

USG Haiti Strategic Overview by Component

Strategy Component	Strategy Objective	18-month Goal (as of June 2012)	18-month Outcome	5-year Goal (as of November 2012 unless otherwise indicated)	Status of 5-year Goal (as of September 30, 2014)	Status (as of September 30, 2015)
PILLAR A: Infrastructure and Energy						
Priority 1: Housing						
Support the upgrading of up to five Port-au-Prince neighborhoods, including resources to accelerate rubble removal using heavy equipment	Remove rubble	Remove 2.2 million cubic meters of rubble.	2.5 million cubic meters of rubble have been removed.	Remove 2.5 million cubic meters of rubble.	Support for rubble removal is complete with no further activity in this area.	Support for rubble removal is complete with no further activity in this area.
	Shelter solutions for IDPs	Provide shelter solutions — including transitional shelters (t-shelters), repairs to damaged houses, and support to host families providing housing for people displaced after the earthquake — to more than 320,000 people.	The USG has provided shelter solutions to more than 65,700 households, housing more than 328,000 individuals. As of May 2012, the USG has supported: * Construction of over 29,100 transitional shelters, * Repair of more than 5,800 “yellow” structures to shelter over 8,100 households; * Hosting support to over 27,200 households; * Rental vouchers to roughly 1,200 households,	Provide shelter solutions to more than 300,000 people.	The USG has met and is in the process of exceeding the goal for this area.	USG support for IDP solutions is complete, and original goals have been exceeded.
	Upgrade neighborhoods in Port-au-Prince	Repair/reconstruct 150 homes through USG contribution to HRF/WB neighborhood upgrading project.	After over a year of delays, The World Bank in conjunction with the GOH was preparing to award the first two contracts, which were awarded in September 2012 (CHF and Habitat for Humanity) for the neighborhood upgrading project.	Repair/reconstruct 5,040 homes through USG contribution to HRF/WB neighborhood upgrading project.	The program has helped approximately 11,000 households safely return to their pre-earthquake communities and 25,000 households have benefitted from community upgrades.	In the final year of this World Bank-implemented program, approximately 11,000 households have been helped to safely return to their pre-earthquake communities and 25,000 households have benefitted from community upgrades.
Undertake integrated investments to facilitate the establishment of up to three new communities that offer housing, jobs, and sustainable economic opportunities	New housing settlements	Construct 40 houses through USAID projects	Due to delays in the USG contracting requirements, increases in actual costs for house construction, modifications to house design to GOH-requested specifications, and in some cases delays or set backs in GOH authorization of land use for construction, no houses had been completed as of June 2012. Construction of 750 USG-financed houses was ongoing in the Cap Haitian corridor and site preparations were underway for the construction of 156 USG-financed houses north of Port-au-Prince.	<u>Update: September 2014</u> * Capacity building with community-based organizations to strengthen community management of new settlements. * As a result of GOH-requested design changes, increases in the cost of construction materials, and delays in obtaining clear land title, the cost for the new settlements increased significantly contributing to reduced goals. The number of houses directly constructed by USAID reached 906 and is now complete. The number of houses to be constructed in partnership with other donors is 574 at Terrier Rouge, Ouanaminthe and DLA 3.	* At the Haut Damier site, USAID has teamed with the United Methodist Committee on Relief (UMCOR) and the International Federation of the Red Cross (IFRC) to provide nearly \$2.5 million (\$500,000 from USAID) in pooled funding to finance community development support for both the new households and the existing residents in the area. Ongoing activities both here and at Caracol-EKAM include community engagement, governance, and livelihood interventions to address the social and economic needs of the local population. * Progress on site preparation at Ouanaminthe is at 74% and Terrier Rouge is at 80% as of June 2014. At DLA 3, an agreement is being finalized with UNOPS for all activities at this site.	*Community development and strengthening of the GOH's Social Housing Unit continues at the Caracol-EKAM (750 homes) and DLA 1.5 (156 homes) sites. *Site preparation at the Ouanaminthe and Terrier Rouge sites is complete, and GOH house construction is nearing completion at Terrier Rouge. *An award for design, community engagement and construction of the DLA 3 (Titanen) housing site was awarded in March 2015; groundbreaking is expected by January 2016.
Provide capacity building and policy reform to the GOH	Provide technical assistance in urban planning, management, construction, and housing administration. Provide policy assistance in land tenure and titling, the creation of an enabling environment for housing finance and mortgage markets, and regulation and supervision of building codes.	* Provide technical assistance to build capacity of the GOH and improve management of housing sector; * Build capacity with community-based organizations to strengthen community management of new settlements.	* USAID assisted the GOH in the development of the beneficiary selection process for new housing; * USAID worked closely with 60 GOH Ministry of Public Works engineers to improve management processes, scheduling, interaction with municipalities, and inspections/reporting; * A USAID-funded advisor supported the now-defunct IHRC Housing Section by providing technical assistance to setup a Housing and Settlement Information System and guided use of a neighborhood delineation methodology used by other donors/implementers. * USAID supported a participatory community enumeration process, which serves as a fast-track transitional measure to facilitate returns to neighborhoods. IOM and the GOH later received \$10M from the HRF to scale-up this pilot methodology to record tenure and occupancy information for tens of thousands of additional households across the earthquake-affected zone, significantly leveraging USAID's initial investment.	* Technical assistance to build capacity of the GOH and improve management of housing sector.	The USG worked closely with the GOH's social housing agency (EPPLS) and several partners to ensure that each of the new communities has the support they will need to become vibrant. Achievements include 1. Meeting and awareness raising with EPPLS Departments in charge of financial data; 2. Analytical Codification of projects and main expense types; 3. Analytical Codification of main simplified expense categories; and 4. Training of Accounting Department staff on Pivot Tables.	*Training and capacity building of EPPLS has continued and significant progress has been made on their ability to effectively collect rents at the Caracol-EKAM and DLA 1.5 sites. To build on this momentum, additional technical assistance will be provided over the next year by implementing partners Global Communities (for specific site management needs at EKAM and DLA 1.5) and by UNOPS (for DLA 3 and headquarters-level issues) *In parallel to support to UCLBP, UNOPS is also providing significant technical and operational assistance to the Unité de Construction de Logements et de Bâtiments Publics (UCLBP) within the Prime Minister's Office, which was set up in 2013 to oversee national-level policy making for the housing and settlements sector.
Increase access to housing finance	Support the expansion of the housing sector through new mechanisms, exploring the use of the following: * Home improvement loans; * Construction finance; * Mortgage lending; * Subsidies/vouchers.	Finalize agreement between USAID and OPIC and sign two new Development Credit Authority (DCA) agreements for micro-finance housing loans. (see also Pillar B)	An agreement between OPIC & USAID to establish a housing finance facility was in process and signed in October 2012. USAID also signed two new DCA agreements in September 2012 that will provide funding for micro-finance housing loans (house expansion, improvements, and construction).	Generate \$20 million in available housing finance through OPIC's housing finance facility and \$15 million in available housing finance through new DCAs over 10 years (end of strategy, plus six years).	Utilization rates for the DCA program continues to grow with lending in the housing sector on the rise. The OPIC facility has encountered delays in launching, with very few housing loans executed.	* In July 2015, to help address the shortage of housing in Haiti and to increase access to affordable housing by low-to- moderate income Haitians, USAID awarded the Haiti HOME (Housing Ownership and Mortgage Expansion) project. This three-year initiative will work with private financial intermediaries and private housing developers to mobilize over 1,000 housing loans and provide a model for inclusive finance and affordable housing in Haiti.

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Priority 2: Ports						
Assist the GOH in leveraging Haiti's proximity to the US market by increasing the efficiency of Haiti's port sector and improving regulatory oversight	Support the GOH in the development of a long-term ports sector strategy that addresses the need for a modern container port and increases sector efficiency and regulatory oversight.	Finalize feasibility study for construction of a major container port on the north coast of Haiti.	<p>* A draft feasibility study was submitted to USAID for review. Due to environmental findings, USAID requested that the contractor revise the feasibility study to include additional options for port construction locations on the north coast of Haiti.</p> <p>* With USG support, a complementary study was undertaken in the Cap Haitien corridor to examine the impact of potential employment generators and building and financing interventions being considered.</p>	<p>Update: September 2014</p> <p>1. Contribute to upgrades to the port in Cap Haitien; after further due diligence, the GOH and USAID agreed that the optimal approach would be to invest in a major upgrading of the Cap Haitien Port to meet the projected port services needs for the next 10-15 years.</p> <p>2. Provide technical assistance to the Ministry of Finance and Economy, the Council for the Modernization of Public Enterprises, and the National Ports Authority to improve customs regulations and services to reduce port charges to regional levels and increase sector efficiency.</p>	USAID executed an agreement with IFC to support the due diligence and transaction package development for port upgrades at Cap-Haitien. Another agreement was signed with the US Army Corps of Engineers for technical and environmental support.	USAID awarded a grant agreement to UNOPS for the design and construction of phase I infrastructure improvements at the Cap Haitien Port. In addition, through a separate grant agreement with the IFC, phase I legal and technical due diligence was completed in order to structure a PPP transaction that will lead to an operations and maintenance contract between the GOH and a private-sector port operator. USAID also initiated two procurements that will lead to awards for technical assistance activities to support Haiti's National Port Authority and its Customs Administration.
Invest in the design and development of a major international container port in the Northern Corridor in partnership with other bilateral and multilateral partners and the private sector						
Develop an integrated investment package in coordination with the GOH and other partners to spur the development of an economic growth pole anchored by the port development						

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Priority 3: Energy						
Electricity Provision						
Modernize the electricity sector by enhancing its commercial viability, improving sector governance, strengthening institutional capacity, and attracting the participation of the private sector	Legal and regulatory reform					
	Increase revenue collection by the GOH electricity provider (EDH)	* Reduce % of technical losses by EDH from 20% (pre-USG intervention) to 19%; * Increase EDH cash recovery index from 22% (pre-USG intervention) to 25%.	* While the % of technical losses by EDH remained at 20%, technical assistance was provided to EDH through the USAID contractor, Tetra Tech, to reduce losses and improve EDH operations. * EDH cash recovery index increased to 31.7% from a pre-USG intervention level of 22%.	* Reduce % of technical losses by EDH from 20% (pre-USG intervention) to 10%; * Increase EDH cash recovery index from 22% (pre-USG intervention) to 58% by September 2015.	* The cash recovery index of 31.7% that was achieved under Tetra Tech's work has now dropped to under 24%. The drop is a result of the conclusion of Tetra Tech's contract and the lack of will on the part of EDH to continue the reform efforts they put in place. * USAID is partnering with the World Bank (WB and InterAmerican Development Bank(IDB) on electricity sector reform. IDB and GOH established performance measures through September 30, 2015 and these have been adopted by USAID and WB.	After nearly 24 months of jointly working with the WB and IDB on electricity sector reforms, there was no progress and a lack of GOH commitment to take the necessary changes needed to improve the performance in EDH, the national electric utility. As of early 2015, USAID no longer supported this reform effort and shifted focus and resources to the financial sustainability of the mini-utility in the north associated with the Caracol Industrial Park (see next entry).
	Reduce commercial and technical losses					
Improve and expand the generation, transmission, and distribution of electricity through rehabilitation and new construction to reduce cost, increase access, and improve reliability, using micro-grids and renewable energy when feasible.	Expand generation, transmission, and distribution of electricity	10MW increase in national power generation due to USG-supported power plants.	* USAID completed the construction of a 10MW power plant in the Cap Haitien development corridor, which is supplying power to the Caracol Industrial Park and nearby communes. * USAID rehabilitated 5 electrical substations in Port-au-Prince, completing work in April 2013. The rehabilitated substations permit the GOH to connect an additional 72,000 customers to the system.	* Expand power generation due to USG-supported power sources as follows: * 34MW in Cap Haitien corridor * 2MW solar in Cap Haitien corridor * 5MW renewable in the 3 development corridors * 85K households, businesses, and industries with legal access to electricity service from USG programs.	The Caracol 10MW power plant has been operational since June 2012. The plant is providing 24/7 reliable electricity to the tenants in the industrial park as well as close to 7,000 residences, small businesses and government institutions outside of the park.	By September 30, 2015, the combined collection rate in normalized connections in Caracol, Trou-du-Nord, Terrier-Rouge and Limonade was 98%. Normalized customers are those with meters and billed according to meter readings. Now 30 months of operation, PPSELD now serves 8,397 users. The first wave of normalization is completed in Limonade. The core area of the commune is rebuilt and all illegal connections were removed. The energy sales to clients operating outside the CIP have grown substantially.
Priority 4: Alternative Cooking Technology						
Design a comprehensive transition program that encourages households, food vendors, and energy-intensive businesses to reduce their consumption of charcoal by using cleaner and more efficient cooking technologies such as improved biomass cookstoves and/or by switching to alternative fuels such as Liquefied Petroleum Gas.	Generate incentives and awareness among consumers of alternative cooking technologies and fuels.					
	Offer financing and technical assistance to entrepreneurs to develop supply chains of cleaner fuels and cooking technologies.	4,000 households and business using improved cooking technologies	* As of June 2012, USAID was implementing the new cook stoves project, which was awaiting the arrival of burners to be able to produce enough LPG stoves to meet demand. It estimated receipt of approximately 2,000 burners each month from Haitian household appliance/hardware suppliers in order to meet demand for improved cooking technologies.	43,500 households and businesses using improved cooking technologies	63,585 households/schools/businesses have converted to LPG and improved cook stoves, reducing charcoal consumption of 90,374 MT, CO ₂ emissions by 618,158 MT, and resulting in a cumulative savings of over \$9.0 million as a result of reduced use of charcoal.	During its three-year project period ending in January 2015, USAID's improved cookstoves project resulted in 117,805 households/schools/businesses converting to improved biomass and LPG cookstoves. This reduced charcoal use by more than 120,000 metric tons, saving at least 549,455 metric tons of wood and more than \$16 million in cooking energy costs. It also contributed to reducing CO ₂ greenhouse gas emissions by more than 823,930 metric tons.
	Move consumers from the existing firewood and charcoal supply chains to the new supply chains.		* To date, 258 LPG stoves had been sold and an additional 60 stoves ordered.			

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PILLAR B: Food and Economic Security						
Priority 1: Food Security - Agriculture and Nutrition						
Ensure agriculture sector growth within targeted corridors	<p>* Within selected watersheds, target two to three value chains for domestic staples based on revenue-generating potential.</p> <p>* Support export value chains in cacao and mango.</p> <p>* Transform supported value chains by rehabilitating rural roads, boosting productivity, reduce post-harvest losses, creating enabling policies, improving local governance, and supporting commerce.</p>	<p>Improve agricultural productivity in the USG development corridors as measured by an increase in yield (Kilograms per hectare) for focus crops from a 2010 baseline: corn 708; beans 568; rice 2,200; plantain 13,000.</p>	<p>As a result of USG assistance, the yield (in kilograms per hectare) for focus crops increased from the 2010 baseline to: corn 3,530; beans 1,200; rice 5,030; plantain N/A.</p>	<p>Improve agricultural productivity in the USG development corridors as measured by an increase yield (kg/ha) for focus crops (corn, beans, rice, and bananas) from the 2010 baseline</p>	<p>As of September 30, 2013, the yield doubled or nearly doubled the 2010 baseline in all four focus crops. The new totals are: corn 4,150; beans 1,110, rice 5,260; plantain 20,310.</p>	<p>For For 2015, FTF North (AVANSE) is the only project contributing to this data and the post harvest survey from which such data should be collected is not finalized yet. However, preliminary data indicates 1088 kg/ha for bean and 6,694 kg/ha for rice.</p>
		<p>Increase the number of households which have increased farm income due to USG assistance to over 38,000 by June 2012.</p>	<p>As a result of USG assistance, 35,277 households increased farm income as of June 2012.</p>	<p>Increase the number of households which have doubled farm income over the 2010 base year due to USG assistance to over 100,000 farmers by June 2015. Gross margin for base year 2010 as measured by gross margin per hectare: corn \$127; beans \$190; rice \$350; plantains \$1,337.</p>	<p>As of June 2014, the two FTF projects have more than doubled income for over 75,000 farmers. FTF North was delayed for almost 2 years and will not end until 2018; at that time, the number of farmers with increased income should surpass 100,000. As of September 30, 2013, gross margins per hectare were: corn \$961; beans \$1,392; rice \$1,691; plantain \$7600.</p>	<p>For 2015, FTF North (AVANSE) is the only project contributing to this data and the post harvest survey from which such data should be collected is not finalized yet. Preliminary results indicate that more than 10,000 farmers received productivity training and technical assistance in the North, which should lead to an increase of their agricultural income.</p>
		<p>Strengthen agricultural markets in USG development corridors as measured by:</p> <p>* The value in incremental sales for farmers of focus crops (corn, bean, rice, bananas), with a June 2012 goal of \$10M in additional sales;</p> <p>* The value of new private sector investments in the ag. sector food chain leveraged by Feed the Future, with a June 2012 goal of \$1.6M; and</p> <p>* The value of international exports of mangoes in target corridors from US-supported households, with a June 2012 goal of \$2.9M.</p>	<p>* As of June 2012, \$10 million in incremental sales were generated by farmers of focus crops (corn, bean, rice, bananas) who received USG assistance.</p> <p>* As of June 2012, Feed the Future leveraged \$3.9 million in new private sector investments in the ag. sector food chain.</p> <p>* As of June 2012, \$2.4 million from international exports of mangoes was generated by USG-supported households in the development corridors.</p>	<p>Strengthen agricultural markets in USG development corridors as measured by:</p> <p>* The value in incremental sales for farmers of focus crops (corn, bean, rice, bananas), with a June 2015 goal of \$26M in additional sales;</p> <p>* The value of new private sector investments in the ag. sector food chain leveraged by Feed the Future, with a June 2015 goal of \$5M;</p> <p>* The value of international exports of mangoes in target corridors from US-supported households, with a June 2015 goal of \$4.6M.</p>	<p>As of September 2014, the value of incremental sales of focus crops attributed to FTF was close to \$13 million, the value of private sector investments leveraged by FTF was \$4.0 million and the value of mango exports was \$328,000.</p>	<p>AVANSE is the only one contributing to this data and the post harvest survey from which such data should be collected is not yet finalized.</p>
Improve nutritional status	<p>Using a multi-sectoral approach to be coordinated with the USG health strategy, the USG will address nutrition not only by encouraging income growth in rural areas, but also by expanding the GOH's program for community management of acute malnutrition to all communities where the USG is supporting services. The USG will also support multi-donor efforts along with the GOH to establish early warning systems as part of a nutrition surveillance system, as well as to incorporate water, sanitation, and hygiene interventions into nutrition programming.</p>	<p>* As part of its ongoing Food For Peace Title II programming in the Central Plateau, increase the percentage of children under 5 years old without stunting to 78% by September 2013, when the current program ends.</p> <p>* Develop a new nutrition program to begin in September 2013 that will take place in the USG development corridors.</p>	<p>* As of June 2012, the percentage of children under 5 years old in the Central Plateau without stunting was 84%.</p> <p>* A new nutrition program to take place in all USG development corridors was in its design phase.</p>	<p>The nutrition goal is the following: Contribute to improving the nutritional status of children and pregnant and lactating women in three geographic focus corridors. The goal-level impact of the new nutrition activity is the following: Reduce the prevalence of:</p> <p>Underweight children under five years of age; Stunted children under five years of age; Wasted children under five years of age; Underweight women.</p>	<p>657,085 children under 5 reached by USAID-supported nutrition programs.</p>	<p>535,817 children under 5 were reached by USAID-supported nutrition programs from the North and the South.</p>

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Priority 2: Economic Security - Access to Opportunity						
"Support for an enabling policy environment" is now named: "Attracting Foreign Direct Investment (FDI) and local investment"	* Support GOH reform of regulatory framework.	* Improved GOH tax collection. Contribute to an improved policy environment for doing business in Haiti.	* To date, DGI auditors have utilized their specialized training on audits of telecommunications and construction industries, resulting in a large finding for unpaid taxes against a telecommunications company. DGI has also reestablished its onsite inspection for compliance with excise taxes at a large cigarette manufacturer.	* Increased transparency, modernization, and improved efficiency and effectiveness in revenue collection, budget formulation, budget execution and expenditure tracking and accounting processes. * Significantly increase foreign direct investments.	* Foreign direct investment has increased from \$119 million in 2011 to \$186 million in 2013. USG contributions to the construction of the North Industrial Park and the provision of reliable electricity to the park and surrounding communities in conjunction with another multilateral donor and the GOH have contributed to this goal. Rehabilitation of a port to facilitate shipping for park customers will continue to boost investment.	Foreign direct investment fell to \$99 million in 2014 (mostly in transport and telecommunications), according to the UN Economic Commission for Latin America and the Caribbean. Nonetheless, it is expected that such investment will pick up in the medium term. USAID investments in electricity generation capacity and the port at Cap-Haitien. Also significant are increases in GOH revenue collection due to improvements in the management of the DGI's Large Taxpayer Unit and in the software and hardware available to DGI (13 of its 24 remote units will be using the new software by December 31), as well as ongoing efforts to create a Treasury Single Account, a major step in reducing discretionary expenditure at the ministry level, a major source of corruption.
	* Support GOH in attracting domestic and foreign direct investment.		* The GOH has issued a decree requiring tax-exempt organizations to reconfirm their registration and the basis for the exemptions. The organizations will have to provide evidence that they are withholding and paying wage taxes on both the Haitian employees and foreign employees. * The DGI has audited several registered NGOs and found substantial non-compliance on withholdings on wages for employees.			
Technical assistance and professional and vocational training services to MSME(s)	Assist informal MSMEs improve their management and governance, register with regulators and tax authorities to become formal enterprises, and access new sources of capital.	Increase access to technical assistance and business development services.	* USAID's Local Enterprise and Value Chain Enhancement (LEVE) project to support increased access to business development services and expand professional and vocational training programs for MSMEs was in procurement and awarded in 2013.	Promote the agribusiness, apparel, and construction industries by supporting larger "lead" firms in target value chains, strengthening management practices within MSMEs, and providing training for employees and job-seekers. The goal is to create 25,000 net full-time-equivalent jobs by the end of 2015, raise revenues/income within target value chains, and increase industry-specific measures of productivity.	By July 2014, LEAD awarded 26 matching grants for a total of \$6.3 million to MSMEs and is awaiting environmental assessments for an additional six grants for close to \$1 million. 6,000 jobs have been created through the LEAD program, 10% of which are permanent. In the Caracol industrial park, an additional 3,500 permanent jobs have so far been created. LEVE has made an evaluation of the three sectors targeted by the project and has submitted its work plan for evaluation by the Mission.	As of June 30, 2015, the LEVE activity awarded 12 sub-grants for a total of \$1.1 million to support 51 MSMEs to improve their managerial skills and expand their operations through capital injection. This support contributed to the creation of 615 new jobs.
	Offer professional and vocational training programs to MSMEs specializing in agriculture, agribusiness, garment assembly, and construction.	Expand professional and vocational training programs to support more MSMEs.	* USAID's Leveraging Effective Application of Direct Investments (LEAD) used a business plan competition model coupled with a matching grants program to attract foreign direct investment to Haitian MSMEs, providing technical assistance to SMEs, of which four were selected to receive a total of \$414,000 of matching funds.			
Increased access to capital, where appropriate, through investments and partial guarantees	Improve access to capital by restructuring existing loans to businesses damaged in the earthquake and extending new loans to support MSME growth and expansion.	* Increase financing made available to MSMEs through USG-supported interventions and institutions from a baseline total of \$4.05M to \$11M in June 2012; * Facilitate 5 million transactions through mobile money systems developed with USG support in previous 6 months. * Enable increased housing finance (see also Pillar A)	* \$17.51M was made available to MSMEs through USG-supported interventions and institutions. * Over 5 million transactions were made through mobile money systems that were developed with USG support. * Two housing finance DCA's were in progress and a \$6 million agreement between OPIC and USAID was finalized for a \$26 million housing facility as of October 1.	* Increase financing made available to MSMEs through USG-supported interventions through our Development Credit Authority (DCA) and other facilities from a baseline total of \$4.05M to \$60M in June 2015; * Facilitate 10M transactions through mobile money systems developed with USG support in previous 6 months.	* As of July 2014, DCA guarantees to various financial institutions totaled \$57 million with \$21 million in loan guarantees to SMEs outstanding. Under the OPIC facility, a loan of \$10 million was extended to a financial institution for business construction with a percentage of the loan to be allocated to working capital to SMEs. * 10 million transactions via mobile money have been processed.	As of June 30, 2015, DCA guarantee active agreements totaled \$45 million with total utilized amount of \$23million for 2,908 loans to MSMEs. USG-Supported financial institutions, including DCA partners, disbursed a total of \$34million to MSMEs in rural areas. The OPIC/DIG Liquidity Facility reports, as June 30, 2015, an \$8 million loan to a financial institution to finance housing and business loans to SMEs. An amount of \$1.3million has been disbursed to SMEs under this loan.

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PILLAR C: Health and Other Basic Services						
Priority 1: Health						
Develop comprehensive referral networks (150-250K people per network) at the communal and departmental levels within the USG development corridors	Investment in all aspects of the network - including facilities, equipment, training, supplies, and human resources including community health workers.	* Invest in at least three communal health networks; * Referral networks will be fully-equipped, staffed, and operational according to MOH norms and policies.	The USG identified all 12 communal health networks for investment. Infrastructure upgrades were underway as was the new service delivery awards and the capacity building project. "Sustainable Leadership Management and Governance."	No change.	In order to ensure investments in infrastructure, equipment, and staffing are sustainable, the USG will continue to develop 9 referral networks in a limited capacity and focus resources to fully staff and equip 3 targeted referral networks.	Investments in infrastructure, equipment, and staffing continue to take place in 9 referral networks in a limited capacity. The USG is currently focusing on fully staffing and equipping three model referral networks in the North.
Support the delivery of a "basic package" of services and targeted infectious disease prevention and management outside the US development corridors	Support the delivery of a "basic package" of services, targeted interventions for infectious disease to address gender-based violence and child protection.	* Provide a "better basic" package of health services throughout the country including new vaccines, a scale up of ART and PMTCT programs, cholera prevention and response, and support Lymphatic Filariasis elimination. * Support a package of "additional" health services in the USG development corridors including emergency obstetric care and nutritional interventions.	* USG has started providing a "better basic" package of health services throughout the country including new vaccines (pentavalent), a scale up of ART and PMTCT programs, cholera prevention and response, and supporting Lymphatic Filariasis elimination. * USG has not yet started supporting a package of "additional" health services in the USG development corridors including emergency obstetric care and nutritional interventions. These new services are in development and procurement.	* All USG service delivery programs will have a transition plan to either the Global Fund, GAVI, or the GOH. * Significant reductions in pediatric HIV prevalence, TB incidence, % of underweight children, maternal mortality, and cholera fatalities. * Significant increase in contraceptive usage and percent of children vaccinated.	To plan for transition of programming, the USG signed the Partnership Framework (PF) with the GOH in 2012. The PF reaffirms the commitment by USG to support the GOH in coordinating, overseeing and eventually absorbing health sector activities now so often provided through development partner support. The 2012 Demographic and Health Survey (DHS) indicated that since the 2006 DHS, modern contraceptive prevalence increased from 25 to 31 percent, the percentage of underweight children declined from 22.2 to 11.4 percent, vaccination coverage has increased from 41 to 45 percent nationally but in the areas supported by the USG, 95 percent of children were vaccinated. The incidence of cholera has been reduced by over 50% since the outbreak in 2010. The newly awarded service delivery project will continue to target the areas mentioned above and will focus on reducing maternal mortality and pediatric HIV and TB incidence, among other USG priority areas.	The USG is making a multi-pronged effort to build the Ministry of Health's capacity to take on a larger role in managing the country's health care services. USAID capacity-building assistance is helping the Ministry of Health to improve data collection and usage, upgrade internal management systems, manage diverse funding sources, and improve its ability to attract, train and retain professional health workers, and improve internal governance, transparency and accountability. There have been significant gains in cholera prevention and control since the peak of the outbreak in 2011. In 2011 there were 352,033 reported cases, compared to 28,357 reported cases in 2014-a 92% reduction. The case fatality rate in Haiti has also remained below the 1 percent level which the World Health Organization sees as a threshold for acceptable management. Updates on nutritional statistics at the national level will come from the next Demographic Health Survey, scheduled for 2017.
Establish disability care to support GOH and civil society capacity to provide care and rehabilitation services for people with disabilities	Establishment of service centers to provide surgical interventions, mobility aids, physical rehabilitation, psychosocial and social service support, and vocational programs for persons with disabilities. Provision of technical assistance to the MOH, Social Affairs and organizations of disabled people to build capacity in developing clear standards, furthering rights and opportunities, and the enforcement of building codes for accessibility to persons with disabilities.	No change.	* The two largest disabled persons networks have prepared an agreement to work jointly on a national strategy. * Advocacy and strengthening of the legal framework efforts are underway with information sessions available to disabled people's organizations, journalists, and local government officials. At USG urging, the Prime Minister mentioned people with disabilities in his Declaration on General Policy to Congress. * Twenty-seven rehabilitation technicians and 32 technicians of prosthetics and orthotics have begun training. * USG funding has supported St. Boniface spinal cord injury center, which has increased the number of patients seen from 24 to 54 in November 2011. * Four service centers have been identified and two of the four have confirmed their participation.	No change.	Four service centers have been identified to date: Justinien and Milot Hospitals in the North Department; State University and Miragoane Hospitals in Port-au-Prince and the West Department. Activities are ongoing in the State University, Justinien, and Milot Hospitals. The Fondere Medical Center in Ouanaminthe is providing rehabilitation services. Approximately 20 patients received corrective surgery at the State University Hospital, as well as at Justinien. Community Based Organizations have been identified to garner community support and refer patients to the service centers. Training curriculum has been developed and training has begun for 27 rehabilitation technicians and 32 prosthetics and orthotics technicians. Handicap International is increasing the required training period for rehabilitation technicians from 11 months to two years in order to receive accreditation. Working groups are being formed to develop standards for the Prosthetics and Orthotics profession. Christian Blind Mission International (CBM) has convened the two largest umbrella networks of DPOs and prepared a formal agreement to work together on a single national strategy to increase public awareness of the rights and needs of people with disabilities, and to strengthen DPOs. CBM set up a coordination committee to analyze requests for proposal from DPOs to strengthen their capacity. Ten DPOs will each receive \$50,000 to build their capacity. The Organization of American States is providing technical assistance to the Ministries of Health and Social Affairs to build capacity in standard setting, accreditation, oversight, and coordination of rehabilitation and reintegration programs.	Five service centers have been strengthened to provide comprehensive services to the disabled population: Rehabilitation Center Chanje lavi at Diquini and Rehabilitation Center of Hospital Foyer St Camille in the West Department; OFATMA rehabilitation center in Cap-Haitien and Crudem Hospital in Milot (North Department); FONHARE (Fondation haitienne de Rehabilitation) in Ouanaminthe (North East Department). Approximately 6,193 people with disabilities benefitted from USG social services; 206 patients received corrective surgery at the State University Hospital, as well as at Justinien; 396 new prosthetic and mobility devices were provided; 800 persons with disabilities have undergone vocational training; and psychosocial support was provided to 1394 persons with disabilities. In addition, 421 doctors and medical residents participated in and benefited from SIGN (Surgical Implant Generation Network) visits. Through the spinal cord injury program implemented by St Boniface Hospital in Fonds des Blancs, 99 patients benefitted from clinical and rehabilitation care (14 in the hospital and 85 in the community). Through Handicap International, a national training curriculum in rehabilitation has been submitted to the Ministry of Health for validation. Fifty rehabilitation technicians trained through hospital and community approaches graduated in July 2015. In addition, 22 orthotics and prosthetics technicians completed the required 2.5 year training; a first in Haiti. The physical therapy and the Prosthetics and Orthotics Haitian committees were created. Through Christian Blind Mission International (CBM), five disabled peoples organizations received each a grant of \$50,000 to implement projects related to income generation and to increase public awareness of the rights and needs of people with disabilities this year.

USG Haiti Strategic Overview by Component

Strategy Component	Strategy Objective	18-month Goal (as of June 2012)	18-month Outcome	5-year Goal (as of November 2012 unless otherwise indicated)	Status of 5-year Goal (as of September 30, 2014)	Status (as of September 30, 2015)
Increase support to the Ministry of Health in strengthening systems and governance	Strengthen MOH systems for information management, disease surveillance, laboratory testing, procurement, maintenance of health supply chain, management of services, and budgeting; assess opportunities to use technology to improve health system performance; improve and expand the capacity of the existing health workforce; recruit and retain health workers; and develop health financing mechanisms.	* Complete national health accounts assessment including MOH and donor health funds.* Support the GOH in developing MOH reform plans;* GOH development of a costed strategic plan for unified and comprehensive platform for data management.* Develop a costed plan with the GOH to deliver a "unified national supply chain and active distribution strategy" (i.e., joint warehouses sending a single truck with essential medicine and supplies to health facilities at the same time).* GOH assessment for an appropriate mix of health professionals to be trained and deployed in adequate numbers nationwide.	* National health accounts assessment completed using MOH and donor health funds; next phase will include out of pocket household expenditure and private health insurance. * MOH reform plans developed: "Loi Organique" for new organizational structure sent to the Prime Minister to be presented to Parliament. * USG contract to help GOH develop unified and comprehensive platform for data management in procurement and was then awarded in early 2013. * USG funded studies on supply chain network optimization and warehouse design. * GOH completed an assessment of what health professionals exist and ensured everyone on the public payroll has a job description more than "employee".	* MOH exercises primary oversight of health service delivery by providing additional USG service delivery through a GOH entity; * Unified national supply chain and active distribution strategy with a focus on pilot departments and the development corridors; * Unified and comprehensive platform for data management; * Integrated MOH budget with GOH and donor funds; and * A health workforce better aligned to needs.	The new service delivery project introduces the MOH to results-based financing, enabling accountable MOH governance of future projects. The USG is also providing technical assistance to strengthen the MOH contracting function to ensure the effective implementation of the results-based financing model. * Progress continues towards a unified national supply chain through technical assistance and infrastructure support. This year, USG support contributed to the elimination of the backlog of drugs to be registered and imported. * To improve health data, the USG is supporting a comprehensive information system in the health sector. * USAID has supported the first data quality assessment of the information system used to monitor Haiti's human resources for health leading to the availability of up-to-date, accurate information that can be used to identify where HRH gaps are so that evidence-based retention and redistribution policies can be developed to address these issues.	USAID expects to begin Results-based Financing this fall. Results Based Financing is a national strategy of the Ministry of Health supported by USAID and the World Bank that will link program results directly to incentive payments to health facilities, with the goal to enhance facility performance and improve health outcomes. RBF incentive payments will provide additional budgetary resources to individual facilities that achieve pre-approved performance targets developed by World Bank and USAID in collaboration with, and approved by, the Ministry of Health. A proportion of these payments will go directly to staff to incentivize high performance. The remainder will be used for facility improvements including new equipment and renovations. USAID has taken specific steps to put in place the oversight necessary to ensure that the funding provided to the Ministry of Health for the Results-Based Financing initiative is used as intended. Achievement of performance targets will be verified by two local firms that will serve as independent verification units. Through these firms, USAID will engage external technical assistance to check that all calculations and assessments of performance are being done correctly. This year the Supply Chain Management System (SCMS) project was able to consolidate management of two large supply chains representing all of the USG-funded health commodities: those for HIV/AIDS and Family Planning commodities. SCMS also co-located these supply chains in one warehouse other public health commodities funded by the Global Fund through the United Nations Development Program. With support from USAID, the GOH implemented the National Health Accounts for the first time this year allowing for a centralized collection and analysis of health data.
Rebuild and reform management of public health infrastructure	Renovate earthquake-damaged structures in the PaP metropolitan area as well as filling critical facility gaps within communal referral networks in the development corridors.	No change.	* Renovations in some health clinics are complete and continue in others within 7 referral networks: Cabaret, Ouanaminthe, Caracol, Cap Haitien, Quartier Morin, St Marc and Martissant. New facilities are being designed in 2 networks: St Michel de l'Attalaye and Fort Liberte. * Renovations of the State University Hospital were begun, with the full reconstruction scheduled for completion in December 2015. * Plans for construction of the National Blood Bank and the National Campus for Health Sciences were in the design phase.	No change.	Several infrastructure projects have been completed including the renovation of the maternity and emergency wards at the State University Hospital, health centers at St. Michel d'Attalaye, electrifying new offices for MOH, and procurement of generators capable of providing power. The USG has also initiated design work and solicitation of construction contracts for the National Campus of Health Sciences and the National Blood Bank.	Pediatrics ward of Justinien hospital completed. The contract for further renovation of Justinien Hospital has been awarded. The construction contract was awarded for the State University Teaching Hospital. Work on the National Campus of Health Sciences is underway and anticipated completion is April 2016. A temporary school of nursing was completed this year. Nine schools and nine health facilities have been renovated to provide universal access for disabled children. The USG has decided not to fund the construction of the National Blood Bank but is working to mobilize resources from other donors.

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Priority 2: Education and Youth-Focused Services						
Improve the GOH's capacity to plan, coordinate, regulate, and deliver quality education services.	Build GOH capacity and establish standards in the areas of school licensing and in-service teacher training, including through technical assistance to the MOE		The program was aligned to USAID's global initiative to improve early grade reading outcomes. USAID/Haiti's education program will support activities beyond early grade reading that fall under the first two objectives of the education program as it was envisioned in the USG strategy, but in more targeted ways. Activities to fall under the first objective include the development of standards for reading. In phase 1, schools will be selected for an Early Grade Reading Assessment (EGRA) and for the Snapshot of School Management Effectiveness (SSME). Phase 1 will also include capacity mapping in the corridors, analysis and testing of reading materials and redesign for grades 1-3, training of teachers and supervisors in the reading instructional approach, and the design and testing of parent and community participation strategies for the improvement of learning outcomes. Other activities include training for teachers and supervisors in the most up-to-date instructional methods that will be tested in phase 1. Mentoring and coaching will be keys to the success of the reading program. An EGR curriculum and standards will be developed and teachers/supervisors trained to implement them. Teachers and supervisors will also be involved in the development and evaluation of instructional materials.	Provide technical assistance to build the capacity of MENFP to foster public-private partnerships and to assist in the licensing and accreditation of schools.	Goal is being accomplished through ongoing assistance at the MENFP.	New early grade reading and writing activities have been awarded in August 2015 and USG will continue to provide critical technical assistance to the MENFP.
Facilitate public private partnerships to support offers of assistance for education and youth-focused projects	To create connections for private entities interested in working in or funding education projects in Haiti through the use of tools such as the Global Development Alliance (PPP Seed Money).		An EGR curriculum and standards will be developed and teachers/supervisors trained to implement them. Teachers and supervisors will also be involved in the development and evaluation of instructional materials.	Provide more than 28,000 children and 900 teachers with innovative reading curricula that meet international standards for literacy instruction.	Targets met as of the end of the last school year, May 2014.	New education activities have been awarded in August 2015 and the USG will continue to develop quality and culture appropriate instructional materials to support improved early grade reading and writing outcomes.
Increase provision of complementary youth-focused services in targeted communities within the development corridors.	Build on post-disaster classroom construction efforts to Non-formal basic education for out-of-school youth		Subsequent to the strategy, the program was realigned to USAID's global initiative to improve early grade reading outcomes. On August 2, 2012, USAID/Haiti awarded an education project that will develop innovative, evidence-based reading curricula that meet international standards for best practice literacy instruction and address Haitian children's unique educational needs. The project will also develop and implement innovative and relevant teacher training opportunities and community literacy activities. The program will reach more than 28,000 young children, 900 teachers, and numerous community members in USG development corridors. Additionally, the education program will support activities beyond early grade reading that fall under the first two objectives of the education component in the USG strategy, but in more targeted ways. Activities to fall under the first objective include the development of standards for reading and school management and teacher training. In phase 1 of the two year project, schools will be selected for an Early Grade Reading Assessment (EGRA) and for the Snapshot of School Management Effectiveness (SSME). Phase 1 will also include capacity mapping in the corridors, analysis and testing of reading materials and redesign for grades 1-3, and the design and testing of parent and community participation strategies for the improvement of learning outcomes.		Objective 3 as envisioned in the USG Strategy is not being implemented under the Education program. Workforce development activities will be funded within Pillar B: Economic Security.	
			This activity is tracked under Pillar B: Food Security.			

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PILLAR D: Governance and Rule of Law						
Priority 1: Governance						
Support Credible Electoral and Legislative Processes	<p>* Provide long-term technical assistance to electoral institutions, and build capacity for civic education and electoral observation;</p> <p>* Provide support to Parliament to represent constituent interests, oversee GOH reconstruction efforts, and draft and enact reform legislation.</p>	<p>* Support credible election processes that adhere to constitutionally-mandated electoral cycles.</p> <p>* Assist GOH to establish functioning Electoral Council.</p> <p>* Assist Parliament to strengthen internal procedures, build legislative capacity of members and staff and communicate more effectively with citizens.</p>	<p>* The 2010-11 electoral process was marred by the lack of independence and limited capacity of Haitian electoral authorities, but several important USG-supported technical improvements contributed to a smoother second round process. Parliament seated in April 2011 and President Martelly was inaugurated in May 2011.</p> <p>* A Provisional Electoral Council (CEP) was dissolved in December 2011. Constitutional amendments passed in May 2011 and promulgated in June 2012 paved the way for the establishment of a Permanent Electoral Council, dual nationality and 30% representation of women in public life, among other reforms.</p> <p>* A new Parliamentary Strengthening Program was in process and awarded in September 2012, with an MOU signed with parliament. Parliament moved into a USG-constructed temporary structure, passed the 2012 budget, and began work on reform legislation.</p>	<p>* Permanent electoral council operational and able to execute elections with minimal international assistance;</p> <p>* Electoral results returned faster and more accurately;</p> <p>* Greater % of elections expenses funded by GOH;</p> <p>* Parliament capable of operating transparently, according to set procedures and within budgetary limits;</p> <p>* Increased level of ongoing dialogue with citizens maintained;</p> <p>* Increased % of reform legislation passed.</p>	<p>* An elections council is in place and has taken significant steps in preparing for elections, but none have been held since 2011 due to foot-dragging and wrangling between branches of the GOH.</p> <p>* No updates on elections results-reporting (see above), but USG programs to support local observers and encourage women's participation have increased the chances that results will be upheld once the elections take place.</p> <p>* The GOH has committed \$14 million to organizing elections (the USG has committed \$10 million), compared to \$7.6 million of GOH money spent in the last election.</p> <p>* Parliament's ability to operate transparently has been enhanced by USAID technical assistance, electronic recording and production equipment, and upgrades to its information technology system. Its ability to follow procedure and operate within a budget are less clear, as the current leadership's political will for reform is uncertain and the election standoff has been allowed to block passage of the 2014 budget.</p> <p>* Parliament carried out 45 oversight actions such as the holding of hearings and the interpellation of Ministers over the course of FY 2012-13, exceeding the targets set for the USAID program. It also held 15 public forums for public interaction in FY 2013, in line with program expectations.</p> <p>* Parliament has made significant legislative progress, including the passage of key laws on adoption, anti-money laundering, and anti-corruption that bring Haiti into conformity with international norms.</p>	<p>In FY2015, thanks to USAID and other donor's assistance, the Government of Haiti was able to organize the first round of the legislative elections on August 9, 2015. USAID's contribution to the election basket fund managed by the United Nations Development Programme (UNDP) increased the technical and professional capacities of the Haitian Electoral Council (CEP) to conduct these elections. In addition to that assistance, USAID through its CEPPS's partners the National Democratic Institute, and the International Foundation for Electoral Processes (IFES) has provided significant contribution to the electoral process. Some of the key achievements include the creation and implementation of 26 Electoral Information Centers (EICs) in strategic locations in the various departments and communes to provide information to the general public on the electoral process. CEPPS trained more than 100 journalists in several departments, on topics such as the international standards for elections, the election cycle, legal and regulatory framework for elections, code of conduct for political parties and media, election procedures such as vote counting and tabulation, and announcement of election results. To increase the pool of qualified women activists and candidates for public office, CEPPS organized a Political Leadership Academy (PLA) where hundreds of women from several political parties attended training sessions on leadership, and were introduced to some key concepts to help improve their participation in the electoral process as candidates, voters, poll workers, etc. The program also provided technical assistance to political party youth to advocate for codes of conduct within their respective parties. CEPPS has also supported the creation of a new domestic election observation platform that help built greater transparency into the electoral process. This effort was focused on establishing a grassroots coalition of reputable and well-trained domestic observers, drawn from community-based organizations with a permanent local presence, commitment to non-partisanship, and community involvement. As of August 2015 more than 1800 election observers were recruited among NDI's Initiative Committee networks, and its local partners JURIMEDIA, the Centre Eucumenique des Droits Humains, and Initiative de la Societe Civile. This network of national observers played an important role in documenting some of the irregularities that were observed during the August 2015 elections, and sharing them with the CEP and the general population. USAID also supported elections logistics through the United Nations Office for Project Services (UNOPS) to deliver sensitive and non-sensitive voting materials, including ballots, to and from voting centers around the country.</p>
Strengthen Public Administration and Financial Accountability	<p>* Provide technical assistance, staff, training and capacity building to key GOH institutions;</p> <p>* Create a Fellows Program to contribute to transparent, effective public administration in key GOH Ministries.</p>	<p>Note: USG funding for civil service reform was re-directed to other priority activities. As such this strategy objective has been changed.</p> <p>* Promote GOH accountability by increasing the # of USG-supported anti-corruption measures implemented from a 2009 baseline total of 3 to a June 2012 goal of 24.</p> <p>* Rebuild damaged financial management infrastructure and re-connect key GOH offices.</p>	<p>* As of June 2012, the GOH implemented 24 anti-corruption measures as a result of USG programming.</p> <p>* Temporary/rehabilitated facilities and qualified senior level staff provided to Presidency, Prime Minister's Office and several line ministries to enable key GOH institutions to resume functioning. Integrated Financial Management System infrastructure re-built with 34 GOH offices now connected. Capacity of system will be strengthened and extended to additional offices during remainder of strategy period.</p>	<p>* Financial Management Systems functioning across 41 GOH entities and expanding to regional and municipal levels, with at least 50% of GOH revenues and expenditures tracked by the system.</p> <p>* Improvement in World Bank Effectiveness and Transparency International Corruption Perception Index scores.</p> <p>* GOH financial management systems meet USG direct funding qualifications.</p> <p>* Targeted GOH institutions demonstrate improved capacity to plan, strategize and measure results of operations.</p> <p>* Information-based tax administration increases domestic tax revenue by 3% of GDP.</p> <p>* Support efforts to raise the low revenue productivity of the tax system by procurement of an integrated tax administration IT system, promotion of voluntary compliance, and improved capability in taxpayer audit.</p> <p>* Support the development of strengthened budget process and Treasury Single Account.</p> <p>* Assist in developing legal and regulatory framework for effective insurance sector oversight.</p> <p>* Improve MEF's ability to manage its cash and debt issuance needs.</p>	<p>* USAID helped to re-establish the Integrated Financial Management System (IFMS) activity in mid-2010; as of November 2014, this system is being used in 48 offices throughout the Government of Haiti, primarily at the ministerial level in Port-au-Prince. A new IFMS activity involving installation of an interface to allow connectivity between the GOH revenue and expenditures systems and expansion to regional and municipal levels was awarded in September 2014.</p> <p>* Haiti's score on the Transparency International Corruption Perception Index improved slightly from 2011 to 2013 from a score of 18 to 19, and from a rank of 175th to 163rd worldwide. Haiti's score on World Bank governance indicators similarly saw slight improvement over all six of their key governance indicators over that time frame.</p> <p>* The new IFMS activity is an important step to help GOH financial management systems meet USG direct funding qualifications, potentially paving the way for direct government-to-government assistance in the future, given the improved, systematic transparency resulting from improved financial management systems.</p> <p>* With the support of the Konecte activity, five local advisors are embedded in the GOH Office of Management and Human Resources (OMRH) have supporting the following: the recruitment and testing of applicants for GOH positions; the adoption and implementation of an ethical code of conduct for state employees; the restructuring and activation of the donors' thematic table on state reforms; the establishment of the High Council of Administration and Civil Service, which serves as the board for strategic orientation of the reform led by the Prime Minister; the implementation of a national policy for training and empowerment of civil servants through competitive scholarship programs; the creation of the National School for Administration and Public Policies (ENAPP); the adoption and publication of a presidential order establishing competitive hiring in the public administration; the adoption and publication of a presidential order on ethics and moral code of conduct for civil servants; the revision of the existing salary grid for the public function taking into account the availability of funds in national budget; the establishment of a performance evaluation system for the civil servants; and the creation of Inter-ministerial System of Human Resources.</p>	<p>As of September 30, 2015, the IFMS project has acquired equipment for several DGI offices, to support the automation of tax collection and processing at the central government level. IFMS has initiated a procurement for network communications equipment for the IFMS network, and is in the process of procuring renovations for the Network Operations Center. The project has undertaken a major initiative, in coordination with the OMRH and 11 other GOH institutions, to establish a generalized data exchange platform that will provide scalable capacity to exchange data files efficiently and securely between government institutions. For FY 2014-2015, KONEKTE activities supported the State Administrative Reform by strengthening the OMRH with 8 experts and junior staff working on the development of communication and information systems; in the formulation and revision of strategies, orders and legislative proposals; in the development of structuring and coherent initiatives for Good Governance. Strengthen Central and Local authorities in the formulation of urban restructuring plans to provide infrastructure and government services to informal areas established by the victims of the earthquake. Support the Ministry of Education in its strategic to redress the education system through the promotion of reading initiatives and the Development of Public Regional Universities. Enlighten the governance of the Agriculture Sector by strengthening agricultural research centers and information systems on drought, price fluctuations and agricultural campaigns in a global perspective of Climate Change issues. 297 bank accounts have been closed since Oct 2013: BRH bank account portal has been created and implemented, which gives the MOF/Treasury the ability to see daily balances of all accounts listed in the portal for BRH. The portal is set up by ministry for reporting. The MOF/Treasury is currently working with BNC to obtain bank account access through its portal as well. A daily Cash-in-Bank report which shows all balances by ministry has been created for the MOF. With the assistance of OTA-Revenue, major aspects of the Large Taxpayer Office have previously been reviewed and re-engineered. The LTO has implemented an audit plan process, risk assessment, auditor time sheets and activity logs, quality review of cases. The LTO experienced a 12% year-on-year increase in revenue collection. The Debt Department is nearly staffed, staff assignments and responsibilities are in place, and a Debt Department procedures manual has been drafted, though it has not been finalized due to a redrafting requested by the Director of the Treasury. The BRH had reduced its issuance by more than 50% to accommodate MEF issues, however, they have increased it again for monetary policy operations. Training of staff in topics specific to the Debt Department operations has been the recent focus. Topics include, but are not limited to: bond mathematics, benchmark yield curve development, auctioning of securities and secondary markets, Excel as a tool for calculating portfolio metrics, etc. A capacity building plan conceived in September of 2014 by the UNITE DE CONTROLE ET DE SUPERVISION DES ASSURANCE (UCSA), with technical assistance by OTA, focused attention to the establishment of a basic regulatory and prudential framework for insurance sector oversight. The capacity building plan is currently underway which has as its main goal a complete risk profiling and ranking of all 15 insurance companies by year-end 2017. Specific legislation needs to be enacted detailing MEF oversight responsibilities and providing the legal basis for the establishment of the new Supervisory Agency for Insurance. The final legislation, comprised of two bills and based on earlier work in 2012, is to be introduced during the 2016 session.</p>
Improving Local Governance Capacity	<p>* Provide technical assistance to support local government planning, budgeting and management capacity.</p> <p>* Develop synergies between existing long-term USAID local government programs and community stabilization projects implemented by USAID/OTI.</p>	<p>* Increase the number of sub-national government entities increasing own-source revenue as a result of USG assistance from a 2011 baseline of 1 to June 2012 goal of 3 (St. Marc, Cabaret and Carrefour).</p> <p>* Increase number of municipalities that have engaged in participatory municipal planning/budgeting exercises with USG support.</p>	<p>* As a result of USG local governance programming, as of June 2012 two sub-national GOH entities were able to significantly increase own-source revenue: St. Marc and Carrefour. In Carrefour, local revenue collection increased 475% in 2012. The new local governance strengthening program was in procurement and was subsequently awarded in January 2013.</p> <p>* Three municipalities used locally generated revenues complemented by USG financial support to improve service delivery to citizens, including rehabilitation of marketplaces and improvements to streets and lighting.</p>	<p>* Increased levels of citizen confidence in local government within the development corridors.</p> <p>* Emergence of capable local governments that sustainably collect increased tax revenue and re-invest those funds in citizen-prioritized public services.</p> <p>* Local governments demonstrate improved disaster planning.</p> <p>* Legislative framework for decentralization drafted, passed and implementation begun.</p>	<p>* In FY 2014, USAID expanded work into nine communes to increase local governments' capacity to raise revenues and plan for and deliver services. Three of those municipal governments received technical assistance to improve tax collection practices, resulting in the dramatic increase in revenue in the Carrefour municipality in 2012. USAID also upgraded the municipal tax management software of the Ministry of the Interior and Haiti's National Tax Office.</p> <p>* USAID and the Department of Defense have worked closely with the Civil Protection Directorate (DPC)—to build capacity of the network of departmental and municipal emergency committees through training and technical assistance, provision of equipment, and related interventions. The DPC now better performs its coordination role at both central and departmental levels. Ten SOUTHCOM-constructed Emergency Operation Centers (EOC) (one in each Department) were completed during FY 2013 and transferred to the DPC, or will be completed soon.</p> <p>* Since FY 2011, USG-supported disaster simulation exercises took place in several departments and Port-au-Prince annually, reinforcing disaster response capacity in preparation for hurricane seasons. The USG supports GOH partners and donors to continue to test and improve response capacity at the national, departmental, and communal levels. 32 communities in FY 2013 were fitted with Early Warning systems linked to a response system in place as a result of USG assistance.</p>	<p>In FY 2015: USAID's LOCAL+ project, which is working with targeted municipalities to improve tax collection, management, and service delivery, as well as with national government entities to improve legal/institutional framework and to increase the resources available to municipalities. All 9 target municipalities have developed municipal investment plans with robust grassroots participation and coordination with local authorities. This process is at the core of USAID's approach to foster local governance and transparency through civil society oversight. In the nine municipalities of Delmas, Cap-Haitien, Ouanaminthe, Saint-Marc, Limonade, Caracol, Carrefour, Kenscoff, and Acul-du-Nord, a total of \$8,690,702 in local taxes was collected in the period October 1, 2014 – June 30, 2015. This is \$1,071,373 more than the same period last year. Three municipalities (Acul-du-Nord, Limonade, Caracol) recently installed CIVITAX, a software that will improve tax collection and foster transparency in these municipalities. Limonade is a small commune and it already collected \$10,000 for this fiscal year, which is a 100% increase in comparison to last year. "Our commune is moving in the right direction. LOKAL+ helps us make a difference" states Mr. Bertrand Batuel, a member of the municipal council.</p> <p>* All target communes have an official and trained Citizens Consultative Committee (CCC) that monitors the action of municipal administrations.</p> <p>* All target communes completed a 5-year Communal Funding Plan (PFC). 4 PFC projects have been completed and 11 have started.</p> <p>* LOKAL+ organized a large property survey in all target communes. Local tax increased in 7 of 9 communes and quite substantially (over 200%) in 3 of those 7 communes. Tax software CIVITAX is installed in all target communes.</p> <p>* Ministerial decree to stabilize key municipal positions is drafted and discussed at Cabinet level. As part of the USAID-funded effort to support local governance and facilitate sister city partnership between US and Haiti municipalities, a delegation of the International City/County Management Association (ICMA) comprised of the Fort-Lauderdale City Manager and 3 consultants were in Cap-Haitien and Limonade from July 12-15, 2015. They drafted MOUs with Haitian municipalities and identified local projects that could be supported by Fort-Lauderdale. The Chamber of Commerce of Cap-Haitien as well as civil society organizations are involved in this process. They plan to strengthen economic partnerships with the municipality of Fort-Lauderdale. There is already a direct American Airlines flight between Cap-Haitien and Fort-Lauderdale.</p>

USG Haiti Strategic Overview by Component

Strategy Component	Strategy Objective	18-month Goal (as of June 2012)	18-month Outcome	5-year Goal (as of November 2012 unless otherwise indicated)	Status of 5-year Goal (as of September 30, 2014)	Status (as of September 30, 2015)
Priority 2: Rule of Law						
Strengthen judicial independence and operational capacity of the courts	<ul style="list-style-type: none"> * Support with other donors the rebuilding and supply of equipment to the Ministry of Justice and Public Security (MJPS) and courts; * Support the re-implementation of manual case registry systems; * Support with other donors the development of civil registries and a national criminal database, and training to implement the system. 	<ul style="list-style-type: none"> * Reconstruct damaged case files from the Port-au-Prince Prosecutor's Office and Court of First Instance. * Improve the delivery of legal services for individuals in pre-trial detention in targeted prisons, as measured by the number of people in pretrial detention whose cases are advanced procedurally with USG assistance. * Reduce the percentage of pre-trial detainees in targeted prisons. * Superior Judicial Council established and begins operations. 	<ul style="list-style-type: none"> * Over 20,000 case files from the PAP Prosecutor's Office and Court of First Instance were retrieved from the rubble, reconstructed, and filed with USG assistance. In addition, the USG supported GOH through the provision of USG rehabilitated buildings to house earthquake-damaged courts in Port-au-Prince. These courts included the Port-au-Prince trial and appellate courts, prosecutors' office, and the local bar association. Also included is USG assistance for the re-location of the Supreme Court to the School of Magistrates in Port-au-Prince. * As of June 2012, 576 individuals in pre-trial detention in the Petionville Women's Prison (PWP) and National Penitentiary (NP) had cases advanced procedurally through the legal system as a result of USG assistance. An agreement with the GOH to hold hearings in the PWP and NP was also signed. * As a result of USG-supported activities since October 2012, the rate of pretrial detention in the Petionville Women's Prison has decreased by 20%. * The Supreme Council of the Judiciary (CSPJ) was established in 2012. USG assisted in vetting nominees and consulted on further technical and logistical support USG could provide to the institution to enable it to fully assume its role. 	<ul style="list-style-type: none"> * Rebuild Ministry of Justice and Public Security offices, and Haitian judicial system functions efficiently and independently over time; * Train judges, prosecutors, defense attorneys, and other justice sector personnel on using the new criminal codes, once passed; * Maintain and expand existing legal aid centers to new localities; 	<ul style="list-style-type: none"> * USAID supported the CSPJ to finalize its internal rules and develop a work plan for FY 2014, completed upgrades to CSPJ offices and provided materials. To improve access to justice, reduce case processing times, and improve judicial productivity, USAID provided technical assistance to 61 Peace Courts and five Courts of First Instance. USAID's support expanded cooperation to new jurisdictions in Cap Haitien and Fort Liberté, while continuing work in Port-au-Prince, Saint Marc, and Croix-des-Bouquets. USAID continued to partner with bar associations to support free legal clinics serving traditionally underserved and marginalized populations. Finally, partnering with INL, USAID offered crime scene investigation training for Haitian magistrates and other judicial personnel. * INL assistance enhanced oversight and professionalization of Haiti's justice sector through a grant program intended to support and bolster a Judicial Inspection Unit to ensure proper oversight of judges. Construction is underway to complete a partially-existing security wall around the Magistrate's School, Haiti's training facility for judges. * INL awarded a grant to support the Judicial Inspection Unit (JIU) within the CSPJ, which is responsible for overseeing judges and addressing their misconduct. The project is meant to increase the transparency, quality, and number of adjudicated cases in Haiti by holding judges accountable for their professional conduct, integrity, and quality of work. The grant period of performance is through June 19, 2015. INL grantee the American Bar Association also continues a grant to provide cross training for justice sector actors on basic and specialized skills, including investigation techniques, pre-trial preparations and defending/prosecuting a suspect during trial, as well as specialized trainings on issues such as investigating and prosecuting perpetrators of transnational crimes, including drug trafficking, trafficking in persons, anti-corruption and money laundering, kidnapping, sexual and gender based violence, criminal code reform, ethics and human rights. 	<ul style="list-style-type: none"> * Supported local judicial authorities in reducing illegal and prolonged pretrial detention at the National Penitentiary (NP), the Pétion-Ville Women's Prison (PWP), the Carrefour Prison (CP), and the prisons of CDB, SM, and CH. PROJJUSTICE provided assistance that resulted in the procedural advancement of 66 cases. Furthermore, 156 detainees were released, 186 were acquitted, and 272 individuals were convicted. The project also supported criminal trial sessions with and without jury assistance in the target jurisdictions of CDB, CH, FL, PAP, and SM and a special correctional hearing in FL that benefited a total of 226 pretrial detainees. * Trained 128 Justice sector personnel, including at the Court of First Instance (CFI) and Prosecutor's Office (PO) personnel on the project-developed electronic case management information system (CMIS). * Provided ongoing support to the implementation of the CMIS and local users in SM, and continued with the installation of the CMIS in the jurisdictions of FL and PAP. * Provided technical and logistical support to the CFI and PO in SM on prison and pretrial detention matters. In cooperation with CFI and PO, conducted a two-day prisoner data collection session/survey at the civil prison of SM. * Provided legal services to 6307 people through centers serving low income and marginalized communities. This included mediation services to Martissant residents through the project's mediation centers at Kay Jistis Martissant (the Martissant house of justice, KJM) and the Tibwa/Grand Ravine District. * Provided financial and technical assistance to the Supreme Court (Cour de Cassation) for the publishing of court rulings from 2012-2014. The period of performance for the JIU-related project grant was amended to continue through 3/31/16 and now includes support for the development of a strategic plan, procedures and methodologies for inspection, assistance in enforcing judicial fee scale, and establishing a pilot office. Seven experienced judges were appointed JIU inspectors in spring 2015. In summer 2015, the first JIU inspection of a first instance court took place in Hinche. * The INL program continued to provide cross-sector training to police and justice sector actors will continue through 3/31/16 and has trained a total of approximately 3,000 justice sector actors on basic and specialized skills. * In 2015, INL assistance supported the HNP providing security for pilot sessions to address longstanding pre-trial detention cases as part of the Haitian Ministry of Justice's "Coup de Poing" initiative.
Enhance the efficiency of the criminal justice system	<ul style="list-style-type: none"> * Support the implementation of reformed criminal and procedure codes, contingent upon meaningful GOH justice sector reform; * Support citizen access to legal services through support for legal assistance centers for low-income and marginalized communities. 	<ul style="list-style-type: none"> * Revised penal and criminal procedure codes are completed and passed by Parliament; * Increased citizen access to legal services through legal assistance centers in targeted jurisdictions. 	<ul style="list-style-type: none"> * Revised penal and criminal codes drafted with USG assistance and submitted to the Ministry of Justice. USG prepared to help facilitate the passage and support implementation of the codes, once passed. * 4,308 individuals received free legal assistance through USG-supported legal aid centers in the shams of Cite Soleil and Martissant and through USG partnerships with Bar Associations in Croix-des-Bouquets and St. Marc. 	<ul style="list-style-type: none"> * Reduce the average number of days for a case to go to trial; * Reduce pretrial detention in targeted jurisdictions by 20%; * Increase the number of land tenure cases resolved through the court system; * Increased citizen confidence in the criminal and civil justice systems as measured by public opinion surveys. 	<ul style="list-style-type: none"> * With technical support from USAID, final drafts of the new criminal procedure code and penal code were submitted to the Council of Ministers in 2012, but the Executive has delayed sending them to Parliament. INL has held a series of workshops and trainings to sensitize law students about the content of the proposed codes. * In FY 2013, USAID promoted alternative means of conflict resolution by supporting a new mediation center in a historically volatile area of Martissant. The project has trained 27 mediators, who now work to resolve common quotidian types of conflict. * With the support of Projustice, the average number of days for a case to go to trial has been reduced from one year to four months in three out of the five jurisdictions in which Projustice is working. * Since October 2010, nearly 4,000 priority cases in illegal or prolonged pretrial detention have been processed. Of these cases, some 1,200 were moved toward final disposition and nearly 1,050 detainees were released. 	
Enhance the efficiency of the civil justice system	<ul style="list-style-type: none"> * Support GOH to improve access to key civil justice services for most vulnerable populations; * Support efforts to resolve land tenure disputes. 	<ul style="list-style-type: none"> * Increased number of citizens served by Justices of the Peace; * Increased number of people resolving dispute through ADR mechanisms 	<ul style="list-style-type: none"> * 51 Justices of the Peace were trained in mediation and ADR in two judicial jurisdictions: St. Marc and Croix-des-Bouquets. 1329 community leaders were trained in ADR and mediation skills in Cite-Soleil and Martissant. 	<ul style="list-style-type: none"> * Increase the number of land tenure cases resolved through the court system; 	<ul style="list-style-type: none"> * Through the provision of technical assistance to judges and prosecutors, logistical support, and a prefabricated building that now serves as a Land Court in Saint Marc, the Ministry of the Judiciary has greatly improved capacity to resolve land tenure cases through the court system. * The recently-conducted Human Rights Baseline Survey revealed that, of those surveyed, 54 percent of victims of crime who reported the crime to the competent authority had their problem properly addressed; future surveys will examine whether there is an improvement in this perception. * An ongoing INL program provides cross-sector training to the police and justice sector actors on basic and specialized skills, including evidence collection, proper investigative techniques, reporting, case preparation, sexual- and gender-based violence, trafficking in persons, kidnapping, anti-corruption, and money laundering. INL has trained more than 2,259 justice sector actors since the earthquake. 	
Increase protection of human rights and vulnerable persons	<ul style="list-style-type: none"> * Partner with GOH and civil society organizations to provide for procedures and capacity to protect vulnerable populations and civil liberties. * Support human rights training for GOH law enforcement and justice sector agencies and personnel. * Support the development and implementation of human rights monitoring and tracking systems, assistance to victims of abuse, and reformed legal frameworks. * Train and support the Haitian National Police's Minors Protection Brigade. * Support mechanisms to report abuses and public information campaigns on prevention of violence against vulnerable populations. * Support projects that strengthen GOH capacity to identify and respond to human trafficking. 	No Changes	<ul style="list-style-type: none"> * Collective Action for Security against Exploitation (AKSE) - the USG's human rights program - was awarded in March 2012. Focus of the start-up period was to identify local CSO/CBO partners and assess their need for capacity building to prepare them to receive sub-awards for advocacy and service delivery activities. * USG has provided emergency shelter to 196 trafficking victims in border area between Northeast Haiti and Dominican Republic. Two trafficking cases presented to courts in Northeast Department resulted in convictions. USG has developed a training program to strengthen Haiti's judicial capacity to address trafficking and provided direct assistance to 460 victims of trafficking to include family tracing, reunification, and reintegration. USG is reducing the flow of children from source communities into restavek slavery through the creation of three grassroots model communities. These communities have been largely successful in building consensus against the practice of restavek child slavery. Challenges include: limited capacity of GOH institutions in child protection; lack of effective enforcement measures/SOPs to respond to cases of human trafficking; difficulty in changing social norms regarding children in restavek servitude. * Legal analysis conducted of draft anti-trafficking legislation. Multi-stakeholder Working Group formed with government and civil society members to strengthen the national child protection policy framework. 	<ul style="list-style-type: none"> * Reduce the number of children being sent from target areas to become restaveks and increase public awareness of the plight of restavek children and the number who are rescued. * Increase capacity of law enforcement officials to investigate and prosecute human trafficking cases. * Reduce the number of at risk children and youth who participate in organized crime. * Increased citizen confidence in human rights institutions and protections as measured by Americas Barometer. * Enable the Haitian National Police's Minors Protection Brigade to cover more than 50% of Haiti's population. * Expand network of vulnerable population service providers that offer services in major development corridors of the country. * GOH ratifies international protocols on trafficking and child protection and creates a framework for their practical implementation to reduce trafficking and protect vulnerable populations. 	<ul style="list-style-type: none"> * The USG has worked with Haitian and international organizations to provide assistance to child victims of trafficking in persons. In FY 2013, USAID funded projects addressing the needs of Haiti's large population of vulnerable children, including a project to prevent childhood malnutrition and create a shelter for street youth in Cap Haitien. * In FY 2013, the USG worked with GOH law enforcement officials through modules addressing gender-based violence (GBV) included in the USG's training program for HNP and judiciary personnel, and prioritization recruitment of female police cadets in INL's HNP training programs and funded overseas training for ten female cadets. * Public trust in the Haitian National Police (HNP) registered a small but significant increase from 2010 to 2012 (America's Barometer), from 51.5% to 55.2%. Thirty-eight HNP officers graduated from Community Policing pilot training, instructed by NYPD mentors, and the HNP community policing unit has grown to more than 80 officers. This technique has enabled the HNP to form better relations with local communities. * The USG improved the quality and responsiveness of the GOH to women and children at risk of violence and exploitation in FY 2013 through the following: victims of GBV received assistance from judicial and legal aid projects supported by USAID; USAID funded programs to build the Ministry of Women's Affairs' capacity to prevent GBV and assist victims; and also signed grants with organizations in four departments supporting women's rights; and public messaging on GBV reached thousands of Haitians in FY 2013 through a project which supported referrals for victims of GBV and women for reproductive health services, vocational training, and legal assistance. * HNP Minors Protection Brigade - AKSE is currently supporting the MPB to assess its capacity in the border areas, and will be conducting a similar assessment - followed by a capacity building plan - in 42 communes throughout the country. * In August 2014, the GOH enacted Haiti's first legislation specifically outlawing trafficking in persons. The Department of State trained judicial personnel on trafficking issues and provided technical expertise to the parliamentary staff drafting the law. * The disability law passed in 2012 caused the GOH to evaluate and close orphanages not meeting 	<ul style="list-style-type: none"> Results in FY 2015: Child Protection and GBV * Strengthened and expanded child protection and SGBV monitoring, prevention, and response services by supporting the creation of four department-level protection networks and 18 communal-level protection networks * Helped develop terms of reference, referral protocols, and action plans for multisectoral, multilevel child protection and SGBV protection responses * Mapped child protection and SGBV services to facilitate the creation of multisectoral networks for related legal, medical, and social services * Supported the development and implementation of targeted capacity development plans by applying and using results from the Organizational Capacity Assessment (OCA) suite of tools * Enhanced the capacity of government partners to improve the referral system by applying and using results from the Referral Systems Assessment and Monitoring Toolkit Results in FY 2015: Enabling Environment for human rights * Raised the profile for child protection, SGBV, and human rights by providing technical direction and financial support for the development and establishment of four key laws: (1) Trafficking in Persons, (2) Responsible Parenthood, (3) Adoption, and (4) SGBV * Established the National Counter trafficking Committee, which will oversee and coordinate implementation of the Trafficking in Persons law and its related programs to protect victims of trafficking and prosecute traffickers Increased the capacity of civil society, magistrates, and government to interpret and use legal tools for social protection laws and regulations Coordinated the formation of a national multisectoral committee to support development of the National Multisectoral Response Plan to Violence against Children * An April 2015 survey showed 73% of Haitians polled thought Haitian National Police do a good job. The HNP Community Policing program has grown to approximately 120 officers. The unit patrols several crime-prone neighborhoods in the capital; builds a trusting relationship with the public through foot and bicycle patrols and community meetings; and sponsors events including blood drives and road running races. The unit launched a youth outreach initiative in February 2015 aimed at civic education, fitness, and identifying young people interested in law enforcement and public service careers. * The American Bar Association grant has provided specialized trainings on issues such as investigating and prosecuting perpetrators of trafficking to a total of 162 justice sector actors. * The new curriculum on improving police response to crimes against marginalized groups will be used in the HNP School promotion that began September 27, 2015. * INL assistance continued to support an embedded mentor in the HNP's Women's Affairs department on combating gender-based violence. This advisor, alongside HNP Women's Affairs officers, delivered training on countering violence against women at police stations around Haiti, reaching up to 500 officers in 2015. The advisor and INL-funded NYPD mentors planned the delivery of a two-day Sex Crime Investigation class for HNP Internal Affairs officers, to be held in October 2015. The combatting GBV advisor was instrumental in assisting the HNP to recruit and retain female police cadets through the screening and class selection process for the 26th Promotion, resulting in the matriculation of 190 women (12.5 percent of the class) in September 2015.

USG Haiti Strategic Overview by Component

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Renovate the Corrections Sector	Build and refurbish correction facilities	No Changes	Land title for a new woman's facility at Cabaret was obtained and contract action for construction is pending. Refurbishment of a prison at Petit Goave will commence in FY 2013. Up to three additional prisons will be refurbished or constructed commencing in FY 2013. The USG never received land title for the original site, so we have secured a new site (with USAID help) at Cabaret for the women's prison. As reported above, this is awaiting contracting and will be initiated in FY 2013.	No Changes	<ul style="list-style-type: none"> INL assistance supported the award of construction contracts to build three new prison facilities to contribute to a reduction in overcrowding and resultant security and disease threats to detainees. Construction is ongoing for completion in 2015 and 2016. INL funds supported equipment and training for Haitian prison personnel to more effectively manage prisons, vocational training for some of the inmate population, and supported an embedded mentor with the Director of HNP Corrections (DAP). 	<ul style="list-style-type: none"> Prisons construction in Cabaret, Ft. Liberte and Petit Goave continued and will be completed in 2016. INL is working with MINUSTAH, the Core Donor Group, and the Haitian Minister of Justice to identify gaps in DAP Standard Operating Procedures and draft new ones and write an organizational reform plan for the DAP. INL's contracted subject matter expert embedded in the DAP, as well as an overall HNP capacity building contract, are contributing to this effort. INL is also working with local and international NGOs to create inmate vocational training programs: inmates are taught skills in areas of textile production in an effort to give them marketable skills upon their release from prison. INL is also working with the Minister of Justice on creating a pilot program for conditional release. Via a grant to the Maryland Department of Public Safety and Corrections, INL continues to provide specialized training in areas of Gang Intelligence and Security. INL contracted with a U.S.-based company to update the HNP criminal database.
Develop a sustainable HNP	Provide assistance to GOH's HNP in training, communication systems, forensic equipment, computers, police equipment, boats, and other vehicles. Support rebuilding the Haitian Coast Guard via maintaining and sustaining the capacity of its fleet and personnel to carry out its core missions of maritime interdiction and security operations while disrupting the flow of illegal drugs to the US.	No Changes	Increased number of trained Haitian Coast Guard personnel: 17 in 2010, 8 in 2011, and 3 as of June 2012. HNP Academy Promotion 22 equipped and graduated in 2011. Promotion 23 began in April 2012. On August 30 the Supreme Council of the National Police (CSPN), chaired by the Prime Minister, approved the HNP Development Plan that calls for growing the HNP to 15,000 members by 2016 and training 1,200 cadets per HNP Academy class. Advisors provided by the NYPD and DynCorp, International work closely with DCPJ sub-units in case management, interrogations, and investigative techniques. INL and NAS have been working to help strengthen Academy training and cadet class sizes as well as mid-level HNP officer training opportunities. INL provided support to high-ranking HNP officials by sending them to senior-level training in the United States and abroad. INL is also supporting the newly created, "Planning and Development" HNP unit. Standardized reporting and publishing of records of reports of criminal activity in the Port-au-Prince region and other significant population centers is under review and therefore progress is limited. Internatinal Military Education and Training (IMET) from PM supported the training of Haitian Coast Guard personnel: 2 in 2010, 18 in 2011, 21 in 2012, 12 in 2013, and 17 in 2014. IMET has focused on enhancing English language training as well as operational and maintenance courses for the	In 5 years: 1) The HNP reaches 15,000 officers by the end of calendar year 2016 2) An HNP-demonstrated capacity to make budget plans and manage internal finances using standard financial management and accounting practices; 3) Establishment of a HNP career path that requires merit-based promotion and permits specialty assignments; 4) HNP development and publication of an emergency preparedness/response plan, and performance of a simulation to demonstrate operational capacity to respond to a major emergency; 5) HNP establishment of a functioning procurement process for vehicles and other major equipment purchases, and demonstrated ability to maintain vehicles and other standard equipment with limited donor assistance; 6) Construction of eight to ten commissariats and sub-commissariats, and 7) Construction of a new Inspector General headquarters with a dedicated GOH-funded maintenance fund. In 5 years the HCG has been able to maintain sufficient operational tempo to carry out its core mission and enhanced overall preparedness via training provided.	<ul style="list-style-type: none"> INL assistance supported the HNP's recruitment, selection, and training of qualified officers, and growth in the Police Academy's incoming cadet classes from 230 to more than 1000 students in the past two promotions. With the graduation of the 25th Academy promotion in December 2014, the force will reach approximately 12,500 police officers. Since the earthquake, INL has supported the training of 3001 new police officers, 296 of them female. INL funds supported the development of specialized units including forensics and anti-kidnapping, embedded mentors to strengthen the offices of the Director General and Inspector General, and an expert within the HNP to combat Gender Based Violence. INL assistance provided training and subject matter expert advisors to support development of management, administrative, and logistics functions within the HNP. INL, partnering with the New York Police Department, developed a community policing program that has grown from 38 to more than 80 officers. INL completed construction of the presidential security barracks and six police stations. INL awarded a contract for the refurbishment of the HNP Academy to accommodate and sustain larger recruitment classes with additional toilets, classrooms, a kitchen, and a power plant. INL assistance supported a U.S. contribution to MINUSTAH of up to 100 police officer advisors and 10 corrections advisors. U.S. officers provided expertise in the areas of academy training, field training, patrols, community policing, investigations, traffic, crime analysis, forensics, police management, supervisory skills, police administration, and other specialized skills. 	<ul style="list-style-type: none"> The School's 25th promotion (1,118 cadets) graduated in January 2015. INL assistance supported the HNP's recruitment, selection, medical screening, and training of 1,513 qualified officers (190 female), who started Promotion 26 in September 2015. Since the earthquake, INL has supported the training of 4,805 new police officers, 486 of them female. INL funds continued to support the development of specialized units including forensics and anti-kidnapping, embedded mentors to strengthen the offices of the Director General and Inspector General, and an expert within the HNP to combat Gender Based Violence. INL assistance continued providing training and subject matter expert advisors to support development of management, administrative, and logistics functions within the HNP. INL-funded HNP capacity building work for fleet and equipment management continued with the extension of one subject matter expert at the HNP central garage and the hiring of two expert mechanics to train garage technicians in vehicle diagnostics and repair. Budget constraints and the challenges of procuring appropriate parts for repair and maintenance continued. To enhance the HNP's logistics and transportation capabilities ahead of the 2015 elections and beyond, INL provided 145 motorcycles and 30 small sport utility vehicles to the police force, as well as spare parts to repair inoperable vehicles. INL provided communications equipment and completed a project to connect police stations nationwide for the 2015 elections. INL, partnering with the New York Police Department, continued to support the HNP's community policing program that graduated an additional 57 community police into the 120-person unit and launched a youth outreach initiative. INL completed construction of the presidential security barracks and six police stations. INL completed refurbishments at the HNP School including a new classroom building, additional toilets, and a kitchen to sustain the largest-ever cadet class of 1,513 students, which began in September 2015. INL assistance supported a U.S. contribution to MINUSTAH of up to 39 police officer advisors and 5 corrections advisors. U.S. officers provided expertise in the areas of academy training, field training, patrols, community policing, investigations, traffic, crime analysis, forensics, police management, supervisory skills, police administration, and other specialized skills.

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Assist the HNP to develop an effective counternarcotics strategy	Support the reconstruction and capacity building of the HNP Counternarcotics forces to combat the corrosive effects of narcotics trafficking and corruption of the government and its officials while disrupting the flow of illegal drugs to the US.		INL supported specialized training for 100 counternarcotics police officers in 2011 and have helped the HNP locate and renovate 8 new locations for BLTS officers. Drug sniffing canines have been procured and their handlers have been hired and trained. A seized drug property was renovated to house the canine unit's headquarters. NAS procured 14 cars and 50 motorcycles for the BLTS' use. The most recent (current) Academy promotion was smaller than anticipated; no Haitian Coast Guard specific personnel are currently identified but work on this goal for the next Promotion continues.	No Changes	<ul style="list-style-type: none"> Assistance supported the deployment of HNP Counternarcotics Unit (BLTS) officers to strategic points throughout the country, and provided technical assistance and equipment to further develop BLTS' capability to effectively conduct and track operations and investigations. Through INL efforts, the BLTS grew from 42 to a current force of approximately 200 officers. INL assistance grew the K-9 Unit to 19 dogs with drug, explosive, and currency detection capabilities. As of October 2014, the BLTS reported using the K-9 unit daily at Port-au-Prince airport to screen arrivals, and routinely in boat and house searches conducted by the BLTS. INL supported five phases of beginning and advanced-level trainings conducted by the Miami-Dade Police Department for BLTS officers. Assistance expanded BLTS infrastructure through the procurement of modular units, being installed at strategic points throughout Haiti, including two airports. In 2013, the BLTS carried out several successful operations yielding drug and cash asset seizures, as well as several significant arrests including high-priority U.S. Drug Enforcement Administration (DEA) targets, and the unit is expanding its presence in affected areas throughout the country. INL supported the restoration of port security and maritime interdiction operations by the Haitian Coast Guard (HCG). INL supported the HNP by providing a communication network which will interconnect rule of law activities, including law enforcement operations, investigations, case management, and information sharing. 	<ul style="list-style-type: none"> The BLTS remained a force of approximately 200 officers. INL completed construction of K-9 training/boarding facilities at the Cap Hatien and Port au Prince airports. An inter-agency agreement with the Drug Enforcement Administration ended in July 2015. INL delivered two Boston Whaler boats to the BLTS and Haitian Coast Guard in 2015 to assist with close-in maritime interdiction, and training is ongoing. INL is supporting further installation of BLTS office space, co-located with the Coast Guard where possible, in additional locations around the country.
Enhance transparency in GOH institutions	Support the GOH to reform the l'Unité de Lutte Contre la Corruption (ULCC) to make it an independent unit capable of preventing, detecting, and prosecution corruption cases. Assist the GOH in developing and implementing a comprehensive anti-corruption strategy focusing on financial crime issues including money laundering and procurement fraud, education, prevention, prosecution and enforcement operations.	No Changes	NAS contracted to provide software support to the Central Financial Enquiry Unit (UCREF) of Haiti in their Anti-Money Laundering activities in 2012. INL, through an Inter/Intra-Agency Agreement (IAA), worked in conjunction with the Office of Technical Assistance (OTA) to provide technical assistance to Haitian financial crime units. BAFE, UCREF and ULCC have received technical support and advice on a monthly basis aimed at restoring and targeting their investigative capacity. They have referred several corruption cases to the courts. ULCC has new leadership and is actively pursuing corruption cases.	<ul style="list-style-type: none"> ULCC and BAFE effectively investigate and prosecute corruption and financial crime; Criminal law reforms are implemented. A national strategy to combat corruption is implemented resulting in increased transparency among government organizations. Anti-money laundering training and services are expanded to increase investigations, arrests, and revenue generation through the seizing of funds used in illegal activities. Passage of legal reform results in the establishment of an undercover unit to investigate allegations of corruption within the GOH. Prosecutors are selected and vetted by the Ministry of Justice. Investigations and prosecutions of corruption cases are increased. USG is able to increasingly reduce its investment support. 	<ul style="list-style-type: none"> Since 2012, INL partnered with the Department of the Treasury to strengthen Haiti's anti-money laundering and counter-terrorist financing regime. Working with the government of Haiti, INL and Treasury aim to improve the efficiency and effectiveness of the financial intelligence unit (French acronym UCREF) to operate in compliance with international standards, institutionalize a financial crimes task force, develop the central bank, and establish controls to protect the financial sector. INL supports upgrades to UCREF's facilities, hardware, and software for electronic reporting, file databasing, user access, and security access protocols to improve the unit's functionality and connection with external financial institutions. To improve HNP accountability and reform, INL supports the Inspector General's (IG's) office with direct mentorship to enhance HNP capacity to perform internal police investigations, exercise effective command and control over the force, and ensure adherence to policies and procedures. The IG office made progress in combating corruption and police abuse, working with the INL embedded mentor and MINUSTAH (also collocated in the office). The Inspector General's office meets frequently with various human rights groups in Haiti and initiated weekly press conferences to inform the public of the role of the IG office, resulting in increased visibility and transparency. The IG office dismissed 645 police officers and recommended termination of more than 100 more in 2014 as a result of investigations for absence from post, other infractions, abuses, and criminal conduct. In September 2014, OTA concluded its engagement to assist in development of an effective anti-money laundering and counter terrorist financing regime compliant with international standards. 	<ul style="list-style-type: none"> Completion on December 31, 2014 of the LFHH Civil society Parallel Progress Report on Implementation of the United Nations Convention against Corruption (UNCAC) and the submission to the ULCC, to the UNODC and to the International CSO UNCAC Coalition. This report presents Haitian civil society's evaluation on the progress accomplished by Haiti in implementing the UNCAC. It is a shadow report to the official report submitted by the GOH to the UNODC. It was presented to the panel of UNODC experts in charge of Haiti's evaluation during their visit in Haiti on April 8, 2015. Local launch of Transparency International's 2014 Corruption Perceptions Index (CPI) on December 3, 2014 with a press conference and the LFHH commemoration of International Anti-Corruption Day with the public launch of the Manifesto of Young Haitians Against Corruption on December 9, 2014. Training tools developed for the private sector, including French translation of TI's Business Principles to Counter Bribery that was presented and distributed to members of AMCHAM on April 16, 2015. During this workshop, LFHH also presented its Business Integrity Pledge that was signed by 7 members of AMCHAM. At the request of Transparency International and the World Bank, LFHH completed a 2-week research project on public procurement in Haiti and submitted the 3 WB questionnaires on May 14, 2015. The WB's Benchmarking Public Procurement report will be published in the summer of 2016. During the pre-electoral period, LFHH conducted a workshop on August 6, 2015 to increase capacities of journalists to do an effective, professional and impartial job of covering the 2015 elections by providing guidelines on what constitutes ethical election coverage. A "Pledge of Ethical and Transparent Conduct" for Journalists and Media Directors was presented and 18 Journalists and media owners from commercial and community radios signed the pledge. Support to the network of Young Haitians Against Corruption (JHACCO) and training workshop for the young people on July 23 to provide information to the JHACCO members on preparing a Youth Agenda for the 2015 Election that led to the publication of a JHACCO Open Letter to the Candidates. Conducted OIG training sessions for USAID partners within the framework of the OIG anti-corruption hotline, including 6 training sessions for partners and 3 training sessions for USAID accredited audit firms. LFHH provided training for 567 people in FY 2015 and developed 6 tools and mechanisms to counter corruption. In September 2014, OTA concluded its engagement to assist in development of an effective anti-money laundering and counter terrorist financing regime compliant with international standards. To assist the Government of Haiti financial intelligence unit (UCREF) to operate in compliance with international standards, institutionalize a financial crimes task force, develop the central bank, and establish controls to protect the financial sector, INL renovated existing UCREF office space to house a server and computer equipment used in anti-money laundering investigations. The Office of the Inspector General built on progress in 2014 combatting corruption and police abuses. The Chief Inspector General continued to take an activist approach to imposing internal HNP discipline, including overseeing continued investigations and vetting of police officers, with ongoing attention to high-ranking officers. The office dismissed an additional 44 officers in 2015. The IG's office also worked to maintain transparency and visibility by conducting site visits of police stations to monitor performance and by holding weekly press conferences with the public, especially in the lead-up to the first two rounds of Haitian elections August 9 and scheduled for October 25, 2015, to describe the role of the HNP and its specialized units' responsibilities on election days. The Office monitors complaint lines for citizens to report any types of police abuses. The Office also continues to work with the media to disseminate information about the HNP's activities.