

SECTION C - STATEMENT OF WORK

C.1 TITLE

Investment-Trade & Association Development Project (I-TRADE)

C.2 PURPOSE

The purpose of this Contract is to address the underlying public and private sector enabling environment which will allow Haitian enterprises to invest and trade efficiently and effectively by: 1) giving the Government of Haiti the capacity to negotiate effectively in the competitive global market; 2) building public sector institutional and ministerial capacity in areas related to investment and trade policy; and 3) addressing weaknesses at the level of private sector institutions. As a result of this activity, USAID expects to see increased incomes and wage employment, increased trade and investment, and increased sustainable livelihood options.

C.3 STATEMENT OF WORK

1. Background

Haiti's private sector has faced a host of challenges for the past few decades (de-capitalization, brain drain, political upheaval, the emergence of contraband and narco-trafficking as economic activities, weak/ineffective government, and insecurity) that have made its capacity to act as a true engine for growth more difficult. The I-TRADE project will tackle some of the underlying obstacles to private sector competitiveness and job-producing business growth by addressing public and private institutional deficiencies, market access issues, and the lack of access to business support that impedes the progress of the productive and export sectors.

2. Overall Project Objective

This solicitation seeks to bring support to the Haitian public and private sectors' efforts to increase trade and investment by building institutional capacity and supporting public/private dialogue on these issues. The project will reinforce GOH trade and investment-related initiatives at the public sector level, it will strengthen private sector associations' ability to be proactive and reactive, and it will provide an institutional underpinning to other USAID activities in the area of Increased Employment and Sustainable Livelihoods, particularly for the production sectors targeted by the MarChE program.

3. Current Situation and Illustrative Areas of Opportunity

It is envisioned that I-TRADE will provide support to institutions relating to the business, investment and trade environments in Haiti. As the political situation in Haiti stabilizes, stakeholders are willing to engage the international community and look to market opportunities. Stakeholders include not only the executive and legislative branches of government, but private sector and civil society. In order to improve Haiti's participation in bilateral, regional, and/or international trade, those institutions must be strengthened and communication among stakeholders improved. Haiti does not have a history of coordination between the public and

private sectors to formulate policy or address impediments to trade. The I-TRADE activity will strengthen institutions such as business associations, trade negotiation entities, the MCI's Investment Facilitation Center, Haiti's ports and the Customs Authorities, and related GOH bodies, and will improve communication efforts among such institutions.

As described in the definitions under Program areas 4.2 and 4.6 (See Attachment J.9 - Annex 3): 1) "The institution of international agreements and trade facilitation techniques allows countries to exchange goods and services and make financial investments without fear of loss. This is done through supporting public and private sector efforts to participate effectively in international trade and investment agreements and institutions, implement international agreements, adjust to changing trade conditions, and take full advantage of trade and investment to generate economic growth and reduce poverty"; and 2) "Improve policies, laws, regulations, and administrative practices affecting the private sector's ability to compete nationally and internationally. All the elements include not only the adoption and implementation of policies, but also their oversight by elected officials, NGOs, and the private sector"

The following should be considered in relation to the I-TRADE project:

3.1 Haiti's "Doing Business" and "Economic Freedom" Performance.

In the Heritage Foundation's Index of Economic Freedom, Haiti ranks 135th out of 157 countries, with Cuba and Venezuela falling 144th and 156th respectively as the only countries in the hemisphere rating lower. Haiti is in the "Repressed" category. Haiti's only strong area is in trade policy, a reflection of the low tariff rates. Otherwise, Haiti scored consistently below the average in the areas measured by the Heritage Foundation (www.heritage.org), indicating poor management of economic and fiscal policies by the Government. The new Government of Haiti will be challenged to turn these numbers around over the next few years.

In addition, Haiti has had consistently low scores in the World Bank's "Doing Business" Guide (www.doingbusiness.org). Haiti currently ranks 139th out of 175 countries, with Venezuela being the only country in the hemisphere that falls lower (164th). Cuba is not rated. From 2005 to 2006, Haiti's ranking fell. A summary of Haiti's rankings is outlined in Table 1.

Ease of...	2006 Rank	2005 Rank	Change in Rank
Doing Business	139	136	-3
Starting a Business	167	167	0
Dealing with Licenses	60	54	-6
Employing Workers	37	34	-3
Registering Property	135	131	-4
Getting Credit	117	117	0
Protecting Investors	142	141	-1
Paying Taxes	87	80	-7
Trading Across Borders	138	134	-4
Enforcing Contracts	107	104	-3
Closing a Business	146	145	-1

Source: *Doing Business in Haiti*. www.doingbusiness.org

Table 1.

The I-TRADE project will support GOH and other international efforts to tackle some of these fundamental impediments to growth, trade, and investment.

3.2 Private Sector Associations and Chambers.

USAID/Haiti has initiated the process of association development. The I-Trade project will build on this process and broaden the program to support associations' involvement in trade policy development. There are a number of linkages across USAID programs to be taken into consideration. These include the MarChE project, the DEED project, the work that is being done to promote job creation under the JOBS program, the outreach to at-risk youth in the IDEJEN project, and the DCA Small & Medium Enterprises loan guarantee program.

Private sector associations should be the repository for industry information, should provide support services to members, and should advocate on issues that impede broad sector development. Effectively functioning associations should be able to facilitate public/private dialogue, while broadening the membership base and increasing the number of Haitian citizens participating in the modern, formal economy. Haiti's private sector associations have been hampered by under-capitalization, diminished membership resulting from migration and de-capitalization, and often antagonistic relationships with the public sector. There have been significant improvements in the latter since the new Government (executive and legislative) came to power, but there are still challenges in educating both sides as to the nature of the relationship. The I-TRADE project will seek to provide support to the private sector associations – particularly where this support strengthens interface between the private and public sectors on issues of trade and investment, and those emerging from other SO 11 “Employment and Livelihoods” activities. Additional consideration should be taken for those associations seeking to develop the role of women in the private sector, and for those that can contribute to the IDEJEN and JOBS program in both the capital and the provinces.

3.3 Obstacles to Doing Business.

The Government of Haiti can work with the private sector to develop policies and create or strengthen institutions that will generate sustainable employment, and provide a foundation for future progress. Building GOH institutional capacity to provide support for investment and trade activities requires a public-private partnership that has not existed in Haiti. USAID is investing significant resources in addressing this with the creation of the “Investment Facilitation Center”. This initiative has the support of the Government of Haiti at the highest levels, and has significant private sector involvement within the structure, to ensure that public-private stakeholders are involved in its implementation and operation (see Attachment J.8 - Annex 2, Section 2.6 & 2.7).

The successful operation of the Investment Facilitation Center should promote efficient and transparent investment procedures for national and international enterprises. Red tape should be removed, procedures should be standardized and easy to follow, and investment information should be available to all potential investors. Successful implementation of this program should contribute significantly to the objective of improving Haiti's rankings in Doing Business, and the Heritage Foundation Index of Economic Freedom.

3.4 Modern Business Practices and International Trade Legislation.

There is a need to modernize the legal and administrative framework for doing business in Haiti. As noted in Attachment J.8 - Annex 2, section 2.9, the EU will be providing support to the private sector to begin this process. The I-TRADE project will complement the work being financed by the EU by working on the advocacy and implementation of a modernized policy framework for business. This aspect of the project will benefit greatly from strong links into the government and the new parliament, as this will facilitate dialogue and understanding as business legislation is moved forward. USAID encourages the offeror to engage local organizations for some or all of this effort.

3.5 Port Security and Movement of Goods.

As described in section Attachment J.8 - Annex 2, Section 2.6, USAID/Haiti currently is in the final year of a three-year project to manage the implementation of, and compliance with, International Ship and Port Facility (ISPS) codes. This program will end in December 2007. The I-TRADE project will seek to ensure that the institutional framework established under this project continues to support Haiti's ISPS compliance and that the linkages between stakeholders remain strong.

There are studies indicating that Haiti's government has up to \$200 million per year in lost customs revenue that could significantly contribute to Haiti's budgetary situation if this were to be rectified. Furthermore, procedures that are in place to support the movement of goods will be important for both inbound and outbound cargo, and I-TRADE will support the modernization of procedures (within both the AGD and the MCI) that will ensure that Haiti will continue to have the environment conducive to the efficient movement of goods. This work will be particularly important in the immediate term as Haiti implements the procedures related to the HOPE legislation. In the long term, it is a priority for USAID that the Customs Administration is functioning according to international standards to maximize revenue potential and security considerations for both inbound and outbound cargo.

3.6 International Trade Negotiations & Trading Relationships.

Relationships with important trading partners may provide the key to stimulating Haiti's reentry into the international trading system. While a member of the WTO since 1996, Haiti has not taken a robust role with bilateral or regional trade partners. Areas that present the greatest opportunity may be bilateral trade with Dominican Republic, Bahamas, and United States. Haiti has recently forged a new relationship with CARICOM, presenting an opportunity to reengage its regional trading partners.

As described in Annex 2, Section 2.7, the Government of Haiti is taking steps to address its ministerial and institutional deficiencies in the area of trade policy. President Préval commissioned an analysis of Haiti's trade and regional integration agreements. Under examination were Haiti's position vis-à-vis the World Trade Organization, the European Partnership Agreements, the Free Trade Area of the Americas, DR-CAFTA, CARICOM, the Dominican Republic, and the United States. The recommendations from this report are expected to result in the creation of a special office that will work on consolidating Haiti's position on trade and integration. I-TRADE seeks to support these efforts over the life of the activity.

Agreements with trading partners, such as the Trade and Investment Framework Agreement (TIFA) with the United States may need to be updated. The CARICOM

negotiations may head into new territory, such as services negotiations. In order to respond to these circumstances and others like them, Haiti will need a comprehensive strategy for engaging in trade negotiations and soliciting input and feedback from the private sector and civil society.

The project should also be prepared to provide support for other related projects or changes to the trade agenda, such as supporting the Integrated Framework process in Haiti; or work on any outstanding issues related to implementation of the HOPE legislation.

3.7 Other USAID Projects

For the I-TRADE project, USAID's MarChE activity will be an integral part of the planning. Through MarChE, industry development will lead to more vibrant private sector activity at the production level. Domestic markets will respond to some of the increases in production, but policy will be important for investment and trade. Key sectors being addressed by the MarChE activity are: agriculture/agribusiness, handicrafts, tourism, and manufacturing.

The ability of the I-TRADE project to respond to opportunities that may arise in relation to developments in other USAID/Haiti projects will be very important. The I-TRADE project should be able to support the Ministries that are developing policy and regulations related to the trade in goods and services, specifically those being targeted under MarChE.

Of particular importance in this area will be assistance to the ministries responsible for the implementation of the HOPE legislation requirements (where not specifically targeted to the Customs Administration noted in section 3.5, above) Other ministries will be critical to the streamlined movement of goods under this legislation, particularly the Ministry of Commerce which is responsible for the rule of origin certification and visa processing for the apparel/textile industry.

I-TRADE will also be expected to support employment creation opportunities where possible. The JOBS program and the IDEJEN initiative are key areas for linkages; as well as any other programs related to SO 11 activities.

C. 4 KEY PRINCIPLES OF THE I-TRADE PROJECT

These key principles apply to all work undertaken by the contractor, both with the private and public sectors:

4.1 Improve Haiti's position in global rankings of trade and business policy

Haiti needs to improve both the perception and the reality. The country scores consistently low in international rankings on business and trade indexes. The contractor must focus on improving the ease of doing business – investing and

trading – in order to increase investor confidence and remove barriers to trade that prevent goods produced from reaching markets.

4.2 Facilitate institutional development in order to strengthen local capacity

The Government of Haiti recognizes that weak public institutions are an impediment to development. Equally, within the private sector, weak institutions mean that producers and traders are often operating as individuals and not as collective entities with similar needs. The contractor will address the public and private sector weaknesses that are impediments to efficient and transparent business operation and that are critical to sustained economic development.

4.3 Facilitate public/private communication and interaction

On trade policy, investment policy, and economic development, the successful models often show that there has been ongoing dialogue between the public and private sectors as policies are considered and negotiated. The contractor will develop forums to ensure ongoing public/private dialogue on all aspects related to the I-TRADE project. Where mechanisms for dialogue already exist (such as the council of the Investment Facilitation Center) the contractor will encourage and support regular communication between the private and public membership to ensure that there are no communication gaps. Furthermore, the contractor will be expected to make information on developments and work under I-TRADE available to the public through the local media, to ensure that there is broad civil society understanding of the challenges and opportunities that are available under the project.

4.4 Develop and maintain linkages with other USAID / USG activities

Trade does not happen without production or services. USAID is developing broad cross-sectoral projects that seek to enhance production, access to finance, workforce development, and job creation. The contractor must work with these projects to ensure that the work done under I-TRADE is complementary to the needs and priorities of these projects at both the public sector and private sector levels. There are also activities at the level of the broader USG that support activities that will be carried out under I-TRADE. The U.S. Coast Guard is the key Agency for Port Security compliance. The U.S. Customs and Border Protection Agency will be the most important partner on Customs cooperation issues. Close collaboration with the United States Department of the Treasury is essential in relation to the tax program. Owing to the high level of trade policy work, collaborative contact must be maintained with the office of the United States Trade Representative.

4.5 Coordination with Other Donor Activities

The I-TRADE project contractor shall coordinate with project implementers of other donors as well. Coordination with the PRIMA project of the European Union is clearly a prerequisite in this area. Coordination with the IDB in the area

of trade policy and support to the private sector, as well as in the area of workforce development is also expected. Other projects, either existing or new, that deal with the issues covered under I-TRADE shall be addressed as well. USAID will identify potential coordination activities as part of its responsibilities in this area; however, the Contractor shall explore opportunities to coordinate with other donor projects as well and suggest potential areas for collaboration to USAID.

C.5 STATEMENT OF WORK

This section sets forth the expected results, performance requirements, standards, and deliverables for this Contract.

The contractor is responsible for tasks and results outlined in Results 1-7 below, over the period of performance per the contract. These include the program elements based on the new USG Foreign Assistance Framework, under the “Economic Growth” Objective. Upon award of contract, final indicators and requirements in line with the new guidance from the Director of Foreign Assistance will be provided to the contractor.

In preparing a proposal the offeror should keep in mind the indicators in section 6.2, which, where applicable will be a mandatory part of the Performance Management Plan (M&E) that will be finalized shortly after award.

5.1 Performance Requirements and Standards

Result 1 (Overarching Result) – Haiti’s “Doing Business” and “Economic Freedom” performance and ranking improves.	
Requirement(s)	Standard(s)
1. Haiti’s performance in the World Bank “Doing Business” study improves in two specific categories (<u>Category A “Starting a business”</u> and <u>Category B “Dealing with Licenses”</u>) and one other to be selected by the contractor (not including K – Overall Index). The overall ranking will be expected to improve as a result of improvements in other categories.	A Starting a business (Current Rank: 167 th – Target: 75-100) B Dealing with licenses (Current Rank: 60 th – Target: 35-50) C Employing workers D Registering property E Getting credit F Protecting investors G Trading across borders H Enforcing contracts I Paying taxes J Closing a business K Overall Ranking (Current rank: 139 th – Target: 100)
2. Haiti’s performance in the categories of the Heritage Foundation “Index of Economic Freedom” improves in two specific categories (<u>Category B “Trade Freedom”</u> and <u>Category F “Investment Freedom”</u>) and one other to be selected by contractor (not including L – Overall ranking.) (Current scores shown in parenthesis)	A Business Freedom (37.6%) B Trade Freedom (74.2%) (Goal: 90%) C Fiscal Freedom (85.3%) D Freedom from Government (95.2%) E Monetary Freedom (62%) F Investment Freedom (30%) (Goal: 60%) G Financial Freedom (40%) H Property Rights (10%) J Freedom from Corruption (18%) K Labor Freedom (70.2%) L Overall Ranking: 135th (Goal: 75-100)

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Result 2 – More Robust Private Sector Associations and Chambers Contributing to Economic Growth		
Requirement(s)		Standard(s)
1.	Selected organizations successfully pursue significant initiatives to improve the business and trade environment and to improve business and trade capacities of their members	A. Organizations prioritized for assistance, nature of assistance determined
		B. Policy agenda of the organizations significantly advanced
		C. Organize a minimum of 2 public/private roundtables per year on chamber/association development.
		D. Provide direct support to the MarChE activity and other USAID activities on trade/investment policy initiatives
		E. A minimum of two activities per year to focus on women’s associations, or on the role of women in private sector development.
2.	Organizations support involvement of their members’ participation in “hot spot” solutions and/or in working closely in support of the Government and NGOs that work in developing sustainable employment for at-risk youth	A. Agreements developed with other USAID partners for private sector involvement and support for “hot spot” programs (JOBS)
		B. Agreements developed with NGOs for collaboration between businesses and NGO programs targeting at-risk youth (IDEJEN)
		C. Significant and measurable contributions made to these programs
		D. When and where collaboration occurs, the participating organizations will use that information to encourage others to participate

Result 3 – Administrative Obstacles to Doing Business Significantly Decreased		
Requirement(s)		Standard(s)
1.	Legal and regulatory deficiencies of business registration process remedied.	A. Number of steps in registration process reduced from 12 to 5. ¹
		B. Time required for registration reduced from 203 to 7 days ¹
2.	Investment Facilitation Center working effectively	A. Improved and consistent application of Investment Code

	with government and private sector partners to determine and to remedy most significant administrative obstacles to doing business.	B. A minimum of two broad colloquies held under the auspices of the IFC on investment in Haiti
		C. Increased number of registered business and investors
		D. Organized private sector expresses satisfaction with the work of the IFC in semi-annual surveys
Notes: 1) These numbers reflect the goals laid out by the Government of Haiti for the Investment Facilitation Center. Progress will be tracked over the life of the project.		

Result 4 – Legislation more conducive to modern business practices and international trade.		
Requirement(s)	Standard(s)	
1.	Develop a set of legislative proposals that receive support of the private sector groups, the executive branch, and the relevant committees of Parliament	A. A prioritized list prepared of the key legal issues that should be addressed to allow Haiti to become more competitive in world markets and to grow its economy.
		B. A set of hearings held involving a broad set of stakeholders to both educate and to solicit feedback.
		C. A set of legislative proposals presented to parliament.
2.	Legislation enacted and signed that is conducive to modern business practices and international trade or if not attainable then Requirement 3	A. At least 50% of proposals presented (result 4, 1.C., above) passed into law

3.	If legislation is not passed, a detailed analysis of obstacles prepared by the sub-contractor along with a plan for accomplishing passage during a relatively short period of time.	A. Analysis and plan prepared
		B. Process of hearings resumed

Result 5 – Institutional capacity to support movement of goods strengthened		
Requirement(s)	Standard(s)	
1.	Maritime Security Alliance for Haiti (MSAH) strengthened in its role as an effective public/private partnership and effective guardian of port security. Institutionalized close working relationships with both Customs and the Coast Guard.	A. Work plan developed and agreed to by institutional stakeholders.
		B. Institutional stakeholders meet regularly to discuss their common agendas, a minimum of two per year to include public and private representatives.
		C. Dialogue is developed and sustained without intervention
2.	An annual review of international port security is successfully executed	A. Certified firm contracted to do review
		B. MSAH addresses the issues that arise
3.	The Customs Administration (AGD) receives the training and technical assistance to comply with existing and new standards for the movement of goods – particularly for trade with the US.	A. Work plan developed and agreed to by AGD in cooperation with the US Customs and Border Protection Agency (CBP)
		B. Training specific to work plan is undertaken.
		C. At least two customs harmonization procedures are implemented in accordance with internationally-recognized standards after first year of technical assistance.

Result 6 – Government Effectively Conducting Trade Negotiations.	
Requirement(s)	Standard(s)
1. GOH Trade Negotiation Unit fully conversant with relevant issues related to WTO (including the Integrated Framework), CARICOM, the Dominican Republic or other trade partners and trained to standards required to competently negotiate on behalf of Haiti.	A. Training program developed and conducted on trade-related technical issues important/most relevant to Haiti. Issues may include market access, trade in services, standards, sanitary and phyto-sanitary measures, TRIPs, etc.
	B. At least six officials trained to build the technical knowledge of the GOH to engage in the international trade system.
2. Strategies and positions prepared for negotiations, based in part on wide ranging consultations with stakeholders.	A. Consultations held with private sector and civil society and feedback received and incorporated into policy positions, as appropriate.
	B. Consultations held with legislature and feedback received and incorporated into policy positions, as appropriate.
	C. Analysis of existing US/Haiti TIFA and recommendations on revisiting it.
3. <u>If</u> the Government of Haiti decides to pursue Haiti's participation in the Integrated Framework, Haiti will be fully prepared to respond to the requirements of the IF at each stage of the process.	A. In collaboration with the GOH and other donors, design a work plan for taking Haiti through each step of the IF process.
4. Significant progress made with existing and new trade agreements	A. Haiti actively engages other trade partners in trade-related negotiations.
	B. Within 3 years Haiti signs at least one trade-related accord with a trade partner.

Result 7 – Leveraging other USAID Activities and Pursuing Opportunistic Interventions.		
Requirement(s)		Standard(s)
1.	The Ministry of Commerce and any other related ministries are provided with training and technical assistance relative to the movement of goods, particularly under the HOPE trade legislation.	A. An international-standard system for visas, rule of origin, and other trade-related functions is in place in the MCI.
		B. Any other ministerial functions related to movement of goods under HOPE are addressed and supported where possible.
2.	Provide significant support for other related USAID projects under the strategic objective for “more employment and sustainable livelihoods.”	A. Support provided to Government ministries and agencies as well as to private sector entities as required to resolve policy, regulatory and other issues encountered by Haitian business participants in the MarChE activity. (See Result 2)
		B. Provide similar support to other USAID activities as appropriate
3.	Be alert, agile, opportunistic, and responsive to opportunities and challenges that will arise during the course of the implementation of this activity, in support of the accomplishment of the Overarching Result of improving Haiti’s “Doing Business” and “Economic Freedom” performance and ranking.	A. USAID will be fully consulted in thinking and planning such initiative and USAID approval will be obtained

5.2 Program Indicators

Under the program areas outlined in section Attachment J.8 - Annex 2 - of this RFP, common indicators have been established by the U.S. Department of State and USAID for work done in the selected areas. For Program Areas 4.2 and 4.6, which are being addressed under this RFP, the common indicators outlined below are mandatory for monitoring and reporting on by the contractor on the work being done under the contract. **Additional indicators are being worked on to monitor progress in specific activities. These additional indicators will be identified and incorporated in the Monitoring and Evaluation Plan established after award (See Section F.5 Reports and Deliverables).**

Indicators for Program Area 4.2 – Trade and Investment (Attachment J.9 - Annex 3)

Program Element Indicators – Trade and Investment Enabling Environment
Number of consultative processes with private sector as a result of USG assistance
The number of new requests, offers, revised offers, or other formal text that are submitted by a host country as part of international trade talks attributable to USG assistance

Number of customs harmonization procedures implemented in accordance with internationally accepted standards as a result of USG Assistance
Number of public and private sector standards-setting bodies that have adopted internationally accepted guidelines for standards setting as a result of USG assistance
Number of legal, regulatory, or institutional actions (not mentioned above) taken to improve implementation or compliance with international trade and investment agreements due to support from USG-assisted organizations
Number of USG supported training events held that related to improving the trade and investment environment
Number of participants in trade and investment environment trainings (Men / Women)

Indicators for Program Area 4.6 – Private Sector Competitiveness (Annex 3)

Program Element Indicators – Private Sector Productivity
Number of new members in private business associations as a result of USG assistance
Number of public-private dialogue mechanisms utilized as a result of USG assistance

**5.3 Performance Requirements and Standards for Option Years 1 and 2
Cost Plus Fixed Fee (CPFF)**

Optional Contract Line Item Numbers –Tasks/Results

Results under this contract are expected to be achieved within the three years, as detailed in the Offeror’s Proposal and Milestone Plan. USAID/Haiti may consider exercising either one or both option periods but, importantly, Option Periods will not be exercised to extend period of performance to achieve stated Results in this Section C.

The contractor is responsible for tasks and results outlined in Results 1-7, below, for each of the two Option Years. Indicators and requirements will be incorporated into the Mission Performance Management Plan in line with existing guidance.

Result 1 (Overarching Result) – Haiti’s “Doing Business” and “Economic Freedom” performance and ranking improves.	
Requirement(s)	Standard(s)
1. Haiti’s overall ranking in the World Bank “Doing Business” study improves.	A Overall Ranking improves annually
2. Haiti’s overall ranking in the Heritage Foundation “Index of Economic Freedom” improves.	A Overall Ranking improves annually

<u>Result 2 –</u>	
More Robust Private Sector Associations and Chambers Contributing to Economic Growth	
Requirement(s)	Standard(s)
1. Selected organizations successfully pursue significant initiatives to improve the business and trade environment and to improve business and trade capacities of their members	A. Policy agenda of the organizations significantly advanced
	B. Organize a minimum of 2 public/private roundtables per year on chamber/association development.
	C. Provide direct support to USAID activities on trade/investment policy initiatives
	D. A minimum of two activities per year to focus on women’s associations, or on the role of women in private sector development.
2. Organizations support involvement of their members’ participation in “hot spot” solutions and/or in working closely in support of the Government and NGOs that work in developing sustainable employment for at-risk youth	A. Significant and measurable contributions made to USAID’s JOBS and IDEJEN programs
	B. When and where collaboration occurs, the participating organizations will use that information to encourage others to participate

<u>Result 3 –</u>	
Administrative Obstacles to Doing Business Significantly Decreased	
Requirement(s)	Standard(s)

1.	Legal and regulatory processes related to doing business strengthened.	A. Ongoing impediments to doing business identified and addressed.
2.	Investment Facilitation Center working effectively with government and private sector partners to determine and to remedy most significant administrative obstacles to doing business.	A. Improved and consistent application of Investment Code
		B. Increased number of registered business and investors
		C. Organized private sector expresses satisfaction with the work of the IFC in semi-annual surveys

Result 4 –**Legislature increasingly aware of issues related to modern business practices and international trade.**

Requirement(s)	Standard(s)
1. Parliamentarians' provided with training and assistance on trade and investment.	A. Work plan developed for parliamentary assistance.
	B. Communications plan developed for updating parliamentarians on national and international developments in trade and investment.
	C. If option year 2 is exercised at least one conference will be organized to bring international interlocutors together with Haitian parliamentarians on trade and investment legislation during option year 2.
2. Parliamentary Committees related to trade and investment provided with specialized training and assistance.	A. Work plan developed for parliamentary committees.
	B. Monthly working sessions held with each related committee.

Result 5 –**Institutional capacity to support movement of goods strengthened**

Requirement(s)	Standard(s)
1. Maritime Security Alliance for Haiti (MSAH) supported in its role as an effective public/private partnership and effective guardian of port security. Institutionalized close working relationships with both Customs and the Coast Guard.	A. Institutional stakeholders meet regularly to discuss their common agendas, a minimum of two per year to include public and private representatives.
2. An annual review of international port security is successfully executed	A. Certified firm contracted to do review
	B. MSAH addresses the issues that arise
3. The Customs Administration (AGD) receives the training and technical assistance to comply with existing and new standards for the movement of goods – particularly for trade with the US.	A. Analysis/assessment of AGD's capacity undertaken and work plan developed for continued assistance where necessary.
	B. Training specific to work plan is undertaken.
	C. Customs revenues increased.

Result 6 – Government Effectively Conducting Trade Negotiations.		
Requirement(s)		Standard(s)
1.	GOH Trade Negotiation Unit fully conversant with relevant issues related to WTO (including the Integrated Framework), CARICOM, the Dominican Republic or other trade partners and trained to standards required to competently negotiate on behalf of Haiti.	<p>A. Training program developed and conducted on trade-related technical issues important/most relevant to Haiti. Issues may include market access, trade in services, standards, sanitary and phyto-sanitary measures, TRIPs, etc.</p> <p>B. At least 2 officials trained to build the technical knowledge of the GOH to engage in the international trade system.</p>
2.	Strategies and positions prepared for negotiations, based in part on wide ranging consultations with stakeholders.	<p>A. Consultations held with private sector and civil society and feedback received and incorporated into policy positions, as appropriate.</p> <p>B. Consultations held with legislature and feedback received and incorporated into policy positions, as appropriate.</p>
3.	Significant progress made with existing and new trade agreements	A. Haiti actively engages other trade partners in trade-related negotiations.

Result 7 – Leveraging other USAID Activities and Pursuing Opportunistic Interventions.		
Requirement(s)		Standard(s)
1.	The Ministry of Commerce and any other related ministries are provided with training and technical assistance relative to the movement of goods.	<p>A. Ongoing training/technical assistance plan developed and implemented.</p> <p>B. Any ministerial functions related to movement of goods under are addressed and supported where possible.</p>

2.	Provide significant support for other related USAID projects under the strategic objective for “more employment and sustainable livelihoods.”	A. Support provided to Government ministries and agencies as well as to private sector entities as required to resolve policy, regulatory and other issues encountered by Haitian business participants in the other USAID activities. (See Result 2)
3.	Be alert, agile, opportunistic, and responsive to opportunities and challenges that will arise during the course of the implementation of this activity, in support of the accomplishment of the Overarching Result of improving Haiti’s “Doing Business” and “Economic Freedom” performance and ranking.	A. USAID will be fully consulted in thinking and planning such initiative and USAID approval will be obtained

ACRONYMS

ACP	Africa Caribbean & Pacific
AGD	Administration Générale des Douanes
ATA	Aid to Artisans
CARICOM	Caribbean Community
CCAA	Caribbean/Central American Action
CBO	Community Based Organization
DCA	Development Credit Authority
DEED	Développement Économique pour un Environnement Durable
DGI	Direction Générale des Impôts
EPA	European Partnership Agreements
EU	European Union
FACN	Fédération des Associations Caféières Natives
GOH	Government of Haiti
HAP	Hillside Agriculture Program
HOPE	Haitian Hemispheric Opportunity through Partnership Encouragement Act
IDB	Inter-American Development Bank
IDEJEN	Haiti Out-of-School Youth Livelihood Initiative
IF	Integrated Framework
IFC	Investment Facilitation Center

IMF	International Monetary Fund
ISPS	International Ship and Port Facility Security Codes
I-TRADE	Investment Trade and Association Development
JOBS	Jobs, Opportunities, and re-Building infrastructure (USAID project)
MarChE	Market Chain Enhancement (USAID project)
MCI	Ministry of Commerce and Industry
MSAH	Maritime Security Alliance for Haiti
MSME	Haiti's Micro, Small and Medium Enterprises Program
PRIMA	Programme de Renforcement Intégré du Milieu des Affaires en Haïti
PRSP	Poverty Reduction Strategy Paper
SO11	Strategic Objective 11 "More Employment and Sustainable Livelihoods"
TIFA	Trade and Investment Framework Agreement
TRIPS	Trade Related Aspects of Intellectual Property Rights
USG	United States Government
WTO	World Trade Organization

END OF SECTION C

