themselves or as drivers of economic growth in other industries – are Haiti's other cultural industries, including fine arts, music, carnival and fetes, despite the clear role they have played in the past in establishing an international identity for the country, fostering the growth of

both the handcraft sector and tourism, and sustaining a great number of people and businesses through five decades of economic volatility. Nor has the likely loss of these sectors, which have been in steady decline due to the loss of tourism and markets and the eroding power of globalization over the past 20 years, been addressed as an element of challenges facing both handcraft and tourism developers.

Several strategies should be undertaken for developing these sectors in recognition of their vital role as economic drivers in multiple industries and the negative impact their decline is already having on the country.

Music and Village Based Festivals

Haitian music in all its genres has long been respected by an international following. The international fame of musicians such as Wyclef Jean has cast a spotlight of a new scale on the contemporary Haitian music scene. It has created an opportunity for the country by using music – as well as other elements of its culture – to open up economic opportunity in a range of related sectors.

Research into this sector reveals the pervasiveness of music throughout Haitian culture, daily life, and national economy, from drummers in Voodoo societies over church choirs to the bands of carnival bands and Rara and carnival performers in village fetes - key to many provincial economies, club bands, an internationally-renowned jazz sector, and international tours by Haitian compa bands.

The upcoming Voodoo Music Experience in New Orleans www.voodoo musicfest.com, an oversized musical event created and implemented by world class experts in this industry, represents an enormous opportunity for Haitian contemporary music, village based Rara bands, handcraft and art to gain strength by linking to each other and to the international music and art scene.

Tourism promotion, one of MarChE's initiatives, could benefit from synergies with this sector as culture is closely linked to tourism in Haiti.

Consistent with its priorities, the MAC component of MarChE will undertake strategies using music to create strong linkages with the tourism sector, to strengthen village-linked value chain participation in existing tourism opportunities, and help Haitians to improve the music and village based value chains by adding value and targeted support.

This capacity of original Haitian art and creativity to capture – in a way that mangos, coffee and even handcrafts never will - international interest, has the potential of establishing inherent high value and competitive advantage for all arts related products. This dynamic has the potential to fuel employment in the broader network of cultural industries, increase international community spending in Haiti and drive tourism.

Linking Haitian Musicians, Artists, Artisans and Tourism with International Markets by Participation in the 2009 New Orleans Voodoo Music Experience

The Voodoo Experience is a major music performance venue held at the New Orleans Art Museum at the end of October, produced by Rehage Entertainment. Around 100 bands are planned to participate, and over 100,000 visitors are expected to attend. Bands performing over the past 11 years in this annual October event have included R.E.M., Rage Against the Machine, Red Hot Chili Peppers, Green Day, and Enimem, to name just a few, as well as prominent New Orleans bands. The large lawn of the New Orleans Museum of Art will feature performance spaces for bands, RahRah bands and story tellers. A large tent will serve as pavilion for Haitian artisan exhibits. About 30 artisans are planned to be selected for participation in this event.

IESC will contact Rehage Entertainment to discuss modalities of participation for Haitian artists for the event. Local tour operators will also be encouraged to participate as they will help promote the destination.

Rehage is in the process of soliciting the active cooperation of Wyclef Jean, a committed past supporter of the event, to act as curator of Haitian music, to select the bands from Haiti, possibly including traditional Voodoo musicians and Rara bands, who will participate in the 2009 Voodoo Music Experience.

As an integral part of Haitian culture and folklore, traditional Haitian dancers will also be invited to participate in the event.

Objectives:

- Create income and improve economic opportunities for artisans through immediate sales.
- Sales of music and performance based income for bands and Raras.

Linking Haitian Village Festivals to International Tourist Markets through Music, Arts and Culture Value Chains

Objectives:

- Enrich tourism experience of Diaspora by including music, art and culture into tourism package
- Increase sales and long term music income by improving tourism package

MarChE will encourage two Haiti-based tour companies – Voyages Lumieres and Tour Haiti to make connections with festival organizers and to work with guest houses to set up and expand tours around these events. MarChE will also explore with these tour operators other ideas for further attracting Diaspora travelers and developing tours both inside and outside Port-au-Prince in ways that can create additional opportunities for MAC value chain businesses with support from MarChE grants. Festivals should be viewed more as a promotional strategy than as an ongoing tourism product or service.

The Haitian Heritage Festival would be produced in Milot at Sans Souci Palais and the Citadelle. Its focus would be on what it means historically and culturally to be Haitian. The festival would be a celebration of the arts, handicrafts, history and culture including a nod to Voodoo and how it influences many aspects of Haitian life. Not included in this plan for festival development is Carnival. While it is certainly a major celebration within the country and it attracts many Diaspora, it is not a unique event in the Caribbean or even the western hemisphere.

Haitian Heritage Festival

ATH Nord and regional tourism leadership are exploring development of a multi-day national festival each summer that celebrates those unique ethnic, historical and cultural attributes that differentiate Haiti in dramatic fashion from the rest of the Caribbean. They want to create an event that showcases in many ways the answer to the question, “what does it mean to be Haitian?” One goal would be to create a forum where Haitians and Diaspora could be proud of their heritage. A second goal would be to showcase what makes Haiti special to the rest of the world, in the process building trust in Haiti as a tourism destination and attracting investment from Diaspora and foreigners alike.

The festival most likely would include Haitian music, Haitian dance, Haitian theater, Haitian art and handicrafts, Haitian literature, Haitian foods, Haiti’s history and African roots, Haiti’s role as the world’s first successful African slave revolt, and finally facets of Haitian culture like voodoo and the Christian faith which are found side by side here and nowhere else in the western hemisphere. A number of existing smaller festivals would quite naturally become a part of this national event.

The group is proposing that the Haitian Heritage Festival (working title) be held in Milot on the grounds of San Souci Palais and the Citadelle, two icons of Haitian history that are well known by most world travelers. Once the road from Batant to Milot is resurfaced, the event will be accessible from nearby hotels in Cap Haitian and the Dominican Republic via recently improved road #121 from Ouanamithe on the border.

ATH Nord and regional tourism leadership are working on holding a symposium to identify the answers to the question “what does it mean to be Haitian?” and then explore how the answers can be converted into a festival that can be produced and marketed successfully at home and abroad. Thematically the festival message is “Haiti is close in miles but a world apart in its culture”.

While the festival would be staged regionally, management of the festival would be the responsibility of ATH Nord and regional tourism leadership who would undertake the planning, development and operation of this large event. Activities would include:

- Program content development
- Operations plan with estimated costs
- Marketing plan with estimated costs
- Projected revenue streams - the festival would have to be self sustaining by the third year.
- Estimated benefits, quantified and intangible

- Measurement mechanisms

As a national festival they would seek government assistance and technical, financial and marketing support from other sources from outside of the country. The goal however, would be to reach fiscal self sufficiency and sustainability by the third year.

Responsibility: It is recommended that MarChE tourism staff work closely with ATH Nord and regional tourism leadership to assist their due diligence process to determine the viability of the festival concept.

Linkages: Establish promotional tie-ins with Haitian arts and handicrafts offered at the proposed Heritage Marketplace adjacent to the grounds of San Souci Palais in order to drive visitor traffic to the Marketplace. Run a parallel Haiti Food Festival in Milot and Cap Haitian at the same time as the festival, drawing attention to Haitian cuisine made from produce and food stuffs produced and prepared in Haiti. Feature special Haitian food items in restaurant promotions in Milot and Cap Haitian and area hotels during the festival.

Timing:

- Symposium to answer “What does it mean to be Haitian?” – August
- Program content development - September

Port-au-Prince Jazz Festival

Already at its 4th edition, the Port-au-Prince Jazz Festival has gained a solid reputation among Jazz fans in the Caribbean and abroad. Every year, 8 embassies and organizations from the private sector in partnership with the government collaborate to put together an interesting festival for jazz amateurs and music lovers in general. Musicians from different countries participate and each embassy provides at least one trio that participates in the festival. In addition to big public shows, festival attendees can choose among several other shows in smaller venues throughout the night.

With its ability to become a “happening” for music fans both locally and in the Caribbean, the Jazz Festival is an initiative that can contribute to support entrepreneurs from the artistic and cultural sectors. MarChE would support that initiative by providing technical assistance in event organization to the festival leadership.

5 LOGICAL FRAMEWORK

TOURISM VALUE-CHAIN			
CONSTRAINTS	ACTIVITIES	OUTPUTS	OUTCOMES
Low quality and standards in service and hospitality	Provide training for both SMEs and the tourism/hospitality sector workforce.	Training for MSMEs in international industry standards, safety and quality principles, quality-assurance management systems, food safety, hygiene system development, and Hazard Analysis Critical Control Point (HACCP) [for restaurants], customer service, organizational management and staff development.	Haiti will have a more trusted brand in tourism and tourism products will be more consistent in quality and standards.
	Establish a quality seal for hotels, restaurants and other tourism operators.	A Haitian quality seal label for restaurants, hotels and other tourism operators.	
Insufficient number of rooms at international standards	Technical assistance to improve the quality of existing hotels and promotion of investment for new lodging options, including development of a “Haitian Inns guidelines.	Improved quality of existing hotels; promotion of investment for new lodging.	Improved quality of existing hotels; promotion of investment for new lodging. And the concept of a new lodging business model that supplements traditional hotel and resort development introduced and promoted. The number of rooms at international quality standards in targeted areas will be increased.

<p>Haiti is not able to compete with other Caribbean destinations.</p>	<p>Provide TA to attractions focusing on the unique cultural and historical aspects of Haiti such as Palais Sans Souci, the Citadelle, Voodoo festivals, Natural parks, etc.</p>	<p>Public-private partnerships with enterprises will be established to maintain and commercially exploit monuments and sites. Training will be provided to tour guides.</p>	<p>Haiti will be able to attract local and international tourism</p>
<p>Tarnished image of the country due to years of instability and unrest</p>	<p>Establishing a national website of tourism to promote the country Reintroducing Haiti to the industry at trade fairs. Developing a public relations strategy including familiarization trips for select print and electronic media and tour operators Market Labadie as a new tourism destination</p>	<p>A National website is conceived through a public-private partnership with ATH, the Ministry of Tourism and private enterprises. A public relation strategy will be developed to reach foreign residents, medias and international tour operators.</p>	<p>Haiti's image will gradually change with people having access to a more positive image of the country and exposure to tourism ambassadors abroad.</p>
<p>Limited tourism association activities</p>	<p>Working with ATH to build a solid association of travel industry stakeholders who share at least a basic list of common goals.</p>	<p>ATH will enhance their internal systems for membership building and strategic planning, finance and operations, outreach and marketing, advocacy support, and monitoring and</p>	<p>ATH will examine and recommend changes to regulations, practices and legislation that negatively impact tourism and impede</p>

	<p>Provide training to ATH and its regional affiliates on key issues pertaining to advocacy.</p>	<p>evaluations. The association will provide appropriate client services and develop new, targeted products and services in response to member needs.</p>	<p>development and job creation. The association becomes a major economic engine for Haiti MarChE ensures that activities will continue beyond donor funding.</p>
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6 CONTRACT RESULTS AND PERFORMANCE INDICATORS

Requirement	Standard	ACTIVITY
1.4. Technical Assistance provided for tourism development	1.4.1. Linkages established between market chain products and services supported under the contract and the tourism sector	Quality Seal program: it must include evidence of systematic use of Haitian-produced food products and Haitian arts and handicrafts in the operations of each tourism entity being inspected in order to ensure higher ratings
	1.4.2. Sales of supported market chains to the tourism sector increase by 25% annually	
	1.4.3. Support in provided to local initiatives and plans for tourism	Tourism Investment Facilitation: The Investment Facilitation Center, as the first point of contact for interested investors.
	1.4.4. Joint work plan developed with the Investment Facilitation Center	
	1.4.5. Potential tourism investors registering at the Investment Facilitation Center receive technical assistance	Tourism Investment Facilitation: The IFC will refer tourism sector investors to the USAID Haiti MarChE project, specifically the Tourism Coordinator, for support and technical assistance.
	1.4.6. Baseline and updates are maintained and monitored on semi-annual basis in both local currency and US\$	
2.1. Business skills to respond competitively to new opportunities and challenges are improved	2.1.1. One thousand and five hundred (1500) SMEs receive technical assistance and training to diversify to higher value products/services	Training and Technical Assistance for Operations and Service: specific training will be provided on excursions and tour operating.

	2.1.2. Fifty (50) new higher value product/services are developed by SMEs by end of contract	Regional training will include training for tour operators and for potential investors to help them develop new products.
2.2. The quality and reliability of Haitian services and products are improved	2.2.1. Eighty percent (80%) of producers and service providers receiving support under the contract attain standards required for quality certification.	Quality Seal program: the program is set up to accompany stakeholders and help them achieve certification level.
		Training and Technical Assistance for Operations and Service: directly linked to the quality seal program.
2.4. Partnership and/or contracts developed between large firms and SMEs operating in Haiti for business to business services	2.4.1. Fifty (50) contracts and/or documented agreements (MOUs) are in place by end of contract	Through all of the assistance plan's activities.
	2.4.1. Thirty (30) SMEs have developed and maintained Websites	Marketing through National website. SMEs will also be provided with assistance to develop their own website.

10.6. The Tourism Value Chain	10.6.3. Provide training for SMEs and the tourism/hospitality sector workforce in international industry standards; safety and quality principles; quality assurance management system; food safety; hygiene system development and HACCP; customer service; organizational management; and staff development.	Training and Technical Assistance for Operations and Service: MarChE has already trained over 100 people in Service/hospitality and Hygiene and HACCP and will be providing more training through the hospitality school and the regional training including those mentioned.
	10.6.4. Work with local industry associations to enhance internal systems for membership building and strategic planning, finance and operations, outreach and marketing advocacy.	Industry Association-Building through ATH, ATH-Nord and ATSEH.
	10.6.5. Aid associations in providing appropriate client services and developing new, targeted products and services in response to member needs.	
	10.6.6. Develop a variety of unique tourism products with an initial focus on culture and history; environment and climate; and philanthropy.	Sites and Attractions development Music, Arts & Culture

	<p>10.6.7. Publicize Haiti’s annual festivals and spiritual celebrations, which already attract a base level of tourism among Haitian Diaspora.</p>	
	<p>10.6.8. Support regional festivals to grow, through local investment, into international events</p>	<p>Music, Arts & Culture.</p>
	<p>10.6.9. Participate in US based cultural events, such as the annual Haitian Jazz Festival in Miami to promote Haiti’s cultural heritage.</p>	
	<p>10.6.10. Help travel wholesalers promote events in Diaspora communities</p>	<p>Marketing through the Public Relations program.</p>
	<p>10.6.11. Explore the new tourism product which is gaining momentum based on volunteer activities and being termed “voluntourism”</p>	<p>To be confirmed following meeting with stakeholders on branding Haiti.</p>
	<p>10.6.12. Examine potential markets and develop a marketing strategy to target potential buyers and investors.</p>	<p>Marketing Tourism Investment Facilitation</p>

	<p>10.6.13. Integrate Haiti into the network of Caribbean “island-hopping” to build off regional success.</p>	<p>Marketing through familiarization trips from international operators.</p>
	<p>10.6.14. Build regional partnerships through local Ministries, tour operators and transport agents for destinations identified as appropriate for such linkages.</p>	
	<p>10.6.15. Implement business exposure missions (including participation in trade shows and road shows) and familiarization tours.</p>	<p>Trade fairs program. Marketing through the familiarization trip from international operators.</p>
	<p>10.6.16. Identify appropriate industry trade shows and help prepare firms for such participation</p>	<p>Trade fairs program.</p>

7 TIMELINE

USAID Market Chain Enhancement Project (MarChE) IESC Timeline																				
Program Activities	2009					2010												2011		
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	M
Site Development and Attractions																				
Establish PPAs with partners in the north to improve physical		X																		

infrastructure																					
Provide technical assistance in tours, site and attraction development			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Quality Seal																					
Examine other quality seal programs for adaptability to Haiti and make adaptations	X																				
Create program checklist and rating system		X																			
Create team of inspectors for annual inspections			X																		
Communication of Quality Seal program throughout Haitian travel industry			X	X	X																
Launch and continuation of inspections						X	X	X	X	X	X	X	X	X	X	X					
Training and Technical Assistance for Operations and Service																					
Assess and make arrangements with hospitality training counterparts	X																				

Assign development of training to the selected school		X																		
Finalize positions where training is most needed						X	X	X												
Establish performance standards for positions and conduct training									X	X	X	X	X	X	X	X	X	X		
Complete training of trainers program in Jacmel and Cap Haitien			X																	
Conduct regional and ongoing as needed training sessions		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Investment Facilitation																				
Technical assistance to investors referred by The Investment Facilitation Center	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Revised system of investor technical assistance developed						X														
Communication with Diaspora community regarding investment challenge	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Explore the development of component design, construction, operations, service and marketing		X																		

guidelines segments for Haitian Inns																				
Assemble and promote Haitian Inns Guidelines booklet			X																	
Industry-strengthening through association building																				
Explore the formation of a Haiti Sustainable Tourism Alliance with ATH-Nord	X	X																		
Ongoing technical assistance to ATH and other associations	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Marketing																				
Develop tourism promotional video	X																			
Determine website architecture	X																			
Solicit proposals and elect developer	X																			
Award grant for development		X																		
Award grant for manager of web content				X																
Launch website										X										
Develop regional and product/service brands	X																			
Develop public relations	X																			

and familiarization trip plan																				
Begin first PR familiarization trips (Fall 2009 and Winter 2010)			X	X	X	X	X													
Begin first tour operator familiarization trips (Spring/Summer 2010)								X	X	X	X	X								
Tourism via Music, Art, and Culture																				
Develop materials for distribution at Voodoo festival			X																	
Research Haitian Marketplace site location and development	X																			
Work with handicraft coordinator to develop funding plan and funding options			X																	
<i>Haitian Heritage Festival</i>																				
Symposium "What does it mean to be Haitian?"	X																			
Program content development		X																		
Complete due diligence and pro forma				X																
Go, no-go decision				X																
If go, develop foundation festival funding plan					X															

Market Chain Enhancement (MarChE)

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	M
	2009					2010										2011				

8 BUDGET²

Tourism Component: Site Development and Attractions	
Activity	Cost
IESC MarChE Tourism Staff Time	\$98,920
Site Development and Attractions Training and Technical Assistance Experts	\$15,250
Training and Technical Assistance Experts Travel	\$7,610
Meetings and Events and Trainings (including food and site, etc)	\$10,000
Total	\$131,780
Tourism Component: Quality Seal	
Activity	Cost
IESC MarChE Tourism Staff Time	\$37,095
Quality Seal Consultant (TBD) in October - November 2009	\$18,300
Quality Seal Inspection Volunteers in April 2010	\$0
Quality Seal Consultant (TBD) in March - April 2010 (if needed)	\$6,100
Quality Seal Consultant & Volunteer Travel	\$22,500
Printing & Development of Branding/Communication Materials	\$10,000
Meetings and Events and Trainings (including food and site, etc)	\$2,000
Total	\$95,995
Tourism Component: Training and Technical Assistance for Operations and Service	
Activity	Cost
IESC MarChE Tourism Staff Time	\$24,730
Hospitality Education Consultant in September - October 2009 (spring 2010 if needed)	\$24,400
Training and Technical Assistance Experts (ie, Tour Operator Training)	\$25,000
Hospitality Consultants and Volunteer Travel	\$33,750
Meetings and Events and Trainings (including food and site, etc)	\$7,000
Total	\$114,880
Tourism Component: Tourism Investment Facilitation	
Activity	Cost
IESC MarChE Tourism Staff Time	\$24,730
Tourism Consultant technical assistance in Haiti	\$15,250
Investment Volunteer Experts	\$0
Investment Consultant and Volunteer Travel	\$15,600
Development of Haitian Inns booklet and standards	\$10,000
Meetings and Events and Trainings (including food and site, etc)	\$2,000
Total	\$67,580
Tourism Component: Industry Association-Building through ATH	

² This budget reflects projected costs to implement this plan including staff and consultant labor, consultant travel, activity related Other Direct Costs and contractual costs. The plan budget does not include overhead charges or fringe, staff travel or all contractual and Other Direct Costs. All costs are accounted for in IESC's subcontract budget.

Market Chain Enhancement (MarChE)

Activity	Cost
IESC MarChE Tourism Staff Time	\$12,365
Tourism Consultant technical assistance in Haiti	\$18,300
Tourism Consultant Travel	\$5,200
Meetings and Events and Trainings (including food and site, etc)	\$2,500
Total	\$38,365
Tourism Component: Marketing	
Activity	Cost
IESC MarChE Tourism Staff Time	\$37,095
Contract the development of a tourism promotional video	\$12,000
Tourism Consultant technical assistance in Haiti	\$21,350
Tourism Consultant Travel to Haiti	\$10,250
PR and Tour Operator Fam Trip Travel Costs	\$21,060
Meetings and Events and Trainings (including food and site, etc)	\$2,000
Total	\$103,755
Tourism Component: Tourism via Music, Art and Culture	
Activity	Cost
IESC MarChE Tourism Staff Time	\$12,365
Promotional materials for distribution at Voodoo festival	\$2,500
Total	\$14,865
Total of Tourism Value Chain Assistance Plan Initiatives	
	\$567,220

SECTION V

Planned activities and anticipated expenditures

Next quarter activities

- Implementation of activities as outlined in the assistance plan – following its approval by USAID.
- Finalize work plans between the MarChE tourism sector and the IFC.
- Provide training to a total of about 100 trainers who will be able to replicate training in Hygiene (HACCP) and Service/Hospitality in the North area and in Jacmel.
- Additional trainings will be provided by IESC experts for Tour guides working on already identified sites with tourism potential.
- MOUs will be signed with various partners working in the Tourism value chain.
- Work on a National Tourism Website will start in a few weeks and the website is expected to be online by September 2009.
- Technical assistance will be provided to about 30 small entrepreneurs working in the tourism industry in Aquin for the upcoming Aquin Cultural Festival in the beginning of April.
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