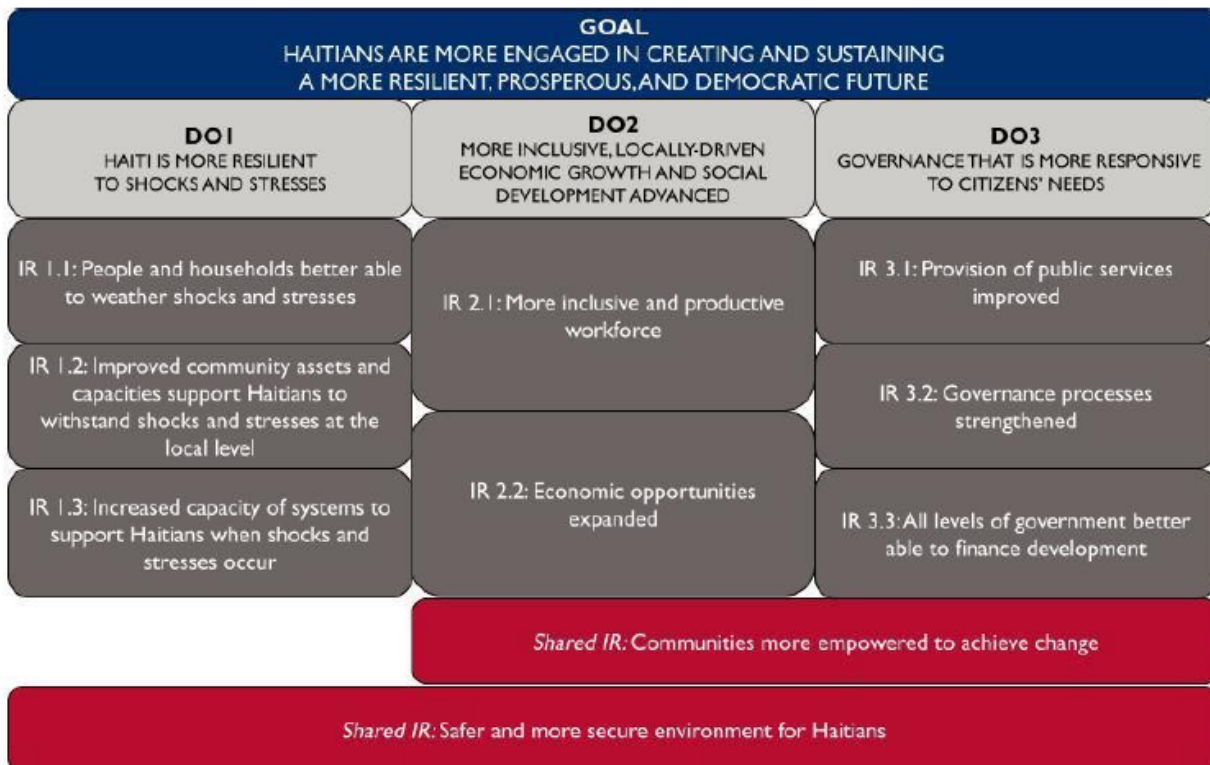


Appendix I: Indicators to Assess Progress and Benchmarks for U.S. Initiatives Focused on Sustainable Development in Haiti

USAID supports self-reliance in Haiti by focusing on a foundation of resilience across people, communities, and systems. USAID’s 2020-2024 Strategic Framework emphasizes addressing the conditions that promote a consistent growth path in Haiti.

Results Framework



USAID/Haiti has developed a Performance Management Plan (PMP) based on the 2020-2024 Strategic Framework. The PMP defines the basis for the Mission’s performance management system and functions and outlines the integrated and collaborative Monitoring, Evaluation, and Learning (MEL) required to measure results in the framework. The PMP outlines how the Mission plans to track progress toward the achievement of the goal and development objectives over the Strategic Framework period; identify learning opportunities and address any knowledge gaps that are relevant for Strategic Framework implementation; assess the operational context underlying the strategy-level results framework; and

provide information to adapt programs to new evidence as well as emerging challenges and opportunities.

The PMP defines performance indicators that are intended to assess performance against the Strategic Framework's intermediate results as well as provide baseline information that can be used for the design of future activities and strategies. USAID also collaborates with implementers (i.e., contractors and grantees) to select appropriate performance indicators, set baselines and targets, ensure data quality, and jointly analyze results data to measure progress towards award objectives. As new activities are designed and implemented, USAID updates the strategy-level PMP as appropriate. For example, USAID intends to adopt new indicators to reflect programs that will support Global Fragility Act implementation in Haiti.

The PMP also includes an evaluation plan for potential evaluations to be conducted throughout the implementation of the Strategic Framework. USAID commissions external, independent evaluations of individual activities, or groups of activities and uses findings and recommendations from evaluations conducted *during implementation* to adapt or improve ongoing activities and uses findings and recommendations from final evaluations to inform the allocation of resources to new activities and/or to design new activities.

Development Objective (DO)1 focuses directly on developing resilience to shocks and stresses in Haiti, building human capacities in health and education, linking to community assets for human services and natural resource and disaster risk management, and improving service delivery systems to function as a social safety net and support local development efforts. Under this DO USAID helps build a Haiti more resilient to shocks and stresses through interventions that increase absorptive, adaptive, and transformative capacity and risk reduction along three strategic axes: individuals (Intermediate Result (IR) 1.1), communities (IR 1.2), and systems (IR 1.3). These interventions that fortify human capacities, strengthen communities and local organizations, and develop more robust systems that protect and promote the well-being of Haitians, will help build a more resilient Haiti, better able to anticipate and adapt to challenges and poised to quickly resume a positive growth trajectory. Achievement of the DO1 resilience objective in turn allows Haitians to engage longer-term planning horizons focused on inclusive prosperity and democratic governance that promotes human rights, sustainable growth, and self-reliance.

DO1 focuses on integrated interventions that build the capacity to provide for basic human needs that improve fundamental living conditions and enhance productive human capital. Activities at the individual level in IR 1.1 will help ensure safe housing, access to health care, a clean and healthy environment, water and sanitation facilities, and improved quality and continuity of learning that together promote more secure livelihoods. Building resilience at the community level in IR 1.2 requires interventions to convene and build the capacities of local stakeholders – community organizations, private sector, civil society organizations (CSO) and faith-based organizations (FBO), local and national government authorities – to jointly identify and prioritize development needs, seek local solutions, and better mobilize resources. These interventions will tie directly to areas that build resilience and human capacity: understanding local needs in health care provision, education quality, and effective natural resource management (NRM). Activities related to systems in IR 1.3 seek to enhance the ability of local, municipal, and national government entities to respond and adapt in times of crisis, serve as a social safety net for Haitians, and scale up local successes. Programming will include efforts to more robustly coordinate and leverage work in health, education, and environmental protection, improve linkages to civil society and FBOs, as well as strengthen implementation of policies and action plans for disaster risk reduction, climate change mitigation and adaptation, and NRM. Taken together, DO1 lays the foundation for self-reliance, fortifying people, communities, and systems to better face challenges and adopt long-term planning strategies that advance inclusive, stable growth.

DO2 leverages improved resilience to advance more inclusive, locally driven economic growth and social development. Integrating services for at-risk youth and citizen security, DO2 fosters linkages between inclusive workforce readiness and the development of emerging local markets via innovative private sector engagement and strengthened local credit channels, facilitated by institutional frameworks that enable a robust business environment and protect property rights. USAID will advance more inclusive, locally driven economic growth and social development in Haiti through activities in DO2 and in alignment with the strategic axes of people, communities, and systems. Programming that promotes workforce readiness and workforce development, including a focus on women and youth, will aim to boost employment and local incomes hand-in-hand with purposeful integration of the private sector as a development actor, helping grow local market-driven demand that stimulates local business finance and credit. Improvements to the business enabling environment, a weak point in Haiti's Country Roadmap, will support and multiply local economic gains and facilitate investment. Taken together, DO2 intends to begin to create growth opportunities

for all Haitians, building on internal strengths and generating momentum for continued locally driven growth that begins to address inequalities and opens further opportunities across sectors and regions of the country.

USAID views the achievement of the objectives in DO2 through an integrated lens that seeks to coordinate interventions to leverage impact across sectors. Activities at the individual level in IR 2.1 will promote a more inclusive and productive workforce by improving workforce readiness; reducing barriers for women, youth, and vulnerable populations to join the workforce; and helping Haitians find stable, diversified, and sustainable livelihoods. USAID also takes a broad view of productive capacity and thus prioritizes interventions to improve health outcomes that allow educational and employment opportunities to combine with physical capacity and readiness to work. Community activities in IR 2.2 focus on building capacities for market-driven growth, promoting inclusive economic opportunities that identify local needs and demand, stimulate competitive local supply, and develop local markets. System activities in IR 2.2 will work toward lessening the barriers that impede markets and business development, including increasing access to finance and credit and improving land tenure and property rights, acknowledging in particular the longer extended timeframe often required for land tenure reform.

DO3 promotes governance more responsive to citizens' needs. Locally driven and inclusive development creates demand for improved governance, and DO3 focuses on improving the capacity of transparent and accountable institutions to provide quality and accessible services. DO3 also maintains the demand-side pressure for good governance, linking to efforts in DO2 to develop local leaders and civil society to serve as effective voices for local needs to governance institutions. Activities in DO3 intend to strengthen the effectiveness of the institutional framework that supports and amplifies the resilience efforts (DO1) and locally driven growth (DO2). Activities that improve the capacity to deliver quality and accessible basic public services (IR 3.1), promote the implementation of strategies to support transparency and accountability in Government of Haiti decision-making processes (IR 3.2), and establish a foundation for domestic resource mobilization (IR 3.3) serve to create a path for initiating change in Haiti's governance systems that leads toward responding better to Haitians' needs (DO3).

Changing the nature of USAID's relationship with Haitian government entities, IR3.1 focuses on improving the provision of public services through collaborative efforts with local levels of government and their related central governing bodies, as well as the active involvement of the private sector, CSOs, and FBOs to

leverage local capabilities and expertise in the relevant sectors. Improved service provision may include technical capacity-building in areas of management and administration, including human resource functions and public financial management.

In IR 3.2, USAID will work to strengthen governance processes by improving the capacity and effectiveness of independent institutions (e.g., media, CSOs, and NGOs) to engage in consensus-building activities, monitor elections, and serve as advocates for increased government accountability. Despite an expanded focus on local government engagement, IR 3.2 may include interventions to strengthen select Haitian government institutions that have demonstrated political will to invest in the country's development, strengthen judicial and electoral processes, and increase constructive civic engagement in electoral and political processes. The selection of Haitian government institutions will be evidence-based and aligned to interventions at the local level to ensure genuine commitment on the part of the institution and relevance to USAID's objectives.

Advancing financing self-reliance objectives, work in IR 3.3 seeks for all levels of government to better finance development, thus increasing the productive commitment of public resources and improving public trust in government. Capacity-building interventions will improve fiscal transparency at the local level and will contribute to more consultative processes at the national level that increase and better allocate limited funding toward development needs. Work with civil society will also continue to encourage demand-side pressure to reduce corruption across all levels of government.