

USAID/Haiti
Operational Plan

FY 2006

June 15, 2006

Please Note:

The attached RESULTS INFORMATION is from the FY 2006 Operational Plan and was assembled and analyzed by the country or USAID operating unit identified on the cover page.

The Operational Plan is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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Program Performance Summary FY 2005: Long identified as the poorest country in the Western Hemisphere, events during the past two decades have contributed to further deterioration in the social and economic well being of Haiti's citizens, the degradation of its natural resources, and poor performance of its governance institutions. Only 4% of the rural population has electricity, and less than half of this population has access to safe water. Life expectancy is 52 years. There is one doctor for every 1,000 inhabitants and infant mortality is 93 per thousand births. Haiti has the largest number of TB patients in the Caribbean, and the highest HIV/AIDS prevalence in the hemisphere, although the infection rate appears to be slowly declining. An estimated 65% of children age six to twelve attend primary school. Only one quarter of these complete grade six. Forty percent of schools in Haiti have no actual buildings and 48% of Haitians are illiterate.

GDP is estimated to have increased by 1.5% in FY 2005 and inflation increased to 15%. Per capita income is \$400 per year, and 80% of the population lives below the poverty level. Real per capita income has fallen by 50% since the early 1980s; private investment is at a near stand still; the export sector suffered a serious contraction in the 1990s following the international embargo from which it still has not recovered; consumption is increasingly supplied by imports financed in large part by family remittances from Haitians living abroad (reaching \$1 billion, nearly one-third of the country's income base). Eighty percent of economic activity is in the informal sector and unemployment and underemployment remain a major problem. Latest employment figures put unemployment slightly under 50%. Degradation of the natural resource base continues unabated with extensive deforestation and soil erosion resulting in increasingly devastating destruction following natural disasters.

Extended political turbulence has followed 29 years of authoritarian rule under the Duvalier family, further exacerbating economic and social instability and insecurity. The most recent political unrest led to President Aristide's departure on February 29, 2004, and the establishment of a new interim government of Haiti (IGOH) and UN peacekeeping and stabilization Mission (MINUSTAH).

The IGOH faced a daunting task. It inherited an economy in a state of collapse, it had few resources and limited revenue to address extensive damage to state infrastructure and the disruption of essential services that followed Aristide's resignation and it had to deal with an atmosphere of insecurity created by wide differences among competing interest groups. It needed to simultaneously reactive the economy, reduce insecurity and build consensus, and restore essential services. The IGOH's transitional strategy to address these concerns is reflected in the Interim Cooperation Framework (ICF) for 2004-2006 prepared for an international pledging conference held in July 2004. This exercise, led by the IGOH with the support from international donors, resulted in pledges of over \$1 billion. By the end of August 2005, the international community disbursed nearly \$600 million, the U.S. disbursing the greatest amount at \$194.8 million.

For the immediate term, the ICF aimed to restore security, reestablish public services and provide economic opportunities for the disadvantaged segments of the population. Assistance supports the ICF's four strategic axes: strengthen political governance and national dialogue; strengthen economic governance and contribute to institutional development; promote economic recovery; and, improve access to basic services.

The IGOH has shown a strong will to reform. Leading the transition that began in 2004, with the help of the international donor community, it has pursued the ICF objectives, paving the way for normalization of the situation, restoration of a functioning government and stabilizing the security situation, thanks in particular to the role played by MINUSTAH working with the Haitian National Police. General elections are scheduled to take place in the coming weeks with the setting up of the new government in early 2006. Poor governance from which Haiti has chronically suffered played an important role in weakening the state and undermining its credibility. Democratic elections must be held and those elected must take up their positions in order for the Haitian state to regain the trust of its citizens.

U. S. Interests and Goals: The primary goals of the United States in Haiti can be grouped into three axes: 1) establishing a stable democratic government committed to Haiti's economic recovery; 2) fighting HIV/AIDS, drug trafficking, corruption, and human rights abuse; and 3) furnishing critical humanitarian

relief, while promoting long-term economic growth, job creation, improved primary education, public health and environmentally sustainable agriculture production.

Donor Relations: Interim Cooperation Framework (ICF) for 2004-2006 is the donor coordinated assistance program for Haiti's recovery. Over \$1 billion was pledged to the ICF by 26 bilateral, multilateral and United Nations agencies. During the October 2005 Brussels International Conference on Haiti, participants agreed to consider extending the ICF for another year to September 2007 to enable a smooth transition of power to the new democratically elected government scheduled to take office in early 2006. Donors meet on a monthly basis in Haiti; meetings are coordinated by the UNDP. A six member ICF Steering Committee, of which USAID is a member, oversees subgroups organized into 20 sectors, each led by a donor nation and IGOH representative. Principal ICF donors are: the United States, European Union, Canada, France, Japan, Inter-American Development Bank, the World Bank and the agencies of the United Nations.

Challenges: It will be important that Haitians themselves assume responsibility for and full ownership of their future. Government, civil society and the business sector should lead the setting of the national development agenda. Given the large divisions among competing interest groups, a largely inexperienced new set of government authorities and the enormous expectations placed upon the new government to respond to pent-up citizen demands, it will be a challenge to build a national consensus on the development priorities and strategies for the future. The challenge for USAID will be to achieve the appropriate balance in short-term humanitarian programs which meet the immediate needs of the most vulnerable and at-risk populations in order to create an environment of stability, while choosing realistic objectives to address the causes of social and economic decline and political instability.

Key Achievements: The deteriorating security situation, street violence and kidnappings in FY 2005 placed even greater demands on Haiti's fragile interim government; seriously restricted the ability of USAID implementing partners to maintain basic services, deliver technical assistance and commodities resulting in substantial delays in anticipated outputs; and, resulted in the significant drawdown of USAID personnel beginning in May 2005 through the end of November 2005. Despite these hardships, USAID achieved notable results in assisting the IGOH to maintain its momentum to restore essential public services such as electricity and solid waste collection, provide economic opportunities for underserved and at risk segments of the population, rebuild areas devastated by Tropical Storm Jeanne in September 2004, maintain basic health and primary education services, promote economic recovery, strengthen economic governance, address public sector corruption and lay the groundwork for the peaceful transfer of power to a democratically elected government via elections scheduled for early 2006. USAID met or exceeded 10 of 16 strategic objective performance measures, dropped one indicator in the democracy sector and added one new indicator in the health sector. As a result of security related delays, USAID is behind schedule in meeting the FY2005 targets for 5 strategic objective performance measures with some FY2005 targets slipping to FY2006. The Mission intends to address these data issues in early 2006.

1. **Economic Growth:** Activities in this sector yielded generally positive results in 2005. USAID interventions in agriculture helped to identify more lucrative marketing channels which enabled farmers to increase revenues in project assisted areas. Unfortunately, problems in production of gourmet quality coffee stemming from unexpectedly high rainfalls, and farmers' reluctance to invest resources in non traditional crops prevented USAID from reaching targeted exports. Over 3000 hectares have been brought under natural resource management practices in target areas. The emphasis on high yielding fruit trees is helping to reverse some of the impact of the country's severe deforestation and having a positive impact on preventing further degradation of the hillsides and in protecting the productive base. Twelve microfinance institutions now have reached operational sustainability and outstanding loans to entrepreneurs have increased by 35%, well above USAID's targets. Loan guarantee agreements initiated in 2004 with two financial institutions are now resulting in increased lending to the productive sector. USAID extended its activities to expand and improve access to economic and social infrastructure to help stabilize the country. These new short-term job creation activities are providing useful public works and a monthly source of income to over 24,000 of Haiti's poorest citizens.

2. HIV/AIDS and Health: Haiti's fragile health sector has faced serious challenges this past year to maintain the gains achieved with the donor community. Security was a particular issue in this sector because of threats to the national supply chain for essential drugs from criminal activity in Port au Prince. Despite these difficult circumstances, the program exceeded immunization targets with 98% of children fully immunized in target areas, and modern family planning use increasing to 31%. Pregnant women receiving three or more pre-natal consultations reached 55% against the target of 50%, and half of new mothers received at least one in-home post-natal visit, compared to the 44% objective. Over 400,000 children received vitamin A supplements, a ten-fold increase from 2004, and nearly 40,000 malnourished children received food rations, and basic health services were provided to poor communities through 25,000 outreach posts. The new decentralized management and programming approach with the Ministry of Health (the "Departmental Strategy") has improved leadership and responsibility within the MOH Departmental Directorates, and shows great promise for the future. See the State Department Office of the Global AIDS Coordinator report for a discussion of the HIV/AIDS program, <http://www.state.gov/s/gac/>.

3. Democracy and Governance: USAID democracy building efforts in FY 2005 focused on supporting the transition to an elected, constitutional government through assistance to the electoral process and political party building: 3.4 million voters out of an estimated total of 4.5 million eligible voters were registered; a network of civil society organizations has been formed and will deploy domestic election observers nationwide; 10 long-term international election experts have been observing and reporting on the unfolding electoral process, and will increase by approximately 30 short-term observers the week of the elections; and all major political parties are participating in the elections and most campaigns appear to be respecting a code of conduct. Taking advantage of an opportunity to work with a new, reform-minded Minister of Justice, USAID implemented a pilot program to reduce the unacceptably high percentage of prisoners held in prolonged pre-trial detention: 100 of 1400 detainees in the National Penitentiary had their cases heard and an additional 700 priority cases were forwarded to the appropriate officials for follow-up. USAID continued to strengthen the media and to assist civil society organizations to engage in local advocacy: operators of a network of 40 community radio stations are now more sustainable, having received training in management, fund raising, advocacy and equipment repair; some 619 Haitian journalists received instruction in civic issues, conflict resolution and elections reporting techniques; 3,328 individuals from civil society organizations were trained to engage local officials to address community problems using local resources. A total of 444 Haitian child victims of trafficking received services ranging from informal education, temporary and transit shelter, basic medical and legal services and assistance with reinsertion into their families and communities. Training in anti-corruption increased the awareness of key decision makers, including 68 journalists, 72 civil society leaders and 340 political party leaders. Anti-corruption issues coverage by the media has increased significantly and is now a major component of most political party campaigns. A partnership of human rights groups, hospitals and grassroots organizations formed 83 regional networks to address organized violence.

4. Education: USAID's education program improves the quality of primary schools, addresses the needs of out-of-school youth ages 15-20, strengthens the Ministry of Education and provides emergency education programming. In FY 2005 most targets were met or exceeded. During FY 2005, 450 schools benefited from a cluster schools program, an interactive radio instruction program, or a community schools (ECOM) program. Over 540 teachers and 65 directors received training, along with over 100 Parent Teacher Associations involving 2,213 parents. Overall, grade promotion rates in USAID's supported schools reached the 72% target, above the 67% national rate. School improvement activities continued to increase, from 30 to 56 schools; however, the ECOM dropout rate was 10% and did not meet the 5% target, due to internal migration resulting from insecurity. The Haiti Out-of-School Youth Livelihood Initiative (IDEJEN) began the third phase of this pilot project, reaching 450 youth in three zones of Haiti with a non-formal basic education program, a daily hot meal, and health services. IDEJEN will expand to three Port-au-Prince high-risk neighborhoods, further developing an approach for USAID to engage marginalized youth. USAID launched a school accreditation activity to increase the Ministry of Education's capacity to govern the system, laying the groundwork for an approach to publicly fund non-public schools. USAID's primary school scholarship program covered school costs for over 10,000 students in five violence-affected cities. The average promotion rate for a sample of sponsored children was 81%, well above that of their non-sponsored peers. An additional 4,000 flood-affected school children

in 11 localities enjoyed the USAID 2005 summer camp and received back-to-school stipends for the 2005-06 school year.

5. Streamlined Government: Due to extensive damage to state infrastructure and the disruption of essential state services, nearly bankrupt, the Interim Government of Haiti (IGOH) faced difficult challenges in establishing a functioning government following the resignation of former President Aristide on February 29, 2004. Despite these hardships and the increase in insecurity in 2005 characterized by street violence and kidnapping for ransom, USAID achieved notable results in assisting the IGOH to maintain its momentum in restoring services, reinstating fiscal responsibility and addressing public sector corruption. The availability of sufficient electrical energy has been a major obstacle to the political stability of the Haitian government and the growth of the economy. USAID-funded petroleum products came just in time to prevent the complete stop of thermal electric plants and enabled the IGOH to increase the number of hours of electricity from two in May 2004 to about 12 in February 2005. Technical advisors provided to key government offices helped to improve critical government functions during the transition period and will facilitate the smooth transition of power from the IGOH to the newly elected government scheduled to take office in early 2006. The technical advisors enabled the IGOH to establish transparent budgets for FY 2005 and 2006, enabled the relaunch of the World Bank and IMF programs in Haiti and established the framework for continued sound macroeconomic performance and governance reform. The USAID funded Integrated Financial Management System (IFMS) anti-corruption program will provide the newly created Anti Corruption Unit (ACU), the Financial Intelligence Unit (UCREF), Customs Administration, the Tax Service and selected ministries with the necessary training, equipment and network infrastructure to increase transparency and internal controls to prevent and combat corrupt practices relating to government financial transactions. The implementation of the IFMS project can be considered the beginning of a long-term process to fight against public sector corruption and enhance good governance and transparency.

6. Tropical Storm Recovery Program: Recovery projects were anticipated to be finished by the end of 2005. However, delays occurred from the deteriorated security conditions, heavier than usual rains in the area, and longer than anticipated bidding and award process for heavy construction efforts. The program was extended through June 30, 2007 which will ensure that activities are completed to the required quality standards and accommodate the time needed to build back better, as promised to the beneficiary population. Except for the major infrastructure works such as bridges, roads, and a water system, most activities will be completed as scheduled by the end of December 2005. Repairs to 9 of 25 public buildings were completed. The other 16 are under construction and will be finished by January 2006. 10,787 children benefited from the schools repaired and reequipped. 2023 hectares of irrigated farmland have been restored to production. 23 of the 29 water pumps have been repaired and are working to irrigate farms. 10 MT of bean seeds were distributed last December so that farmers did not lose the crop season. 2957 storm damaged farms are now operating. Water user groups were trained to manage the plots better so that they can continue operation without outside support. Over 33,000 cash-for-work months of employment were created overall. Nearly 57% of the 2,537 housing or asset restoration grants recipients were women. 16 communities were trained and are engaged in watershed protection. 2,006 hectares of hillside land near critical infrastructure were protected. The drainage system is close to completion, with 9.3 km rehabilitated compared with a target of 10 km. Despite a very active rainy season, the refurbished drainage system has channeled storm flow without problems. 11 of the 27 local civil protection committees were formed, and eight community risk management plans were designed, with five already implemented. 495 citizens were trained in disaster preparedness and mitigation.

7. Cross-cutting Initiatives: Haiti Transition Initiative. The Office of Transition Initiatives' (OTI) Haiti Transition Initiative (HTI) program continued stability-building projects in key crisis spots throughout Haiti in FY2005, implementing quick, visible small projects to promote peace and community cohesion. In total, OTI committed approximately \$4.4 million to 186 small grants in conflict prone, gang ridden areas of Port-au-Prince, Cap Haitien, St. Marc, Petit Goave, and Les Cayes. Illustrative activities include the rehabilitation of public works, restoration of sports fields and community centers, sponsorship of "Play for Peace" recreational and cultural activities, promotion of dialogue and positive change through various media and public forums, and hurricane relief. These initiatives resulted in large numbers of Haitians living in violent slums actively engaged in improving their own communities and earning short-term

wages. Several HTI activities targeted at-risk youth. Through its "Play for Peace" program, HTI engaged young people susceptible to gang violence providing them with constructive alternatives including short-term employment, sports and other community activities. In FY 2005, approximately 350 individual sports tournaments took place, many through the 26 "Play for Peace" summer camps. Four projects trained select camp participants in the art of crafting radio stories about their experience. HTI created over 150,000 person days of short-term employment, approximately 50,000 for youth.

Urban Peace Building Initiative. In late FY 2005, in an effort to promote peace and create stability in the worst of the capital city's urban slums, the IGOH and UN requested that donors expand high visibility development and humanitarian programs targeted at these hot spots. These programs would complement the peace making efforts of the MINUSTAH by acting as a carrot for people in these areas to attract them to more productive activities. In response, USAID created the Urban Peace Building Initiative (UPBI) that draws up to \$10 million of reprogrammed FY2005 resources from the Mission portfolio to fund activities that provide young Haitians in Port-au-Prince's most troubled neighborhoods with development services, vocational training and employment opportunities to engage them in improving their communities while combating gang violence and crime. Activities use labor intensive methods to create short-term employment, provide essential services such as garbage clean-up, canal cleaning, immunization and health services, scholarships, and life skills training for at-risk youth. Notable accomplishments include: doubling the number of children in Cite Soleil who received stipends to attend primary school in the fall 2005 from 2000 to 4000, mounting the first major labor intensive program in Cite Soleil for solid waste clean-up, and increasing essential health services in Bel Air by re-opening 2 health clinics.

FY 2006 Program

SO: 521-001 Sustainable Increased Income for the Poor

Expand & Improve Access To Economic & Social Infrastructure

Expand & Improve Access to Economic & Social Infrastructure (\$1,911,000 DA; 9,600,000 ESF). USAID is expanding its programs to generate short-term employment for vulnerable populations and work to link these programs to longer term job creation. Programs are involving local government officials and local communities in setting local development priorities. Activities include production and marketing of handicrafts, solid waste management, recycling, and productive infrastructure rehabilitation. The program also provides targeted small grants to develop officials' and citizens' capacities for management, oversight, and service delivery. Principal implementers: Aid to Artisans, Pan American Development Foundation, the Haitian Environment Foundation, Development Alternatives Inc, and other contractors and grantees to be determined through competition.

Improve Private Sector Competitiveness

Improve Private Sector Competitiveness (\$400,000 DA). USAID is initiating activities to improve the enabling environment for private sector competitiveness and investment. One element provides technical assistance and training to strengthen such key associations as the Chamber of Commerce and the Manufacturers' Association in order to enable them to serve as advocates for increased trade and investment. Principal implementer: contractors and grantees to be determined through competition.

Increase Agricultural Sector Productivity

Increase Agricultural Sector Productivity (\$8,380,000 DA). Through the HAP, USAID is working to further expand market linkages in such exports as mangos and coffee as well as in such non traditional exports as yams and peppers. The program continues to provide technical assistance to hillside farmers to implement efficiency gains for agriculture and sustainable production, and a post-harvest processing aimed at reducing waste, saving money, and increasing farmers' incomes. The activity includes a natural resource management component which focuses on sound agricultural practices that promotes soil and water conservation, and greater energy efficiency. USAID is designing a new environmental activity to reduce the ongoing degradation of Haiti's natural resource base and maximize agricultural production. Areas under examination include sustainable reforestation, soil conservation, alternative energy source development and conservation, cleaner production, watershed management, and production and marketing of high value crops, particularly environmentally-friendly high value fruit trees using a market-driven approach. USAID continues to support an early warning network for food security. Principal implementer: Chemonics, Development Alternatives, Inc. (DAI), and other contractors and grantees to be determined through competition.

USAID is continuing to assist small-holder farm families in food insecure areas through P.L. 480 Title II funds. Activities under this program provide technical assistance to farmers to improve agricultural techniques, animal husbandry, and storage practices, as well as micro-credit, seed banks, and improved access to markets.

Strengthen The Financial Services Sector & Increase Access to Capital

Strengthen The Financial Services Sector & Increase Access to Capital (\$2,700,000 DA). USAID is initiating a new micro-finance activity that provides technical assistance and training to further develop strong and sustainable micro-finance institutions to service Haitian micro-entrepreneurs. The new activity includes innovative programs to serve the poorest of the poor and the vulnerable to enable them to evolve to the point of being able to sustain micro-businesses. USAID also intends to continue its Development Credit Authority (DCA) loan guarantee facilities through a development finance corporation,

(SOFIHDES) and a local commercial bank (SOGEBANK) to stimulate increased lending to sectors such as agribusiness, communications, construction, and handicraft production. USAID is providing technical assistance and training to the lending institutions to improve their capacity to lend to the productive sector, and to the borrowers to enable them to better manage their businesses. Principal contractor is Chemonics; microfinance grantees and contractors to be determined through competition.

FY 2007 Program

SO: 521-001 Sustainable Increased Income for the Poor

Expand & Improve Access To Economic & Social Infrastructure

There will be no new obligations to this Strategic Objective. A new strategy will begin in FY 2007.

FY 2006 Program

SO: 521-003 Healthier Families of Desired Size

Improve Child Survival, Health & Nutrition

Improve Child Survival, Health & Nutrition (\$9,356,000 CSH). USAID is continuing to provide technical assistance and operational support to 30 local NGOs to provide basic child survival and related primary care services. Over 40% of the Haitian population is benefiting directly from these services. USAID is continuing support to the MOH maternal and child health services in the context of coordinated, departmental planning and monitoring. USAID is also providing technical guidance to expand best practices to other areas of Haiti to leverage results from other donor resources, particularly following the successful strategy for child immunization. USAID is promoting new public-private partnerships in marketing affordable water purification products, food fortification, and other essential interventions for which non-government resources could be engaged. With the prospect of a democratically-elected government and parliament in place in 2006, USAID will support the government's efforts to develop policies and legislation for child protection and the rights of vulnerable populations. The program is continuing to strengthen decentralized management and leadership capacity of the MOH, particularly at the departmental level. P.L. 480 Title II activities contribute to results as part of an integrated program. USAID is leveraging results from other donors through improved coordination and technical oversight by MOH Departmental Directorates. Principal implementers: Management Sciences for Health (MSH), Partners in Health (PIH), Population Services International (PSI), and John Snow Incorporated.

Improve Maternal Health & Nutrition

Improve Maternal Health & Nutrition (\$1,584,000 CSH). Maternal mortality in Haiti remains the highest in the Western Hemisphere, largely due to poor quality maternity services and ineffective referral systems for complicated home deliveries. USAID continues to improve skills of community-based birth attendants and ensure supervision and referral linkages for maternity clinics. Maternity clinics are also becoming better equipped, and clinical staff trained and supervised to increase maternal survival in births with complications. P.L. 480 Title II activities also contribute to results as part of an integrated program. Principle implementers: MSH, JHPIEGO.

Prevent & Control Infectious Diseases Of Major Importance

Prevent & Control Infectious Diseases of Major Importance (\$990,000 CSH). USAID is providing technical leadership to influence programming of malaria program funds under the Global Fund for AIDS, Tuberculosis and Malaria (GFATM), using a major study with FY2005 funds. The program links to the President's Emergency Plan for AIDS Relief (PEPFAR), the GFATM and other resources to strengthen TB case-finding, screening and care to improve the effectiveness of the national TB program. Principal implementers: Tuberculosis Coalition for Technical Assistance (TBCTA), Partners in Health (PIH), MSH, and CARE.

Reduce Transmission & Impact Of HIV/AIDS

Reduce Transmission & Impact of HIV/AIDS: See the State Department Congressional Budget Justification, Global HIV/AIDS Initiative section for a discussion of this program.

Support Family Planning

Support Family Planning (\$7,871,000 CHS). USAID is targeting interventions to improve the quality of services provided in the public and private sector and to satisfy the 40% unmet need for family planning. This includes expansion of method mix and demand-generation activities. The program is continuing to improve ante-natal and delivery care to reduce Haiti's high maternal death rate, strengthen essential maternal and neonatal care with a comprehensive package of services, and seek to bring to Haiti best practices from other USAID programs in Latin America and, where appropriate, in Africa. USAID is also reinforcing the capacity of institutions nationwide to provide family planning through training, technical assistance to improve logistics systems, policy advocacy, and technical leadership, to improve service quality. In addition, USAID is supporting the provision of reproductive health services with other primary health care services at hard to reach public service delivery sites through an indigenous umbrella organization. Faith-based organizations (FBOs) are continuing to promote natural family planning counseling through the NGO network. Reproductive health services are being integrated with HIV-related activities under PEPFAR and under the Global Fund (GFATM). Principal implementers: JHPIEGO, the Futures Group, MSH, Population Services International (PSI) and AOPS.

FY 2007 Program

SO: 521-003 Healthier Families of Desired Size

Improve Child Survival, Health & Nutrition

There will be no new obligations to this Strategic Objective. A new strategy will begin in FY 2007.

FY 2006 Program

SO: 521-004 Increased human capacity

Achieve Equitable Access to Quality Basic Education

Achieve Equitable Access to Quality Basic Education (\$5,498,000 DA). USAID is providing primary school teachers and school directors in 100 schools in four departments (North, West, Center, and Artibonite) with equipment and materials, as well as training in pedagogy, classroom management, and school leadership. Parent committees are being trained in school performance monitoring and fundraising. An interactive radio instruction program in math and Creole reading for children in grades two through four is being provided to an additional 400 schools. Grade five students in 30 schools will benefit from a life skills program. USAID is continuing development of a non-formal education program, equivalent to primary education, for out-of-school youth emphasizing literacy, numeracy, life skills, and workforce behaviors and attitudes. To stabilize school attendance in crisis-affected areas, a primary school scholarship program will operate in the targeted areas. The program is serving up to 13,000 children in approximately 300 primary schools. Institutional strengthening for the Haitian NGO implementing organization includes fundraising training aimed at sustainability when USAID funding ceases. USAID is funding technical assistance to the Ministry of National Education and its Directorate for Support to Private Education and Partnership to reform the accreditation process for non-public schools and assist in clearing the backlog of school license applications. This component complements World Bank grant activities and facilitates direct public sector subsidies to non-public schools. Principal implementers: Haitian Foundation for Private Education (FONHEP), Save the Children, Education Development Center (EDC), and American Institutes for Research (AIR).

In line with USAID policy and the approved strategy for the P.L. 480 five-year food security program, implementers are phasing out assistance for school feeding as a stand-alone activity. These implementers also carry out activities to strengthen community involvement in primary schools and integrate health, hygiene, and nutrition into primary school activities.

Improve Quality of Workforce through Vocational/Technical Education

Improve Quality of Workforce through Vocational/Technical Education (\$4,475,000 DA; \$2,000,000 ESF). A small grants program continues to strengthen youth-serving community-based organizations in targeted communities and carry out basic education and livelihood activities with 15- to 20-year olds. This program is a joint effort with a centrally-funded USAID/Washington office. Principal implementers: EDC and FONHEP.

USAID is developing a program supporting higher education institutions to respond to high-priority workforce needs. Fields of study are to be determined through consultation within USAID/Haiti and with business leaders and key officials of the Government. Key facets of a program may include local institutions partnering with U.S. universities, U.S. and third-country training, technical assistance to Haitian universities, and faculty exchanges. Principal implementer: To be determined through competition.

FY 2007 Program

SO: 521-004 Increased human capacity

Achieve Equitable Access to Quality Basic Education

There will be no new obligations to this Strategic Objective. A new strategy will begin in FY 2007.

FY 2006 Program

SO: 521-005 Genuinely Inclusive Democratic Governance Attained

Promote And Support Anti-Corruption Reforms

Promote And Support Anti-Corruption Reforms (\$2,505,000 ESF). To increase public awareness and promote public ethics, transparency and integrity, civil society organizations and public service associations are receiving training, technical assistance, and small grants for research, advocacy, and monitoring activities. Twenty-eight political parties have pledged to constitute an anti-corruption Parliamentary commission and USAID is providing training for commission members. Other targeted institutions include the Superior Court of Accounts, the Commission for Adjudication of Public Contracts, and Customs. USAID is also providing technical assistance to anti-corruption advocates and Parliament to draft bills on access to information and "whistleblower" protection, as well as ratification of the UN Convention against corruption. To support increased accountability and transparency in government financial management, key government ministries and agencies continue to receive support in the installation of an integrated financial management system. Principal implementer: Transparency International and Systems Research & Applications International.

Strengthen Civil Society

Strengthen Civil Society (\$1,586,000 DA; \$2,559,000 ESF). USAID is providing training and technical assistance to journalists' associations and a strengthened network of community radio stations in order to enhance media independence, capacity, diversity, and geographic reach. Training and limited commodity support is strengthening key Government of Haiti (GOH) institutions' public outreach capacity to engage and inform the public. Civic education materials and training are informing citizens of their rights, responsibilities, and opportunities vis-à-vis their newly elected government. Citizen participation at the community level is being increased through small grants, enabling localities to identify and address local

problems, set priorities, and hold local leaders accountable. Training, technical assistance, and grants are bolstering the capacity of civil society organizations (CSOs) to bring about increased participation and inclusion of groups at all levels of society, and improve the effectiveness of CSOs in advocacy, monitoring, internal management, and financial sustainability. Support for the Provisional Electoral Council (CEP), including training and limited commodity support, is facilitating its transformation into a permanent, independent body, improving its ability to function effectively and transparently. Training and technical assistance to political parties helps to focus their ability to represent citizen interest and needs, develop sound policy, govern effectively, and serve as loyal opposition. Principal implementers: Creative Associates International, National Democratic Institute, International Republican Institute, and others to be determined through competition.

Strengthen the Justice Sector

Strengthen the Justice Sector (\$2,400,000 DA; \$5,650,000 ESF). USAID is providing technical assistance and training to strengthen a more independent judiciary's management and oversight capacity, improve the quality of legal education, improve court procedures, case management and case tracking, and reduce inappropriate pre-trial detention. Civil society organizations are receiving grants and technical assistance to: advocate for and monitor legal and judicial reforms, provide services to marginalized groups, and improve research and education on legal issues; protect and treat victims of violence through specialized treatment services for physical and psychological trauma; and prevent trafficking in persons and protect those who are vulnerable. USAID is initiating a program to provide specialized education and training to encourage positive political participation by marginalized youth. Principal implementers: National Center for State Courts (NCSC), International Foundation for Election Systems, and Pan American Development Foundation.

Strengthen the Legislative Function/Legal Framework

Strengthen the Legislative Function/Legal Framework (\$1,586,000 ESF). USAID will undertake an orientation program for new members of Parliament. Orientation will include basic training in democracy and governance and the responsibilities of serving as an elected representative. In addition, training on key legislative processes such as budget and policy issues, will enable members and senior staff to conduct the day-to-day business of Parliament. The institution will be strengthened through limited commodity and facility support and improving the staff's administrative, management, and communications capacities. Principal implementers: Contractors and grantees to be determined through competition.

Support Democratic Local Government & Decentralization

Support Democratic Local Government & Decentralization (\$2,350,000 DA; \$13,100,000 ESF). Support for local government capacities to deliver services with citizen input will begin with orientation of newly elected officials. This will be followed by training and technical assistance to develop capacities of new officials for management, oversight, and service delivery; and strengthen citizen and local government capabilities to allocate and manage community resources. Technical assistance will strengthen associations of local government officials, support decentralization from the central government, and reinforce civil society linkages with local governments. The program will support administration of municipal elections. USAID's ongoing transition initiatives program will promote stability in key crisis spots by undertaking quick, visible small projects that constructively engage groups that might otherwise threaten stability. USAID will closely link the transition program to the longer term development program. Given the uncertainties resulting from elections, USAID will be flexible in order to respond quickly and effectively to the new government. Principal implementer: Contractors and grantees to be determined through competition.

FY 2007 Program

SO: 521-005 Genuinely Inclusive Democratic Governance Attained

Promote And Support Anti-Corruption Reforms

There will be no new obligations to this Strategic Objective. A new strategy will begin in FY 2007.

FY 2006 Program

SO: 521-006 Streamlined Government

Expand & Improve Access To Economic & Social Infrastructure

Expand & Improve Access To Economic & Social Infrastructure (\$1,000,000 ESF). USAID continues to work with the Maritime Security Alliance for Haiti to help the Haitian Port Authority meet international security standards for its two principle ports in Port au Prince and Cap Haitian. USAID's assistance enhances the capacity of the Maritime Security Council to oversee compliance with international security standards; implement a harmonized port access control system; train port security professionals in the country's private and public ports on procedures to meet international standards; and complete engineering assessments for the rehabilitation of seven viable ports and make these available to the government, donors, and the private sector for future rehabilitation. USAID is implementing the training program designed by U.S. Customs aimed at improving the capacity of Haitian Customs in trade facilitation, border security, and combating corruption. Principal implementers: Caribbean-Central America Action, and other contractors and grantees to be determined through a competition.

Strengthen Public Sector Executive Function

Strengthen Public Sector Executive Function: (\$11,500,000 ESF). USAID is continuing to support key ministries (\$4,500,000) by funding technical assistance, commodities, and building rehabilitation, and to provide budget support to the IGOH (\$7,000,000) via a subsidy for primary school textbooks. USAID assistance is helping to facilitate critical government functions during the transition period and the smooth transition of power from the IGOH to the newly elected government. USAID is discussing areas of focus with the newly elected government, and will likely continue to provide expert advisors for government offices including the Prime Minister's Office, and Ministries of Finance, Commerce, Plan, Education, and Justice to assist with budget and fiscal management, tax administration, information systems, anti-corruption measures, and improving communications outreach. The Ministry of Finance advisor is expected to facilitate the new government's ability to maintain Haiti's compliance with World Bank and International Monetary Fund programs, implement the GOH's FY 2006 budget and set the FY 2007 budget. In addition, USAID is in the process of completing work to rehabilitate the Ministry of Justice compound. Implementation of the Integrated Financial Management System (IFMS) will continue. Secondary ports and border crossings are being added to the Haiti Customs Administration information network. This will complement the work completed last year building the network infrastructure for the main port and airport in Port au Prince. USAID is upgrading the information system of Haiti Tax Service and will add interfaces between it and Customs Administration to the Ministry of Finance managed IFMS network. Sixteen secondary sites in the IFMS network are being upgraded. The program is working with the GOH to establish a Technical Oversight Committee to plan and manage the new IFMS network and information technology resources. Principal implementer: Systems Research and Applications International.

FY 2007 Program

SO: 521-006 Streamlined Government

Expand & Improve Access To Economic & Social Infrastructure

There will be no new obligations to this Strategic Objective. A new strategy will begin in FY 2007.

FY 2006 Program

SO: 521-AAA Improve Health

Improve Child Survival, Health & Nutrition

No activities will be carried out under this program during FY 2006. This strategy begins in FY 2007.

FY 2007 Program

SO: 521-AAA Improve Health

Improve Child Survival, Health & Nutrition

Improve Child Survival, Health & Nutrition (\$5,700,000 CSH): Haiti continues to have the worst immunization coverage in the region, and children die before the age of five due to preventable causes. USAID will continue to expand best practices for immunization. The new strategy will capture missed opportunities for immunization with community referrals, post-natal visits, and growth monitoring activities. Public-private partnerships for food fortification and marketing of water purification products will be vigorously pursued in the new strategy. Principal implementers: contractors and grantees to be determined through competition.

Improve Maternal Health & Nutrition

Improve Maternal Health & Nutrition (\$1,900,000 CSH). Haiti's women continue to have the poorest maternal health in the region, with most births due to poor reproductive health, pregnancy and related complications, and poor quality of maternal health and nutrition services. USAID will encourage safe motherhood interventions which include: improving provider skills to increase safe deliveries; upgrading infrastructure and basic antenatal equipment; and improving links with food programs to address malnutrition among pregnant women and new mothers. Principal implementers: Contractors and grantees to be determined through competition.

Prevent & Control Infectious Diseases Of Major Importance

Prevent & Control Infectious Diseases Of Major Importance (\$1,000,000 CSH). USAID is phasing out its Latin America malaria programs outside the Amazon Basin, so the Haiti program expects to focus on tuberculosis (TB) and TB/HIV linkages through the President's Emergency Plan for AIDS Relief (PEPFAR). USAID will provide technical assistance to the Global Fund for AIDS, Tuberculosis and Malaria and the national TB control program to increase MOH capacity to accelerate implementation and produce results in combating TB, malaria, and other emerging diseases such as the avian flu. Principal implementers: Contractors and grantees to be determined through competition.

Reduce Transmission & Impact Of HIV/AIDS

Reduce Transmission & Impact of HIV/AIDS: See the State Department's Congressional Budget Justification, Global HIV/AIDS Initiative section, for a discussion of this program.

Support Democratic Local Government & Decentralization

Support Democratic Local Government & Decentralization (\$1,000,000 CSH). As Haiti transitions politically, USAID will continue expansion and promotion of the GOH's strategy to improve local governance in health service delivery through decentralization to Haiti's geographic departments. The new strategy will build on efforts to develop a national health framework, rationalize resource allocation, and foster program coordination among donors. USAID will continue to work with the MOH to strengthen the national health information systems and promote evidence-based planning and monitoring.

Innovative successful approaches with the private sector such as performance-based funding will be a feature of working with the public sector in the new strategy. Principal implementers: Contractors and grantees to be determined through competition.

Support Family Planning

Support Family Planning (\$6,212,000 CSH). Haiti has one of the lowest rates of contraceptive prevalence in Latin America. Nearly 40% of women of reproductive age would like to postpone or space their pregnancy, yet they are not currently using any form of family planning. USAID hopes to increase funding for family planning services and expand the method mix to respond to these high levels of unmet need. The new strategy will support MOH advocacy and leadership to reposition family planning in Haiti as a basis for improving maternal and infant health. USAID continues to be the lead donor and will provide coordination, technical guidance, commodities, and information management to improve family planning use in Haiti. Principal implementers: Contractors and grantees to be determined through competition.

FY 2006 Program

SO: 521-BBB Improve Stability and Food Security

Improve Emergency Preparedness & Disaster Mitigation

No activities will be carried out under this program during FY 2006. This strategy begins in FY 2007.

FY 2007 Program

SO: 521-BBB Improve Stability and Food Security

Improve Emergency Preparedness & Disaster Mitigation

Improve Emergency Preparedness & Disaster Mitigation (\$500,000 DA; \$3,500,000 ESF). USAID intends to provide technical assistance, training, and material support to improve the ability of the Haitian government to warn of impending disaster and increase the capacity of partner organizations and communities to prepare for and mitigate its effects. Community-level disaster mitigation activities will serve as an opportunity for public works to generate income and asset grants to reduce the economic shock of potential disasters on poor households. Implementation flexibility will allow shifting from emergency relief to reconstruction to development activities, depending upon the need. USAID intends to use the livelihood profiles for Haiti developed by the USAID-financed Famine Early Warning System Network (FEWSNET) to facilitate disaster response, programming and monitoring. USAID intends to continue support to the FEWSNET and the Haiti National Food Security Coordination Office. Principal implementer: Contractors and grantees to be determined through competition.

Protect and Increase Food Security of Vulnerable Populations

Protect and Increase Food Security of Vulnerable Populations (\$4,000,000 DA). USAID intends to support supplemental feeding activities for vulnerable groups such as children under five years old and pregnant and lactating women. Activities will include growth surveillance and health interventions, agricultural production, and a safety net for other vulnerable groups to promote sustainable improvements in household dietary consumption and diversity in food resources. Programs assisting vulnerable families with food supplementation program will include agriculture interventions and opportunities to assist in disaster mitigation. Principal implementer: Contractors and grantees to be determined through competition.

Protect and Increase the Assets and Livelihoods of the Poor

Protect and Increase the Assets and Livelihoods of the Poor (\$4,087,000 DA). USAID plans to work with

populations vulnerable to food insecurity to augment family income and improve food consumption patterns. Programs to increase assets could include food- or cash-for-work temporary employment for public works, while rehabilitating essential infrastructure, improving water and sanitation, and addressing erosion control. Activities may also include food-for-education to train out-of-work youth in livelihood and entrepreneurial skills. USAID may also provide asset grants to help train and engage potential entrepreneurs and help food security groups to develop demand-driven agriculture, non-farm, and craft goods and services. Principal implementer: Contractors and grantees to be determined through competition.

Support Populations at Risk

Support Populations at Risk (\$2,000,000 DA; \$15,500,000 ESF). USAID plans to work with populations vulnerable to conflict and violence, particularly out-of-school youth, in marginalized urban areas in and outside of Port-au-Prince with high levels of gang violence and in rural areas with high youth unemployment. Activities would aim to promote stability in key crisis spots through technical assistance, training, and community development using labor intensive public works activities. It would provide short-term employment opportunities, transitioning from shorter-term employment toward medium to long term job creation where possible. Public works will target the rehabilitation of productive infrastructure such as secondary and tertiary roads; irrigation systems; soil conservation activities and other productive activities; public service delivery infrastructure such as schools and clinics; and public health infrastructure such as solid waste management, water, and sanitation. The program would encourage citizen participation with local government officials in activity selection and monitoring. This will compliment the program for social reinsertion of adolescents under the strategic objective (SO) "Education", and the local government technical assistance and training program under the SO "Democracy and Governance". Principal implementer: Contractors and grantees to be determined through competition.

FY 2006 Program

SO: 521-XXX Promote A Stronger, More Democratic Nation

Strengthen Civil Society

No activities will be carried out under this program during FY 2006. This strategy begins in FY 2007.

FY 2007 Program

SO: 521-XXX Promote A Stronger, More Democratic Nation

Strengthen Civil Society

Strengthen Civil Society (\$7,000,000 DA). Through provision of technical assistance, training, and small grants, USAID plans to enhance the ability of citizens to positively influence government. Support for civil society organizations should enable them to reach out to previously excluded groups and to maintain pressure on the GOH to devise and implement policy, anti-corruption, and governance reforms. In order to build media independence, capacity, diversity, and geographic reach, USAID's program may support journalists' associations and expansion and upgrading of the network of community radio stations into a true, interconnected, nationwide radio network. Civic education programs should encourage citizen participation at the local level through initiatives to set priorities and hold local leaders accountable. Competitive political processes may become more democratic through strengthening the Permanent Electoral Council's (CEP) ability to function effectively as an independent body, and through strengthening political parties' capacities to represent citizen interests and needs, contribute to policy development, participate in government, and serve as loyal opposition. Principal implementer: Contractors and grantees to be determined through competition.

Strengthen the Justice Sector

Strengthen the Justice Sector (\$1,000,000 DA; \$7,000,000 ESF). USAID program support will include a combination of technical assistance, training, and small grants. Activities may address: increasing judicial independence, improving management and oversight capacity of the judiciary, enhancing the quality of legal education, and consolidating integrated case management practices to minimize prolonged pre-trial detention. Improving the capacity of the Ministry of Justice may include providing technical advisors and rehabilitating court infrastructure. Support to civil society should enhance its ability to advocate for and monitor legal and judicial reforms, provide legal services to marginalized groups, and improve research and education on legal issues. Victims of organized violence may receive protection and treatment for physical and psychological trauma. Vulnerable women, youth, and children may benefit from a range of trafficking protection services, education, and awareness raising efforts. In order to reduce youth violence and encourage youth political participation, USAID plans to provide specialized education, training, and social opportunities for marginalized youth in the most violent areas. Principal implementer: Contractors and grantees to be determined through competition.

Strengthen the Legislative Function/Legal Framework

Strengthen the Legislative Function/Legal Framework (\$3,000,000 ESF). USAID plans to provide technical assistance, training, and limited procurement to strengthen the Parliament. Activities may include technical assistance on key legislative processes and committee functions, training for senior staff, assistance in maintaining effective constituent outreach, and mediation functions. Principal implementer: Contractors and grantees to be determined through competition.

Support Democratic Local Government & Decentralization

Support Democratic Local Government & Decentralization (\$3,000,000 ESF). USAID plans to support local government institutions to enhance their capacities to deliver services with citizen input through a program of technical assistance and training. This will complement a public works program under the SO "Vulnerable Populations"; these programs together should enhance: officials' capacities for management, oversight and service delivery; development and implementation of policies to decentralize central government services; availability and management of local resources; citizen participation in local decision making and implementation of community enhancement projects. Principal implementer: Contractors and grantees to be determined through competition.

FY 2006 Program

SO: 521-YYY Expand Sustainable Economic Opportunities

Improve Private Sector Competitiveness

No activities will be carried out under this program during FY 2006. This strategy begins in FY 2007.

FY 2007 Program

SO: 521-YYY Expand Sustainable Economic Opportunities

Improve Sustainable Management Of Natural Resources & Biodiversity

Improve Sustainable Management of Natural Resources & Biodiversity (\$7,000,000 ESF). USAID intends to initiate a new environmental activity to reduce the ongoing degradation of Haiti's natural resource base and maximize agricultural production and export opportunities. Initiatives will include sustainable reforestation, watershed management, soil conservation, alternative energy source development such as charcoal plantations, and production and marketing of high value crops such as mangos, cacao and coffee. The activity would involve strong collaboration with the Ministries of Environment and Agriculture for technical assistance, policy formulation, and training. It is anticipated that this will be USAID's most significant intervention to address the environment in Haiti. Principal

implementer: Contractors and grantees to be determined through competition.

Protect and Increase the Assets and Livelihoods of the Poor

Protect and Increase the Assets and Livelihoods of the Poor (\$2,000,000 ESF). USAID expects to continue strengthening microfinance institutions to enable them to expand access to credit for micro and small entrepreneurs, particularly those entrepreneurs assisted under the sustainable management of natural resources component. USAID also intends to continue to improve market linkages for traditional crops such as mangos, cacao and coffee, for non-traditional crops such as yams and peppers, and for non-agricultural sectors such as handicrafts. Principal implementer: Contractors and grantees to be determined through competition.

Strengthen Public Sector Executive Function

Strengthen Public Sector Executive Function (\$3,000,000 ESF). USAID intends to provide technical assistance to key ministries to increase the government's effectiveness, transparency, and accountability in service delivery and policy development. USAID's program may provide direct assistance in setting up and implementing tighter internal controls in key government ministries, in order to improve the ability of the ministries to respond to anti-corruption efforts with increased public ethics, transparency, and procurement integrity. These ministries will likely include the Ministry of Commerce and Industry for investment facilitation, the Ministry of Agriculture for enhanced statistical research, and the Ministry of Finance for anti-corruption activities. USAID may fund activities which improve investment-friendly policies and the enabling environment for economic growth. Principal implementer: Contractors and grantees to be determined through competition.

FY 2006 Program

SO: 521-ZZZ Build Human Capacity

Achieve Equitable Access to Quality Basic Education

No activities will be carried out under this program during FY 2006. This strategy begins in FY 2007.

FY 2007 Program

SO: 521-ZZZ Build Human Capacity

Achieve Equitable Access to Quality Basic Education

Achieve Equitable Access to Quality Basic Education (\$3,100,000 DA; \$1,000,000 ESF). To address human capacity constraints, USAID will continue investing in primary schools. Activities may include school-level strengthening through teacher education, leadership training for school directors, and direct provision of teaching and learning materials. Parent committees would be empowered through training in school performance monitoring and fundraising. Interactive radio instruction programming in math and Creole reading may continue, expanding the program and leveraging diaspora funding. USAID would expand the primary school scholarship program, an important social safety net for vulnerable children. To address the health and nutrition needs of Haitian schoolchildren, USAID's education program will explore connections to health activities. USAID expects to continue development of the primary school equivalency program for out-of-school youth, an underserved and marginalized population. Principal implementer: Contractors and grantees to be determined through competition.

Improve Quality of Workforce through Vocational/Technical Education

Improve Quality of Workforce through Vocational/Technical Education (\$456,000 DA; \$5,000,000 ESF). USAID would expand the basic education and livelihood activities targeting 15- to 20-year-olds through

grants to community-based organizations serving youth. The activities support the social reinsertion of adolescents. The program may expand further into marginalized urban areas in and outside of Port-au-Prince with high levels of gang violence and in rural areas with high youth unemployment. USAID will also examine extending the program initiated in FY 2006 to work with higher education institutions to respond to high-priority workforce needs. Principal implementer: Contractors and grantees to be determined through competition.

Strengthen Public Sector Executive Function

Strengthen Public Sector Executive Function (\$500,000 DA). USAID plans to continue engagement with the Ministry of Education (MOE) by supporting the accreditation function of the Directorate for Support to Private Education and Partnership (DAEPP) and strengthening central MOE capacity to oversee the process. Principal implementer: Contractors and grantees to be determined through competition.

Support Democratic Local Government & Decentralization

Support Democratic Local Government & Decentralization (\$500,000 DA). Preparation work for school licensing takes place principally at the school and departmental levels. USAID would strengthen the departmental offices of the DAEPP, possibly through improved policies to decentralize the accreditation function, training and material support. USAID expects to link its primary school and youth activities more closely with the departmental-level education and youth directorates, which are principally responsible for the supervision of both public and non-public schools and youth programs. Increased government oversight at the local level will further ensure that the public sector improves its regulatory role in education. Principal implementer: Contractors and grantees to be determined through competition.

Results Framework

521-001 Sustainable Increased Income for the Poor

Program Title: Economic Growth

IR 1.1: Increased Environmentally Sustainable Agricultural Income

IR 1.2: Small and Micro-Entrepreneurs Economically Empowered

IR 1.3: Civil society/Farmers Groups Strengthened

521-003 Healthier Families of Desired Size

Program Title: Health Systems

IR 3.1: Increased use of quality child survival (CS) and nutrition services

IR 3.2: Increased use of quality reproductive health (RH) services

IR 3.3: Reduced transmission of selected infectious diseases

521-004 Increased human capacity

Program Title: Education

IR 4.1: Improved quality of primary education

IR 4.2: Improved policy framework for private/public sector partnership

IR 4.3: Improved education services for out-of school youth

IR 4.4: Improved access to high quality market-oriented technical training

521-005 Genuinely Inclusive Democratic Governance Attained

Program Title: Democracy and Governance

IR 5.1: Civil society organizations positively influence policies

IR 5.2: Elections are more credible

IR 5.3: More responsive governance by elected officials

IR 5.4: People increasingly treated according to the rule of law

521-006 Streamlined Government

Program Title: Streamlined Government

IR 6.1: Emergency Rehabilitation and Restoration of Essential Government Services

IR 6.2: Improved Management of Government Revenue

521-010 Tropical Storm Recovery Program

Program Title: Hurricane Recovery

IR 10.1: Targeted Communities Revitalized

IR 10.2: Targeted Rural Areas Revitalized

521-AAA Improve Health

Program Title: Health Systems

521-BBB Improve Stability and Food Security

Program Title: Vulnerable Populations

521-XXX Promote A Stronger, More Democratic Nation

Program Title: Democracy and Governance

521-YYY Expand Sustainable Economic Opportunities

Program Title: Economic Growth

521-ZZZ Build Human Capacity
Program Title: Education