

## **APPENDIX G: Analysis of Efforts to Support Development Goals and the Effectiveness and Sustainability of U.S.-funded Development Projects**

USAID recognizes that the effectiveness and sustainability of U.S.-funded development projects are directly correlated with participation, ownership, and buy-in from local stakeholders – including individual beneficiaries, communities, and/or government entities. As such, USAID seeks to partner with and support local stakeholders to the greatest extent possible. International assistance in Haiti has often worked around or in parallel with initiatives run by the Government of Haiti – at best, circumventing its challenges, and at worst, weakening its social contract with the Haitian population. Accordingly, USAID initiatives build the Haitian government’s technical capacity and ultimately, its ownership. Part I of this Appendix details institutional strengthening initiatives. Part II details activities that have fostered the Haitian government’s ownership.

### **Part I. Efforts to Support Development Goals in Haiti, Including Steps Taken to Strengthen Institutions and Democratic Governance at the National and Local Levels**

USAID works with local and national institutions across various sectors to provide improved quality and access to services, increased accountability to local stakeholders, more robust financial management, and improved planning capacity. The following paragraphs provide key examples of USAID’s institutional capacity building support for the Government of Haiti.

The USAID-funded Public Governance Review completed in 2021 and implemented by the Organization for Economic Cooperation and Development analyzed the principal reform elements of the Government of Haiti’s State Modernization Program and the Haitian Strategic Development Plan. The results of this review inform USAID’s provision of capacity building in key areas of public service delivery. Conducted over an 18-month period, the review addressed themes related to Haitian government service design and implementation capacity, evidence-based decision making, vertical coordination within government, civil service workforce management, and open government and accountability. This collaboration between the Office for Management and Human Resources in the Office of the Prime Minister, the Ministry of Planning and External Cooperation, and the Ministry of Economy and Finance produced a detailed operational plan for evidence-based decision-making and proposed a set of actionable strategic and budgetary plans, a monitoring and evaluation framework, standard operating procedures for public service delivery, and a government communications strategy.

The Effective Management of Public Resources (GERÉ) project, implemented by The Research Triangle Institute (RTI), aided national and local government officials to manage and mobilize resources to improve service delivery, increase opportunities for greater engagement between citizens, civil society, and the private sector, and improve communication, collaboration, and coordination across and between levels of government on policy, budget, and service delivery issues. Through GERÉ, seven partner communes engaged in domestic resource mobilization activities to increase revenue and improve public services. In collaboration with the Ministry of the Interior and Territorial Communities, GERÉ established a local governance monitoring system: Monitoring and Local Governance System – *Système de Monitoring et de Suivi de la Gouvernance Locale* (SMS-GL). The project also supported the launch of an improved CIVITAX system in five communes to improve revenue collection capacity, and with the Ministry of Economy and Finance, GERÉ facilitated improved coordination between the communes and the Directorate General of Taxes.

To improve transparency and credibility in the justice sector, USAID assistance to the Superior Judiciary Council, the institution in charge of the management, oversight, and evaluation of members of the judiciary, has included field visits to assess the professional integrity of judges and prosecutors. In addition, USAID supported court inspections and vetting of judiciary members to reinforce accountability and enhance public trust in the judiciary and strengthen the Haitian government's effectiveness. USAID also expanded the computer-based judicial case management information system to 13 out of Haiti's 18 judicial jurisdictions to improve case processing time, court administration, judges' performance, and to help decrease rates of pretrial detention.

USAID's assistance supported the improvement of the Ministry of Health comprehensive health information system. The implementation of the District Health Information System (DHIS2 – SISNU) software that allows the ministry to collect monthly data on more than 1,000 health institutions nationwide allows for timely data-driven decisions. The system collects data on all primary care services delivered by Ministry of Health-recognized institutions. This technology boosts capacity by helping to better manage and monitor the health sector, operationalizing the integrated national health supply chain, improving planning and oversight of the health workforce, and strengthening health care delivery in clinics.

In the energy sector, USAID assistance provides robust legal, technical, and financial transaction advisory support to the Government of Haiti's newly formed energy regulator, National Regulatory Authority for the Energy Sector (ANARSE – *Autorité Nationale de Régulation du Secteur de l'Énergie*). These capacity building activities are preparing ANARSE to grant private sector-run, 20-year concessions to companies to manage and expand seven regional electricity grids.

**Part II. Effectiveness and Sustainability of Development Projects Financed by the United States, Including the Caracol Industrial Park and Supporting Infrastructure.**

Haiti suffers from a severe shortage of infrastructure for energy, health, transport, and housing. The lack of public services impedes the country's development and economic growth. USAID's infrastructure projects have helped to improve Haiti's capacity to attract international investment, increase trade, increase access to reliable and affordable energy, and improve essential health facilities.

**Caracol Industrial Park (PIC):** The PIC remains the largest private sector employer in Haiti. Five employers at the PIC now provide employment for around 15,000 people, the majority of whom are women. The Inter-American Development Bank (IDB) is proposing plans to expand the park further, thereby adding additional jobs. Until January 2022, USAID managed a 10-megawatt thermal power utility (TPU) that provides electricity service to more than 14,000 surrounding residential and business customers, or – at an average household size of five people – to about 70,000 people. The contractor NRECA International, which previously worked with USAID prior to handing over the TPU to the Government of Haiti, now manages the Caracol Power Utility under a contract with the Government of Haiti. USAID has also partnered with the Inter-American Development Bank (IDB) to build a 12-megawatt solar plant within the park. This solar plant, when combined with the thermal plant, will lower the cost of electricity and expand access to the industrial park tenants and surrounding communities. USAID has thus far dispersed \$6.5 million to build this plant. The U.S. government continues to engage with the Government of Haiti, the IDB, tenants, and local partners to advocate for the resolution of ongoing management challenges. The U.S. government also supports efforts to restore the livelihoods of individuals affected by the PIC program through the implementation of an agreement developed through the IDB's Independent Consultation and Investigation Mechanism.

**Cap-Haïtien Port:** The Cap-Haïtien Port serves five departments in northern Haiti and ensures access to international shipping when access to ports in the southern part of the country is not available. USAID is increasing the effectiveness of existing U.S. government trade preferences and other U.S. government investments in the agriculture and manufacturing sectors through construction to modernize landside works, including infrastructure and operations, at the Cap-Haïtien Port. USAID funds will expand the space to hold containers; improve the port's electrical and lighting system using renewable energy sources; upgrade the port's perimeter security and fire systems; improve services for visiting ships, including provision of potable water and new sanitary facilities; and build new office facilities for the Haitian Port Authority. These activities will create the conditions to enroll the port in Department of Homeland Security Customs and Border Patrol's Customs-Trade Partnership Against Terrorism program. The program, a cargo enforcement strategy, also aims to strengthen international supply chains and improve U.S. border security. In its partnership with Haiti's National Ports Authority, USAID's support has already assisted in better regulation and management of port operations, upgrades to the customs system, and training of over 575 customs officers. The procurement for the port work remains ongoing. At completion, expected by February 2024, it will offer critical infrastructure that will increase jobs and opportunities for the northern region of Haiti. Continued improvements will lower transport costs, increase the volume of goods passing through the port, make customs more accountable, and increase the attractiveness of northern Haiti to investors.

**State University Hospital of Haiti (HUEH):** The HUEH incurred extensive damage in the 2010 earthquake. The governments of the United States, France, and Haiti signed a memorandum of understanding to jointly finance the reconstruction of a 500-bed teaching and referral hospital. With a USAID commitment of \$25 million, a contract was awarded in 2013. Construction ran into unexpected challenges, including prohibitive site conditions uncovered during earthwork. In 2020, a new budget was negotiated, including an additional \$10 million from USAID, contingent on certain conditions to support the project's sustainability. The contractor resumed operations in June 2021. Currently 90 percent complete, full completion is expected by June 2023 with USAID's additional \$10 million. The timeline has recently incurred further delays due to safety concerns in and around Port-au-Prince.

**National Campus of Health Sciences (NCHS):** USAID rebuilt the NCHS, a modern medical teaching facility for doctors, nurses, lab technicians, and pharmacists, to replace facilities destroyed in the 2010 earthquake. The

5,850 square meters campus was handed over to the Government of Haiti in August 2017 and began operations in January 2017.

**Justinien Hospital:** In Cap-Haïtien, USAID rebuilt the Justinien University Hospital pediatric ward. The new facilities include a neonatal ward, infant ward, child and adolescent wards, isolation rooms for highly contagious diseases, exam rooms, and a triage area. The ward is designed to hold 80 beds and serve 250 patients each day. These renovations allow the hospital to better serve the 825,000 citizens in the service delivery area.

**Capacity Building in the Labor Sector:** To qualify for preferential treatment under the Haitian Hemispheric Opportunity through Partnership Encouragement Act of 2008 (HOPE II) Haiti must first have implemented the Technical Assistance Improvement and Compliance Needs Assessment and Remediation (TAICNAR) program. The factory-level compliance assessment and assistance, as well as the public reporting requirements of the TAICNAR program are implemented through the International Labor Organization and the International Finance Corporation's Better Work program, which promotes improved labor standards in global supply chains. Better Work provides a wide range of support services to key stakeholders, including the Ministry of Labor and Social Affairs (Ministère des Affaires Sociales et du Travail), the Labor Ombudsperson's office (Bureau de la Médiatrice Spéciale du Travail), employers, worker organizations, and workers to build capacity and improve industrial relations. Since FY 2008, the U.S. Department of Labor has provided the Better Work Haiti program (BWH) a total of \$18.6 million to support project activities through 2023.