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Local Enterprise and Value Chain Enhancement Project—FINAL REPORT

LOCAL ENTERPRISE AND VALUE CHAIN ENHANCEMENT (LEVE) PROJECT

Final Project Report

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Unless otherwise noted, photos in this report are from RTI International.

CONTENTS

FIGURES AND TABLES

List of Figures

List of Tables

ACRONYMS AND ABBREVIATIONS

ACRONYM	DEFINITION
ADIH	Association d'Industries d'Haïti
AHEC	Association Haitienne d'Entreprises dans la Construction
AIBMRD	Association des Irrigants de Bas Maître et Rive Droite
AmCham	American Chamber of Commerce in Haiti
ANAPAAAH	Association Nationale des Producteurs Agricoles pour l'Avancement de l'Agriculture en Haïti
APS	Annual Program Statement
AREA	Appui à la Recherche et au Développement Agricole Project
AVANSE	Appui à la Valorisation du Potentiel Agricole du Nord, pour la Sécurité Économique et Environnementale Project
BMST	Bureau de la Médiatrice Spéciale du Travail
CBTPA	Caribbean Basin Trade Partnership Act
CCIN	Chambre de Commerce et des Industries du Nord
CCINE	Chambre de Commerce et d'Industrie du Nord-Est
CDRO	Capacity Development Recipient Organization
CETAI	Centre de Transformation Agro-Industriel
CFI	Centre de Facilitation des Investissements
CH	Caribbean Harvest
CHAGA	Chambre d'Agriculture et des Professions d'Haïti
CHAPE	Centre Haïtien d'Appui et de Promotion des Entreprises
CLP	Chanje Lavi Plantè Project
CMAH	Chambre des Métiers et de l'Artisanat d'Haiti
CNIAH	College National des Ingénieurs et Architectes Haïtiens
COR	Contracting Officer's Representative

CTMO-HOPE	Commission Tripartite de Mise en Œuvre de la Loi HOPE
CWB	Canadian Welding Bureau
DOT	Design, Organization, and Training (center)
EDF	Électricité de France
EDN	Etoile du Nord S.A.
EMAVA	Ecole Moyenne d'Agriculture de la Vallée de l'Artibonite
EMMP	Environmental Mitigation and Monitoring Plan
EOI	Expression of Interest
EPCH	École Professionnelle du Cap-Haïtien
EPFV	École Professionnelle Fondation Vincent
EPPLS	Entreprise Publique de Promotion de Logements Sociaux
EPSE	École Professionnelle Saint-Esprit
EPSJA	École Professionnelle Saint Joseph Artisan
FTE	Full-time equivalent (positions)
FY	Fiscal Year
FX	Foreign Exchange
GMC	Global Manufacturers and Contractors
GOH	Government of Haiti
HAC	Haitian Apparel Center
HACCP	Hazard Analysis and Critical Control Points
HICD	Human and Institutional Capacity Development
HOME	Home Ownership and Mortgage Expansion program
HOPE/HELP	Hemispheric Opportunity through Partnership Encouragement / Haiti Economic Lift Program
ICC	International Codes Council
IDB	Inter-American Development Bank
IDEJEN	Initiative pour le Développement des Jeunes en Dehors du Milieu Scolaire

INDEPCO	Institut National pour le Développement et la Promotion de la Couture
INFP	Institut National de Formation Professionnelle
IPTT	Indicator Performance Tracking Table
LEAD	Leveraging Effective Application of Direct Investments
LEVE	Local Enterprise and Value Chain Enhancement project
M&E	Monitoring and Evaluation
MCI	Ministère du Commerce et de l'Industrie
MPBA	Mouveman Peyizan Ba Atibonit
MSME	Micro, Small, and Medium Enterprises
MTPTC	Ministère des Travaux Publics Transports et Communications
NICRA	Negotiated Indirect Cost Rate Agreement
OCA	Organizational and Capacity Assessment
PIC	Parc Industriel Caracol
PIM	Parc Industriel Metropolitain
PIRS	Performance Indicator Reference Sheets
Q	Quarter
RFP	Request for Proposals
RTI International	Registered trade name and trademark of Research Triangle Institute
SARA	Stand Alone Roads Activity
SHAISA	Société Haïtienne Agro-Industrielle
SIF	Strategic Investment Fund
SISA	Star Industries S.A.
SMASH	Smallholder Alliance for Sorghum in Haiti
SMEs	Small and Medium Enterprises
SONAPI	Société Nationale des Parcs Industriels
STTA	Short-term Technical Assistance

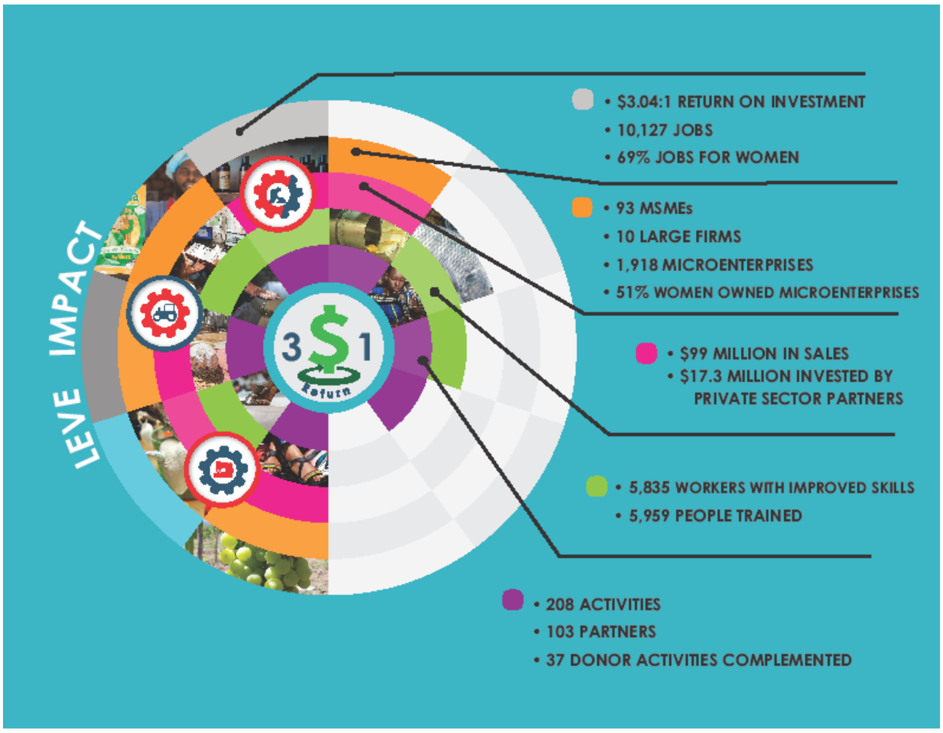
TASC	Textile and Apparel Service Center
TRANSAGRI	Société Haïtienne de Transformation des Produits Agricoles
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development
USG	United States Government
WINNER	Watershed Initiative for National Natural Environmental Resources Project

EXECUTIVE SUMMARY

The United States Agency for International Development (USAID)-funded Local Enterprise and Value Chain Enhancement (LEVE) project is living proof that when a supportive ecosystem is developed for micro, small, and medium enterprises (MSMEs), they will flourish and grow, creating contagious enthusiasm in the process. Despite ongoing personal insecurity, political instability, a depreciating currency, and weak supportive environment, LEVE's partners showed a willingness and commitment to advance and grow, building trust along the way. Although it is not reasonable to expect another donor or the Government of Haiti (GOH) to replicate the project, LEVE has shown the potential should future efforts be directed at this sector of the economy.

LEVE's success is due entirely to the commitment and efforts of Haitian private sector actors with whom the project worked (see Celebrating the Legacy) and is best summarized by Jene Thomas, USAID Mission Director to Haiti, who stated in April 2019: "*There is so much economic, partnership, and trade potential in Haiti, and LEVE worked tirelessly to improve the competitiveness of selected value chains in the three sectors. The project's success is deeply rooted in the leadership of the private sector firms and business-people who have led these value chain upgrading efforts*."

Using a facilitative, demand-driven approach, combined with adaptive management, LEVE achieved most of the goals and objectives that were set out at the beginning of the project. In terms of overall impact for Haiti, LEVE produced a benefit-cost ratio of 3.04:1[1], i.e., for every dollar that the US Government (USG) invested in Haiti, $3.04 dollars were generated in the Haitian economy. This is the equivalent of a 35.1% internal rate of return[2] and a net present value of $47.8 million in 2014 US



[1] Woollacott, J. C., Walsh, A. C., & O'Connor, A. C. (2019, June). *LEVE: Benefit Cost Analysis Report.* Washington, DC: USAID

[2] Target is 12%. Belt, J. A. B. (2014). *Strengthening cost-benefit analysis in USAID, 2011–2013: Lessons learned and future directions.* Retrieved from https://pdf.usaid.gov/pdf_docs/PA00JQSP.pdf.

dollar (USD) equivalents.

LEVE produced such a significant impact because of the creation of formal sector jobs that the project supported, primarily in the apparel sector (93%), which in the current socio-political environment holds the most potential for formal job creation in Haiti. In addition, for each job created in the apparel sector, another 0.28 of a job was created in the supply chain and 0.33 of a job was created as a result of the increased purchasing power of the apparel sector workers in providers of goods and services.[3] Growth in this sector also provides desperately needed foreign currency, as well as multimillion investments in buildings, industrial parks, and ports. USAID's choosing of this sector proved to be a key driver of return on investment for the LEVE project, for the Haitian people, and for the Haitian economy.

The cost per job created in the apparel sector was also the lowest of the sectors at US$422 per job, as the main input was training. This compared to over US$8,000 per job in the agribusiness sector, which required more investment in technology, equipment, and technical assistance, and substantially increased the cost of creating a job. The agribusiness sector was made up of mostly MSMEs, which have a much more limited access to capital than larger apparel exporting firms.

Objective 1: Enable MSMEs to engage with other value chain actors to mutually create value

LEVE was successful in strengthening MSMEs and their respective value chains in the process. Although LEVE did not invest directly in microenterprises, the lead firms—large firms and small and medium enterprises (SMEs)—worked with more than 1,900 microenterprises (51% women owned) as part of their supply chains. Eighty percent of the Strategic Investment Fund (SIF), used by LEVE to fund technical assistance, capacity building, training, and co-funding of investments, went to 93 SMEs: an average of more than [redacted] To get there, LEVE reviewed close to 300 requests for support of all types.

The fact that LEVE continued to work with stakeholders throughout the life of the project resulted in numerous occasions to link stakeholders through sector networking events, communications, informal meet-and-greets, commercial sales events, and capacity building events, including business coaching. Through these frequent encounters, value chain stakeholders got to know each other, eventually built trust, resulting in business collaboration (see Strengthening Value Chains).

Creating Linkages to the End!

At LEVE's final close-out event, stakeholders continued to make deals. In May 2019, at the Karibé Hotel, several stakeholders reported that they had made commercial contacts:

- Mas Akansyl did not know that Le Jourdain, an SME apparel firm, was located in Cap-Haïtien. Mas was making uniforms for support staff in the factories but were using commercial resources to do so. When they learned that Le Jourdain made uniforms, they agreed to engage to see what Le Jourdain could do for them, creating a large firm and SME linkage.
- ATEVERT, a microenterprise small designer from the north, has a sideline business distributing snacks, but import their product from the Dominican Republic. When tasting COHAVETPA's line of snacks, the two firms entered into an agreement to start sending samples up to the north to test market acceptance.
- SONAC, a seafood exporter whose proposed activity with LEVE was rejected for environmental issues, used the interaction with LEVE to prepare a request to the Fonds de Développment Industriel, for financing to upgrade their export activities.
- Digneron Manufacturing undertook a solar energy feasibility study to run a manufacturing facility with LEVE's support. At the event, they met Mas Akansyl, who were interested in doing the same. The two firms agreed to collaborate in moving forward with this initiative.

[3] Woollacott, J. C., Walsh, A. C., & O'Connor, A. C. (2017). *LEVE: Measuring job impacts in the Haitian apparel sector.* Washington, DC: USAID

Activities with the small designers resulted in strengthening a critical mass of primarily women-owned small businesses, with several of them developing, producing, and marketing their products together (see Small Designers). In the agribusiness sector, the tomato, parboiled rice (see Moulen nan notè), and sorghum value chains were all positively impacted. SMEs producing finished consumable products for retail directly to the public or through supermarkets—again primarily women-owned—increased their collaboration through common activities like food security and safety workshops, *Salon Konsomé Lokal*, and business coaching; several begun sharing production processes and exchanging ideas.

LEVE's integrated approach to strengthening particularly MSMEs, included not only traditional financial support and capacity building, but important access to international expertise in product design, production processes, and standards. Although individual firms identified individual needs, LEVE's assessments and work with other firms in the value chain showed that these were common needs. As such, the information from these interventions was shared with value chain stakeholders through workshops, one-on-one consultations, and communication, spreading the impact and cost. Examples include training of apparel sector mechanics, design and production of apparel items, dying processes for apparel manufacturers, strategic development of full-package systems, food safety and security – Hazard Analysis and Critical Control Points (HACCP), construction industry standards, and introduction to new building methods. Sector events, such as the construction fair, MATCON; the agri-food fair, Konsomé Lokal; and the skills competition, Olympiad; also spread impact and information.

In addition to providing direct support to firms, LEVE recognized the importance of working in the enabling environment; as many of Haitian firms' challenges lie outside of their controllable interests. These challenges include lack of affordable financing, lack of business promotion and learning environments, lack of professional codes and standards, and lack of representation at the political decision-making levels. LEVE supported a number of organizations to promote longer-term change, several of which will have lasting impact: the extension of Hemispheric Opportunity through Partnership Encouragement / Haiti Economic Lift Program (HOPE/HELP), creation of an apparel and textile committee within Association d'Industries d'Haïti (ADIH), promotion of locally grown products through Salon Konsomé Lokal, promotion of construction standards through the Plumbing Code and MATCON, and advocacy for the agribusiness sector through Chambre d'Agriculture et des Professions d'Haïti (CHAGA).

Objective 2: Increase MSME access to a productive labor pool with relevant skills and competencies

One of LEVE's mandates was to strengthen workforce service providers (technical and vocational education and training [TVETs]). Despite a vocational education system that had few linkages to employers, LEVE stimulated the emergence of activities that linked TVETs with labor demand for both the construction and apparel sectors. In total, close to 6,000 Haitians received training or improved their skills through LEVE's activities through these initiatives.

In the construction sector, LEVE was able to link TVETs, Canado Technique, Ecole Professionnelle Saint Esprit, Ecole Professionnelle Fondation Vincent, Ecole Professionnelle du Cap Haitien, Ecole Professionnelle Saint Joseph Artisan, to construction companies in several trades, such as welding, plumbing, masonry, carpentry, and solar installations. In addition, LEVE worked with these TVETs to develop job and internship placement activities, supporting outreach to the business community, as well as developing lists of alumni so that TVETs could track the success of their graduates, a first for Haiti. Finally, through events such as workshops and Labor Day celebrations (May 1), LEVE disseminated these examples to inspire other firms to do similar activities.

In the apparel sector, LEVE was successful in developing a public-private-partnership between ADIH and Société Nationale des Parcs Industriels (SONAPI) to deliver training to the apparel sector—the Textile and Apparel Service Center (TASC)—within the Metropolitan Industrial Park of Port-au-Prince (see photo below). TASC was set up as a mixed model that delivers trainings when firms are ready to pay for it, and that can undertake small commercial production runs when there is no training activity going on. Given that the growth of the sector is limited by political instability and insecurity, the rate of growth is difficult to predict. Therefore, the TASC needs to be able to generate other forms of revenue to be sustainable. Although this started occurring under LEVE, ADIH will have to continue to secure outside funding to keep the TASC open and operational.

One of LEVE's most promising and well-received activities was the Skills Olympiad, which was held in conjunction with MATCON in 2015, and as a stand-alone activity in 2017. Enthusiastically welcomed by TVETs and industry alike, six schools and 90 students participated in these two events in three skills – electricity, plumbing and masonry. Several students received job offers and schools used the publicity of being a champion to increase their enrollment. During the 2017 Olympiad, LEVE aligned the activity with international standards by collaborating with WorldSkills USA secure the attendance of Kayleen McCabe, a recognized expert and television personality from the DIY Network in the United States. Despite these two very successful and productive events, including being able to find commercial sponsors, LEVE was not able to secure a willing Haitian partner to continue to organize and sponsor similar Olympiads in latter project years, or future post-project project years (see Olympiad).

Objective 3: Improve the sustainability of Haitian organizations serving target sectors and corridors

This objective focused on building the internal capabilities of Haitian firms and organizations. While (primarily) international experts provided technical consultations delivered under Objective 1, Haitian service providers provided capacity building to improve management and administrative shortcomings. Planned as recurring workshops and linked with ongoing firm-level support, these accounting, fiscal management, business planning, and bookkeeping services, helped build the capability of the MSMEs to better manage their resources, production processes, and growth that resulted from the support that they received from LEVE. As an immediate result, many of these MSMEs reported consistently higher earnings year-over-year.

An exciting activity was the impact that business coaching could have upon these small firms. Often one-person operations, these MSMEs started as an artistic passion or hobby, which morphed into a commercial enterprise. However, the managerial, planning, and visionary skills of the entrepreneurs were still challenged. Starting in late 2017, LEVE tested the concept of business coaching for six SMEs. After tweaking the approach, the project extended this activity to 15 SMEs by closeout. The observation was that the coaching served to coalesce the other types of LEVE support, and produced a result that was greater than the simple sum of the parts. Although difficult to quantify, and not included in the overall calculation of return on investment, it is best explained by the business owners who received the coaching (see Strengthening Haitian Companies Through Business Coaching).

One of the most notable successes of LEVE's capacity building activities was the mentoring of Papyrus S.A. The collaboration with RTI started in 2012 with the preparation of the proposal for USAID, where Papyrus was allocated the responsibility of managing the delivery of local capacity building activities (Objective 3), while being one of the target local firms to eventually bid on and win USAID and other projects (e.g., USAID Forward). Papyrus both implemented and received capacity building under the project.

Success was not slow in coming; during the life of the LEVE project, Papyrus was successful in winning one USAID cooperative agreement, Konbit, for [redacted], to continue building local service providers and organizations, and a second contract worth [redacted] with Global Affairs Canada to upgrade the maize value chain in Haiti. Haiti now has a woman-owned Haitian firm that is recognized by USAID and other donors as a credible implementer of complex long-term development initiatives.

Graduating a Haitian Firm to a USG Negotiated Indirect Cost Rate Agreement (NICRA)

The quote below from Steve Kroll Associates, who helped Papyrus obtain their NICRA, best summarizes the reasons for success:

"SKA has participated in numerous RTI/LEVE [project]-funded engagements with Papyrus over a 5-year period. The evolution of the organization has been exceptional and more than exceeded expectations for a 'foreign organization' just beginning working with the USG.

The key ingredient has been that Papyrus was an eager participant in soaking up knowledge and implementing recommendations during every phase of the organization's growth cycle. Papyrus grew from a small to a mid-size organization very rapidly. As this growth was occurring, Papyrus had to make major adjustments to many of its administrative operations, including human resources, accounting, finance, and procurement. With the assistance of the LEVE [project], Papyrus was able to address each of these critical and potentially destructive 'inflection points' with a strategic vision and implementation plan to move to the next step without losing momentum."

Objective 4: Identify and improve synergies among existing USAID activities.

This objective ensured that LEVE collaborated with other projects and initiatives. LEVE was successful in finding ways to collaborate and complement the efforts of others, reducing duplication of efforts and taking advantage of unfinished activities throughout the three sectors. LEVE successfully collaborated with several USAID projects, including Chanje Lavi Plantè (CLP), Watershed Initiative for National Natural Environmental Resources (WINNER), Smallholder Alliance for Sorghum in Haiti (SMASH), Appui à la Recherche et au Développement Agricole (AREA), Leveraging Effective Application of Direct Investments (LEAD), and Home Ownership and Mortgage Expansion (HOME). The project also collaborated with several non-USAID projects, such as with Swiss Aid on workforce development, studying formalization of SMEs with the Programme d'Appui National à la Structuration de l'Entrepreneuriat Haïtien (PANSEH) project, funded by Global Affairs Canada, and with the Inter-American Development Bank (IDB) and KOICA on workforce training at the Caracol Industrial Park. In total, LEVE collaborated with 37 other donor-funded activities.

As part of Objective 4, LEVE also tracked activities with the GOH. Although LEVE had no official GOH counterpart, it engaged with key public sector actors that supported the three sectors: Institut National de Formation Professionnelle (INFP), Ministère du Commerce et de l'Industrie (MCI), SONAPI, Ministère des Travaux Publics, Transports et Communications (MTPTC), Bureau de standards, Commission Tripartite de Mise en Œuvre de la Loi HOPE CTMO-HOPE, Bureau de la Médiatrice Spéciale du Travail (BMST), Banque de la République d'Haiti (BRH) and Centre de Facilitation des Investissements (CFI).

Unfortunately, collaboration with what logically would have been LEVE's counterpart, the MCI, was not successful as the Minister and key staff changed five times during the life of the project. There was some success collaborating with entities like INFP, CTMO-HOPE, MTPTC, and SONAPI; however, working with the GOH requires a long timeline, with the precondition that there is early agreement of common goals between USAID and the GOH. Despite the multiple turnovers, the MCI supported of the work being realized by the project, with Ministers appearing at several events – MATCON, TASC, etc.

None the less, LEVE was successful in launching several activities in collaboration with the GOH which can be viewed as strong wins. President Jovenel Moïse visited several LEVE partners to see first-hand the work that was being done to foster economic development throughout the country – Société Haïtienne Agro-Industrielle (SHAISA), Moulèn Nan Notè, Caribbean Food Manufacturing (CFM), Association Nationale des Producteurs Agricoles pour l'Avancement de l'Agriculture en Haïti (ANAPAAAH) and Digneron Manufacturing. The LEVE team was able to meet with the Governor of the Haitian Central Bank on several occasions to discuss programmatic priorities. And the project team continued working diligently through to the last week when the new Haitian National Plumbing Code was officially handed over to the Ministère des Travaux Publics, Transports et Communications (MTPTC).

Monitoring and Evaluation

LEVE came close to achieving targets on most of its key indicators. For jobs created, LEVE supported the creation of 8,457 jobs (10,127 with the apparel sector multiplier), and achieved 13,921 full-time equivalent (FTE) positions, just short of the 14,000 FTE target. Applying the apparel sector multiplier to FTE would place the FTE achieved at 17,628, just short of the initial target of 18,000 FTE. Before closing the project, LEVE was given the figures for what the larger apparel firms intended to do by December 2020, and these would cause the FTE to exceed 30,000 and jobs created 9,807 (both without applying the apparel sector multiplier).

By sector, 46 firms contributed to the FTE indicator—26 apparel, 17 agribusiness, and 3 construction—and 83% of the jobs were created by four lead firms (Global Manufacturers and Contractors [GMC], Mas Akansyl, Digneron, and H&H), with another 5% coming from the agribusiness sector. These results support the choice of focusing on the apparel sector as the major generator of formal employment in the Haitian economy, without which the targets would not have been attainable; and also put in doubt the ability to create massive employment through the agribusiness sector.

By firm size, nine large firms contributed 91% of the FTE and 89% of the jobs; 27 SMEs contributed 8% of the FTE and 10.1% of the jobs; and 12 microenterprises contributed 1% of the FTE and 0.1% of the jobs. This underscores the reality that it was easier to achieve massive job creation working through labor intensive industries like the apparel sector; whereas trying to get massive job creation out of MSMEs is a longer term and more capital-intensive process.

Sixty-nine percent of the jobs created were filled by women; and a large percentage of the jobs, particularly in the apparel sector would have been for youth (age cut-off of 24).

For its financial indicators, LEVE surpassed the growth targets for percentage annual change in sales per firm, percentage annual change in sales within value chains, and percentage annual change in investments. However, for numbers of firms with increased annual change in investments and increased annual change in sales, LEVE fell short of the targets, recording 54 against a target of 90 for the former, and 316 against a target of 524 for the latter. Seventy-eight percent of the firms recording better annual sales were MSMEs. Many firms were not initially able to provide LEVE with complete financial statements; a shortcoming that LEVE spent a lot of effort to address; while for investment, firms do not usually invest each year, rather they usually wait for the payback period, before embarking upon new investment.

Although LEVE did not target microenterprises, the activities implemented in the agribusiness value chains particularly impacted a large number of microenterprises, mostly in regard to supply chains. LEVE surpassed the target of 1,250 microenterprises, reaching 1,918 by the end of the project.

In the area of workforce development, LEVE strengthened 24 TVETs, short of the target of 41. Reasons for this shortcoming are explained throughout this report. However, in terms of improving placement rates for newly trained employees, LEVE easily surpassed the target; with 2,332 trainees placed, 73% of whom were women. For both numbers of workers trained and number of workers with improved skills, LEVE surpassed the targets of 4,479 and 3,909 by 5,959 and 5,835, respectively.

Lessons Learned

As part of LEVE's ongoing learning system, the team held a retreat in May 2019 to capture lessons learned during the project's lifetime. The items that were attributed to LEVE's success were letting the firms lead the way (facilitated approach); having a flexible approach to work planning (adaptive management); being in constant touch with the market (networking); using science and up-to-date information on which to base decisions (evidence-based decision-making); and constantly striving to introduce new ways of doing things, new technology, and new ways of thinking (innovation). In addition, the team considered that the value chain approach caused the activities to be tightly focused and that the integration of capacity building was critical to consolidating and amplifying the impact of other forms of support that was provided.

On the challenges side, time was considered to be the one commodity that worked against success, as it is the key component when trying to change behavior. Bureaucracy, particularly with the GOH and USAID Environmental Mitigation and Monitoring Plan (EMMP) approval process, caused unreasonable delays in the implementation of activities. Monitoring and evaluation was difficult under a facilitated project, as traditional norms and standards were challenged, as was the inability to identify capable Haitian monitoring and evaluation expertise. Finally, the lack of commitment and engagement of the GOH was considered to be both a major challenge and a major disappointment to the team.

In terms of the choice of sectors, while apparel was a controversial choice, but it was also the sector that drove job creation. This allowed LEVE to focus on strengthening SMEs, without having to be overly concerned about reaching the job creation targets. Focusing on the transformation of agricultural products proved that this driver is needed to strengthen the agricultural sector and agricultural productivity, with the only caveat being the need to find a more efficient way to deal with the approval of EMMPs. The construction sector allowed LEVE to focus on building the linkages between TVETs and commercial construction firms; and to introduce norms and standards.

As is depicted in the word-map below, LEVE was able to address a broad range of potential challenges that translated into better lives for thousands of Haitians. More sustainable jobs were created and opportunities increased for MSMEs, which resulted in sustained economic impact.

A critical piece of LEVE's success was the vision and commitment of USAID Haiti, in particular the LEVE Contracting Officer's Representative (COR). LEVE was a unique and very different project, not only for Haiti, but worldwide. The RTI team embraced this project because of its potential to be a break-through initiative. With USAID's support, understanding, and willingness to take risks, LEVE succeeded in being innovative and in showing what the Haitian private sector can do when it is given a dynamic and supportive ecosystem in which to operate. Furthermore, collaboration between USAID and LEVE was noteworthy, as witnessed by RTI's participation in the broader USAID learning agenda concerning adaptive management, calculation of labor multipliers and calculation of return on investment. The success of the project would not have been possible without the quality and intensity of the relationship between USAID and the LEVE team. Thank-you.

OBJECTIVES[4]

The United States Agency for International Development (USAID)-funded Local Enterprise and Value Chain Enhancement (LEVE) project was awarded to RTI International in December 2013. It officially ended June 22, 2019, after receiving a 6-month extension in 2018. LEVE's overarching objective was to increase employment in Haiti by supporting micro, small, and medium enterprises (MSMEs) in selected value chains. The primary sectors targeted were agribusiness, apparel, and construction, along with secondary, or ancillary, sectors that strengthened the viability of the primary sectors.

LEVE was expected to contribute to employment generation in the selected sectors across three geographic corridors: Port-au-Prince (Western province), Saint-Marc corridor (Arcadins coastline), and Cap-Haïtien (north corridor). Note that, initially, the project was instructed not to undertake any agribusiness activities in the north due to the presence of another USAID-funded project, Appui à la Valorisation du Potentiel Agricole du Nord, pour la Sécurité Économique et Environnementale (AVANSE).[5] LEVE was responsible for creating more inclusive and productive value chains in the above sectors and corridors that were supported by a productive labor pool, which had the relevant skills and competencies. LEVE was also tasked with helping to increase the number of firms in the targeted value chains that achieved financial benefits as a result of technical assistance and capacity-building activities from the project. These results were attained through improvements in net income and a net increase in the number of jobs created as a result of value chain enhancements and improvements in operations at the individual firm level.

The project utilized a demand-driven value chain approach to understand the underlying market system from input suppliers to end-market buyers; the support markets that provide technical, business, and financial services; and the business environment. The project aimed to improve the competitiveness of specific sectors that had growth potential and to improve the quality and efficiency of goods and services, with the expectation that employment for Haitian citizens, including women and youth, would be expanded. This engagement contributed to the US Government's (USG's) overarching goal of "a viable and economically stable Haiti."[6] The development hypothesis underpinning LEVE is shown in **Figure 1**.

[4] This section is taken directly from the LEVE contract, with modifications made by the project for the context of this report.
[5] In 2017, the corridor restriction was modified to allow LEVE to work throughout Haiti, except for agribusiness activities in the northern corridor.
[6] Assistance Objective under USAID's Fiscal Year (FY) 2010–2015 Results Framework.

Figure 1. LEVE's development hypothesis

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Development Hypothesis

"If Haitian MSMEs in high-potential sectors are engaged with other value chain actors to mutually create value in response to market demand,

and

they are supported by a productive labor pool with skills and competencies relevant to the target sectors,

then

those value chains will be more inclusive and productive,

thereby

leading to increased job creation in Haiti."

The project's key success indicators were the number of jobs created, the increase in firm-level sales, and the increase in firm-level investment in the targeted value chains. LEVE responded to the following four USAID objectives:

- Objective 1: Enable MSMEs to engage with other value chain actors to mutually create value.

  Result 1: Greater integration of MSMEs in selected value chains

  Result 2: Binding constraints and key opportunities in selected value chains addressed

- Objective 2: Increase MSME access to a productive labor pool with relevant skills and competencies.

  Result 3: Improved skills and competencies of labor pool in target sectors

  Result 4: Workforce organizations that are more responsive to private sector demand

- Objective 3: Improve the sustainability of Haitian organizations serving target sectors and corridors.

  Result 5: Capacity of Haitian organizations strengthened

- Objective 4: Identify and improve synergies among existing USAID activities.

  Result 6: Synergies leveraged to enhance results

USAID GUIDELINES

LEVE's approach was framed by cross-cutting elements and guiding principles, as determined in the contract with USAID. The Agency chose the agribusiness, apparel, and construction sectors for

LEVE to work in as they were consistent with the Government of Haiti's (GOH's) development strategies[7].

LEVE's approach was to incorporate the following guiding principles:

- Rely on "light touch" market facilitation (offering support rather than direct provision) to avoid market distortion and to encourage "crowding-in" of the private sector.
- Follow best practices from within the donor community, including being demand-driven.
- Attempt to balance the need for short-term results or "quick wins" with longer term systemic change that will outlast the contract.
- Utilize a flexible, integrated approach, taking advantage of opportunities as they arise or ceasing activities that do not progress.
- Support local capacity development by using local specialists and service providers rather than overreliance on expatriate technical assistance.
- Contribute to USAID Forward initiatives.
- Be inclusive of vulnerable populations and enhance gender equity.
- Engage in multi-stakeholder participatory processes.
- Seek synergies and partnerships with USG, other donors, and the GOH, to stretch contract resources.
- Conduct due diligence to ascertain the reputation and legal legitimacy of all of the key local partners under the contract.

To the extent possible, LEVE followed USAID guidance to work with "lead firms," which have the greatest chance of incorporating MSMEs into their supply chains. According to the FIELD Facilitation Working Group,[8] lead firms generally meet the following criteria:

- Have commercial linkages with large numbers of MSMEs, as either a buyer or supplier of products and services;
- Have sufficient financial strength to make investments or dedicate resources to business operations that will result in improved and/or expanded relations with MSMEs;
- Be willing to make investments in improved or expanded relations with MSMEs that may show results only over a longer period of time;
- Have a strong demand for their products or services;
- Be able to compete successfully in end markets for their products or services;
- Have the potential to influence other lead firms and actors in the value chain; and
- Have an acceptable track record and reputation as businesses.

Finally, LEVE, again per USAID guidance, conducted four assessments prior to beginning activities: one for each of the three sectors and a fourth for the workforce development sector.

[7] Document de Stratégie Nationale pour la Croissance et la Réduction de la Pauvreté, 2007 and Groupe de Travail sur la Competivité, 2010.
[8] FIELD Facilitation Working Group. (2008). *Cycle 2: Methods for identifying and selecting lead firms*. Working Paper series, October 2008.

APPROACH

Below are the summaries of approaches that LEVE developed, starting with the overall approach to implementation, followed by sector-specific approaches. The section ends with a synopsis of activities that the project implemented under each of the objectives. ***Annex A*** contains a complete list of activities that LEVE carried out during its implementation, along with a summary of the activities and outcomes.

GENERAL LEVE APPROACH

The RTI-led team included three subcontractors: Tetra Tech ARD, which brought technical know-how in the construction and agribusiness sectors; J.E. Austin and Associates, which brought technical expertise in the apparel sector; and Papyrus S.A., a Haitian management firm working on private and public sector projects. Papyrus was both a recipient of capacity building support from LEVE and the subcontractor responsible for building the capacity of local entities. To ensure a one-team approach, reporting relationships were managed within the project—a one-project approach—while technical support, when needed, was sourced from the subcontractors.

In early 2014, LEVE assessed the three sectors and workforce development. The assessments' objective was to test the underlying assumptions incorporated into the contract while at the same time identifying promising value chains and "quick wins" allowing activities to begin. Revisiting the underlying assumptions was critical because at least two years had passed between USAID's design for LEVE and the contract award. As a result of relief efforts after the January 2010 earthquake, a lot had happened in the country, meaning that plans and baseline realities needed updating. This critical step allowed LEVE to adapt to current conditions on the ground, while at the same time identifying major constraints in both the workforce and construction sectors.

The assessments conducted over the first half of 2014 included several hundred interviews with stakeholders, visits to firms, focus group meetings, and research into other donor activities, setting the stage for the development of an individualized approach for each sector. The public outreach and networking helped to build broader consensus among stakeholders and promoted the LEVE project. Both the methodology that was used to select the value chains and the actual value chains were approved by USAID before the launch of activities.

Throughout the life of the project, these initial sector assessments were revisited through a combination of activities—almost daily contact with the stakeholders of the selected value chains, participation at sector and industry informational events, and regular reviews of activities—allowing the LEVE team to stay abreast of the dynamics of each value chain, adapt individual activities as needed, and add new ones, taking advantage of market opportunities. To promote learning around what worked and what did not, initially every activity was reviewed by the entire team every two weeks, including the activities' contribution to the indicators—with a special emphasis on evaluating the value-for-money aspect. This list of activities was submitted to USAID to keep them apprised of the pipeline development. Toward the end of the project, reporting to USAID was stretched to a quarterly time frame, with higher level reviews of the sectors, value chains, and overall activities being conducted annually.

To begin implementation, LEVE launched a series of calls for expressions of interest (EOIs)[9] by sector (including workforce) in fiscal year 2014, Quarter 3, and the project made direct contact with the "quick wins" identified during the assessments. Responses to the calls for EOIs were initially submitted as concept notes, which were reviewed by the LEVE team for consistency with the guidelines, potential impact on the indicators, and contribution to the development hypothesis. If the

[9] This demand-driven approach was repeated at least three times throughout the life of the project.

team determined that there was potential, they worked with the responding entity to elaborate a more detailed upgrading plan, while continuing to confirm the entity's commitment. At this point in the process, the LEVE Human and Institutional Capacity Development (HICD) Expert also reviewed the entity's internal systems, identifying potential weaknesses that could be addressed through general and specific capacity-building activities.

Following LEVE's acceptance of an entity's upgrading plan, implementation began, with the team working concurrently on each of the elements—technical assistance, workforce training, capacity development, and co-funding—allocating needed resources from the Strategic Investment Fund (SIF).[10] In the case of co-funding or grants, the project submitted a request for Contracting Officer's Representative (COR) approval, and in the case of non-training activities, LEVE also submitted an Environmental Mitigation and Monitoring Plan (EMMP) for approval by the USAID Environmental Office. While approvals were pending, other activities would begin. LEVE staff conducted quarterly monitoring of progress and environmental impact. Over the life of the project, LEVE received 290 requests or proposals, resulting in the project implementing 207 activities, with 103 different entities, of which 10 were large firms and a major business organization, with the remainder, 93, being MSMEs.

In addition to activities with individual entities, LEVE undertook broader sector initiatives to learn more about common issues and to stimulate broader stakeholder engagement. Many of these initiatives formed the foundation of LEVE's evidence-based approach; they included studies on linkages between technical and vocational education and training (TVET) institutions and labor markets, surveys on employer satisfaction with new TVET hires, job multiplier studies in the apparel and sorghum value chains, food security standards (Hazard Analysis and Critical Control Points [HACCP]), a profile of the agri-food processing sector, a profile of the apparel sector,[11] among others. In addition, although technical assistance was most often requested by a single entity, LEVE ensured that the international and Haitian experts engaged with the broader group of stakeholders through workshops and/or individual visits, as a way of sharing resources and stimulating more stakeholder participation.

Concurrent with the implementation of activities, LEVE established a communication plan, under which the project kept USAID apprised through the activity lists of ongoing efforts, while also publicizing information through articles in the press, on the website, and on social media—Facebook, Twitter—to keep the broader community aware of LEVE's activities and progress. This plan was effective at keeping a steady and manageable flow of interested parties (lead entities) responding to the recurring calls for EOIs.

To ensure that LEVE was on track, USAID used various methods to evaluate progress. The project underwent several data quality assessments conducted by the USAID Monitoring and Evaluation (M&E) Team, a midterm review, a final programmatic review, two financial audits, and a USAID Regional Inspector General audit. LEVE also received several internal RTI audits for both grants and finance. These all served to keep the project focused on results and operating within the rules and regulations established by USAID and RTI.

APPAREL SECTOR APPROACH

The initial assessment of the apparel sector resulted in two distinct, yet potentially connected, value chains[12]—export apparel and small designer. The former operated more as an extension of

[10] A SIF approach was used to define the pool of resources that were used to support the entities.
[11] Reports are available on the LEVE website.
[12] While they are referred to as value chains, they are technically subsectors, with specific, albeit very narrow, value chains contained within each subsector. For simplicity and consistency sake, LEVE continued to refer to them as value chains.

international supply chains, while the latter operated as a domestic supply chain, with some export activity. These two value chains were selected primarily because of the potential to create formal employment (export apparel) given the US trade promotion legislation (HOPE/HELP[13]); the potential to impact MSMEs (small designers); and the substantial impact upon achieving both youth and gender objectives because 67% of the workers in the export apparel sector are women, and most are hired within the USAID age brackets for youth.[14]

The **export apparel value chain** is a key growth sector for Haiti. In addition to the potential to create thousands of formal sector jobs—which entail the offer of health care, access to GOH social security programs, holidays, and overtime pay—the value chain also contributes substantial financial benefits to the Haitian economy by generating a new channel for foreign exchange (FX) as the traditional export products (mangoes, essential oils, coffee, cacao, etc.) disappear or stagnate. In 2017, the export apparel value chain generated $1.12 billion of gross FX.[15] In addition, this sector drives multimillion-dollar infrastructure development in private free zones—Lafito, Digneron, Santo du Jour, CODEVI, Palm Free Zone—in addition to the slower expansion of the GOH industrial parks—Parc Industriel Caracol (PIC) and Parc Industriel Metropolitain (PIM)—managed by the Société National des Parcs Industriels (SONAPI). During the life of LEVE, the private sector, stimulated by a preferential lending program developed by the Haitian Central Bank, began to invest actively in private industrial parks. However, the growth of the value chain, and associated employment growth, was and continues to be slowed by political instability, ongoing insecurity, and the lack of an integrated GOH policy for the sector. Foreign investors attracted by the preferential tariffs offered under HOPE/HELP are reluctant to invest until security stabilizes and the GOH offers more clarity on several issues—labor laws, customs procedures, tax holidays, etc.

This export apparel value chain contributed the most in terms of job creation, but less in terms of integrating MSMEs, due to its nature of being an extension of international supply chains. More political stability and greater integration of the foreign-owned firms would accelerate a deepening of the value chain, a step forward that will occur when foreign firms gain more confidence in Haiti as a place for doing business. In addition, full-package operations will require designers, who could eventually be provided through the very active and creative small designer value chain (see text box).

Large Firm-SME Linkages

When a company moves toward full package production, linkages can happen. As Global Manufacturers and Contractors (GMC) made the move into full package production, it decided to start screen printing garments in Haiti. Traditionally, garments would be sewn in Haiti and then returned to the Dominican Republic for screen printing, and then exported through the Dominican Republic. Doing the screen printing in Haiti would create Haitian job opportunities. To gain knowledge, GMC partnered with Delog, a Haitian screen-printing SME serving the domestic market, and together they created AGA Print. As a result, more value-added activities are staying in Haiti, a linkage between a large and small firm has been forged, and there is a greater potential to serve both the export and domestic markets.

Despite the lack of linkages with Haitian MSMEs, the choice of the export apparel value chain was clearly justified for its massive potential for formal[16] job creation and the lasting impact of economic growth brought about by an accelerated expansion of activities—construction of free zones,

[13] HOPE: Haitian Hemispheric Opportunity through Partnership Encouragement Act (2006 and 2008); HELP: Haiti Economic Lift Program.
[14] 15 to 24 years of age (https://www.usaid.gov/policy/youth)
[15] Simoes, A. (n.d.). The Observatory of Economic Complexity: Haiti [Interactive web page]. https://atlas.media.mit.edu/en/profile/country/hti/. The figure quoted is gross, as all the raw material needed to produce export is imported, so the net figure is lower.
[16] Throughout the report, the term formal employment (versus informal employment) is used. While many development projects focus on job creation, often this is short-term and part-time, not leading to sustainable economic growth. The export apparel value chain in Haiti creates formal jobs that provide regular employer-based benefits such as health care, contributions to GOH social safety net programs, paid holidays, and in the case of Haiti, are also monitored by a combination of the U.S. Department of Labor and the International Labor Organization (ILO).

increase in exports, massive job creation in urban areas, generation of FX, etc. For an example of impact, see the "USAID in Haiti: Hermine's Dream video" and the associated story in the text box below.

A response when your mother asks: So, what are you doing with my tax money in Haiti?

It's not something you typically think of when getting dressed for the day, but when you see a "Made in Haiti" tag, you're wearing a piece of the Haitian export market and contributing to the resilience and livelihood of Haitian families. With the possibility for an enormous impact on Haitian lives, the USAID LEVE project is helping modernize the apparel sector to create more jobs in Haiti. In fact, your "Made in Haiti" clothes may have been created by one of the LEVE-supported Haitian garment firms trading with American businesses, such as AGA Corporation/Global Manufacturer & Contractors (AGA/GMC), Digneron Manufacturing, or Palm Apparel.

Garment making represents 90% of Haiti's $1.12 billion export market. It employs more than 55,000 people—and continues to expand. Moreover, these are formal jobs that have benefits, such as health care, and contribute to the Government of Haiti's social security programs. Even more, every job that is created in the apparel sector contributes to the creation of at least 0.28 of a job in the supply chain and 0.33 of a job when workers spend their money on education, food, and transportation.

With LEVE's support, AGA/GMC was able to expand production from a simple make-and-trim process to a full-package production process. The increased capacity means higher profits, since full-package products command higher margins, generate more orders as clothing brands turn to AGA/GMC for a greater variety of products, and create more sophisticated jobs within the Haitian apparel sector. Overall, for every order Haitian firms trade on the international market, the Haitian people earn income to support their families. Through LEVE, more people—especially women—have had the chance to provide for their families.

[redacted] started working at AGA/GMC in 2009, eventually working her way up from an assembly line worker to a sample production manager. Early on, [redacted] saw opportunity in the scraps of fabric left on the floor. Gathering them, she spent her lunch hour teaching herself and practicing new techniques. Her supervisors recognized her determination and offered her formal training in other areas of sewing production.

[redacted] works hard every day to ensure that she can build a brighter life for her son. Her tenacity is common among the women who work at factories across Haiti. Haitian women are often the primary providers for their families; 67% of workers in the Haitian apparel firms are women. [redacted] job has made it possible for her to pay school fees, pay her rent, and buy food for her family; she has even managed to save for a small plot of land where she eagerly looks forward to building her house one day. She brims with happiness thinking of the day her son might take his examinations to be a doctor, his dream from a young age, which will have been helped by the support LEVE contributed to Haitian apparel firms.

LEVE has worked with 27 apparel firms to provide an array of support to their operations, including training new workers to meet growing demand in sewing, quality control, production, computer skills, and leadership. Crucially, this training is linked with the specific demand from apparel firms so that workers are prepared and hired to meet the needs for the sector, rather than being trained and returning to an empty job market.

This link with the apparel firms has been one of LEVE's most important features. From its beginning, LEVE established close relationships with apparel firms by being in constant contact and having conversations with the firms so that the project could tailor its activities to meet the changing needs of the sector.

LEVE's work didn't come without some challenges. Haiti is a volatile market, and international firms are often reluctant to operate in the country due to risks from political issues and work stoppages. Challenges aside, LEVE has worked hard to increase the possibilities for current and future growth in the Haitian apparel sector. The project strengthened the apparel firms' operating environment by fortifying the Association d'Industries d'Haïti's (ADIH's) Textile Committee, which is the most important advocate for the growth of the apparel sector in Haiti. ADIH helped ensure the extension until 2025 of US legislation (HOPE/HELP) that allows goods made in Haiti to enter into the US market with preferred tariffs, and, together with the apparel firms and LEVE's support, 21,000 new jobs were added to the apparel sector since 2015, 67% of which were for women like [redacted].

The **small-designer value chain** had potential to impact MSMEs, particularly women-owned MSMEs. Most of these firms were not in a position to substantially increase employment during the life of LEVE, but through them there was the opportunity to address common constraints—access to foreign markets, improvement in the quality of their products, access to finance, access to better business practices and management—and to link them together, since there was no single large lead firm operating in this value chain. A strengthened small-designer value chain would be exactly what LEVE's development hypothesis was designed for.

Once selected through the calls for EOIs, each firm underwent an operational assessment by the HICD Expert, which led to the development of an integrated support package—technical assistance, workforce development, product development, co-funding of equipment and material, back-office and managerial support, and eventually business coaching—which was then implemented over time. By staggering the calls for EOIs, LEVE had the opportunity to concentrate fully on a group of firms, before engaging with the next group of firms, to learn what worked and what did not. The calls for EOIs generated 73 requests, of which 39 were eventually turned into LEVE activities.

AGRIBUSINESS SECTOR APPROACH

The agricultural sector in Haiti has been the target of decades of donor-led interventions, focused primarily on strengthening the smallholder farmer and improving food security. Some of these interventions have been export focused—mangoes, coffee, cacao, essential oils—and some have focused on local consumption—maize, rice, sorghum, peanuts, roots, and tubers. Despite these interventions, public and private sector investment in the sector has waned. With no clear sector policy, its contribution to exports has plummeted, as has productivity, since Haiti now imports a large majority of its food products.

Agricultural value chains in general are not very well developed, lacking a critical mass of commercial processors to create market pull, as well as a critical mass of commercial production of raw materials. Linking thousands of smallholder farmers—who produce little surplus over their own needs—to processors and markets has proven to be a challenge that is not easily overcome, even for interventions focused on a single commodity.

During the assessment, LEVE focused on identifying strong lead firms with markets that they could not supply, thereby putting them in a position to create more pull for raw materials, integrating more MSMEs. LEVE also looked for easily accessed opportunities, for example, where firms had benefited from other donor-led activities but still had constraints to address. The final selection of value chains was quite broad and included fruits, vegetables, cereals (maize, sorghum, and rice), sisal, tilapia, coffee, and cacao. The strategy was to increase demand for raw materials by strengthening the processors' ability to increase their access to markets. If successful, this strategy would be responsive to LEVE's development hypothesis as well as the project result of strengthening value chains, integrating more MSMEs in the process.

Unlike the export apparel sector, the agribusiness sector offered more potential for integrating MSMEs and strengthening value chains, rather than stimulating massive job creation. In addition to the quick-win activities identified during the assessment—Caribbean Harvest for tilapia production, Association Nationale des Producteurs Agricoles pour l'Avancement de l'Agriculture en Haïti (National Association of Agricultural Producers for the Advancement of Agriculture in Haiti [ANAPAAAH]) and Société Haïtienne Agro-Industrielle S.A. (Haitian Agro-Industrial Society PLC [SHAISA]) for processing tomatoes, and Smallholder Alliance for Sorghum in Haiti (SMASH) for sorghum production—LEVE conducted three calls for EOIs to attract agri-food manufacturing operations, which generated 122 requests, of which 29 became activities.

CONSTRUCTION SECTOR APPROACH

The construction sector is Haiti's largest employer, with between 175,000 and 200,000 workers, most of which are informal and temporary. Despite this size, and the volume of construction work that was undertaken as a result of the 2010 earthquake, the assessment uncovered several characteristics that would significantly limit any impact LEVE could have on strengthening value chains within this sector.

- In this sector, 80%–90% of the activity is in the informal housing market, which offers few points of entry for any facilitator trying to stimulate change. More importantly, the housing market is not funded by borrowed money but through cashflow and remittances, eliminating a traditional point of entry through formal financing.
- Building materials account for 50%–70% of the cost of a project, with upwards of 90% of the materials being imported, leaving little room for Haitian contractors to compete. In addition, 5%–15% of the total cost is for equipment, much of which needs to be leased, which drives up contractors' cost structure. This was a major factor for the Haitian construction firms not winning large infrastructure projects post-earthquake, in addition to them not having the requisite experience in constructing roads and buildings.
- Labor makes up 15%–30%, of which 80% is unskilled labor, and represents the one area where Haitian firms can be competitive; they can reduce the costs that they pay workers. However, this has serious consequences for any effort to upgrade the value chain, as explained in the Construction Sector Brief presented during MATCON (Haiti Construction Expo and Trade Fair) 2015[17] (see text box). The underscored point is critical: there was a built-in negative incentive not to recognize higher skilled workers, or workers who were trained in more costly but better systems. When coupled with the nonexistence of a traditional master-apprentice system for trades, this made it very difficult for LEVE to foster recognition of the value of upgrading skills among the majority of participants in the construction activity.

> As with so much in Haiti, the construction industry brings together the formal and informal economies. Construction companies, registered and formal, retain skilled, full-time senior-level employees for their bidding, planning, procurement, and supervision functions, as well as ultimate project delivery. These general contractors, in turn, contract with on-site foremen (contremaîtres), who hire workers, organize the work, process the payroll, and manage materials on site. Although the contremaître system may lower labor costs in the near term—because the independent, informal-sector foreman pays no taxes or fringe benefits—it may actually make construction in Haiti more costly in other, more subtle ways: greater supervision by the general contractor, inferior work quality, transiency, <u>little or no incentive to train workers, and lack of worker specialization</u>.

- There were few, if any, linkages between TVETs and firms or construction sites, as reported in both the Construction Sector Assessment and the Workforce Development Assessment.
- Finally, given the delay between the earthquake and the awarding of LEVE to RTI, many other donors had already started their own skills-building activities—Build Change, J/P Haitian Relief Organization, Miyamoto, etc. The assessment team noted that although the training provided by these other donors was good, there was no method for tracking whether the training was leading to improved business practices or whether workers were getting paid a premium. They were almost "training for training's sake" activities.

These insights helped the assessment team to focus on several value chains where LEVE could possibly intervene—multiplex housing, commercial buildings, and rural roads and bridges. The law permitting ownership and sale of **multiplex housing** had recently been passed, so the expectation was that this would drive activity in the sector, particularly for low- to middle-class income groups, and that this type of work would be available to mid-sized Haitian construction firms. **Commercial buildings** are often financed by banks, and as such, their construction presents a point of entry to impose/influence better building practices. While demand in Port-au-Prince was steady, Cap-Haïtien was expected to see exponential growth because over 700 additional rooms were to be added to

[17] Construction Sector Overview presented at MATCON 2015, July 2015.

accommodate the growth in tourism. **Roads and bridges** were also possible entry points for LEVE support because Haitian firms could undertake parts of larger infrastructure projects, even construct secondary roads, and then maintain them. It was envisioned that funding for infrastructure would come from international donors and the GOH.

The assessment also identified several sector-wide opportunities that could be explored, including conducting more advocacy for enforcement of rules and regulations (enforcing the new Building Code); promoting the industry through an industry-wide fair; building linkages between TVETs and construction sites, to increase the possibility of on-the-job training for graduates; and even possibly helping to fund materials so that students at TVETs could actually practice their trades while studying the theory.

LEVE released calls for EOIs targeting both construction firms and TVETs. Unfortunately, this sector did not respond as well as the others (apparel and agribusiness), resulting in only 63 responses, of which 10 were retained as activities. Several of the responses were from firms that had been trying to break into the market with new building technologies and methods, but they were finding a low level of market acceptance. LEVE tended to avoid these firms' activities because they were more supply driven, and several were conditional upon clients having financing, which is not the case in Haiti.

ACTIVITY SUMMARY BY OBJECTIVE

Presented below is a summary of activities by objective, linking them to the indicators that measured progress. The majority of the activities (and SIF resources) were focused on Objective 1, with the other three objectives providing cross-cutting support in workforce development (Objective 2), capacity building (Objective 3), and finding synergies with other activities (Objective 4). This sector-focused structure was adopted to ensure that activities targeted the value-chain stakeholders—the demand—and did not become supply driven. LEVE management wanted to ensure that LEVE did not embark upon a massive training activity for training's sake (Objective 2) or building capacity for the sake of building capacity (Objective 3), but to focus on supporting the activities that would contribute the most to the overall objectives of the project. From an operational perspective, the Sector Team Leads—Apparel, Agribusiness, and Construction—drove the activities within the selected value chains, and the Workforce Development Expert (Objective 2) and the HICD Expert (Objective 3) provided cross-cutting support while taking the lead on many fewer activities responding to those objectives. As noted, Annex A presents a complete list of activities by objective, along with a brief description/conclusion for each activity.

OBJECTIVE 1

Objective 1 was to enable MSMEs to engage with other value chain actors to mutually create value, and it had two sub-objectives/results: (1) fostering greater integration of MSMEs in selected value chains and (2) addressing binding constraints and key opportunities in the selected value chains. The indicators associated with the first sub-objective included the number of full-time-equivalent (FTE) positions created by firms, increased investment, increased sales, and overall increase of sales between firms in the value chain. For the second sub-objective, LEVE tracked the number of firms that received support, the number of firms that showed improvements in management, and the number of advocacy activities undertaken.

Activities under this objective included most of the entity-level support and activities that specifically addressed value-chain or sector constraints, not capacity building or workforce training. They were managed by the Sector Team Leads, with the support of the Workforce Development Expert (Objective 2) and the HICD Expert (Objective 3).

Apparel Sector

Apparel sector activities focused on larger export-oriented firms as well as MSMEs and small designers. Typical firm-level activities in the export apparel value chain included providing specialized technical assistance, training mechanics, acquiring specialized equipment, and underwriting the cost of training new workers. These activities were consistent with the goals of generating jobs and adding value to activities being conducted in Haiti—deepening the value chain.

LEVE supported several initiatives that addressed the needs of the entire sector: development of a sector profile for the Centre de Facilitation des Investissements (CFI) used to promote investment; creation of an apparel subcommittee within the Association des Industries d'Haïti (ADIH); advocacy by ADIH with the GOH and the USG, particularly around the extension of the HOPE/HELP and Caribbean Basin Trade Partnership Act (CBTPA) agreements; and a job-multiplier study to quantify the economic impact of job creation in the sector, which showed that for every one job in apparel production in Haiti, 0.28 jobs existed in the supply chain (indirect jobs), and 0.33 jobs were supported by workers spending their wages on food, education, goods, and services (induced jobs).

The major sector-wide initiative that LEVE supported from the beginning of the project was the development of a sector policy, working with the Commission Tripartite de Mise en Œuvre de la Loi HOPE (CTMO-HOPE), ADIH, SONAPI, and the Ministère du Commerce et de l'Industrie (MCI). For various reasons—interpersonal issues, other priorities, lack of focus, and a lack of interest—no sector policy was ever developed, contributing to the slow rate of investment and slow job creation. This gap is probably the deepest disappointment for the LEVE team and ADIH. Although LEVE could have developed a sector policy on its own, this would have been an academic exercise; as history has shown that initiatives such as these need to come from within, otherwise, they become another document that remains unread and unused.

To address the need for more trained workers, LEVE successfully stimulated the creation of a public–private entity to provide training and other services to export firms—the Textile and Apparel Service Center (TASC) – including ADIH, SONAPI, and Electra Sewing. TASC developed a mixed model—training and commercial services—to respond the industry's needs. Although substantial progress was made, it was always understood and accepted that primarily because of the slow growth of the sector (due to a lack of a sector policy, political instability, and insecurity), continued support from outside sources would be required. ADIH began the process of obtaining funding from the Inter-American Development Bank (IDB) for the training center at Caracol, and through the Haitian Ministry of Foreign Affairs, ADIH requested support from the Taiwanese Government. This request was still making its way through the process in mid-2019. With additional support and growth in commercial activity, TASC has the greatest chances of sustainability; however, this will take time.

Typical activities for the **small designers** included an integrated package of technical assistance in product development, marketing, and production processes; capacity building in back-office skills; some basic worker training; and co-funding for the acquisition of equipment, in particular generators, to address the lack of publicly supplied electricity. To the extent possible, the project delivered specialized technical assistance and product development expertise to as many like-firms (firms with similar characteristics and needs) as required the support, extending the value of the mostly international experts, while at the same time bringing the firms together. A similar approach was taken for strengthening back-office skills in the areas of accounting, fiscal and general management, and business coaching. LEVE also supported the promotion of the firms through participation at LEVE XCHANGE events and commercial activities, including one at the American Embassy and another at the Pétion-Ville Club.

Business Coaching Success Story

Managing a business is not easy. For [redacted], owner of Sandilou, running her small art-quality clothing and home goods business posed new and daily challenges. "*I was like a chicken with my head cut off; I spent all my time doing all sorts of things*," she laments, "*everything but creative work*." For the head of a custom, art-driven product line, creative work was supposed to be her single most important area of focus, and yet it was impossible. [redacted] knew that if she wanted to take her firm to the next level, she had to change something, but the "what," "how," and "when" eluded her. Like so many other small Haitian business, [redacted] wondered, "*How do I move my business to the next level when there is so much to do right now to simply keep the doors open?"*

The LEVE team had heard all of [redacted] questions from other partners. After successfully partnering with these firms using more traditional methods, such as grants and accounting support, LEVE understood that something more needed to be done. Focusing on six partners, LEVE experimented with pairing these small firms with a business coach to help them resolve their internal questions and grow their businesses.

Although well known to larger firms, business coaching was a relatively new idea for a USAID-funded project and Haitian SMEs. However, the SMEs are the right target for this kind of intervention because opportunities in Haiti are rare, and they must be ready to take advantage of them when they emerge. Access to finance is limited, raw materials are not available in large quantities at affordable prices, and insufficient government support is available. To survive, business owners must have sharp entrepreneurial skills to take advantage of the few opportunities Haiti has to offer. Therefore, business coaching had the potential to push firms to achieve higher margins and achieve sustainable success.

The LEVE business coach worked with each owner to examine their business in all aspects: from organization to leadership and time management to delegation. Using his expertise in business operations, the coach served as an important "tool" to identify where a company was getting stuck and then worked with the business owner to find ways to move forward. After several customized sessions, the owners built individual dashboards to track their progress against goals. Although all the owners had their own challenges and solutions, one thing held consistent: coaching not only realigned the companies but also helped shape the owners into entrepreneurs.

Results for the firms were extraordinary; almost immediately they reported success with business management. Délices Tropicales' Chief Executive Officer learned to delegate more work, which freed her to work on business planning and strategy. Star Industries' production systems improved after it established a purchasing department to focus on sourcing goods from Haiti's southern region. Further, staff at the Design, Organization, and Training Center (DOT) were reorganized to meet the needs of a new business model, while at Simbi, clothing production was redesigned to use less-expensive fabric and reduce production costs. New partnerships emerged from the business coaching work, including new clients and suppliers for the firms and cooperation among the firms that received coaching. For example, recognizing an opportunity for both firms, DOT and Simbi entered into an agreement to produce clay beads at the DOT facility, which Simbi would use to make its bracelets, which were sold in the US. Ultimately, the coaching was so successful that LEVE selected an additional 11 firms to receive business coaching.

For [redacted], her work with the business coach was completely transformative. [redacted] and her coach immediately recognized that operational considerations had be addressed, including weaknesses in planning and scheduling that increased prices and cut the already slim profit margin. [redacted] and her coach agreed that the company's website needed a complete overhaul, as did the products Sandilou sold, to improve profit margins through increased sales. After working with the business coach, [redacted] decided to add a new children's-wear line and expand the home-goods line. These changes required new silk screens, dyes, and sourcing considerations. However, what seemed like a daunting process was made easier by [redacted] ability to systematically work through her goals using the coaching-developed dashboard and with her coach at her side. Ultimately, Sandilou's orders increased by 20%, and margins improved by 10%. As [redacted] notes, "*The work transformed my creativity, and that is seen in sales. There's an audience that I have reached that I couldn't reach before*."

Business coaching emerged as one of LEVE's activities as a result of the project's internal learning systems (assessing, reflecting, and adapting to needs on the ground). This type of coaching served as a coalescent element that amplified the impact of the other types of support that firms received through LEVE. Eventually, the small designers that LEVE supported began to develop synergies with each other (see Business Coaching), with value-chain stakeholders collaborating as the project progressed. This impact was in line with the LEVE development hypothesis, in that it integrated and grew the small-designer value chain.

Agribusiness Sector

Typical firm-level interventions integrated technical assistance, capacity building, and co-financing of equipment and material. To support the interventions, LEVE conducted several investigative studies, including an initial survey of the agri-food sector to better inform LEVE's activities in the agri-food processing sector, a survey of farmers' technical needs in the Saint-Marc corridor to support the reestablishment of the École Moyenne d'Agriculture de la Vallée de l'Artibonite (EMAVA), a study to determine the feasibility of producing fish feed for the tilapia value chain, a workshop to address the needs for agricultural finance, a market study to determine the demand for sorghum grain, a study on the demands for fresh fruits and vegetables by hotels along the Arcadins coast, a business plan for salt production, a market study for fresh table grapes, and a business plan for transporting agricultural produce. LEVE used food-safety experts to conduct rapid assessments of agri-food production facilities and to make firm-specific upgrading recommendations that were then incorporated into the integrated support package developed by LEVE for each agri-food firm.

In 2017, LEVE received contractual authorization to work outside of the three corridors, and as a result, during the last call for EOIs, the project supported activities in the south of Haiti, including the roasting and marketing of high-quality coffee in Jacmel; fresh table grape production in Les Cayes; and a grain conditioning facility in Petit-Goâve.

From a broader sector perspective, LEVE supported the development of a platform that promoted consumption of local products—Salon Konsomé Lokal—which twice brought together more than 80 MSMEs to offer and sell their products directly to the public, along with an associated promotional campaign. LEVE also supported the promotion of the firms through participation at LEVE XCHANGE events and at commercial activities. In conjunction with the Chanje Lavi Plantè (CLP) project, LEVE co-organized a forum on agricultural finance, which resulted in the creation of an association of agribusinesses—Chambre d'Agriculture et des Professions d'Haïti (CHAGA)—which is lobbying the GOH for changes to the investment program for agriculture. LEVE also attempted to work with CFI to promote investment in the sector through the development of sector-specific studies; however, this initiative never gained traction beyond the discussion stage, in large part because the GOH and CFI do not have a specific strategy to promote agribusiness investment in the country.

The LEVE agribusiness team was particularly successful in finding synergies with other USAID projects, CLP, WINNER, AREA, Clinton Bush Fund, and LEAD; with firms such as Société Haïtienne de Transformation des Produits Agricoles (TRANSAGRI S.A.), SMASH, Centre de Transformation Agro-Industriel (CETAI), Caribbean Harvest, ANAPAAAH, Moulen nan Notè, Belzeb, and Star Industries S.A. (SISA).

In this sector, LEVE was particularly successful in strengthening value chains, including the following:

- The parboiled rice value chain in the Artibonite Valley, linking two rice growing cooperatives—Mouveman Peyizan Ba Atibonit (MPBA) and Association des Irrigants de Bas Maître et Rive Droite (AIBMRD)—and a supplier of ground-preparation services (TRANSAGRI S.A.), with a parboiled rice processor (Moulen nan Notè)
- The tomato value chain, linking farmer associations (ANAPAAAH) with the processing plant (SHAISA)
- The sorghum value chain, linking the grain conditioning center Étoile du Nord S.A. (EDN), with larger farmers and smaller regional grain conditioning centers (Cereplus Group, CETAI)

And in the agri-food processor value chain, LEVE was successful in linking several SME agri-food firms to source raw materials, share production facilities, and trade in raw materials (see Strengthening Value Chains).

Despite some successes, LEVE did experience a failure in attempts to grow the tilapia value chain; the mistake was buying into an idea that was being supported by several other donors and international organizations. Using their positive experiences as "proof" that the model could be expanded, LEVE embarked on an ambitious plan to scale up the number of smallholder fish farmers (see text box). Unfortunately, during the necessary follow-up, LEVE learned that the model did not work, and that maybe it had never worked. This example made the clear the need to constantly monitor and verify activities.

Learning from Failures

In the tilapia value chain, LEVE supported a plan (with two grants) to link smallholder fish farmers with a major tilapia processor, Caribbean Harvest (CH), through a program linking a social enterprise with commercial markets. The Caribbean Harvest Foundation purchased a package of inputs from CH—cages, feed, and fry—and then distributed them to smallholder fish farmers around Lake Azuei. At the end of the production cycle of 3 to 4 months, CH bought back the grown fish for processing and sale into the retail markets. Revenue to the fish farmer was supposed to reach US$400 per quarter, with the ability to do this 3-4 times per year, significantly improving their economic situations. In 2018, curious about impact upon the resilience of the smallholder fish farmer, LEVE requested an independent assessment of the value chain. The assessment showed that for various reasons, the model did not work. As a result, LEVE conducted a Data Quality Assessment on the information collected from CH and modified the results of several indicators. In addition, CH agreed to pay back the second grant, which was to expand the selling points for the anticipated expanded production, which never materialized.

Construction Sector

During the assessment phase, the LEVE construction team met with groups of stakeholders to develop activities that formed the core of LEVE's interventions in the construction sector. To address sector-wide issues, LEVE focused on the two sector organizations, the Collège National des Ingénieurs et Architectes Haïtiens (CNIAH) and the Association Haitienne d'Entreprises dans la Construction (AHEC). The former was created by GOH decree in 1974 and grouped all the architects and engineers in the country; the latter was a relatively new association of construction companies, with a relatively weak governance structure.

LEVE assisted CNIAH initially with the development of a strategic plan, and then with institutional support to take on certain challenges, such as facilitating access to public markets, sponsorship and organization of trade shows, sponsorship of new standards and codes, etc. Although LEVE was impressed with CNIAH's strategic plan (possibly the best plan that was developed during the life of the project), CNIAH's implementation did not meet the high expectations established in the plan because the commitment for following the plan was not transferred from one elected board to the next.

LEVE targeted standards and codes that were either not in place or not being enforced. After consulting industry stakeholders, the project identified the Plumbing Code as a key area that needed support, and options for finding a champion for this agenda were good. In partnership with the International Codes Council (ICC), CNIAH, and the Ministère des Travaux Publics, Transports et Communications (MTPTC), LEVE adapted the ICC Plumbing Code to the Haitian environment. However, delays due to government turnover caused several follow-on activities to be abandoned: acceptance of the code by the Institut National de Formation Professionnelle (INFP) to develop a new plumbing curriculum for TVETs, a certification system for current plumbers, and enforcement. LEVE was, however, able to test the capabilities of 100 plumbers against the new code, leaving that information behind for the MTPTC, INFP, and CNIAH to use to develop a new curriculum.

A key event to drive the industry toward more cooperation and integration was MATCON. In 2015, LEVE supported the construction committee of the American Chamber of Commerce in Haiti (AmCham) to organize a construction trade show, which included workshops, displays, and a Skills Olympiad (see photo and MATCON 2015). Although the event was successful, subsequent efforts by AmCham to organize a follow-on event did not proceed, despite the offer of continued LEVE support.

MATCON HAÏTI CONSTRUCTION EXPO & TRADE FAIR by AmCham Haïti

July 10-12 2015

The Single most important event in the history of Haiti's construction sector

The ENTIRE sector, collaborating for 2 days

EXTRAORDINARY PARTICIPATION

4000 ATTENDEES

78 BOOTHS

67 UNIQUE ORGANIZATIONS

USAID SMALL ENTERPRISE SUPPORT (BOOTH SPONSORSHIPS)

8 MICRO-ENTERPRISES

6 TRADE ASSOCIATIONS

2 GOVERNMENT INSTITUTIONS

7 TECHNICAL SCHOOLS

IN-DEMAND PROGRAMMING

25 TRAINING/EDUCATION SESSIONS

30 INDUSTRY DEMONSTRATIONS

1 NETWORKING SESSION

PRIVATE SECTOR BUY-IN

3.44:1 COST SHARE

> $250,000 RAISED BY THE PRIVATE SECTOR

23 PRIVATE SECTOR SPONSORS

OLYMPIAD SKILLS COMPETITION

1 **FIRST OF ITS KIND** COMPETITION LINKING VOCATIONAL SCHOOLS TO PRIVATE SECTOR INDUSTRY

3 TRADES: MASONRY, ELECTRICTY, PLUMBING

6 SCHOOLS

50 STUDENTS

USAID | HAITI FROM THE AMERICAN PEOPLE

LEVE

To create opportunity in the rural roads value chain, at USAID's request, and in anticipation of the upcoming Stand Alone Roads Activity (SARA) procurement to upgrade rural roads, LEVE conducted a series of bidding training meetings with 14 Haitian construction firms, as well as individual working sessions, to prepare the firms to be able to bid on the upcoming work. Although the sessions and capacity building were held and firms were interested, USAID decided against releasing the work because the initial assessment (to be conducted by the US Army Corps of

Engineers) was being repeatedly delayed. With no other live rural road activities available, this marked the end of LEVE pursuing activities in this value chain.

For the commercial buildings and multiplex housing value chains, LEVE was not able to identify any strengthening activities. Commercial builders were not ready to work with TVETs to build skills, nor were they interested in adapting their construction schedule or systems to accommodate donors' requests. They were often too occupied in the day-to-day management of their relatively complex construction activities to take on additional responsibilities linked to working with a project. In multiplex housing, LEVE did find some potential value-chain opportunities working with the USAID Home Ownership and Mortgage Expansion (HOME) program, and LEVE agreed to provide technical assistance to transfer capability to do more intensive expense tracking for the building of units of different sizes. LEVE identified a technical expert who was ready to work with the firm Chabuma and transfer this know-how toward the housing project that the firm was developing with the HOME program. However, the firm encountered several delays, which pushed the LEVE intervention back toward the end of the project, and in early 2019, the founder of the company passed away, leaving a leadership and management gap. As a result, this activity never materialized.

In the north, LEVE supported the training of painters by a commercial paint manufacturer, but impacts from the training—increased business, increased quality of work—were not readily measurable. Regarding the planned construction of seven new hotels in the north, which provided incentives to add the commercial buildings value chain to the initial selection, only two were ever built, falling considerably short of the expected market growth in that region.

Finally, LEVE attempted several times to cooperate with Habitat for Humanity in the build-out of Canaan—a new village created after the earthquake to relocate displaced residents of Port-au-Prince—but again, the entry point into this community was restricted by the informality of the construction activity taking place, with Habitat struggling to gain a foothold in that community.

OBJECTIVE 2

Objective 2 focused on workforce development, increasing access by MSMEs to a productive labor pool with relevant skills and competencies. There were two sub-objectives: (1) improving the skills and competencies of the labor pool in the target sectors and (2) helping TVETs to be more responsive to private sector demand. Activities under this objective targeted TVETs and their linkage to labor markets and private firms.

Indicators that were used to track progress for the first sub-objective included the number of new and improved jobs, the number of individuals who participated and completed workforce development programs, and the improved placement rate of TVETs. For the second sub-objective, the indicators were the number of individuals who improved their capabilities as a result of participating in workforce development activities, the number of TVETs with improved service delivery, and the overall satisfaction rate of employers when hiring graduates from TVETs. This objective was managed as an activity "nested" within each of the sector activities—complementing other support that LEVE was offering.

The 2014 workforce development assessment noted that this sector needed an entire restructuring, starting with the GOH entity responsible for the sector, INFP. Privately funded TVETs had marginally better operations than the publicly funded TVETs (under INFP). TVETs had little to no linkages to the labor market or to firms operating in their trades, had little to no funding to buy materials and equipment, and were not able to track their graduates. As an example of the system's dysfunction, by law, certificates had to be signed by the Director of INFP, but when visiting INFP, LEVE staff were repeatedly shown the years of unsigned certificates that were awaiting signature.

One privately funded organization revealed to LEVE that they paid extra processing fees to get signed certificates to their graduates.

With these findings, LEVE mapped out an approach to addressing one of the key constraints: linkages to the labor markets. This was a consistent focus throughout all of the activities that were implemented under this objective and were, for the most part, linked to the construction sector because schools that offered agricultural and agribusiness training were rare, and apparel sector training was being addressed through the TASC, itself a TVET.

LEVE used sector-wide activities to stimulate the generation of innovative ideas within the TVET community:

- Conducting and sharing the findings of a survey of linkages between graduates and their TVETs (2015), emphasizing the importance of staying in contact with graduates and of the feedback loops and networking that can be derived from these linkages
- Conducting Employer Satisfaction Surveys to measure how the graduates of TVETs are perceived by their employers (2016, 2017, 2019)
- Organizing Skills Olympiads, where firm representatives could view, in person, TVET graduates' skills during live competitions (2015, 2017).
- Promoting the lessons learned from TVET–labor market linkage activities at events such as the Salon de Compétences organized by Canado-Technique on May 1, International Labor Day (2017, 2018), where success stories were shared with the broader TVET sector (see posterboard photo).

In terms of working across the industry and with the various donors who were playing an active role in strengthening the TVET sector, LEVE was a member of the Swiss-Aid-inspired Workforce Development Board, where standards were being discussed and set. As a result of this activity, LEVE agreed to support the launch of a nationwide rollout of the new masonry curriculum by INFP; however, this rollout never transpired, because of a lack of follow-up by the INFP. This same situation was recorded later in the project, when LEVE agreed to help INFP organize a lessons-learned activity highlighting the linkages between TVETs and labor markets. INFP again was not able to take the lead to organize the event.

To stimulate activity in the north, LEVE organized a construction conference in 2015, which led to several very innovative linkages among the TVETs as well as between TVETs and labor markets. LEVE supported the development of successful job placement activities with three TVETs—École Professionnelle Fondation Vincent (EPFV); École Professionnelle Saint-Esprit (EPSE); and a public sector TVET, École Professionnelle du Cap-Haïtien (EPCH). This effort set the stage for further activities linking the TVETs to construction firms, particularly with DFS Construction, a US construction firm (see text box next page).

Making the Connection to Improve Skills

With an estimated 40% of Haitians unemployed, Haiti's future depends on creating jobs for its citizens. The Government of Haiti (GOH), USAID, and international donors established the Caracol Industrial Park (PIC) and its neighboring housing community Village la Différence, to create a new source of investment and job creation in the underserved northern region of Haiti.

Although some of the residents of Village la Différence found employment at PIC, others lacked training or had skills for industries not present at PIC, resulting in a significant number of unemployed men and women. In response, the USAID-funded Community Development Program for Caracol-EKAM Housing Project, an organization responsible for community mobilization, and the Haitian social housing parastatal Entreprise Publique de Promotion de Logements Sociaux (EPPLS), sought the assistance of the LEVE project to address the skills-opportunity gap serving as the impediment to increased employment.

LEVE identified DFS Construction LLC, a leading US company working in Fort Liberté, and linked them with the Community Development Program and EPPLS. DFS agreed to link with the Village and accept interns. As a result, 20 community members with prior experience in construction or administration were selected to participate in an internship and on-the-job training program entirely managed and designed by DFS. On May 15, 2015, 5 women and 15 men began this month-long internship and training program at a construction site outside Fort Liberté.

DFS's team, headed by Project Manager [redacted] and Program Manager [redacted]., continuously communicated the dedication needed to complete the program and the intended result, emphasizing the importance of punctuality and teamwork. The on-the-job training program exposed the workers to international building standards and to a range of skills required to work on a construction site. At the end of the month, the entire team received job offers in masonry, engineering, plumbing, steel molding, administration, and finance, including a position as a Lead Engineer and another as the Human Resources Manager for the company.

DFS was so pleased with the quality of the interns that it requested LEVE and the Community Development Program to identify 30 new candidates from Village la Différence to begin a new internship program.

The future is bright for these 20 men and women—as well as for the next 30 to be trained—because they will be able to transfer their skills gained through this program to other construction sites throughout the north. USAID activities made a difference by creating opportunities for the Haitian people through skills training and employment in the construction industry.

In addition to building a sustainable capacity to continue placing graduates, LEVE supported the development of the "École Entreprise." This innovation started with an initiative by EPFV to expand its furniture sales, providing a future revenue source to fund training activities. At EPCH, LEVE leveraged a US$1 million investment by the IDB in equipment that was not being used, by supplying an international woodworking expert to help the TVET organize their woodworking shop so that the unused equipment could be used. Both TVETs received orders from the GOH to produce furniture for other schools in the north. The EPCH was so inspired by its new functioning workshop that it continued to operate the workshop, despite an ongoing strike by professors, and used the proceeds to help keep the school open for business.

One of LEVE's most promising and well-received activities was the Skills Olympiad, held in conjunction with MATCON in 2015, and then as a stand-alone activity in 2017. The event was enthusiastically welcomed by the TVETs and industry alike, and the students participated with a high degree of professionalism. In total, six schools and 90 students participated in these two events, and several students received job offers as a result of activities and linkages formed.

LEVE led the organization (direct implementation) of this event in 2015, as an addition to MATCON 2015, which was organized by the construction committee of AmCham. This was somewhat outside LEVE's focus of serving as facilitator and allowing local organizations or associations to take the lead, but the project was also testing the ability of the Chambre des Métiers et de l'Artisanat d'Haiti CMAH) to take over as a potential future sponsor of this event. One of the schools, Ecole Professionnelle Saint Joseph Artisan (see EPSJA photo), used the picture of their winning plumbing team to double their enrollment for the next session of plumbing classes. While the event was a success by all measures, it was clear that the CMAH was not able to organize future events, due to a lack of resources, both financial and human.

For the 2017 Olympiad, LEVE approached several other organizations—AHEC, CNIAH, MSC Building Supplies, Alliance Distribution—with the objective of finding another organizing sponsor. Although interest and support were high among all these organizations, CNIAH was the only one prepared to lead this event. For this second Olympiad, LEVE reached out to the WorldSkills competition and the WorldSkills USA team for more information, aligning the Haitian Olympiad with world-class programs and gaining the participation of an internationally recognized “do-it-yourself” television personality, Kayleen McCabe. CNIAH organized a second successful event at Quisqueya University in 2017, integrating industry representation and more sophisticated competitions. The event was promoted throughout the country and met with enthusiastic reception from both the TVETs and their students. Unfortunately, due to internal political differences within CNIAH, a third Skills Olympiad planned for 2018 never came to fruition; the organization continued to struggle to find a meaningful purpose for its existence, despite having a membership of highly qualified, professional, and knowledgeable architects and engineers.

Following the 2017 Olympiad, CNIAH and LEVE were saddened to hear that a participant of the winning CETEMOH plumbing team was accidently killed. [redacted] was arriving at the TVET to share his experience at the Olympiad, when he was shot in the cross-fire between the two gangs fighting near the entrance of the school.

In Memoriam

[redacted]

In addition to the work in the north linking TVETs to industry, two interesting examples of linkages between TVETs and labor markets were in solar energy installations and welding. Although several private solar equipment vendors approached LEVE, interested in promoting solar energy installations, the École Professionnelle Saint Joseph Artisan conceived an innovative idea that connected industry needs with a certified training program that was also supported by Électricité de France (EDF). LEVE supported the activity with equipment that was needed for the training, which produced 15 certified technicians who were hired by firms throughout the Port-au-Prince region.

For welding, LEVE was approached by Canado Technique and their Canadian partners to support the expansion of its welding program, which was based on the Canadian Welding Bureau (CWB) standards and which had linkages to several Haitian firms in need of certified welders. Although LEVE's assessment of Canado Technique uncovered some organizational weaknesses, the decision to support this activity was made, given the other positive elements of this proposition. LEVE supported the build-out of the training lab and provided technical expertise to review the installation and ensure that it met CWB standards. Although the program was delayed due to political instability, it produced 33 certified graduates, 6 of whom were hired by local firms, and the capacity to train more graduates was installed. One big issue was that Canado was never able to address the cost of the training, which was more than most Haitians could afford, and as a result, future graduates will have to obtain funding from outside sources.

In terms of training workers, LEVE targeted the needs of the export apparel industry, working with the only firm that had capacity to train for this sector, Institute National pour le Développement et la Promotion de la Couture (INDEPCO). Initially, LEVE started with a small project to train 50 women from Village la Différence, collaborating with the Global Communities-managed Caracol-EKAM housing project, where LEVE was able to gauge INDEPCO's commercial capabilities. Next, LEVE extended this activity to a larger contract to train several hundred workers for H&H, a Korean firm operating out of the Palm Free Zone in Carrefour, and accompanied the contract by accounting support to provide more details into the actual costs of the different types of trainings that were needed. This finally led to the engagement of INDEPCO's affiliated organization, Electra Sewing, by ADIH to operate the TASC. Electra Sewing also worked with ADIH to offer worker training services to firms located in the PIC.

LEVE also piloted a program to provide architects and engineers with adult training services, through a tripartite arrangement between ProUniq, the adult education arm of Quisqueya University; CNIAH; and LEVE. Although the program was somewhat successful, interest from both Quisqueya and CNIAH waned, and the program was discontinued.

Building upon the successful market linkage activities, in 2017, LEVE issued a call for EOIs, specifically targeting the better-managed and better-known public sector TVETs in the Port-au-Prince region—Centre Pilote and Carrefour. LEVE actively pursued these TVETs' involvement and did everything within its power to assist TVET management to prepare the documentation needed to complete an EOI. However, a strike by the trainers (for nonpayment of salaries by the INFP) at Centre Pilote put an end to that initiative, while the Carrefour TVET prevented LEVE from pursuing this activity any further.

Several other activities, although promising, were not comprehensive enough or did not include forward-looking sustainability features, and thus LEVE did not support them. For the most part, these activities focused on continuing to use donor funding to graduate another class, but little attention was devoted to sustainability; identifying job opportunities or growing the job sector for these graduates or identifying and supporting ways to strengthen the TVETs. The activities were "training for training's sake" and did little to build a more solid foundation for the TVET sector in Haiti. Some examples include the following:

- A proposition to link TVETs in Cap-Haïtien with the construction of new hotels was found to be too costly ([redacted]) because the work was being proposed by a consulting firm and the hotel construction activity was too slow.
- On two separate occasions, Haiti Tec requested support to expand its training programs, but with both times projecting costs close to [redacted] each time.
- The Frères Salisiens requested that their entire TVET network of eight schools be rebuilt for [redacted], but they had no counterpart funding and no linkages to private sector entities.
- Some private firms—Kanski Construction, Tecina, and Fondation Bonnefil—proposed heavy-equipment training for operators, but the training had no linkage to the actual job markets.

In conclusion, the shortcomings identified during the initial assessment of the workforce development sector continued to be displayed across LEVE's various attempts to stimulate new and constructive thinking. Despite these disappointments, the activities that were successful under this Objective will have lasting impacts on the vocational education sector in Haiti.

OBJECTIVE 3

Objective 3 aligned LEVE's activities with the USAID Forward initiative, building the capability of local firms—including Haitian service providers and recipients of awards under Annual Program Statements (APSs)—to receive and manage USAID-Haiti funding. In addition, USAID asked LEVE to continue to support two nongovernmental organizations, the Haitian Apparel Center (HAC) and Initiative pour le Développement des Jeunes en Dehors du Milieu Scolaire (IDEJEN). These were two legacy institutions that had potential synergies with LEVE's overall objectives of training, creating jobs, and targeting vulnerable populations. Furthermore, the key assessment tool that would be used to assess Haitian organizations would be the Organizational and Capacity Assessment (OCA) tool. There were two indicators associated with this objective: the year-over-year change in the OCA score and the number of firms that were considered for OCAs or modified OCAs, as the case would turn out.

As LEVE evolved, the activities under this Objective became less focused and more dynamic, addressing new constraints and needs as they were identified and, in the course of this shift, becoming more cross-cutting, supporting activities defined under Objectives 1 and 2. This evolution was motivated by several factors. By the time LEVE was awarded, IDEJEN, a mature USAID grantee, had already received funding from other donors and scored very high on the OCA, confirming that it was ready and able to receive USAID funding. In terms of collaboration, IDEJEN did have a few constraints that impeded collaboration. IDEJEN's mission was to deliver a public good—education for vulnerable youth—and it was not willing to modify its approach to incorporate other revenue sources, a modification that would decrease its dependence on donor funding. IDEJEN had a relatively expensive cost structure that would have consumed a major percentage of the available funding that LEVE had programmed for activities, without a corresponding impact upon indicators, making it a low-return investment for LEVE.

In FY15, following the successful assessment of IDEJEN (OCA score of 3.1), LEVE and IDEJEN identified areas where LEVE can provide strengthening, including: a fund-raising strategy; and assistance in building grant writing capabilities. At the end of FY15, an offer was extended to IDEJEN to continue to train youth in the agricultural and construction sectors in the Saint Marc corridor. Unfortunately, IDEJEN refused the offer. In the end, both LEVE and IDEJEN decided that there was not a fit, and IDEJEN continued to pursue its traditional funding sources.

Another factor contributing to the expansion of activities under this Objective was the decrease in USAID awards under the USAID-Haiti APS program. Originally, LEVE was to have supported approximately six APS awardees referred by USAID; however, only one awardee was referred to LEVE for capacity building. Furthermore, this firm was not actually an awardee; USAID asked LEVE to fund the full activity for this firm (in addition to capacity building) because the APS funding had fallen short of expectations.[18] USAID's reduction in activity contributed to LEVE offering less support to APS recipients than expected.

Regarding the activity to support the HAC, after some deliberation, USAID decided not to fund the HAC directly and asked LEVE to provide funding for this apparel training center. After investigating the situation with the HAC, and with a focus on working toward sustainability, LEVE opted for a public–private model that would have more chances of success, as explained under Objective 1 (see information about TASC).

Another major factor that guided this Objective's implementation was the goal of building the capacity of four to seven Haitian organizations—associations, service providers, and firms—that were all part of the network of organizations that could deepen the pool of service providers to the sectors and value chains that LEVE targeted. LEVE referred to these organizations as Capacity Development Recipient Organizations (CDROs) and focused on those serving the targeted sectors—Centre Haïtien d'Appui et de Promotion des Entreprises (CHAPE), APEX, Chambre de Commerce et des Industries du Nord (CCIN), Chambre de Commerce et des Industries du Nord-Est (CCINE), AmCham, ADIH, CNIAH, CMAH—with the goal of assessing their capabilities and needs, and then strengthening them to better serve their sectors. Also included in this activity was building the capability of LEVE subcontractor Papyrus, to eventually be able to bid on and win USAID business. LEVE used results from the OCA tool as the key indicator of the organizations' commitment to undertake change. LEVE also carried out a key study to review the governance practices in place, practices used by private sector associations and those used by key private firms.

The findings of the governance study helped LEVE to understand and explain why most of the association-type organizations were struggling to survive, and why none of the ones approached by LEVE progressed to a multi-year capacity building activity. In addition to having serious governance-related weaknesses, these organizations also lacked or were not willing to commit resources and were not able to gain broad support from members to embark upon a serious capacity-building activity. While some progressed further than others, they all eventually self-selected out of the collaboration with LEVE.

Recognizing this weakness early in the project, LEVE decided to adapt the OCA tool to be used as a rapid assessment for the firms that were selected as beneficiaries. This assessment was systematically used to determine the strengths and weaknesses of firms, while also serving as a step to confirm their readiness to embark on a collaborative capacity-building activity with LEVE. At least one of these firms (Sandilou) agreed to have repeated OCAs conducted to evaluate its progress.

LEVE approached several other service providers—Canado Technique, Haiti Tec, Maxima—to undergo the OCA process, and again, for various reasons, these service providers were not willing to start (or were not able to continue) the capacity-building activity.

[18] The awardee was Ayiti Natives, a small firm that had started a line of beauty products made from Haitian raw materials—coconut, moringa, vetiver—and needed to be formalized, funded, and strengthened. LEVE provided the firm with start-up assistance, including a grant, and although progress was good, a shareholder dispute resulted in a slowdown of activities at a critical time. The shareholders resolved their dispute through a buyout, but LEVE also withdrew its support because the shareholders were more focused on external issues than on the firm's internal issues. The firm continued to operate at a minimal level as of the drafting of this report.

The OCA that was adapted for private firms led to two streams of activities: general capacity-building courses and firm- specific capacity building. For the general capacity-building courses, LEVE engaged Haitian service providers in accounting, bookkeeping, fiscal procedures, and labor codes, to deliver 2- to 3-day training courses to most of LEVE's beneficiaries. These included Fiscal and Labor Code, Financial Management for Non-financial Managers, Finance Administration Templates, etc.

Entity-specific capacity development included services such as bookkeeping, accounting, and business coaching, and reached a large portion of the LEVE beneficiaries, including but not limited to DOT, Sandilou, EDN, Ayiti Natives (the sole APS recipient), ANAPAAAH, Délices Tropicales, SISA, MPBA, AIBMRD, INDEPCO, Moulen nan Notè, Verona, Ateliers de Vertières, Le Jourdain, Your Size, Simbi, CETAI, Women of Milot, Amphore, Atelier Calla, Atelier Métisse, Belzeb, Café Lux, Caribbean Craft, Cereplus Group, Créations Dorées, D.O.T., Pascale Théard Créations, Sandilou, SONAC, Sunny Iron Craft, and TISAKSUK.

A key accomplishment, and considered a true success story in capacity building, was building the capabilities of Papyrus S.A. into a full-fledged development consulting firm (see text box next page), which has gone on to win two major assignments from two different donors—USAID and Global Affairs Canada—and was awarded a Negotiated Indirect Cost Rate Agreement (NICRA), a rare occurrence outside of the USA.

A Local Haitian Firm Taking its Place at the International Table

One of the primary goals of development is to combat the effects of inequality around the world. It takes many forms, from gender and social inequity to economic disparity, and the means of addressing these inequalities are myriad. How, though, to address the inequality of voices at the decision-making table, the teams and people making the decisions and finding the solutions in international aid and development work? Allowing countries to lead their own development and to have a seat at the table is the only solution to this problem. But with most international aid dollars coming from traditional mechanisms such as USAID contracts and grants, and similar mechanisms for partner agencies around the world, the best a local development firm can hope for is a subcontract to one of the larger development firms. How then, to break out of this daunting cycle? How to put local partners at the table?

Papyrus S.A., a Haitian firm, has broken this cycle. This small company transformed into a winner of international contracts from USAID, the Interamerican Development Bank and Global Affairs Canada. The journey was formidable but rendered possible through its strong commitment to grow and a deep and costly process of strengthening of systems alongside mentoring and technical support.

Papyrus today is a for-profit management company with a portfolio of international development projects and other revenue-generating lines of business-like surveys and market research, financial and administrative analysis, and back office services. Uniquely, LEVE built a mentorship relationship into its agreement with Papyrus, with the express purpose of building the firm's capacity to earn development business. When the LEVE project was submitted in 2012, Papyrus focused primarily on logistics and payroll support for international organizations. By the time LEVE began work in 2014, Papyrus had won a contract with the Heineken Corporation, to manage the development of the sorghum value chain in Haiti. It was an ambitious project, and an exciting challenge for the small firm.

Together, Papyrus and LEVE rolled up their sleeves and set to work. Using the Organizational Capacity Assessment (OCA) tool, Papyrus identified several areas for improvement such as in data storage systems, human resources, contract and grant management tools, job-costing, and governance, and together with LEVE, addressed them systematically through technical assistance. For installing data management systems, developing grants-management manuals, and initiating strategic planning, LEVE supported an extensive roster of consultants to provide the capacity development Papyrus sought to move into the larger contracts it hoped to win. The work was extensive, but using the OCA as a map, the plan was followed.

But the more work Papyrus did to meet international standards, the more an underlying inequality in the system was revealed: in order to do business on an international scale with major funders, a firm must be able to demonstrate and bill a reasonable overhead at an established rate. Although a NICRA is not technically required because direct billing of costs is allowed, this method is punitive of small firms. Direct billing—or taking the actual exact costs of running a given project and billing for them directly as a line item—will recuperate the cost of a given project. But with small margins of 5% or less, the firm is unable to invest in the business on the scale necessary to grow and become an equal partner to international players. Instead, with direct billing of costs, small businesses remain small, winning subcontracts at best.

In 2015, to address this issue, Papyrus began the process of establishing a NICRA rate with USAID, requiring further refining of accounting, program and systems management to prepare the detailed and multi-faceted reporting required. The work was completed in consultation with an international consulting firm familiar with regulations and audits. This assistance underlined the central inequality—as with a direct billing system, a small firm would never be able to afford the kind of expertise required to obtain a NICRA; for a small firm, specialized expertise is both prohibitively expensive and essential to its growth.

In 2018, after two years of work, Papyrus was awarded a NICRA applicable to all USG funding. For this Haitian firm to grow from a small local subcontractor to a fully accredited NICRA firm opened the doors to business opportunity on a heretofore unimagined scale. But more importantly, it meant the opportunity for a seat at the decision-making table.

Papyrus won't waste its seat. Even while working on its NICRA, Papyrus used its strengthened systems to win the USAID-Konbit agreement ($[redacted], five years) to the build capacity of local service providers. It made a 209% increase in investment; expanded its staff, installing a new Chief Operating Officer position; and moved offices to reduce operational costs by 50%. The fruit of this hard work is now visible; in 2018, Papyrus was awarded a [redacted], five-year agreement with Global Affairs Canada to upgrade the corn value chain in Haiti. Going from 9 staff to 70 staff in five years, Papyrus has truly beat the odds and shown how inequality in development partners can be redressed. As the organization's President says, "*It is a long process, but when you get it right you begin to level the playing field and lower barriers to entry for new players closer to local realities who will contribute to the process of self-determination*."

In conclusion, the activities undertaken for Objective 3 shifted considerably from the initial focus and contributed substantially to the achievement of results across the entire project. While there were only two indicators associated with this Objective, the true value of the "capacity-building component" of LEVE was shown in the success of the SMEs that benefited from the general and specific capacity-development activities.

OBJECTIVE 4

Objective 4 was included to ensure that LEVE would take into account other activities being implemented by USAID and other donors, and to ensure that LEVE would find ways to collaborate and reduce duplication of efforts. Objective 4 was to identify and improve synergies among existing USAID activities, with one sub-objective—leveraging synergies to enhance results. There were two indicators associated with this objective: the value and number of activities complemented. Under this objective, LEVE also tracked its engagement with GOH entities because this fell into the category of synergy and collaboration.

During the assessment phase, the LEVE team identified several opportunities in existing projects where LEVE could play a complementary and collaborative role. This included several USAID projects, including SMASH, WINNER, and LEAD, as well as several non-USAID projects—Swiss Aid in workforce development, Global Affairs Canada with Canado Technique and PANSEH, IDB, and KOICA in PIC. Working with both the donors and the beneficiaries, LEVE designed complementary activities that accelerated the work already being done or supported the successful completion of an activity. For instance, with the SMASH project, LEVE provided technical support to advancing the development of the processing and conditioning parts of the sorghum value chain. With Canado Technique, LEVE complemented the work being done by a team from Global Affairs Canada to raise the level of skills training. With WINNER, LEVE identified an unfinished corn buying and processing activity where LEVE could bring the activity to closure.

As was noted in the midterm evaluation, LEVE was well already on its way to having fulfilled this part of the Objective because the LEVE mindset included working with and across other projects and donors, finding ways to measure respective impacts while advancing the broader development goal.

As an addition to this objective, LEVE also tracked engagements with the GOH. Over the course of the project, LEVE engaged with several key public sector actors that support the three sectors – INFP, MCI, SONAPI, MTPTC, Bureau de standards, CTMO-HOPE, BMST, CFI. The key ministry – MCI – had five different ministers during the life of the project, making developing and keeping a relationship difficult. While LEVE engaged with other staff within the Ministry, for all intents and purposes, key staff are appointed, so every time there is a new minister, there are new key decision makers. While there was limited success collaborating with entities like INFP, CTMO-HOPE, MTPTC and SONAPI, working with the GOH requires a longer activity timeline and a greater degree of development of common goals between USAID and the GOH (see text box).

Study on Formalization of SMEs

To address a contractual deliverable on why SMEs are reluctant to formally register themselves, LEVE partnered with a project funded by the government of Canada, PANSEH. A local consulting firm, CEDEL was hired to prepare a study on the formalization of Haitian SME's. The objective of this activity was to work in close collaboration with the MCI and the DGI in order to bring improvements to the current process. While the study identified the well-known constraints and disincentives to registering formally, the lack of participation by the GOH, particularly the two key collaborators of the PANSEH project, resulted in the study not being appreciated, and no follow-up action was being planned. This, despite the fact that PANSEH had been requested by both bodies – MCI and DGI – to undertake the study.

MONITORING AND EVALUATION RESULTS

In this section, the final results are presented by groups of like indicators—Jobs, Financial, Firm Support, Enabling Environment, Workforce, and Synergies—with linkages to the Objectives to which they belong. This presentation facilitates a more focused explanation of the results, and links indicators that were misplaced within the Results Framework from the beginning of the project.

JOB INDICATORS

Within the LEVE Results Framework, there were two jobs indicators, PL1 and PL14. PL1 lined up with Objective 1 and PL14 with Objective 2, but throughout the reporting of results in this section, for narrative purposes, they are paired because they collectively tell the story of LEVE's impact on job creation.

PL1: Number of jobs created in target sectors in designated corridors as measured by FTE (Objective 1)

PL1, or jobs as measured by FTE, is one of LEVE's primary indicators. FTE was determined to equal 260 person-days of work, counting only work that lasted longer than 30 days. There are two important caveats in the Performance Indicator Reference Sheets (PIRS) to take into account regarding FTE. First, part-time work that covered more than 30 days was combined to create either a partial or a complete FTE; and second, a single full-time job that lasted longer than 260 days would count as additional FTE, even though it involved only one worker. To accommodate the PIRS specifications, LEVE measured PL1 in units of FTE and PL14 in units of jobs, to facilitate readers' understanding of the differences.

Secondly, there was a discrepancy initially between the Request for Proposals (RFP) and the signed contract, in that the USAID target was established at 18,000 FTE, counting only direct jobs, but the RFP called for counting both direct and indirect jobs. As a compromise, an indirect job multiplier for the apparel sector (the "apparel multiplier") was calculated and its impact mentioned in the narrative discussion of results in the quarterly and annual reports[19], but only direct FTE was reported officially in the Indicator Performance Tracking Table (IPTT). This arrangement had the benefit of evaluating the full impact of job creation, while at the same time adhering to the contractual conditions.

The apparel multiplier was an important measure, particularly for looking at long-term formal job creation. LEVE research economists found that for each garment-related job created, an additional 0.28 indirect jobs were created in the local economy, in other services associated with the apparel sector. The study also found that for each apparel job created, 0.38 induced jobs resulted from the spending of wages for goods, services, schooling, etc. This induced job factor was not calculated under LEVE, however.

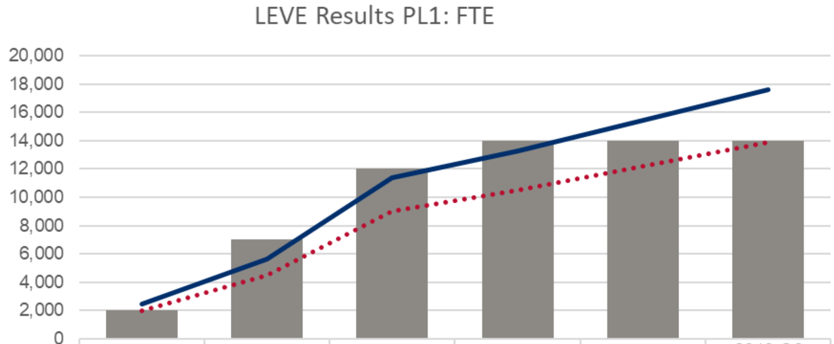
In the final tally, LEVE achieved 17,628 FTE, including the multiplier, as a result of LEVE interventions (13,921[20] without the apparel multiplier). The initial target of 18,000 FTE was reduced

[19] Note that whenever the multiplier is discussed in this final report, it applies only to direct jobs created in the apparel sector.
[20] As LEVE counted FTE, care also was taken to ensure that partner firms reported data on jobs lost. This approach prevented individuals from being counted as employed despite no longer holding their positions. The final 13,921 base

during the project to 14,000 FTE, so LEVE came close (99.4%) to meeting the revised target without the multiplier but also came close to achieving the initial target, with the multiplier (97.9%).

Figure 2 shows the FTE results over the life of the project. The solid line shows the overall FTE result taking the apparel multiplier into account, and the dotted line shows the FTE results reported in the IPTT (without the multiplier).

Figure 2. Jobs created in target sectors in designated economic corridors in Haiti, as measured by FTE (PL1)

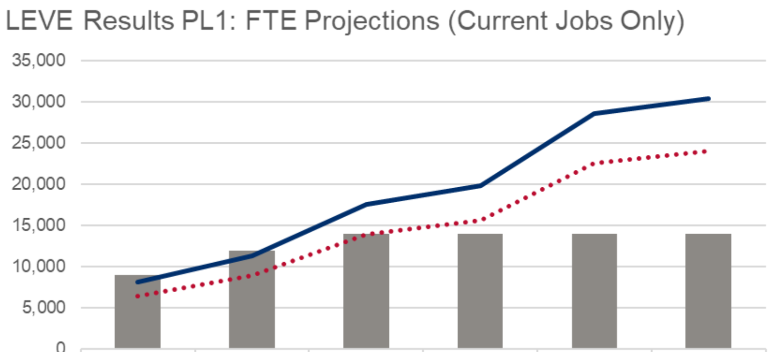


	2014-2016	2017	2018	2019 Q1	2019 Q2	2019 Q3 (Final)
Target	2,000	7,000	12,000	14,000	14,000	14,000
Base FTE	1,975	4,465	8,992	10,518	12,196	13,921
Multiplier	2,480	5,627	11,362	13,301	15,435	17,628

Target Base FTE Multiplier

As expected with a facilitated project (see Lessons Learned section), growth in results should be exponential, starting slowly and trending upward through the later years. Growth in job creation began very slowly under LEVE, however, and was severely impacted by political insecurity throughout the project. However, based solely on jobs held by individuals at LEVE partner firms as of June 2019, the FTE impact into the future could be projected. ***Figure 3*** shows that **by December 2020, Haiti can expect over 30,000 FTE as a result of the LEVE project's assistance.**

Figure 3. Projected FTE through December 2020 (PL1)



	2014-2017	2018	2019 Q3 (Final)	2019 Q4 (Proj.)	2020 (Proj.)	2021 Q1 (Proj.)
Target	9,000	12,000	14,000	14,000	14,000	14,000
Base FTE	6,440	8,992	13,921	15,646	22,545	23,994
Multiplier	8,107	11,362	17,628	19,821	28,595	30,436

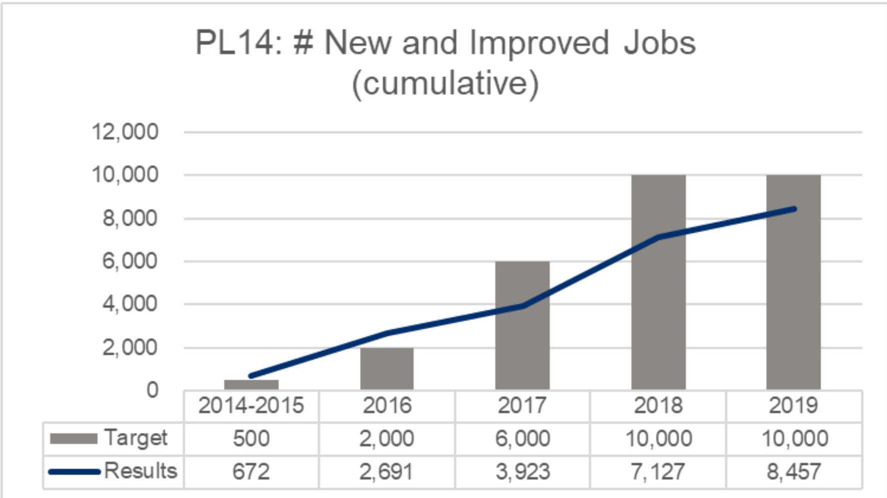
Target Base FTE Multiplier

FTE included 2,943 FTE lost derived from 1,315 individual jobs lost after having been reported as new jobs created during the LEVE period of performance.

PL14 (EG.6.1): Number of individuals with new or better employment following completion of USG-assisted workforce development programs (Objective 2)

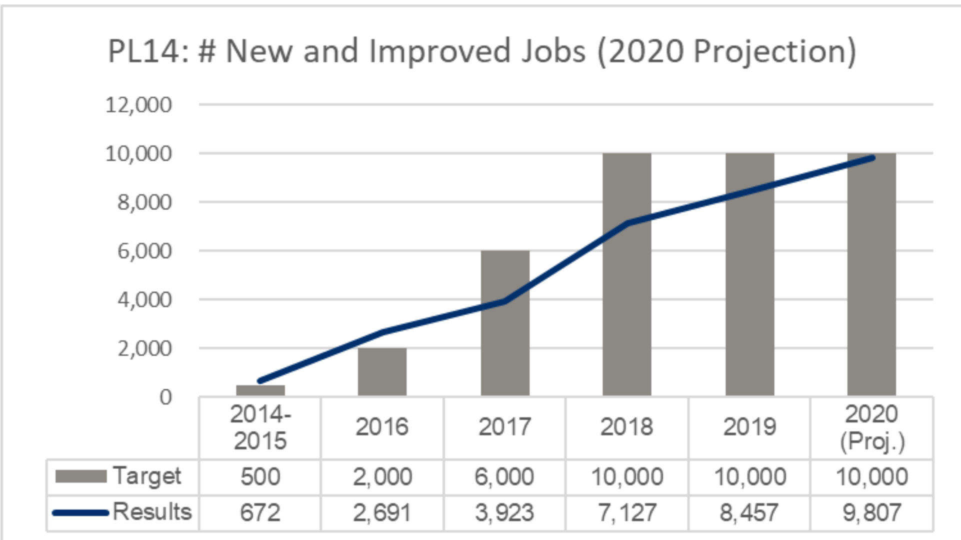
As indicated above, closely related to PL1 was PL14—new or improved jobs—which tracked the number of individuals receiving jobs as a result of LEVE assistance (see ***Figure 4***). It is also a USAID global-level indicator (EG 6.1). By program end, LEVE had improved the lives of 8,457 individuals through job creation, 5,860 (69%) of whom were women. The majority of these jobs (93%) were in the apparel sector, implying that these jobs were largely created in the second half of the project, because of the earlier economic slowdown in the apparel sector.

Figure 4. Numbers of individuals with new or better employment, cumulative results, 2014–2019 (PL14)



The life-of-project target of 10,000 jobs was not reached, mostly due to the delays in the major job-creation activities identified by LEVE, as cited above. However, these plans will still be realized, continuing to create jobs beyond project close. LEVE's partners conservatively projected an additional 1,350 jobs by the end of FY20, bringing the total assistance to partners to 9,807 jobs created within the next year (see ***Figure 5***). If political stability improves and the flow of contracts increases, the partners could greatly exceed these projections.

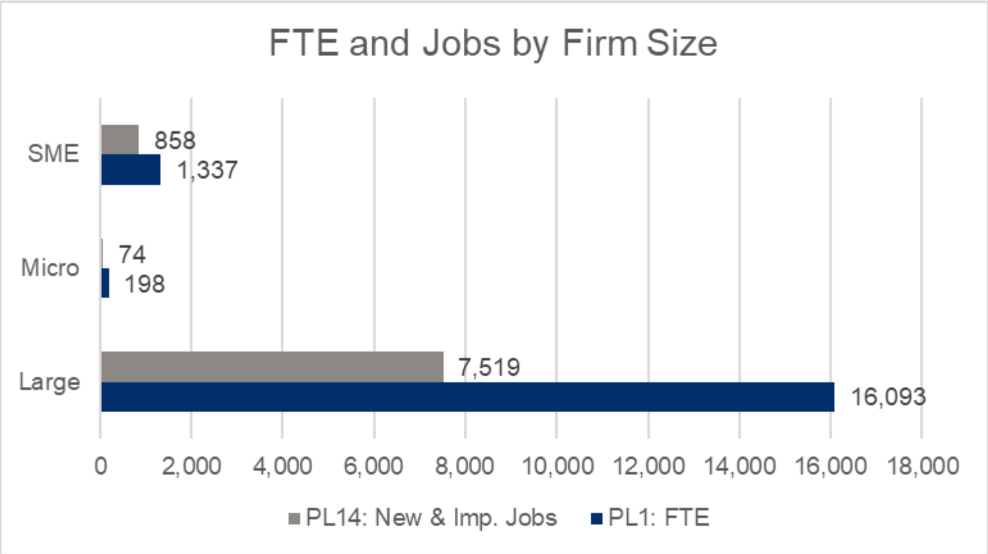
Figure 5. Projected new and improved jobs to be created through December 2020 (PL14)



Jobs indicators by sector. Forty-six[21] individual firms contributed to the FTE indicator—26 in the apparel sector, 17 in the agribusiness sector, and 3 in the construction sector. A count of 16,847 FTE (94.5%) was derived from the apparel sector, 83% of which (14,847) came from four lead firms: GMC, MAS Holdings, Digneron, and H&H. Another 4.9% of the FTE came from the agribusiness sector, and 0.5% from the construction sector. These results support in part the choice of focusing on the apparel sector as the major generator of formal employment in the Haitian economy. And with the exception of GMC, which was an early LEVE partner in FY15, the FTE created by these firms did not accrue meaningfully until the midpoint of the project, with H&H following in FY16, and MAS Holdings and Digneron in FY18—the last full year of the project. These delays were caused in large part by the state of the Haitian apparel sector in general: strikes, riots, and political instability frightened international investors, leading to slowed timelines for growth. Many LEVE partners began discussions in FY15 but took the intervening years to actually implement their plans to open and expand operations.

Jobs indicators by firm size.[22] The vast majority of both FTE (PL1) and new jobs (PL14) were created by large firms. ***Figure 6*** shows the contributions of firms by size to both FTE and jobs. In all, 9 large firms contributed 91% of FTE and 88.9% of the jobs; 27 SMEs contributed 8% of the FTE and 10.1% of the jobs; and 12 microenterprises contributed 1% of the FTE and 0.1% of the jobs.

Figure 6. Number of new and improved jobs created (PL14) and amount of new FTE (PL1), by size of firm



FINANCIAL INDICATORS

PL2: Increase in sales at the sector or value-chain level (Objective 1)

PL3: Increase in investment at the sector or value-chain level (Objective 1)

PL6: Increase in sales among firms in target value chains (Objective 1)

PL5: Number of firms in target value chains with increased sales (Objective 1)

PL12: Number of firms that have increased their investments (Objective 2)

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[21] Note that the total number of firms contributing to these two indicators differs by 2; that is, 46 firms provided information for PL1 and 48 for PL14. This difference has to do with the fact that PL14 also asked for improved jobs, not just net new jobs, as with PL1.

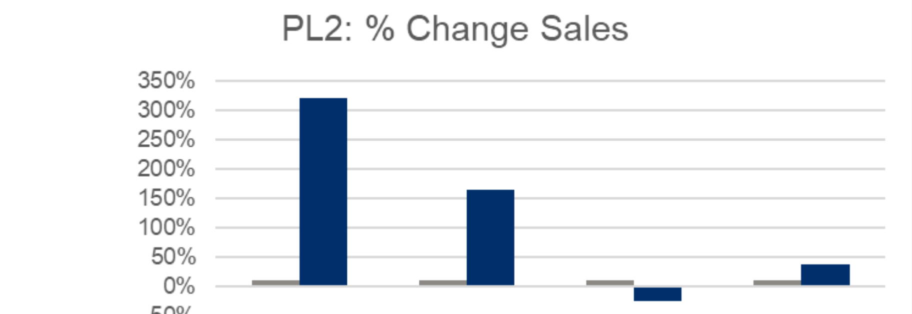
[22] See Financial Discussion for details regarding the cost of generating a job and the different costs per sector.

Some of the key indicators for LEVE's firm-level work were financial, tracking progress in year-over-year sales and year-over-year investments. Values were collected from firms that were able to provide complete financial statements (initially at least, not all firms had the capability to supply financial information in the format required by LEVE), and then the differences were calculated. In addition, due to the facilitative approach, firms began to work with LEVE at different times, so that each year the number of firms would change, modifying the base information upon which particularly the year-over-year differences were calculated. Interpretation of these indicators must take these factors into account.

Of the financial indicators, the ones for which progress could be measured as positive were the year-over-year increase in sales and the number of firms reporting that increase, signifying that LEVE's support was helping firms to grow financially. In terms of the year-over-year firm-level investments (PL3 and Pl12), normally, firms do not increase their investments each year; instead, they invest, recover their investment costs through profits, and then reinvest.

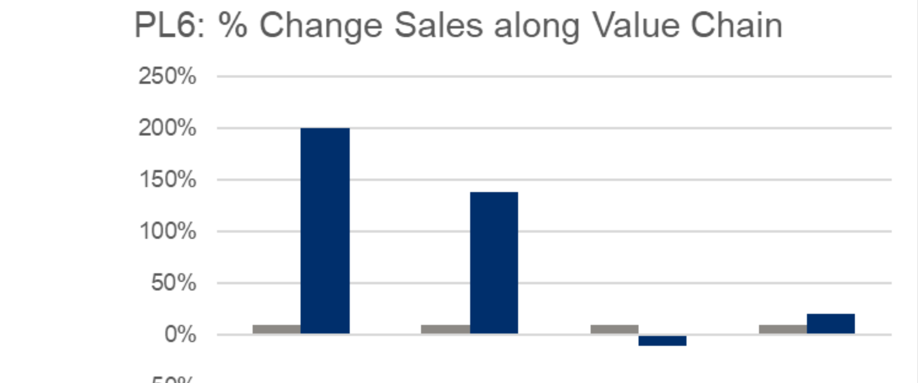
P2, PL3, and PL6—financial percentage indicators—measured the increase in the overall value of sales and investments of all of the firms reporting financial information within the LEVE portfolio. Results exceeded targets in all years, except FY17 (see ***Figure 7*** through ***Figure 9***).

Figure 7. Annual percentage change in sales, 2015–2018 (PL2)



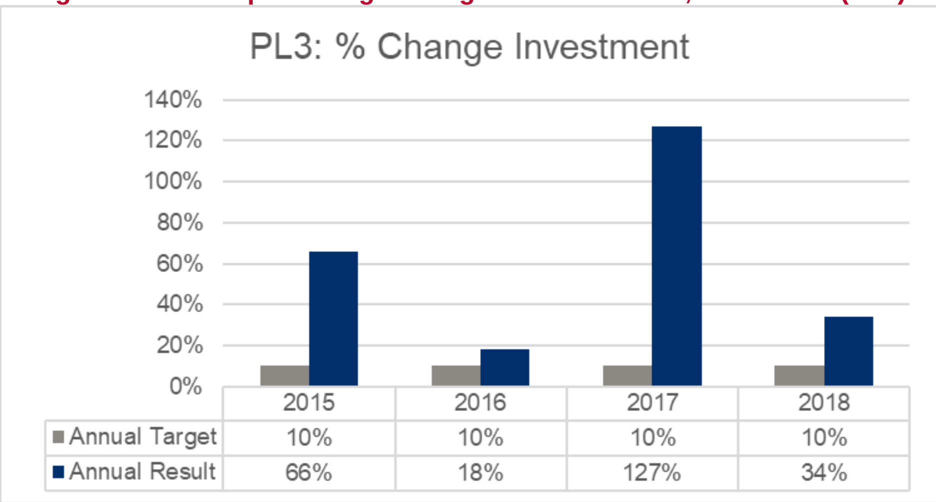
	2015	2016	2017	2018
Annual Target	10%	10%	10%	10%
Annual Result	320%	164%	-25%	36%

Figure 8. Annual percentage change in sales along value chain, 2015–2018 (PL6)



	2015	2016	2017	2018
Annual Target	10%	10%	10%	10%
Annual Result	200%	138%	-10%	21%

Figure 9. Annual percentage change in investments, 2015–2018 (PL3)



Further disaggregation is useful due to the moving nature of the base of information collected for this indicator.

The total value of sales for firms across all sectors reporting financial information from FY15 to FY19 exceeded [redacted], while sales within value chains exceeded [redacted]. The year-over-year growth of the total showed a very positive trend at both the firm level ***(Figure 10)*** and at the level of exchange within the value chains ***(Figure 11),*** at least for those firms with which LEVE collaborated.

Figure 10. Trend in overall value of sales, cumulative results, 2015–2019 (U.S. dollars) (PL2)

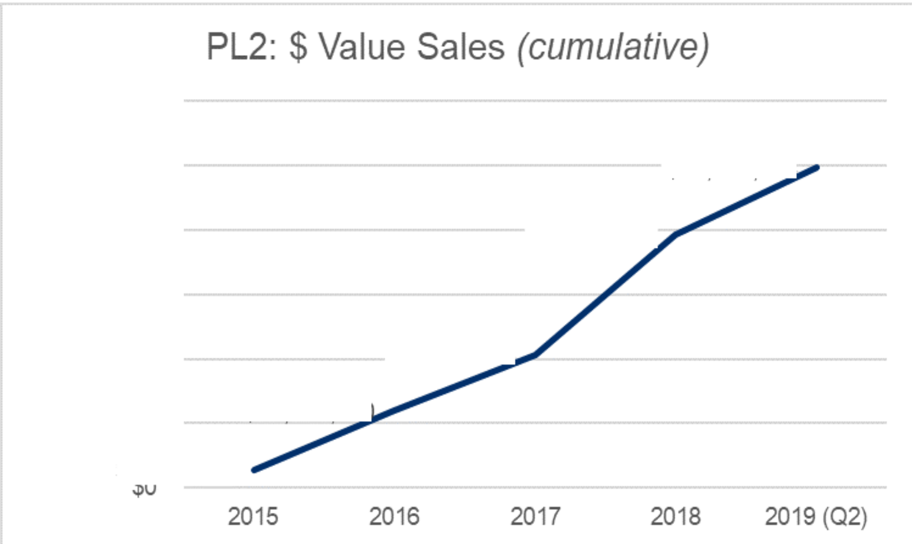
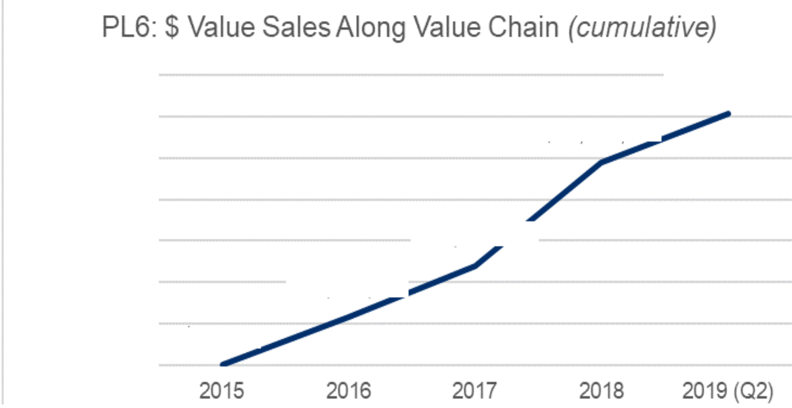


Figure 11. Trend in value of cumulative sales within value chain, cumulative results, 2015–2019 (U.S. dollars) (PL6)



Sales by sector. The results for sales by sector showed that the agribusiness and apparel sectors accounted for the largest percentages of sales ***(Table 1),*** which was expected given the relative size of the firms and the size of the sectors.

Table 1. Sales results by sector: Total values and percentages

Sector	Total sales value (US$)	Percentage of sales by sector
Agribusiness	[redacted]	38
Apparel	[redacted]	61
Construction	[redacted]	1
Grand total	[redacted]	**100**

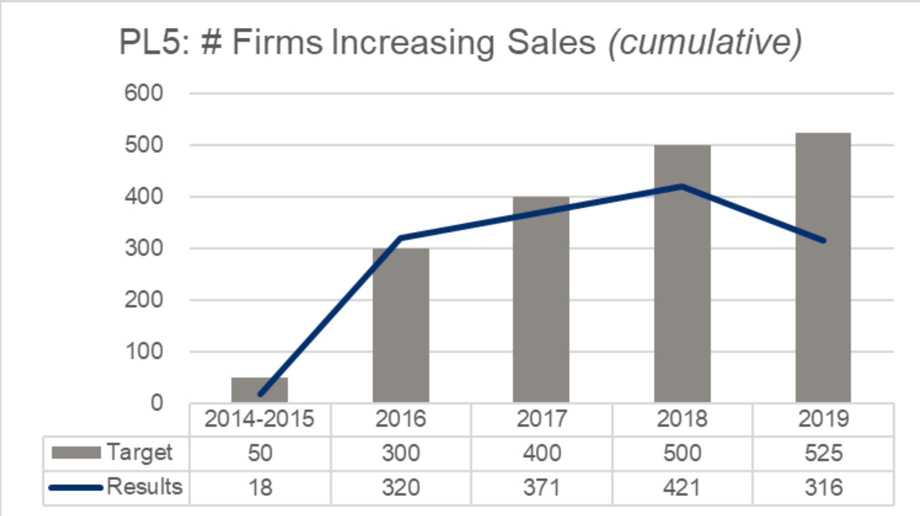
Sales by size of firm. Another method of looking at increased sales as a result of LEVE activities was captured by indicator PL5. Whereas the average sales figures per firm reporting per sector were high for both the agribusiness and apparel sectors (see ***Table 2***), this finding was skewed by the size of the largest firms relative to the size of the rest of the firms reporting.

Table 2. Sales results by sector: Total values and averages per firm (U.S. dollars)

Sector	Total sales value (US$)	No. of firms	Average sales value per firm (US$)
Agribusiness	[redacted]	19	[redacted]
Apparel	[redacted]	20	[redacted]
Construction	[redacted]	4	[redacted]
Grand total	[redacted]	**43**	[redacted]

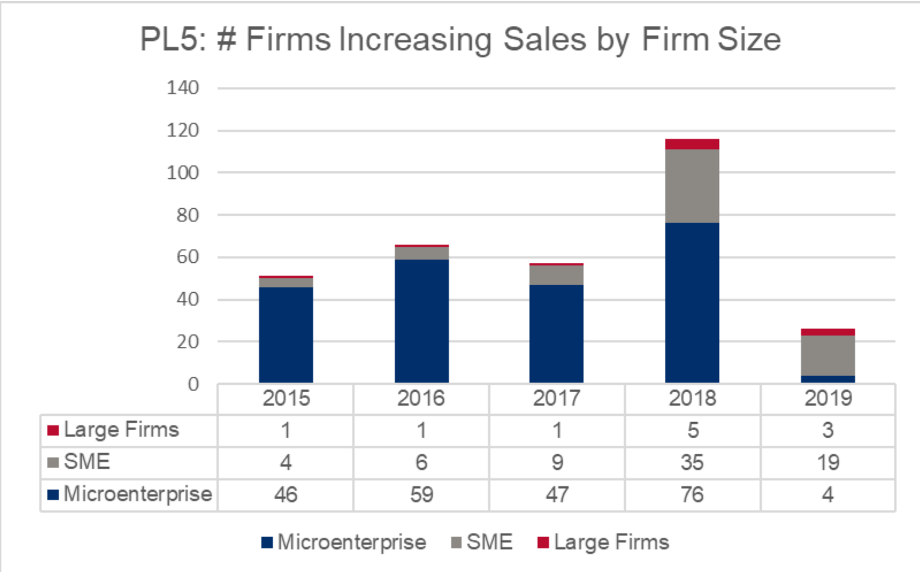
For PL5, a total of 316 firms reported increasing sales (see ***Figure 12***), but a significant number of SMEs and microenterprises reported increased sales as well (see ***Figure 13***). Of the 316 firms, 245, or 78%, were microenterprises, including smallholder farmers, fish farmers, and vendors (e.g., Madam Sara), that worked with LEVE-supported firms and within their supply chain.

Figure 12. Number of firms reporting sales increases, cumulative results, 2014–2019 (PL5)



Note: This indicator was impacted by a one-time life of project correction made retroactively in Q3 FY19.

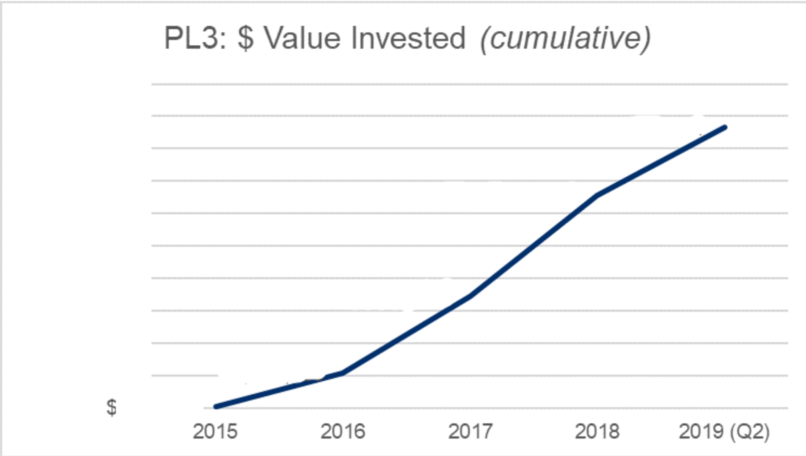
Figure 13. Number of firms reporting sales increases, by firm size, 2015–2019 (PL5)



Note: This indicator was impacted by a one-time life of project correction, made retroactively in Q3 FY19.

Increased investment. Despite political unrest, the high cost of capital, and the low level of access to capital, LEVE-supported firms invested more than US$17 million during the life of the project (see ***Figure 14***).

Figure 14. Cumulative value of investments made by LEVE-supported firms, 2015–2019 (U.S. dollars) (PL



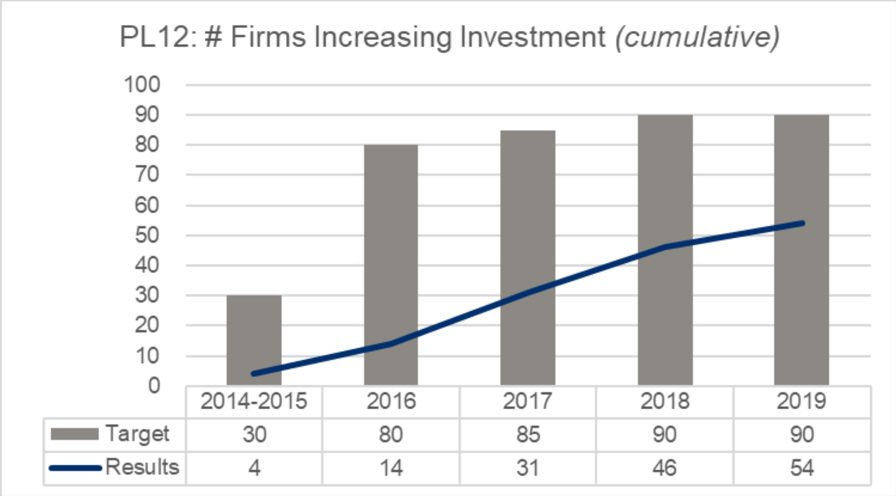
Breaking down **investments by sector**, the apparel sector saw the largest total investment and investment by firm at US$13.3 million and US$889,000, respectively (see ***Table 3***). The agribusiness sector saw a total investment of close to US$4 million and total per firm investment of US$248,000. Both of these figures are impressive because they were achieved in spite of political and economic uncertainty and the lack of GOH leadership and policies. They point to a private sector committed to growing businesses in Haiti.

Table 3. Value of private firms' investments, by sector

Sector	Total investment (US$)	No. of firms	Average investment per firm (US$)
Agribusiness	3,974,560	16	248,410
Apparel	13,339,306	15	889,287
Grand total	**17,313,866**	**31**	**558,512**

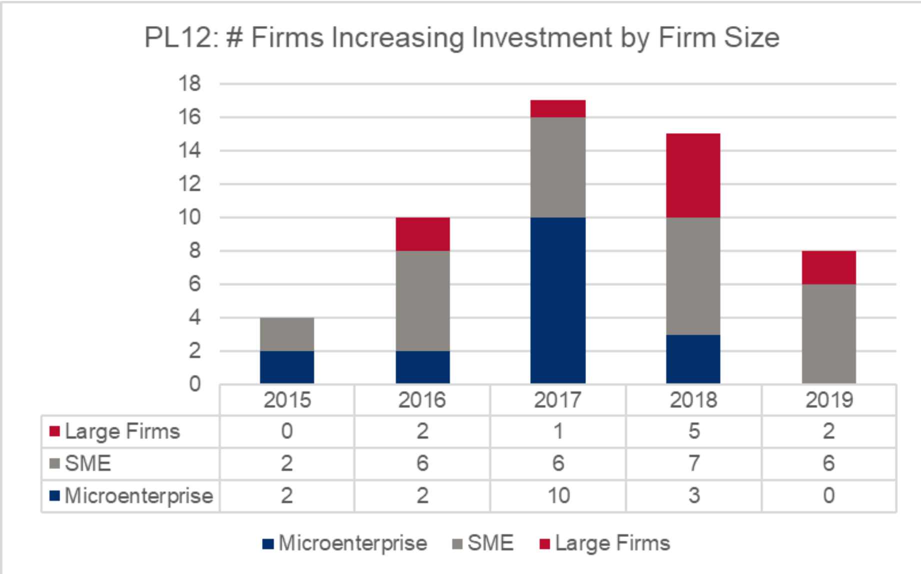
As with increased sales per firm, **increased investment by firm size** (PL12) showed that all sizes of firms were investing in their businesses. There were 54 instances of firms reporting annual investments over the course of the project (see ***Figure 15***). This final tally fell short of the life-of-project target, but as discussed above, expecting a firm always to increase investment year-over-year is not logical, so the actual number of firms investing has more meaning than comparison to a fictitious target.

Figure 15. Number of LEVE-supported firms reporting increased investments, cumulative results, 2014–2019 (PL12)



Looking at the distribution by firm size (see ***Figure 16***), 31% were microenterprises and 50% were SMEs, showing that it was not only the large firms that were investing, but the smaller ones as well.

Figure 16. Number of firms reporting increased investments, by firm size, 2015–2019 (PL12)



Of the 31 different firms that contributed to the total data above, over 50% (16) reported investments for at least two years during the course of the project (see ***Table 4***). Six firms in the apparel sector and 10 firms in the agribusiness sector reported making investments in. As discussed above, while this finding does not imply a year-over-year increase, the fact that firms were investing in successive years is encouraging. These firms are not willing to disappear.

Table 4. Number of firms reporting repeated investments over 1 to 4 years

Investment period	No. of firms reporting repeated investment, by sector	
	Apparel	Agribusiness

Table 4. Number of firms reporting repeated investments over 1 to 4 years

Investment period	No. of firms reporting repeated investment, by sector	
1 year of investment	9	6
2 years of investment	5	5
3 years of investment	1	4
4 years of investment		1
Grand total	**31**	

FIRM-LEVEL SUPPORT INDICATORS

PL9 (EG.5.2-1): Number of firms receiving USG-funded technical assistance for improving business performance (Objective 1)

PL10 (EG.5.2-2): Number of private sector firms that have improved management practices or technologies as a result of USG assistance (Objective 1)

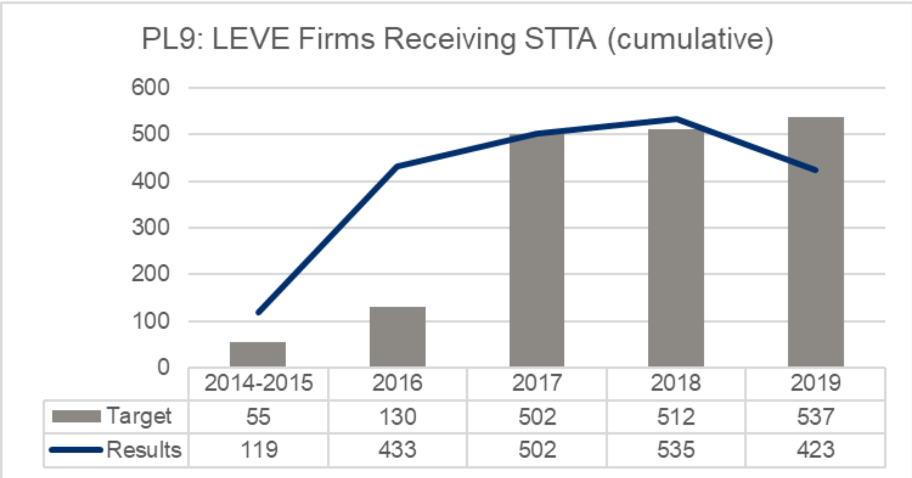
PL7 (EG.5.3): Number of microenterprises supported by USG assistance (Objective 1)

PL21 (4.5.1-27): Local Organizational and Capacity Assessment score (Objective 3)

PL22: Number of local organizations considered for OCA (Objective 3)

Key to LEVE's success was supporting firms in a variety of ways, not only through grant funding, but also through technical assistance (Objective 1) and capacity building (Objective 3). Although the forms that these took may have differed, this support reached most of LEVE's partners. ***Figure 17*** shows the number of times that firms received technical assistance, by project year.[23] In addition to reaching a large number of MSMEs, technical assistance also allowed LEVE to reach the construction sector, as construction firms received 43% of technical assistance interventions from LEVE (184 instances).

Figure 17. Number of LEVE-supported firms receiving short-term technical assistance (STTA), cumulative results, 2014–2019 (PL9)

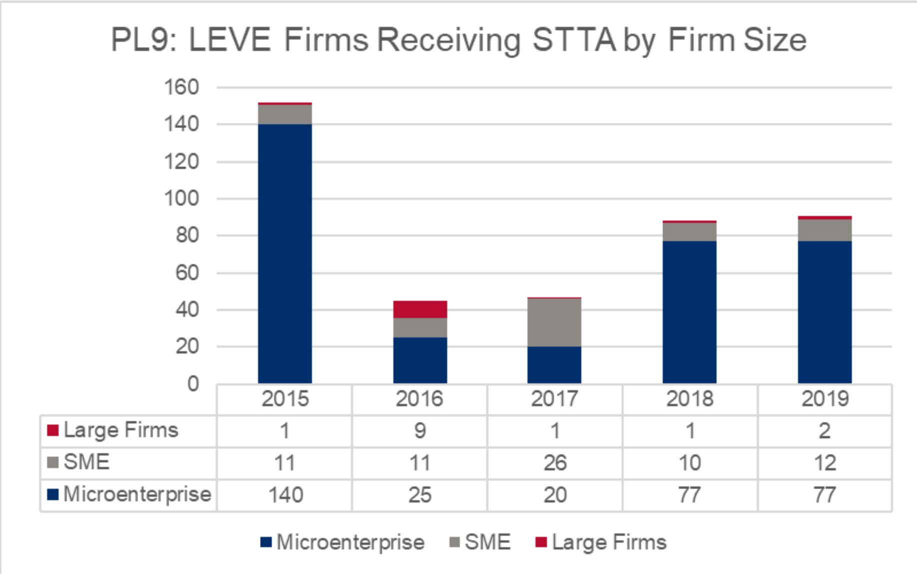


Note: This indicator was impacted by a one-time life of project correction, made retroactively in Q3 FY19.

[23] Note that the definition of this indicator allows for counting each time that a firm received technical assistance; hence, the number reported here is larger than the number of firms that LEVE worked directly with.

Technical assistance was also a key activity through which LEVE was able to reach MSMEs. Of the 423 times that firms received technical assistance, 80% were for microenterprises and 96% were for MSMEs (see ***Figure 18***), implying that most of the technical assistance, whether delivered directly by LEVE or indirectly through a lead firm, was given to MSMEs.

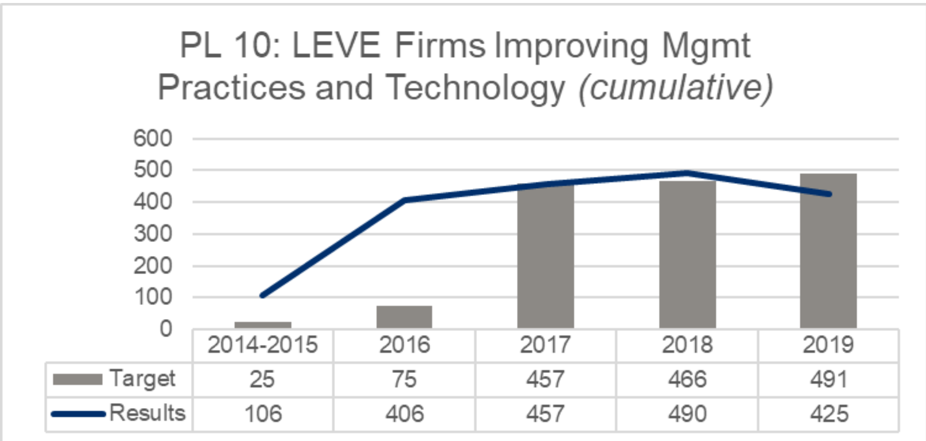
Figure 18. Number of LEVE-supported firms receiving STTA, by firm size, 2015–2019 (PL9)



Note: This indicator was impacted by a one-time life of project correction, made retroactively in Q3 FY19.

Although PL9 measured the number of times that LEVE delivered technical assistance to firms, PL10 tracked annually the number of firms with either improved business practices or new technologies as a result of LEVE support. Over the life of the project, firms reported having improved their business practices or introduced new technologies 425 times (see ***Figure 19***).

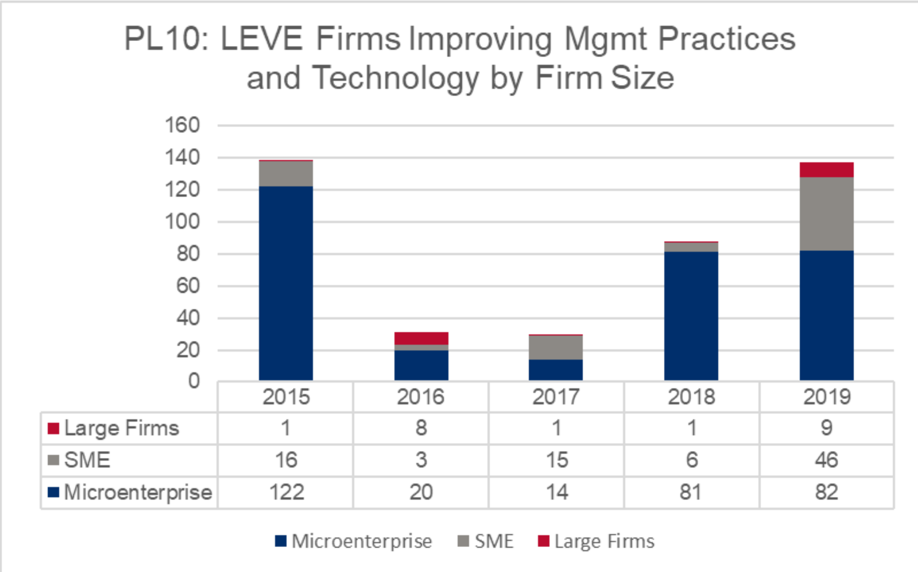
Figure 19. Number of times LEVE-supported firms improved management practices or introduced new technologies, cumulative results, 2014–2019 (PL10)



Note: This indicator was impacted by a one-time life of project correction made retroactively in Q3 FY19.

As with technical assistance, a significant number of these firms were in the construction sector (161 instances) and over 75% were microenterprises (see ***Figure 20***). LEVE was successful in expanding its influence beyond direct beneficiaries through activities such as trade shows and promotional events, and through lead firms with robust supply chains. Many of the results presented in Figure 20 stemmed directly from this expansive approach to implementation.

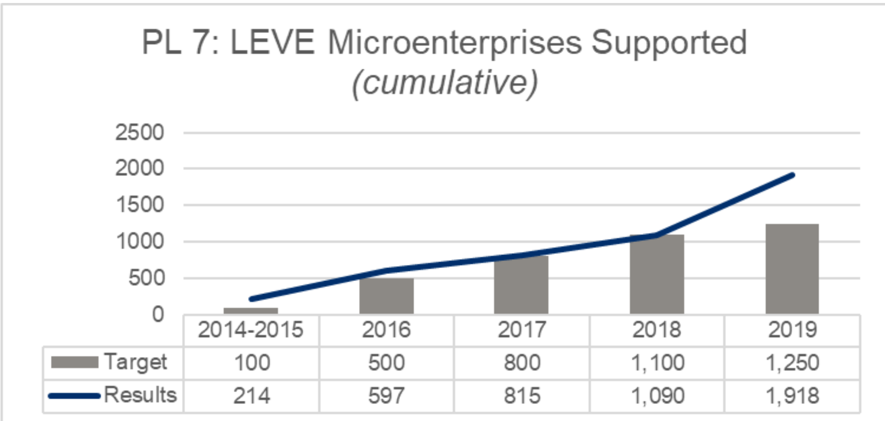
Figure 20. Number of times LEVE-supported firms improved management practices or introduced new technologies, by firm size, 2014–2019 (PL10)



Note: This indicator was impacted by a one-time life of project correction made retroactively in Q3 FY19.

Microenterprises in particular benefited from the cascading effect driven by a lead firm ***(Figure 21).*** LEVE support to a lead firm resulted in impacts for the microenterprises in its supply chain from increased sales, or training, or other access to an improved business environment or technology.

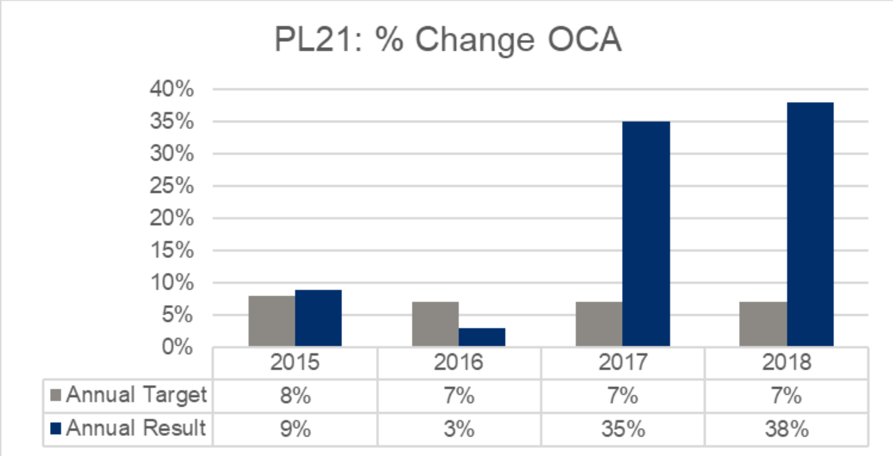
Figure 21. Number of LEVE-participating microenterprises supported by a lead firm, cumulative results, 2014–2019 (PL7)



Largely composed of members of agricultural collectives, 1,543 (80%) of the 1,918 microenterprises supported were in the agribusiness sector. It may seem a bit surprising, then, that 51% of the microenterprises were female led. This result speaks to the frequency with which women join agricultural collectives and farm alongside men. It also suggests that agricultural interventions are more balanced gender approaches than is traditionally perceived.

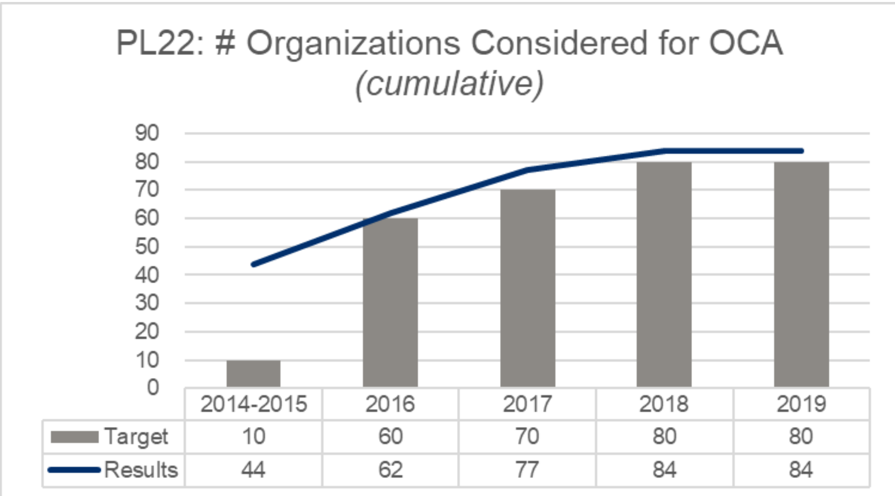
Two of LEVE's indicators covered the work done to support firms, both related to the administration of an OCA. However, only a small number of firms engaged in the full OCA process, as it is a quite comprehensive tool for structuring organizational intervention and change, one that takes multiple years to complete. In fact, of the four firms participating in the full OCA, all completed at least three years of OCA evaluation. Indicator PL21 measured the percentage increase from year to year in participating firms (see ***Figure 22***).

Figure 22. Percentage change in firms completing OCA, 2015–2018 (PL21)



The final indicator related to strengthening capacity was PL22: Number of organizations considered for OCA. As discussed above, LEVE modified the OCA to be used with private firms as well as non-government organizations. As a result, many firms (84; see ***Figure 23***) were subject to an OCA-like process, as compared to the few that actually followed the full annual process. Much of the support that LEVE may have considered for OCA was instead redirected to other better-suited interventions, such as business coaching, back-office support, or technical assistance.

Figure 23. Number of organizations considered for OCA, cumulative results, 2014–2019 (PL22)



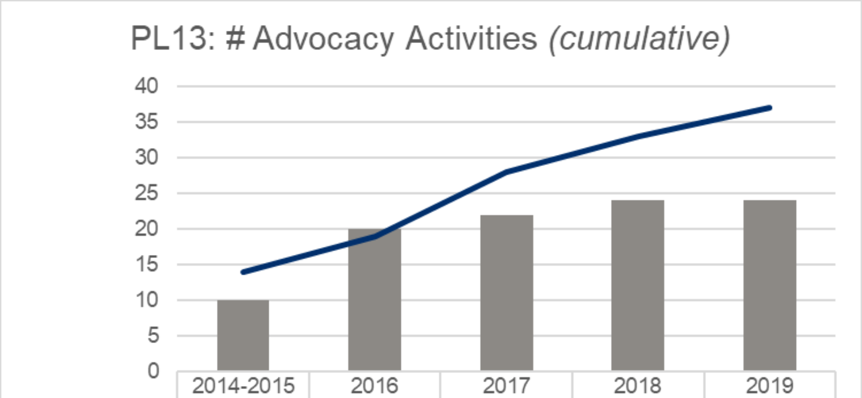
ENABLING ENVIRONMENT INDICATORS

PL13: Number of activities to support associations and other groups for advocacy

In addition to directly supporting firms, LEVE recognized the importance of working in the enabling environment; many of Haitian firms' challenges lie outside of their controllable interests. These challenges include lack of affordable financing, lack of business promotion and learning environments, lack of professional codes and standards, and more. Recognizing these challenges, LEVE supported a number of organizations and events to promote changes needed to address longer-term and sector or industry-wide issues.

In total, LEVE supported 37 advocacy activities ***(Figure 24),*** 21 of which (57%) were in the construction sector, 11 (30%) in the apparel sector, and 5 (14%) in the agribusiness sector. Several of these will have lasting and ongoing effects in Haiti—for example, the Plumbing Code, the extension of HOPE/HELP), the promotion of locally grown products (Konsomé Lokal), and the Haiti Construction Expo and Trade Fair (MATCON); as well as support from *Fondasyon Kleré*, CHAGA, *Programme d'Appui National à la Structuration de l'Entrepreneuriat Haïtien* (PANSEH), and ADIH).

Figure 24. Cumulative numbers of advocacy activities, 2014–2019 (PL13)



	2014-2015	2016	2017	2018	2019
Target	10	20	22	24	24
Results	14	19	28	33	37

WORKFORCE DEVELOPMENT INDICATORS

PL20: Number of workforce service providers with improved service delivery (Objective 2)

PL15: Percentage increase in job placement rates among workforce service providers (TVETs) (Objective 2)

PL19: Percentage increase in employer satisfaction survey scores with TVET graduates (Objective 2)

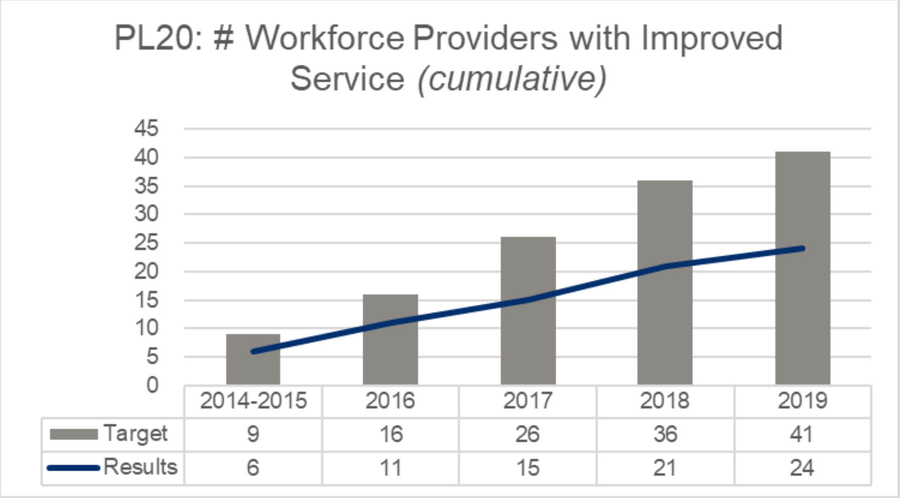
PL18 (EG.6-3): Number of individuals who complete USG-assisted workforce development programs (Objective 2)

PL25 (EG.6-2): Number of individuals with improved skills following completion of USG-assisted workforce development programs (Objective 2)

A primary objective of the LEVE project was to strengthen the Haitian workforce in the three sectors, working with TVETs to build their capacity to respond to labor market needs. As discussed above, the assessment showed that the vocational education sector needed complete restructuring, so LEVE targeted those TVETs that were more able and willing to adopt new thinking and methods, and as a result did not achieve the target set at the outset of the project.

TVETs that reported improvements (see ***Figure 25***) were able to implement them through direct support from LEVE. Examples included developing placement services, linking to construction firms and/or labor market needs, and building capacity and increasing exposure to their services at workshops and seminars. In this way, LEVE was able to improve the capacities of 24 TVETs in the north and western parts of the country.

Figure 25. Number of workforce providers reporting improved services, cumulative results, 2014–2019 (PL2)



In a few instances, LEVE was able to record significant changes in job-placement rates (see ***Figure 26***). A more potent set of data, however, was collected in terms of the actual number of individuals placed (2,332, see ***Figure 27***), of whom **1,698 (73%) were women.**

Figure 26. Percentage change in job placement rates, 2015–2019 (PL15)

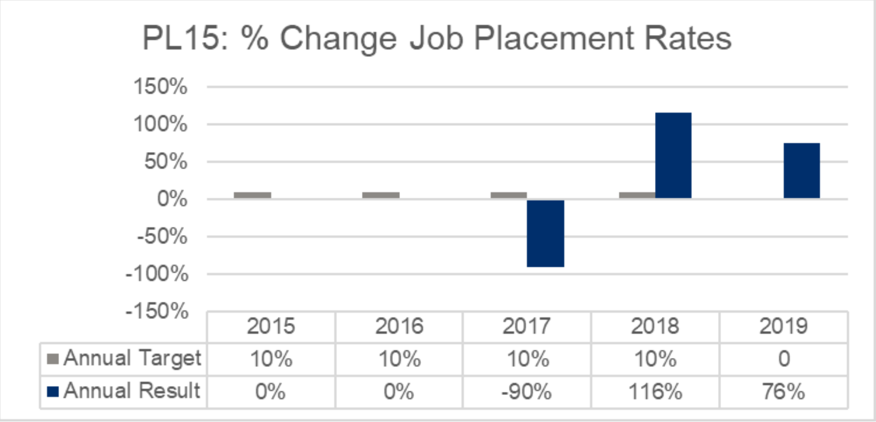
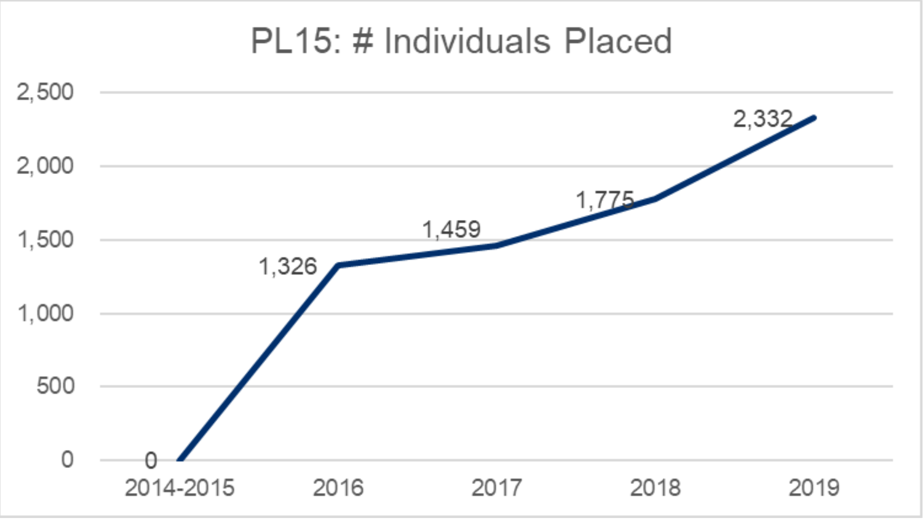


Figure 27. Numbers of individuals placed in jobs, cumulative results, 2014–2019 (PL15)



LEVE attempted to measure progress—if any—in the satisfaction rate of employers with graduates hired from TVETs (PL19). This was done through a survey of employers that was repeated three times. Although the changes in the level of satisfaction were not statistically significant from one survey round to the next, the information gathered provided valuable insights into how the INFP and TVETs could begin to make their course offerings, and their graduates, more valuable to the labor market. It remains to be seen what will be done with this information.

In terms of actual training, LEVE vastly exceeded expectations, regularly resetting the targets and revising them upward. PL18 and PL25 measured similar results (see ***Figure 28*** and ***Figure 29***). While PL18 measured all people who received training, PL25 measured individuals with improved skills, and for this reason is more indicative of improvements in the workforce. Of the 5,835 individuals benefitting from LEVE-supported training activities, 4,334 (74%) were women; this finding is unsurprising, as the majority of training was in the traditionally female-dominated apparel sector. Most importantly, of these trainees, most were placed directly into positions in LEVE partner firms, as they were trained at the request of LEVE partner firms. **This was not, thus, training for training's sake—it was training for real jobs.**

Figure 28. Numbers of individuals reporting improved skills, cumulative results, 2014–2019 (PL25)

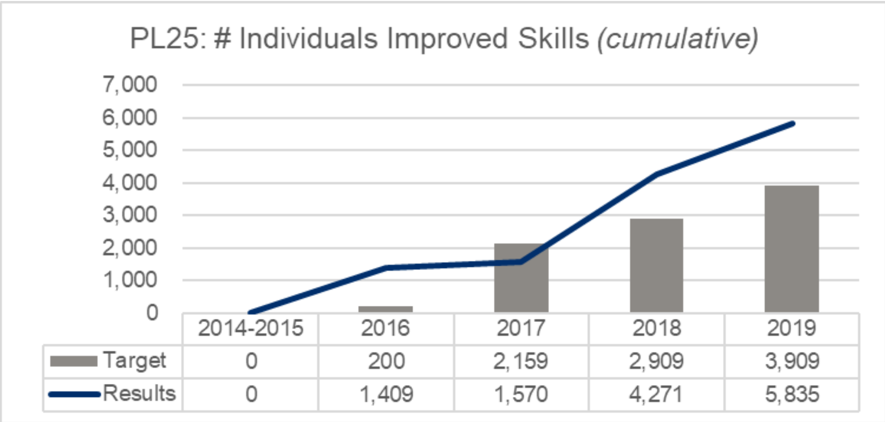
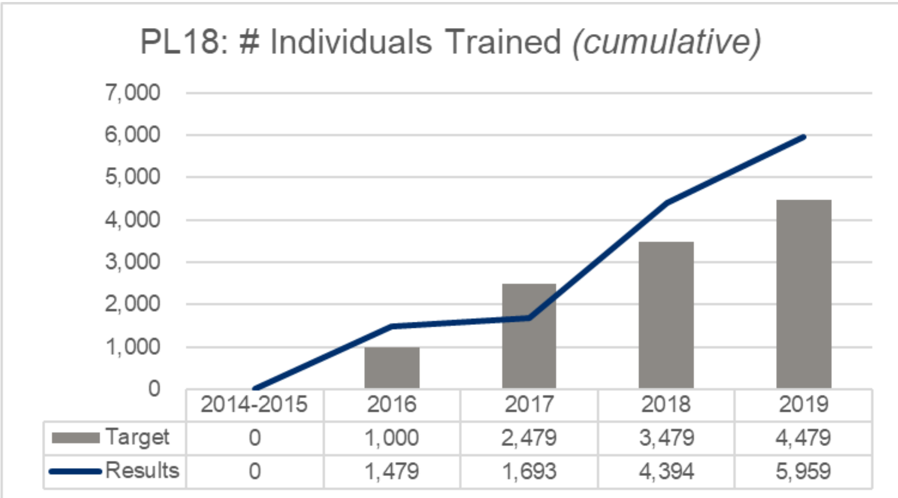


Figure 29. Numbers of individuals trained, cumulative results, 2014–2019 (PL18)



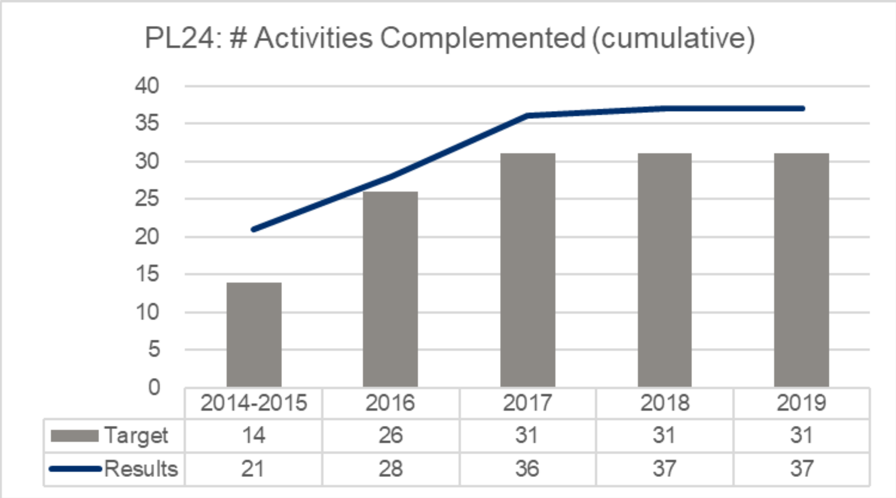
SYNERGY INDICATORS

PL23: Value (in U.S. dollars) of complementary activities completed

PL24: Number of project activities coordinated with other donors and USG entities

One important facet of LEVE's mandate was to work conscientiously with other partners and projects, making sure to take advantage of opportunities for synergy. To ensure this type of coordination across the Haiti portfolio, LEVE tracked two indicators: the number of project activities coordinated with other donors, and the value of those other activities. Over the life of the project, 37 complementary activities were completed ***(Figure 30),*** with sources of funding varying from the USG, to private foundations, to private businesses.

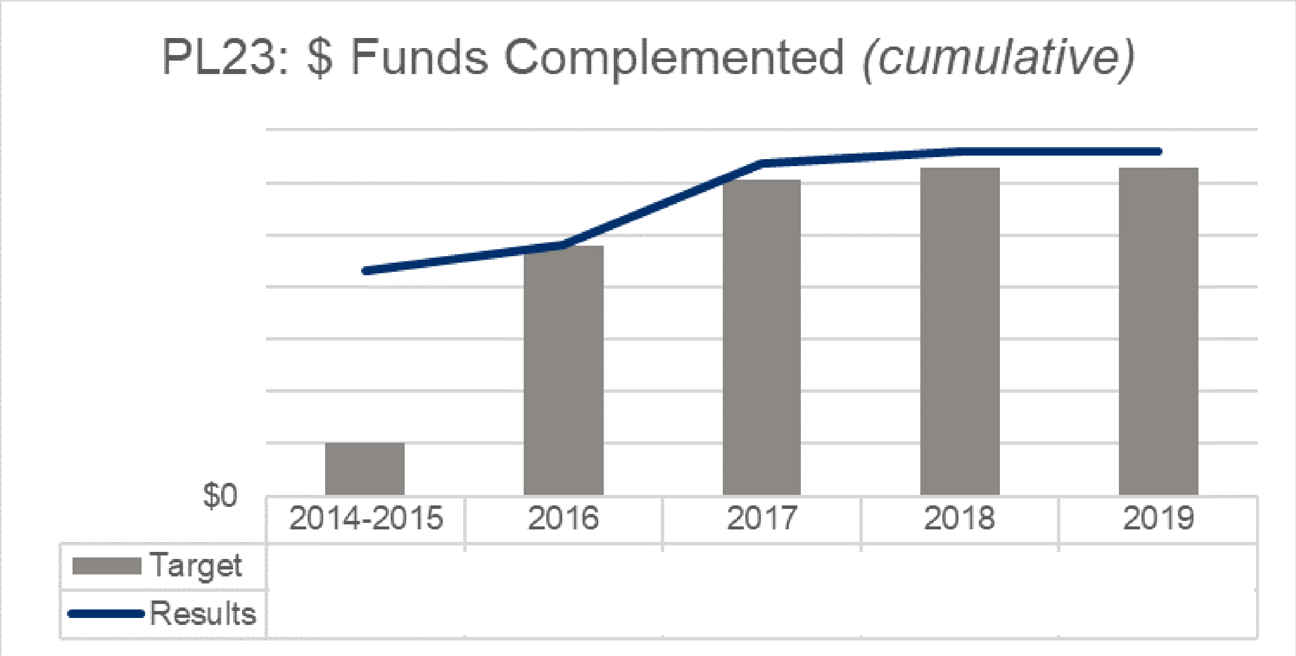
Figure 30. Number of complementary program activities coordinated and carried out, cumulative results, 2014–2019 (PL24)



In addition, over US$13 million[24] in collaborative projects were completed by LEVE ***(Figure 31).*** LEVE frequently took a "last mile" approach to finishing or complementing work that had already been done. It was common for firms to receive more assistance funding overall than they would have received from LEVE alone, making LEVE's work easier.

[24] Figure 31 should be interpreted with the understanding that there was no simple formula to determine what level of a previous donors' inputs should be included. As a result, LEVE took an aggressive approach and reported the total value of the donor project. More important than dollar value, however, is the number of times that LEVE identified an opportunity to complement somebody else's work and efforts.

Figure 31. Value of collaborative funding expended, cumulative results, 2014–2019, in U.S. dollars (PL23)



SECTOR CONTRIBUTIONS

As shown earlier in Figure 1, LEVE had a broad development hypothesis. At the same time, LEVE faced aggressive and stringent job-creation targets. The LEVE team understood that no one sector would be able to address these divergent ideas, and each contributed to the whole in its own way. LEVE activities naturally focused on different areas, and different indicators were affected as a result.

APPAREL largely drove:

- FTE **(PL1),** producing 95% of the final figures; and new and improved jobs **(PL14),** producing 93% of the results. This came as no surprise, as apparel is the single largest formal-sector employer in Haiti, and it is the one in which growth—albeit slow—was happening. Jobs were being created in the other sectors, but at a slower rate, due to the structure of the sectors. For example, the intensive-labor portion of the agribusiness sector was informal, and construction employment remained steady or possibly fell after most of the post-earthquake reconstruction was completed.
- Increased sales **(PL2),** producing 62% of the increased sales and 77% of the increased investments **(PL3).** Similarly, this sector was responsible for over US$1 billion in FX that was being generated in the country; only possible through the addition of employees. Second, after the Haitian Central Bank put an incentive program in place, private sector activity accelerated, with private firms investing millions of dollars into new free zones.
- 90% of the job placements **(PL15)**, along with improved skills **(PL25)** at 95% and people trained (**PL18**) with 94% of the trainees. These figures are logical since this is the sector that was growing and staffing up the most among the three sectors that USAID targeted.

AGRIBUSINESS largely drove:

- Integrating microenterprises into the value chains **(PL7),** with 80% of the results, as well as the number of firms within value chains with increased sales **(PL5),** at 79% of the results. These percentages make sense because most of the participating agribusinesses were microenterprises, and the lead firms were drawing raw materials from the farming community through producer associations made up of smallholder farmers, which USAID classifies as microenterprises).

- Improving operations **(PL10),** with 52% of the improved firms being in the agribusiness sector. The sector also represented 45% of the firms receiving technical assistance **(PL9).** Agribusiness firms sought to improve operations, and they benefited from LEVE's approach of helping them to analyze their needs and then accompanying them on their journey to better capacity, including partnering with each other.
- Leveraging complementary funding **(PL23),** with 74% of the value of the indicator. Again, this result is logical given that more development assistance activities took place overall in agriculture than in either of the other two sectors; and that many projects' limited scope or time resulted in activities left unfinished, which translated into opportunities for LEVE.

CONSTRUCTION largely drove:

- Improvements in the services of TVETs **(PL20),** with 88% of the service providers concentrating on construction. LEVE linked labor markets with vocational schools, so this outcome was expected.
- Advocating for change **(PL13),** with 57% of the activities that targeted changing regulatory systems. The construction sector, as outlined in the initial assessment, remained the least regulated of LEVE's sectors. In addition to changes in standards, until the GOH steps up enforcement, voluntary changes to behavior and adherence to environmental factors will continue to define this sector.
- Improved firms **(PL10),** with 38% of the improved firms; and 43% of the firms receiving technical assistance **(PL9).** Construction firms benefited from many sector-wide activities to improve networking, linkages, and quality.

GENDER AND YOUTH

Although LEVE did not have any contractual gender targets, LEVE's activities had undeniable impacts on the lives of the Haitian women it served. Annex B, ***Table B-2*** contains a list of activities – grants, technical assistance, capacity building – that targeted women. Over [redacted] of unburdened SIF costs were used to generate the following gender impacts:

- 5,860 women with new jobs (69% of total jobs created)
- 75% of total project FTE – jobs held by women
- 20 women-owned firms increased investments (37%)
- 974 women-led microenterprises supported (51%)
- 103 women-led microenterprises with improved management (24%)
- 4,334 women with improved workforce skills (74%)

Similarly, although LEVE was not commissioned as a specifically youth-focused program, the project also had important impacts on the lives of the Haitian youth it served. Annex B, ***Table B-3*** presents a summary of the activities that targeted youth. Over [redacted] of unburdened SIF costs were used to support activities that targeted youth to generate the following results:

- 2,122 youth with new jobs mostly in the apparel sector

- 24 workforce service providers supported
- 16 activities to benefit TVETs and programs for youth

In May 2019, LEVE conducted an internal survey to obtain feedback from all project participants, including the USAID COR. ***Figure 32*** is a word map drawn from the questionnaire responses, highlighting the most common reasons given as to why the project worked well. It also shows the that the choices of sectors, firms, approach, and team were indicated as being key elements contributing to LEVE's success.

Figure 32. Word map of responses from the LEVE internal survey

With these responses as a guide, the LEVE team, including subcontractors, held a two-day retreat to identify what worked and what did not, and to identify lessons learned that could be applied to future activities. Participants reflected as a team on what activities and methods were most important to delivering success; what shortcomings they had observed; the overall structure of LEVE, including the critical activities and methods that drove the project; and lessons learned, by sector and for operations. With these lessons in mind, the participants produced plans for how LEVE could get a "perfect score" across a variety of operational and technical areas.

The retreat identified several key themes that drove LEVE's success.

1. **Facilitated approach.** Letting firms lead the way, and supporting them as needed, greatly improved the chances of building resilience, sustainability, and self-reliance. This approach worked primarily because the project was able to target key lead firms within the value chain, as opposed to focusing on less-empowered factions of the Haitian economy. While "working with winners" is too strong a term, the facilitated approach opened the door for LEVE to work with firms and entities that were change agents, greatly amplifying the potential for success. On the other hand, the value-chain framework allowed LEVE to moderate activities among the actors within the value chain, ensuring that all objectives would be met. For example, the project collaborated with large apparel firms to create a substantial number of jobs, then worked with MSMEs to strengthen the value chains, and with lead firms to improve livelihoods for microenterprises.

Although the facilitated approach had its drawbacks in terms of achieving results at anticipated times and meeting traditional performance expectations, it did prove successful in delivering the overall objectives that were hoped for—just along a less-traditional, more exponential path. The approach also contributed to a high degree of enthusiasm and work commitment among both the LEVE team and LEVE client firms.

2. **Adaptive management.** Closely linked to the facilitated approach, the persistent feedback loop of constantly testing assumptions, learning, and adjusting resources was essential to keeping activities on track and reallocating resources before large losses were incurred. Using indicators as a selection filter also ensured that the activities being dropped and those being added would continue to contribute to the broader objectives of the project. This extended to focusing job-creation activities on areas where large numbers of jobs could be achieved within the project time frame, while also building value chains with MSMEs. This management style worked exceptionally well in Haiti's environment, where predictability and political stability are low, requiring frequent modifications to objectives, targets, and underlying activities. Combining the facilitated approach with adaptive management also showed signs of financial efficiency, implying that USAID could make funding go a lot farther by employing both.
3. **Networking.** Bringing partners, clients, and grantees together through networking events enabled the participants to collaborate, to develop new solutions for business problems, and to increase their sales. Small designer and agri-food value chains succeeded exceptionally well at forging partnerships along commercial lines and improving their resiliency against political disturbances. These events dealt with a key constraint in Haiti's business environment: low trust levels. Women-owned firms in particular responded well.
4. **Evidence-based decision-making.** Formal evaluation techniques, assessments, analyses, and research helped the team to better understand the drivers of change, as well as the risks associated with attempting to intervene. LEVE's activities were all based in the reality of the environment, starting with sector assessments, a TVET assessment, the profile of the apparel industry, the linkage survey between TVETs and employers, the job-multiplier studies, and the benefit–cost calculations, all of which helped to inform both LEVE and USAID as to the specific realities of implementing in Haiti and to rationalize certain activities over others. Above all, this information inspired confidence among the stakeholders, as it helped them understand the realities of their respective sectors.
5. **Innovation.** In several cases, LEVE introduced innovative activities, such as business coaching and the focus on standards such as HACCP for the food and agriculture sector, and the Plumbing Code for the construction industry. These efforts brought together disparate activities and helped to focus the attention of LEVE's partners. Although LEVE's activities were already integrated through the adaptive management process, these innovations ensured that other types of support—such as technical assistance, funding, and capacity building—would lead to more sustainable results.

In addition to the broader success factors noted above, several specific factors contributed to the overall success of LEVE.

1. The **value chain structure** permitted the activities to be tightly focused even if the value chains themselves were not mature or well formed. LEVE's involvement in this area contributed to a critical mass of change happening within a relatively contained space.
2. **Integrating capacity building,** particularly for the MSMEs, was essential for achieving results, but also for building sustainability within these entities. It revealed that while

funding is important, other aspects of business management are equally important and productive.

As with all projects, LEVE had to manage a number of challenges that placed limits on its success.

1. **Time.** With the facilitated approach, observers often pointed out that things were not happening quickly enough or when they were expected to happen. By definition, a facilitated approach requires time, as the focus is on delivering results through third parties. Thus, the project was at the mercy of the implementation timelines and speed of the third parties. If the supply of lead firms had been large, time may not have been a limiting factor; but with Haiti's limited number of lead firms, it was a factor. In future, if the allowed implementation time in this type of environment can be increased, or if a project can be structured in increments, doing so might eliminate or mitigate this constraint.

2. **Bureaucracy.** Working with private sector partners that have little familiarity with development assistance projects requires an exceptional level of communication and patience, because the rules; the timing to get grant approvals, travel approvals, and EMMP approvals; and visits by foreign delegations all slow down implementation. LEVE tried to be as creative as possible to shield private partners from the bureaucracy, but in the future, implementers and USAID could consider devising some accelerated procedures and broader categorical exclusions to ensure that implementation timing is not negatively impacted by the required bureaucratic processes.

   EMMP approvals in particular caused major delays in several activities. In at least two cases, the decision-making and approval process took months, resulting in a loss of efficiency and much frustration, and undoubtably damaging the reputation of both LEVE and USAID.

3. **Monitoring and evaluation.** Although LEVE and USAID succeeded in agreeing on a results framework and an M&E plan that made sense, this understanding was reached at considerable cost and time to both parties. Two tasks occupied the bulk of this time: (1) modifying indicators to align with the approach, and (2) finding Haitian expertise in monitoring private sector activities. LEVE finally overcame the second issue by using expatriate M&E expertise. Having the implementing partners and USAID allocate more time initially to build a common understanding of the project would be worthwhile for developing a less static and more robust M&E system that can produce results to be shared with USAID/Washington.

4. **GOH commitment.** Although the LEVE project never officially had a GOH partner, the Ministry of Commerce was the best fit. As discussed under Objective 4, LEVE made successive and concerted efforts to integrate GOH entities into project activities, but their lack of attention and interest was more than disappointing. A combination of two factors led to this problem: insufficient work by USAID during the design phase to keep at least one GOH entity involved; and the revolving-door aspect of senior-level positions at these ministries, which complicated USAID's task. Besides the GOH's apparent lack of interest in LEVE specifically, if the government does not address the issue of broader access to finance for all firms, small and large, and for the agricultural sector, donors will continue to find it hard to move away from grant-type operations and to focus more on behavior change.

Finally, some sector-specific lessons learned should be incorporated into future planning efforts for these sectors.

Apparel. LEVE's choice of this sector was controversial, but the mix of large firms and small designers proved key to LEVE achieving its results overall. Large firms were less accessible but offered the best opportunities for job growth; smaller firms were more accessible and more receptive to assistance to build their efficiency. This key sector needs to have stronger institutions to be able to advocate and help the country to move forward economically, and the GOH needs to put a sector-specific policy in place to help this sector to survive, and hopefully grow.

Agribusiness. In agriculture, simpler solutions that addressed common needs – generators, silos for grain storage, quality control expertise – worked much better than complex ones, building a new rice plant. Over time, LEVE learned to orient potential partners to what the project could and could not do and used that part of the selection process. An unrelated challenge was the process of preparing EMMPs and obtaining approvals, which—as noted above—was a major constraint for this sector. Any follow-up program should address this issue before launching any activities and should base the process in Haitian reality. Finally, by issuing calls for discrete EOIs on an ongoing basis, the project was able to streamline the separate support packages and broaden the number of beneficiaries that could be reached.

Construction and workforce. These two sectors need a more concentrated effort for development. The INFP, TVETs, and related professional associations could use almost total overhauls, and possibly even a rethinking as to how the two sectors are linked and structured. The risk is that if expertise for these positions is not developed in Haiti. more and more of Haiti's middle-class jobs will be taken up by foreigners.

Capacity development. LEVE treated capacity building as a cross-cutting component to prevent the emergence of a standalone training activity. Adaptive management permitted the team to change the way in which activities were undertaken under this rubric, to allow for broader support. This revised approach included modifying the OCA tool to better suit private firms; using the tool to measure risk within a firm; and promoting innovations such as business coaching, which served as a bonding agent for the other types of support. Integrating capacity development into projects is a must. Without this critical component, LEVE would not have been able to achieve the success that it did.

TOTAL EXPENDITURES

Total expenses for FY19 Q3 were [redacted]. Major costs consistent throughout the life of the project, continued to be labor expenses, grant disbursements, subcontractor expenses, and services expenses (mostly related to close-out activities).

During FY19 Q3 a total of [redacted] was disbursed to ADIH, Amphore, Atelier Calla, Caribbean Craft, Cereplus Group, Créations Dorées, Délices Tropicales, Digneron Manufacturing S.A, Design Organization and Training (DOT), Haiti Premier Apparel, Mas Akansyel, SISA, Telfils Café Lux, Tisaksuk, and Le Vieux Chardo. This amount also included a [redacted] repayment by Caribbean Harvest.

Total expenses for the life of the project are estimated to be $[redacted]. (see ***Table 5***).

Table 5. LEVE financial accruals through end of project, June 30, 2019

RTI International - Quarterly Financial Report

Recipient:	RTI International
Project Name:	Haiti Local Enterprise and Value Chain Enhancement (LEVE) Project
Award Number:	AID-521-C-14-00001
Period of Performance:	March 2019-June 2019

	A	B	C	D=B+C	E	F=E-D	G
	Total Estimated Cost Contract	Invoiced to Date (as of June 2019)	Accrued Expense (not yet invoiced)	Total Expenditures	Obligated Amount to Date	Unexpended Balance	% Expended of Obligated Funds
1. Total Estimated Direct Costs							
2. Total Estimated Indirect Costs							
3. Total Estimated Fees							
TOTAL							99.9%

Notes:

Column A – Total Estimated Cost per the award (Base + Option Years)
Column B – Costs invoiced to the client to date
Column C – Costs expended and paid by RTI to date, but not yet billed to the client
Column D – Total Expenditures: Invoiced costs plus accrued costs through period of performance
Column E – Obligated amount represents the amount obligated per the award
Column F – Funds available but not yet expended
Column G –Percent (%) of obligated funds expended to date

STRATEGIC INVESTMENT FUND

The financial resources to deliver integrated support packages directly to the participating entities came from the LEVE SIF. Not to be confused with simple grants, the SIF covered three major areas of investments: technical assistance, individual activities, and grants. And the SIF ended up being much larger than expected. Initially proposed to be [redacted], the final total was [redacted], or [redacted] of the total project budget, that went directly to the LEVE partners, 26% more than what was originally planned (see ***Table 6***). Grants alone exceeded the proposed amount by 53%.

Table 6. SIF summary

Item	Total[a]	%
Technical assistance	[redacted]	36
Activities	[redacted]	8
Grants	[redacted]	55
Total SIF	[redacted]	**100**

[a]These expenses have been burdened for easier comparison against the total cost of the project.

The primary reason for the total amount of grants greatly surpassing the initial predictions was the lack of access to other financing resources, primarily by the SMEs that LEVE supported. Although LEVE did achieve some small victories in bridging the moat of access to finance, much more needs to be done to reduce the pressure on donors to provide basic funding for enterprises that should be supplied by a functioning financial system. See photo of Sogebank participating at the Konsomé Lokal event.

Interesting as well, is the amount of technical assistance that was required and delivered. Although the direct effects of this technical assistance were not easily measured, returns could be found in the improved production, the higher quality of products, and the augmented sales of each firm that benefited from the expertise.

The LEVE SIF made no initial allocations by sector or activity. Instead, all resources were allocated on their relative ability (promise) to contribute to the indicators. In effect, LEVE sector staff had to "compete" for resources, versus having resources to spend. This arrangement improved the efficiency with which the funds were allocated, as is supported by the key indicators that were achieved. And that efficiency level remained high despite decisions to halt some activities after SIF funds were already spent. This modus operandi was instituted from the beginning, despite pressure from sector team leads and subcontractors for budgets for them to carry out their activities. The one-team approach helped to overcome the traditional method of implementation and resulted in a more efficient use of resources than would otherwise have been expected. This outcome speaks directly to the potential financial benefits that can be gained from implementing a project with an adaptive system of management. The downside is that most USAID projects have a specified and limited period of performance, which means that implementers will receive pressure from both USAID and their respective home offices to burn allocated resources according to a schedule not determined by actual project activities or outcomes.

Cost per job

LEVE was able to track the number of jobs created for each of the activities where job creation was tracked. Using the number of jobs created and the funding allocated to the activity, LEVE was able to calculate how much investment was needed to create each job. ***Table 7*** presents the overall number of jobs, broken down by sector, along with the total amount of SIF funding that was used to support the creation of these jobs.

Table 7. LEVE's cost per job (apparel multiplier applied)

Sector	No. of jobs	Total cost (US$)	Cost per job (US$)
Agribusiness	405	3,256,335	8,040.33
Apparel	9,571	4,034,730	421.58
Construction	106	71,531	674.82
Totals	**10,082**[b]	**7,362,596**	**730.27**[a]

[a]Average cost per job across all sectors.
[b] 45 jobs created did not fit in any sectors, hence the difference between total jobs create of 10,127 and the number of jobs used in this calculation

The average overall cost to LEVE per job was US$730, but with significant sector differences. A job created in the apparel sector cost only US$422, as the SIF resources used to support job creation by the large firms centered on training, which is relatively low cost. A job created in the agribusiness sector, however, cost over US$8,000 per job, because most of the needs and constraints of agribusiness firms involved not training, but access to technology, equipment, and technical assistance, which substantially increased the cost of creating a job. These calculations do not include the investments made by the firm that created the jobs.

In conclusion, job creation in the Haitian economy was much more financially efficient in the apparel sector than in either of the other two sectors. Moreover, the apparel sector suffered fewer bureaucratic delays, mostly because no EMMPs were required.

Size of firm

LEVE invested almost 80% of the SIF funds into SMEs and sector entities versus 20% in large firms. This amount translated into [redacted] for the 10 large firms (in the apparel sector) and [redacted] for SMEs and industry groups/associations, or an average of [redacted] per large firms and [redacted] per SME and industry group. Although LEVE did not invest directly in microenterprises, the project did contribute [redacted] to firms that in turn supported 1,918 microenterprises.

ANNEX A. ACTIVITY LIST BY OBJECTIVE

Activity Number	Sector	Description	Summary
Objective 1: Enable MSMEs to engage with other value chain actors to mutually create value.			
1.0	All	Value chain assessments	LEVE conducted the assessments in fiscal year 2015 (FY15), which laid the groundwork for the activities that followed.
1.11	Construction	American Chamber of Commerce in Haiti (AmCham) – Transcribe proceedings of conference	LEVE agreed to transcribe the proceedings of the Real Estate Legal Conference that had been organized by AmCham in 2015. The proceedings were then disseminated to all participants, as well as to the financial and legal organizations that participated in the event.
1.2	[Heading]		Identify Activities with Value Chain Stakeholders
1.2.1	[Heading]		Ongoing Efforts to Identify and Attract Lead Entities
1.2.2	Construction	Construction Conference Cap-Haïtien	This conference was intended to stimulate interest in linking construction activities with technical and vocational education and training centers (TVETs). The event was organized in 2014 and resulted in several of the workforce development and construction activities mentioned under Objective 1 and Objective 2 below.
1.3	[Heading]		Implement Activities
1.3.2	[Heading]		Support Development of Export Apparel Firms Heading
1.3.1.1	Apparel	Groupe GMC (Global Manufacturers and Contractors) – Full Package	With the help of a consultant provided by LEVE, Groupe GMC (a Haitian-owned garment firm) made a complete transition from “contractor“ to “manufacturer.” The consultant supported a complete restructuring of the organization. To implement the new structure, GMC hired another LEVE consultant directly, for an entire year. Within four years, GMC had created a spot in the USA apparel textile market. This was a first for the Haitian apparel sector.
1.3.1.2	Apparel	AGA Print – Support silk screen printing	AGA Print was established as a product of Activity 1.3.1.1. As part of the vertical integration toward becoming a “full package,” GMC added the capacity to print garments in Haiti vs. returning them to the Dominican Republic for screen printing and export. GMC partnered with a small Haitian firm and a Florida-based supplier to gain the experience and access to technology, as well as access to the Haitian market through the small Haitian firm. The three companies formed a partnership to create AGA Print.

Activity Number	Sector	Description	Summary
1.3.1.3	Apparel	Wilbes – Support expansion through Textile and Apparel Service Center (TASC)	LEVE's engagement with this firm was short-lived, primarily due to cultural differences. This Korean firm requested assistance to adapt their human resource capability to the Haitian context. The firm engaged with a LEVE consultant, but then decided that they were not comfortable sharing critical information to permit the LEVE consultant to conduct the work. As a result, Wilbes turned down LEVE's offer of support. Later in the project, Wilbes sought training support through the TASC; however, their expansion plans were delayed due to the non-delivery of buildings promised by the Société Nationale des Parcs Industriels (SONAPI), the manager of the industrial park owned by the Government of Haiti (GOH).
1.3.1.4	Apparel	Citadelle Manufacturing – Support establishment of social enterprise at Parc Industriel Caracol (PIC)	Citadelle Manufacturing (US-owned firm) was a social enterprise start-up created by a group of American individuals who had little experience in the apparel business, but through their contacts were successful in obtaining job orders. LEVE provided a consultant with vast production experience in the business, who improved production performance, purchasing techniques, and product development. However, the firm was not able to balance their desire to use a social business model in a challenging environment with their need to produce efficiently. Their inability to complete two key orders—backpacks and bags—before their funding was expended resulted in their closing the plant. Despite a high level of determination, the investors could not compensate for their lack of know-how. (Activity 2.2.4 integrated here)
1.3.1.5	Apparel	Island Apparel – Support expansion plans	Island Apparel (a Haitian-owned firm) participated in the group training of mechanics. After receiving some advice from a LEVE consultant, the firm hired their own consultant to provide the needed technical assistance.
1.3.1.6	Apparel	Quality Sewing – Improve production efficiency (embroidery)	LEVE provided a consultant to work with Quality Sewing (a Haitian-owned firm) on their manufacturing processes; however, during the process, Quality Sewing signed a joint venture agreement with a US manufacturer, who advised LEVE that it was not necessary to have an external consultant as he could do the work for Quality Sewing directly.
1.3.1.7	Apparel	Hansae Co. Ltd. – Support establishment in Parc Industriel Metropolitain (PIM)	Hansae (a Korean-owned firm) received several levels of support from LEVE: assistance to advance their registration through the different GOH institutions and publication of their company registration in "Le Moniteur"; assistance to convince SONAPI management to accelerate the construction of their buildings; and training of 723 sewing workers, supervisors, quality control specialists, and auditors, through the TASC.

Activity Number	Sector	Description	Summary
1.3.1.8	Apparel	Digneron Free Zone – Support development of the industrial park	Digneron Free Zone is a new project by Palm Apparel Group, which has successfully established itself as both a garment manufacturer and a free zone developer. The Digneron project is their most ambitious to date, covering 20.5 hectares of land, and involving the construction of modern factory sheds using the latest standards, with the objective of creating 15,000 jobs. The promoters intend to invest in solar energy to supply electricity to the zone. LEVE supported this initiative through a feasibility study to determine the best solution for solar power. In addition, Digneron Manufacturing is a new apparel factory operated by Palm inside the Free Zone. To accelerate their ramping up, LEVE supported the training costs with a goal of hiring 1,800 workers. As of the end of LEVE, the firm had created 1,482 jobs. While the entire investment was a success, the development of the free zone itself remained heavily challenged by political instability and by poor road infrastructure affecting logistics in and out of the free zone. These problems will limit Digneron's ability to attract much-needed foreign investment.
1.3.1.9	Apparel	H&H Holdings Co. Ltd. – performance-based support to train and hire workers	H&H, a Korean firm, was having challenges training and retaining staff, primarily due to cultural differences. Open for about a year before engaging with LEVE, their turnover rate was as high as 50%, and they were in the midst of opening a second building. LEVE convinced them to outsource their hiring and training practices to a Haitian firm, which they agreed to; in return, LEVE supported the ramping up through performance-based funding, conditional upon minimal efficiency levels of trained workers and retention rate after 90 days. The training activity went well, despite production and delivery pressures to take trainees off the program before their training was completed. Eventually the firm's overcommitments to several buyers resulted in a reduction of orders and H&H being acquired by another Korean firm, S.G. Corporation. They continue to operate.
1.3.1.10	Apparel	Institut National pour le Développement et la Promotion de la Couture (INDEPCO) – Support development of commercial training services	INDEPCO is the most qualified of the apparel sector training firms in Haiti, but they had been working under donor-driven contracts for several years. To help them hone their commercial skills, LEVE supported the firm to train the H&H personnel, on a performance basis. In addition, costs per type of training were developed, to allow the firm to better provide quotes and to negotiate rates with other firms in the future.
1.3.1.11	Apparel	Sae-A – Support expansion of employment at PIC	Sae-A is the anchor tenant at PIC, brought into the park by the US Department of State and the Inter-American Development Bank (IDB). The firm was promised a trained workforce, but quickly found out that this was not going to be the case. Although LEVE made several efforts to support the firm, their position was that they should not pay for any training, as they had been promised a trained workforce. Sae-A has became extremely disappointed with the business climate in Haiti and began negotiating an expansion of operations in the Dominican Republic.

Activity Number	Sector	Description	Summary
1.3.1.12	Apparel	Love Is Forever (IFE) – Support expansion of sublimation printing process	LIFE, a newly created social enterprise linked to charitable groups in the US and to an orphanage in Haiti, undertook an initiative to target the high-value/low-volume garment niche, focusing on products that needed a quick turnaround, low volumes, and sublimation printing. The idea was that with higher margins, the firm would be able to pay a living Haitian wage to its employees, and open the doors for similar, smaller operations in Haiti. LEVE co-funded the acquisition of additional sublimation equipment and software that would allow them more autonomy and production capacity. LIFE achieved strong results in sales and job creation, and due to a change in the labor code allowing multiple shifts, undertook a restructuring to align hiring and employee policies with the new labor code.
1.3.1.13	Apparel	Grupo M – Support expansion plans	Grupo M requested assistance to retrain their entire 7,000-member workforce. Before LEVE agreed to the assistance, an international consultant assessed the factories where these workers were employed. The consultant found lower-than-expected production efficiency resulting from a lack of oversight and systems within the factories, which would have to be addressed before any retraining could be done. Grupo M accepted the findings and withdrew their request for training.
1.3.1.14	Apparel	Mas Akansyl – Support new tenant at PIC	Mas Akansyl was a new tenant at PIC, recruited through the efforts of private firms and the US Department of State. Mas focuses on more complicated garments, including sportswear, and as such brings a new element to Haiti's apparel sector. Mas requested LEVE support to underwrite some of the costs of training their initial workforce. LEVE provided that support through a challenge grant. Although the factory began operating, further expansion has been limited by a lack of available sheds, which the GOH has yet to provide.
1.3.1.15	Apparel	Ha-Meem – Support new tenant at PIM	Ha-Meem, a large Bangladesh manufacturer (45,000 employees) looked into establishing an operation in Haiti to manufacture jeans. They approached LEVE for assistance to navigate the system and for potential job training. After several attempts by both the firm and other interested Haitian sponsors, Ha-Meem decided to withdraw their expansion plans in Haiti due to a lack of GOH commitment and political instability.
1.3.1.16	Apparel	Reliable Source Industrial (RSI) – Support new tenant in Lafito Free Zone	The Taiwanese firm RSI is a vertically integrated manufacturer of garments. They negotiated a long-term lease for space in the Lafito Free Zone and proceeded to construct their own buildings—a very different model from other foreign investors, which prefer to lease existing buildings. RSI entered into an agreement with the TASC to train their initial workforce. However, the construction period took twice as long as planned—normal in Haiti—and as such, as of the end of LEVE, no activity had started. The firm was continuing to move forward, albeit very slowly.
1.3.1.c	Apparel	Mission of Hope – Support vocational school	LEVE's engagement with Mission of Hope was tied to the previous activity: providing support to build out their vocational schools to train workers, as well as mechanics and other trades required by the Free Zone. Unfortunately, due to the delay, no activity was ever undertaken.
1.3.1.17	Apparel	Haiti Premier Apparel (HPA)– Training and increase of production	As a result of a reorganization by their buyer, HPA (one of Haiti's oldest apparel companies) needed to retrain 50 sewing operators, as well as invest in new equipment to take on new products. HPA signed a contract directly with the TASC to retrain the 50 workers (no LEVE support); and then LEVE co-funded the new equipment through a grant.

Activity Number	Sector	Description	Summary
1.3.1.18	Apparel	Everest – Support training of workers (PIC)	Everest, a Taiwanese firm, requested LEVE support for training. While the firm did eventually hire some Haitians educated in Taiwan, mostly to address the language barrier, their request for worker training never materialized. They did, however, express interest in eventually using the *Association des Industries d'Haiti* (ADIH) training center at PIC.
1.3.1.19	Apparel	Santo du Jour Free Zone – Support the development of the Free Zone	Santo du Jour Free Zone was inaugurated in April 2018. However, the operators purposefully slowed the development of the zone due to political instability and the lack of road infrastructure around the zone. As a result, LEVE was never able to conclude any support activities with the operators of the Free Zone.
1.3.1.20	Apparel	J.L. Fine Shoes – Support development of this export-oriented shoe manufacturer	J.L. Fine Shoes contacted LEVE for support in reorienting their primarily Haitian-focused operation to an export orientation, with the arrival of new US partners. LEVE did begin the work. However, while LEVE was assessing the firm, they were reluctant to share internal documents with LEVE personnel, which caused the request to be eventually dropped.
1.3.2	[Heading]		Support Development of Small Designer Firms
1.3.2.1	Apparel	Le Jourdain – Support expansion	Le Jourdain is a small apparel manufacturer serving the Haitian market, located in Cap-Haïtien. After receiving a grant from the USAID Leveraging Effective Application of Direct Investments (LEAD) project, the firm encountered problems with their generator and were forced to lease a replacement, which was seriously eroding their margins. The firm requested assistance from LEVE to purchase a new generator, which LEVE supported. In addition, LEVE provided a consultant to completely review the production processes, job costing, inventory control, and production planning. As of the end of the program, the firm was continuing to work and serve the northern apparel markets.
1.3.2.2	Apparel	Atelier de Vertières (ATEVERT), Cap-Haïtien – Assist this start-up	ATEVERT is one of the social activities of [redacted], who worked very closely with women affected by domestic violence in Cap-Haïtien. LEVE provided ongoing support, initially to help the firm get established and registered, and then contributed a small grant for equipment, as well as back office training. Although ATEVERT continued to provide hand-embroidered clothes for the small tourist market in the north, they struggled with the transition from a small social enterprise to a for-profit enterprise.
1.3.2.3	Apparel	Women of Milot – Support business	Women of Milot is a cottage-based business working with women community leaders, each of whom trained six to eight other women to sew piece goods in their homes. The products included aprons, oven mitts, and bags, which were very modern in design and of high quality. The group sold their production through their own shops in Cap-Haïtien, at the airport, and at Labadie beach. LEVE provided support for training, for the renovation of their store in Cap-Haïtien, and to acquire raw material in bulk.
1.3.2.4	Apparel	Sandilou – Assist in business expansion	Sandilou's operation was destroyed by the 2010 earthquake. The owners restarted their operation in a new rented building, focusing on simple dyed garments targeting the tourist market in the Caribbean. LEVE provided two expert consultants, one in dying garments and one in product development; both of whom shared their expertise with at least five other small designers. LEVE also provided co-financing for some equipment, as well as back office strengthening, including business coaching. As a result, Sandilou expanded operations, began exporting through an online website, and was invited to a prestigious show at Surennes in France.

Activity Number	Sector	Description	Summary
1.3.2.5	Apparel	Your Size – Expand capacity to train tailors and seamstresses	Your Size is a small, woman-owned firm that uses a contract production model, distributing commercial work to their network of tailors and seamstresses. With an increase in contracts, Your Size required more trained subcontractors, and to do this, they required more consistent energy supplies. LEVE provided support to improve their power generation, which allowed the firm to train an additional 50 subcontractors and to accept additional production orders.
1.3.2.6	Apparel	Simbi – Support expansion into resort wear market	Simbi's main line of product was bracelets, which were primarily exported. A portion of the profits were donated to address water-quality issues in vulnerable populations. Simbi approached LEVE for support in marketing a new line of products—resort wear—through various US-based shows. The launch of the resort wear line met with only limited success at first; however, as a result of their attendance at the shows, demand for the bracelets grew. The firm refocused its efforts on increasing the production of bracelets, and through LEVE-supported business coaching, linked up with other small designers to improve their production capacity.
1.3.2.7	Apparel	Méjeanne Couture – Support expansion of custom-made formal wear to US markets	Méjeanne Couture is a high-end evening-wear line created by a young designer in Port-au-Prince. She sought LEVE's assistance to participate at several US trade shows for wedding gowns and evening dresses and to develop a website. The firm was successful in building its brand, and in receiving more online orders. In addition, participation at the trade shows resulted in business opportunities with several US-based boutiques.
1.3.2.8	Apparel	Design, Organization, and Training (DOT) Center – Support the development of a business hub for independent artisans	DOT is a hub for artisans, to help them with regrouping of production assets, training, export capacity, and linkages to international markets. DOT linked international markets with local designers and talented artisans who produced their products. In addition, the hub had partnership arrangements with international designers such as Donna Karan, and with the Parsons School of Design. DOT approached LEVE for support in business planning, production planning, and specialized equipment. LEVE provided support in cost accounting, technical expertise in production planning, accounting support, and business coaching. As a result of LEVE's support, DOT was able to begin exporting high-value products to international markets, including straw hats, bags, ceramic goods, and shaped rock products. In addition, sustainable linkages through collaboration were established with Caribbean Crafts, Sunny Craft, Simbi, Atelier Calla, and Atelier Métisse.
1.3.2.9	Apparel	Maison Ménagère – Expand training offerings for apparel sector	Maison Ménagère is a company that has been training people in the apparel business. They approached LEVE for support to install a computer-assisted pattern-making department. Despite a major setback created by the death of the founder in 2016, LEVE continued to work with her successors, providing guidance on the selection of equipment, the procurement process, building renovations, and even tax filing. This transition was very slow but Maison Ménagère finally completed the installation of the computer equipment at the end of 2018 and began a training of trainers to be ready to offer computer-aided pattern making courses in the 2019–2020 academic year—a service that was not yet otherwise available in the Haitian market.

Activity Number	Sector	Description	Summary
1.3.2.10	Apparel	Créations Pascale Théard – Increase value added of sandal production	Créations Pascale Théard was looking to improve the quality of their sandal line. LEVE supported an expert shoemaker to review the production process and the level of understanding of the workers, as well as new equipment and inventory so that sandal production could take place in Haiti. This assistance resulted in increased export sales, and the development of a lower quality line for the Haitian market, where workers can build their skills to eventually work on the export product. In addition, the firm began producing soles for other Haitian sandal manufacturers. The export-focused strategy paid off, as the firm arranged linkages with US designers such as Donna Karan and Kenneth Cole. Quote: "*Thanks to business coaching offered by LEVE, my approach to solutions to different problems drastically changed. These sessions were fundamental in changing my frame of mind. Out of the daily routine and move toward the future!*"
1.3.2.11	Apparel	Amphore – Support business expansion	Amphore is a small designer that requested LEVE support to move to a new production facility, to expand production. LEVE supported the enterprise with some equipment and a generator. Amphore increased production and also gained exposure in both the US and Canada.
1.3.2.12	Apparel	Créations Dorées – Support expansion plan	Créations Dorées is a small designer and manufacturer of leather sandals and fashion accessories. Thanks to their efforts in promoting the brand with digital marketing, Créations Dorées saw a rapid growth in customer demand, which made them realize they had to find a larger production space. The move occurred at the end of 2018, and with that came a request for LEVE support to purchase higher-capacity machines and to install solar energy. Créations Dorées also benefited from business coaching and back-office expertise.
1.3.2.13	Apparel	Rebuild Globally – Support expansion of this social enterprise	Rebuild Globally is a social enterprise that was struggling to get to a commercial level, working out of temporary premises and with an absolute minimum of mechanization. LEVE technical assistance provided a framework for expansion, and then the program offered a challenge grant, which Rebuild Globally could access once they made certain key decisions as outlined in the framework. The firm was able to move to new premises, procure used industrial equipment, take on larger orders, and deliver them on time.
1.3.2.15	Apparel	Tisaksuk – Support expansion plans	Tisaksuk is a small designer and manufacturer of bags and accessories. They requested support in manufacturing processes, some basic equipment, and back office support. The manufacturing process training was provided by the TASC, and as a result of LEVE support, the firm's vision improved.
1.3.2.16	Apparel	Secrets Lingerie – Support expansion plans	This firm, based in the north, requested LEVE support, but was not able to provide the follow-up and commitment. As a result, LEVE did not engage with the firm.
1.3.2.17	Apparel	EmmE Addiction – Support expansion plans	EmmE Addiction was selected during the last call for expressions of interest, but this firm was not able to organize a proposal in time for LEVE to be able to review and approve it. As a result, LEVE did not engage with them.
1.3.2.18	Apparel	Atelier Métisse – Support expansion plans	See 1.3.2.19.
1.3.2.19	Apparel	Atelier Métisse – Provide natural dying expertise	Atelier Métisse specializes in dying with natural ingredients. The firm requested LEVE support for technical assistance in dying procedures. Satisfied with the intervention, the firm also requested some back office support as well as business coaching. Through the business coaching, the firm was able to pick up other clients who required products to be dyed.

Activity Number	Sector	Description	Summary
1.3.2.20	Apparel	Atelier Calla – Support expansion plans	Atelier Calla specializes in the production of accessories made primarily from cattle horns. Although initially they were interested only in some assistance to build a website, the assessment of the firm noted some other areas where LEVE could offer support and the firm would benefit. As a result, LEVE co-funded some specialized equipment, accounting support, and business coaching.
1.3.2.21	Apparel	Promotional event for small designers	LEVE provided support to organize a “pop-up” event at the Petion-Ville Club, offering a venue for several of the small designers to expose their products and their talents. The event took place before Christmas. However, several similar events took place at the same time, all having been delayed due to political insecurity. As a result, sales were not significant, but the participants were grateful for the opportunity to network.
1.3.2.22	Apparel & Agribusiness	Fondasyon Kleré Ayiti – Promote women entrepreneurs	LEVE provided support in May 2019 for 12 small designers and agri-food firms to participate in a promotional event for women entrepreneurs.
1.3.3	Construction	Collaborate with/support promoters of multiplex housing projects	Unfortunately, this activity, while promising in the long term, was extremely challenging, especially finding a developer/promoter that was prepared to undertake this type of a project, and work with a USAID project. The USAID Home Ownership and Mortgage Expansion (HOME) project was finally able to identify two promoters, Chabuma S.A. and Tecina S.A., and the former requested additional support to provide more detailed project management on a per unit basis during the construction. With the repeated political disturbances, however, both the promoter and the financial institutions delayed the startup of this activity. Unfortunately, the founder of Chabuma passed away during this activity as well. Because the LEVE project was ending, this activity was dropped, as it could not have been completed.
1.3.4	Construction	Collaborate with/support promoters of commercial building projects	Multiple attempts to convince promoters and builders of commercial buildings to cooperate and collaborate with LEVE were unsuccessful. Construction activity in Haiti is a risky business, and promoters and builders were reluctant to commit to objectives outside of getting the structure built on time. That said, there was interest from consulting firms to undertake these activities, but they had no credible builders of commercial structures as partners. In addition, most of the larger and more important construction of commercial and government buildings, including the U.S. Government (USG) compound in Tabarre, had already been bid out and awarded, and as a result, the opportunity to “impose” a cooperation was missed.
1.3.5	Construction	Canaan Linkage	Given the initiative to relocate victims of the earthquake to the region north of Port-au-Prince, called Canaan, LEVE investigated the activity with a view to finding a way to improve the quality and type of construction. LEVE decided to support Habitat for Humanity, the entity best placed to deal with the local council and inhabitants of this area. Habitat for Humanity launched the Vil-ka-bel project, starting with an assessment of low-income housing development within Canaan. The idea was to work with private sector partners to develop market-based solutions to make housing safer and more affordable. The assessment showed that very few linkages existed. Although many discussions were held, Habitat for Humanity was never able to formulate a request that LEVE could act upon, and that met with the objectives of LEVE. As a result, this activity never materialized.
1.3.6	[Heading]		Support to Agribusiness Firms

Activity Number	Sector	Description	Summary
1.3.6.1	Agribusiness	Smallholder Alliance for Sorghum in Haiti (SMASH) – Support sorghum conditioning center	LEVE provided technical support during the initial stages of the SMASH project, through a market study for sorghum in Haiti, followed by the technical design of the sorghum handling facilities, Etoile du Nord (EDN). Once the facility was constructed with private funding, LEVE provided technical training and capacity building for the operational and office staff of EDN. LEVE then complemented the technical support with a permanent working capital line of credit to procure sorghum from smallholder farmers. While the production side of the SMASH project continued to have challenges procuring sufficient sorghum to meet the production needs of the Malta H brand of beer, LEVE's work was successful in establishing this critical link in the sorghum value chain in Haiti. LEVE was also instrumental in encouraging the SMASH project to begin to purchase sorghum from large commercial farmers, therein establishing a critical mass of product.
1.3.6.2	Agribusiness	Centre de Transformation Agro-Industrielle S.A. (CETAI) – Support independent grain processing center	CETAI is a grain trader whose objective is exporting Haitian grants to the diaspora markets in the US. The firm received some funding from the Watershed Initiative for National Natural Environmental Resources (WINNER) project, but not all that was planned. LEVE supported the relocation of the operation, as well as a permanent line of credit to procure raw materials, primarily maize and beans. CETAI quickly ran into the challenge of not being able to procure sufficiently large quantities of grain from smallholder farmers and had to develop several innovative mechanisms to meet market demand. They worked with larger farmers, issuing contracts; and collaborated with EDN to coordinate buying and collection in the south, the major maize-producing region. This was a very positive example of synergy between two companies, a rare occurrence in Haiti, and it helped pave the way for other successful collaborations.
1.3.6.3	Agribusiness	Société de Transformation de Produits Agro-Alimentaires (SOTRAPAL) – Support relocation of a grain conditioning center	SOTRAPAL is a small grain mill that mixes products destined primarily for human consumption. Operating in leased facilities for many years, the firm needed to find another location. LEVE offered to provide support upon the condition that they relocate. Unfortunately, the relocation took some time to occur and happened only during the latter part of the LEVE project, so this activity was abandoned.
1.3.6.4	Agribusiness	Compagnie Haitienne de Production Agricole S.A.(CHPA) – Support commercial rice conditioning mill	CHPA is a modern mill in l'Estère that operates by buying rice from local farmers and then marketing it under their brand. The firm was requesting LEVE support to strengthen its ability to procure more rice from local farmers. However, because the mill was located outside of the Saint-Marc corridor, the activity was dropped.
1.3.6.5	Agribusiness	SOGEMOP S.A. – Promote production of sorghum seed	LEVE provided an expert to determine whether this operator was ready to produce sellable sorghum seed. The evaluation showed that the partner had neither the technical knowledge nor the financial resources to produce the quality and the quantity of seed needed. As a result, LEVE withdrew support for this activity.

Activity Number	Sector	Description	Summary
1.3.7	Agribusiness	Caribbean Harvest (CH) – Expand production of tilapia	CH is an integrated tilapia farm—raising fry and selling directly to the retail markets—that has been funded in large part with charitable donations and grants. CH approached LEVE (CH was also a quick win identified during the assessment) for assistance to expand their solar energy-producing capabilities, as well as to expand their grow-out capacity. The hoped to introduce small cages for independent fish farmers, a type of contract growing. An innovative twist was the connection between CH and a US-based foundation, which had the effect of creating a social enterprise. The foundation would buy cages, feed, and fry from CH, and gift them to small fish farmers. The fish farmers would grow out the tilapia to market size, which would be purchased by CH and sold into the retail markets of Port-au-Prince. After three years of data collection, LEVE decided to conduct an impact assessment to measure the effect of improved revenue upon the resilience of the fish famers. Unfortunately, the study showed that there were very few small fish farmers who were continuing to grow tilapia because the revenue-generating capacity was less than predicted, making the activity not attractive. In effect, the single fish farmer model was not sustainable. In addition, LEVE supported the establishment of sales outlets to sell the anticipated increase in production, which never materialized. CH agreed to reimburse this grant to LEVE for lack of performance.
1.3.7.1	Agribusiness	Taino Aqua Ferme – Expand tilapia production	Taino Aqua Ferme is a self-funded commercial tilapia farm that sells directly to the Port-au-Prince supermarkets. The owners approached LEVE to upgrade their solar energy capacity and their processing capacity. Unfortunately, this activity was denied by USAID for environmental reasons. The risks perceived by the USAID Environmental Office were that the black tilapia being raised by Taino would escape into the Lake Azuei and threaten indigenous species, and that the Dominican Republic would not allow fish farming on the lake. LEVE was able to show that the Dominican Republic gave up its interests in the lake long time ago, and also made the argument that there was no biodiversity left in the lake. A compromise was reached whereby if LEVE were to undertake a complete environmental assessment, the USAID Environmental Office would revisit the request. With no guarantee of a positive outcome, and because of the time and cost required to conduct a complete environmental assessment, LEVE withdrew the request. This was a disappointment to both LEVE and the owners, who also tried to solicit the intervention of the President of Haiti and the Mission Director at USAID.
1.3.7.2	Agribusiness	Fish feed production	Feed and energy are the main costs for the burgeoning Haitian aquaculture industry, especially when feed is being imported at the same time the Gourde is depreciating. LEVE hired an international consultant to study the possibility of producing fish feed in Haiti. The study revealed that feed could be economically produced in Haiti, but the potential businesses that could do so would have to make substantial investments. Furthermore, since quality of feed is critical, there would be no room for a learning curve, and the fish producer was clear that quality must be at par with that of imports or they would lose their businesses. As of this writing, no business had been willing to take up the challenge.
1.3.7.3	Agribusiness	Caribbean Harvest – Impact Investment	This impact assessment of CH was conducted by SocioDig. Counter to expectations, the data collection revealed that very few fish farmers returned to fishing after their first experience with CH. As a result, the impact on resiliency was either low or absent. LEVE conducted a Data Quality Assessment on the data supplied by CH to LEVE monitoring and evaluation (M&E) personnel, which also resulted in a restatement of several of LEVE indicators. In addition, CH reimbursed a second grant to expand sales points because the data supporting the activities from these points were weak.

Activity Number	Sector	Description	Summary
1.3.8	Agribusiness	Call for expressions of interest to upgrade food processing firms	LEVE conducted three calls for expressions of interest through the media and one restricted to four firms. In total 122 firms responded, and 29 eventually were supported by LEVE, 18 in 2018.
1.3.8.1	Agribusiness	Conduct a profile of the food-processing industry	Before issuing calls for expressions of interest, LEVE assessed the agri-food sector, looking for breadth and depth of firms processing raw materials from Haiti and producing foods that were being retailed through Haitian supermarkets. Although the study was not the most thorough, the results helped LEVE shape its policies and choice of activities to support.
1.3.8.2	Agribusiness	Star Industries S.A. (SISA) – Expand and improve production of fruit pulp and sauces	SISA received support from both LEAD and a project funded by the European Union Domestic Advisory Group. LEVE's contribution included grant funding as well as technical (food security) and managerial (accounting and business coaching) support. SISA increased sales and quality, and their products passed the Canadian sanitary regulation tests. The company's commitment to improve was exemplary.
1.3.8.3	Agribusiness	Délices Tropicales (DT) – Expand and improve production of jams and pastries	Délices Tropicales received support similar to that provided to SISA. The technical support allowed them to improve production and select the right equipment, which was then cost-shared with LEVE. The management regularly attended business coaching sessions and strictly followed the instructions given by the technical consultants. This discipline allowed them to survive through crises such as that of July 18, when they lost 30% of their customer base. SISA and DT collaborated in product development, with SISA sharing citrus peels with DT for their jams and SISA using these jams in their yogurts.
1.3.8.4	Agribusiness	La Compagnie Haitienne d'Achat de Vente et de Transformation des Produits Agricoles (COHAVETPA) – Expand and improve flour processing facilities	COHAVETPA received technical support, attended financial seminars, and received co-funding for equipment. Impact, however, was limited, given the lack of commitment from COHAVETPA managers, who disagreed with the expert advice. Although COHAVETPA was content with LEVE's support, the impact was less than expected.
1.3.8.5	Agribusiness	*Association des Irrigants de Bas Maître et Rive Droite* (AIBMRD) – Expand rice storage and handling	To intervene in the rice value chain in the Saint-Marc region, LEVE collaborated with two farmers' associations. AIBMRD was given extensive training in management and accounting in order to administer the grant they received for silos equipped with solar-powered ventilation for rice storage. The equipment helped the association to gain several subcontracts with the World Food Program. However, the association continued to struggle, lacking the organization and skills to break with tradition, possibility confirming that associations have difficulty adhering to business principles.

Activity Number	Sector	Description	Summary
1.3.8.6	Agribusiness	Mouveman Peyizan Ba Atibonit (MPBA) – Expand rice storage and handling	MPBA received the same support as AIBMRD, with similar results. LEVE was not entirely unsuccessful in convincing them that if they want to be sustainable, and to better serve their members, they will need to adopt more businesslike practices.
1.3.8.7	Agribusiness	Caribbean Food Manufacturing (CFM) – Support Hazard Analysis and Critical Control Points (HACCP) certification for export	CFM is a producer and exporter of cornflakes products to nine countries. LEVE supported the firm to gain HACCP certification, and CFM then encouraged other firms—large and small—to become more interested in and focused on food safety. CFM became one of the one of the few Haitian-owned agribusinesses to be HACCP certified. LEVE received a several similar requests from other businesses. Through the process, LEVE identified a Creole-speaking certifier with an internationally recognized certification process, Quality Certification Services.
1.3.8.8	Agribusiness	Konsomé Lokal – Provide industry-level support to promote consumption of locally produced foodstuffs	LEVE supported Konsomé Lokal to organize two very successful events showcasing Haitian manufactured food products. These events were well received by the public and the media in general, offering much-needed exposure for the participants as well as networking opportunities. The public was very pleased to have the opportunity to discover new products. The success of the event was attributed to the commitment and skills of the organizer, Groupe Style Communications. In both instances, the shows were able to secure a significant amount of funding directly from participants, the public, and sponsors, increasing the chance that this show will continue into the future.
1.3.8.9	Agribusiness	Agripak – Explore assistance to process mangoes	Agripak approached LEVE seeking support for an expansion of their mango exporting activities into a more processed line of products. LEVE asked for a formal request, which was never delivered; as a result, this activity was dropped.
1.3.8.10	Agribusiness	Pat n Toe's – Improve and expand production of ice cream	This local ice cream manufacturer approached LEVE for support in improving quality and expanding their operations. However, after the team looked at the components of this business—all raw materials are imported—it was determined that the actual impact upon the dairy value chain would be minimal, and this activity was dropped.
1.3.8.11	Agribusiness	Belzeb – Improve and expand production of teas and herbal lotions	Belzeb works with several women farmer associations in the Kenscoff region to purchase herbs for their teas and soaps. LEVE provided an integrated support package, including technical support, managerial help, and co-funding of a bagging machine. LEVE consultants established procedures that improved quality and safety of the products; their accounting improved; and the tea packing machine helped the company with the standardization of their products (tea bags).
1.3.8.12	Agribusiness	Ferme Providence – Expand and improve animal feed capacity	LEVE considered this activity, but before engaging, requested an assessment by an international expert in feed production. The advice was that the enterprise was very rudimentary, with little management commitment to expanding and no access to additional resources. As a result, LEVE withdrew from this activity.

Activity Number	Sector	Description	Summary
1.3.8.13	Agribusiness	Chocomax – Expand and improve chocolate derivative products	LEVE visited this maker of chocolate products and potential LEVE beneficiary with the Mission Environmental Officer, who made several recommendations. LEVE requested that the recommendations be adopted prior to LEVE proceeding with the request for assistance. After six months, the Chocomax Chief Executive Officer informed LEVE that he had not been able to raise the money to execute all the recommendations, so LEVE dropped the activity.
1.3.8.14	Agribusiness	Agrobizz – Expand plantain chip production	LEVE's support to Agrobizz started after the firm fulfilled all of the recommendations made by the USAID Mission Environmental Officer. Agrobizz was then visited by a food security and production expert, who helped the firm prioritize the needed improvements, which were presented to LEVE for support. The firm proceed to grow and expand both production and points of sale.
1.3.8.15	Agribusiness	Various firms – HACCP support	Six companies (Agrobizz, Arlequin, Belzeb, Délices Tropicales, the Société Haïtienne Agro-Industrielle [SHAISA], and SISA) and a USAID-funded project being implemented by the University of Florida, Appui à la Recherche et au Développement Agricole Project (AREA), all participated in a week-long training on food safety and HACCP certification. The expert trainers then visited each site to make recommendations regarding their production and food safety systems. All companies, regardless of their intent to seek HACCP certification, implemented the recommendations made by the experts. LEVE tried to integrate the GOH through the Ministère du Commerce et de l'Industrie (MCI) in this activity to encourage the development of a public sector inspection and certification system, but unfortunately, this was not successful.
1.3.8.16	Agribusiness	TRANSCO – Fruit and vegetable conditioning center	TRANSCO, a transportation company, partnered with a farmer association located in Kenscoff—Solidarité Haïtienne pour le Développement Rural de Kenscoff (SOHARDEK)—to rehabilitate a vegetable conditioning center financed by USAID via another project in order to provide fruits and vegetables to the supermarket of the metropolitan area. LEVE was prepared to support the activity with technical assistance; however, the partnership dissolved, and as a result, TRANSCO requested assistance to evaluate the market for specialized transport for agricultural commodities. A LEVE-supported consultant prepared a market study and business plan for TRANSCO to expand and grow their specialized transport operations.
1.3.8.17	Agribusiness	Sant Pwodiksyon Nourimamba	Acceso Peanut Enterprise Corporation S. A., a nongovernmental organization (NGO) operating in Haiti in peanut production, contacted LEVE through the third call for expressions of interest in 2018. With a view to exporting mamba to the US, they were interested in obtaining HACCP certification at their plant, Sant Pwodiksyon Nourimamba (SPN). LEVE added SPN to the HACCP certification activity, and after six months of preparation, SPN obtained their HACCP certification. SPN will now follow up with the U.S. Department of Agriculture (USDA) for the export license of mamba to the US.
1.3.8.18	Agribusiness	Telfix Café Lux – Expansion of specialty coffee exports	In 2018, LEVE received a request from this young coffee company that started operations in 2014. The company had created its niche in the Haitian market and tested its product with the Haitian diaspora. Its main constraint was its capacity to increase production with its current equipment. LEVE agreed to co-fund the procurement of additional equipment to double processing capacity by 2020. Café Lux partnered with farmers' associations in the southeast—one of few successful partnerships of farmers' associations with the private sector—so its raw materials supply is steady. LEVE also provided accounting support for management.

Activity Number	Sector	Description	Summary
1.3.8.19	Agribusiness	Le Vieux Chardo – Support market development of table grapes	After receiving permission to expand beyond the traditional economic corridors, Le Vieux Chardo submitted a proposal for support to LEVE in 2018, after a visit by the American Ambassador to the region. Haiti has long had a tradition of grape production in the southern region of Chardonnières, and Le Vieux Chardo was looking for information about the market size and some basic equipment to process grapes grown from their own vineyards, as well as those from other farmers in the region. The market study showed tremendous potential for fresh grapes through the supermarkets and restaurants in the capital region. Upon completion of the market study, LEVE supported the expansion of their sorting and packing line.
1.3.8.20	Agribusiness	Procoquies – Support expansion of feed processing	Procoquies, a producer of livestock feed in the north, requested support from LEVE to expand production and procurement of inputs. LEVE agreed, but made certain conditions for registration and submission of registration documents, which the firm was never able to do; hence, the activity was dropped.
1.3.8.21	Agribusiness	Cereplus Group– Support expansion of grain handling	Cereplus is a small grain trader in Petit Goâve that buys grains at harvest from local farmers and then sells them back into the market throughout the year. Their storage facilities were used shipping containers, which increased their losses by rodents and spoilage. They requested LEVE support to improve their grain handling facilities. LEVE provided an integrated package that included linking them with the SMASH project as a potential regional buyer of sorghum for the beverage producer Brasserie Nationale d'Haïti S.A. (BRANA), back office support in accounting, and co-funding of solar-powered ventilated silos for storage, as well as solar energy equipment and moisture meters. These upgrades will increase their capacity to purchase raw materials from local farmers, and also ensure that the quality of the stored grain responds to market demand.
1.3.8.22	Agribusiness	Sonac Agricole S.A. – Support spiny lobster exports	Sonac Agricole S.A. has been legally exporting lobster for decades to the United States, as well as to China, New Zealand, and Canada. They requested support to upgrade and expand their facilities. LEVE agreed to co-fund additional chilling equipment, as well as a second generator to ensure power supply. Yet despite their compliance with USDA, U.S. Food and Drug Administration, and US Customs regulations, the USAID Regional Environmental Officer declined the Environmental Mitigation and Monitoring Plan (EMMP) because of not being able to verify that the exports were not coming from areas that were supposedly overfished. LEVE withdrew the request and dropped the activity.
1.3.8.23	Agribusiness	Chambre d'Agriculture et des Professions d'Haïti (CHAGHA) – Support for agribusiness association	LEVE was pleased to support the creation of CHAGHA, a much-needed institution for the advocacy of the agribusiness sector with the GOH. The various social upheavals and the lack of a GOH focus on the sector caused more dynamic collaboration among stakeholders in this sector than might otherwise have been the case. LEVE offered support to activities, but these were planned and not executed to the increase in political instability towards the end of 2018 and in 2019. Nevertheless, CHAGHA was included in LEVE's disposition plan and will receive some equipment that will allow them to open an official office.
1.3.8.24	Agribusiness	Arlequin S.A. – Support certification for an exporting firm	Arlequin S.A. was contacted by LEVE during the fish feed study, as it had one of the few extruders able to make the kind of pellet needed in fish feed. Although their management was interested, the international HACCP experts advised against producing fish feed in facilities that mainly produce food for humans. Arlequin abandoned the fish feed idea but remained interested in HACCP, particularly for their new sausage-packing plant. Arlequin attended all of the HACCP and food safety seminars, and received visits from the food safety experts, but was not able to get the plant operational in time for any further LEVE support.

Activity Number	Sector	Description	Summary
1.3.9.1	Agribusiness	Association Nationale des Producteurs Agricoles pour l'Avancement de l'Agriculture en Haïti (ANAPAAAH) – Production of tomatoes for processing	ANAPAAAH was one of the quick wins identified during the assessment phase. There was interest from this farmers' group, as well as a tomato processor, to restart the production of tomatoes for processing in Haiti, replacing imports of tomato concentrate to make the Famosa brand of ketchup. ANAPAAAH approached LEVE for support to procure three large greenhouses and three large shade houses, in which tomato seedlings would be grown for dissemination to smallholder farmers in the Plaine de Cul de Sac. Tomatoes were grown and processed in the plant for the first time in 30 years. However, administratively, the activity was a challenge, as ANAPAAAH did not share LEVE's desire for tracking information, and the members of ANAPAAAH—who were also shareholders in SHAISA—were in a state of almost constant dispute. Despite these differences, both bodies continue to move forward, but not in an efficient manner.
1.3.9.2	Agribusiness	SHAISA – Refurbishment of tomato-processing facility	SHAISA had not processed local tomatoes for over 30 years, in addition a portion of their plant having been impacted by the 2010 earthquake. SHAISA approached LEVE for support to refurbish the plant to receive locally grown tomatoes. LEVE support included an audit by an engineering expert; co-funding of equipment; and a HACCP audit. As a result, the plant was able to process 650 tons of fresh tomatoes, producing 65 tons of tomato paste.
1.3.10	Construction	Expanding solar-power projects	Following the MATCON (construction trade fair; see Activity 1.4.1 below) in 2015, LEVE investigated the possibility of working in the area of solar-power generation. Investigation showed that the points of entry would be difficult, because major capital investment in inventory would be required, there were many players, and there was little to no government support. LEVE reached out to several of the leading firms, which were all interested in training their own technicians, despite the presence of several TVETs that were already doing the same. In this end, the findings resulted in an activity with Ecole Professionnelle Saint Joseph Artisan (EPSJA), which worked with several private sector solar installers.
1.4.1	Construction	MATCON – Support construction trade fair in 2015	In July 2015, LEVE supported AmCham and the Chambre des Métiers et de l'Artisanat d'Haiti (CMAH) to organize a construction trade fair, with the participation of construction firms, TVETs, and service providers. In all, 4,000 people attended; 67 firms participated; 25 training sessions were held; 30 industry demonstrations took place; and 6 trade organizations, 2 government agencies, 7 TVETs participated. In addition to sponsoring the first-ever construction trade fair, LEVE helped organized the first skills competition—an Olympiad—with the participation of 6 TVETs and 50 students in three trades: masonry, electricity, and plumbing. This successful event resulted in lasting connections between firms and TVETs, and it inspired a second Olympiad in 2017.
1.4.2	Construction	MATCON – Support construction trade fair – 2017	Given the success of the 2015 MATCON event, LEVE was approached by AmCham to organize a second event in 2017. LEVE requested a proposal to support this second event from AmCham, but the latter was unable to submit an acceptable proposal, due in part to timing, and in part to disagreement within the Construction Committee of AmCham. As a result, the second MATCON never materialized.
1.4.3	Construction	Polyvinyl chloride (PVC) materials standards	This activity was contingent upon the development of the plumbing code, as this would change the standards of the PVC that is currently being used in Haiti. The strategy was to discuss the possibility of improving the quality of PVC with manufacturers once the new code was adopted, and then work with the manufacturers to address the constraints to developing a better quality PVC. Unfortunately, the plumbing code took longer to get accepted than LEVE had in project time. This activity never materialized.

Activity Number	Sector	Description	Summary
1.6	Agribusiness	Saint-Marc activities – Survey of technical needs by smallholder farmers	LEVE was contacted by the USDA, which was working with the Haitian ministry of agriculture (*Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural,* MARNDR) to support the relaunch of the Ecole Moyenne d'Agriculture de la Vallée de l'Artibonite (EMAVA), an agricultural vocational school in the Saint-Marc corridor. To ensure that the curriculum of the school met the needs of the smallholder farmers in the region, USDA asked if LEVE could conduct a survey of needs in the region. LEVE did so, along with a survey of the needs of construction firms to help feed a local TVET—CORAM—in Saint-Marc, and the local TVET worked closely with the survey firm to learn how to do surveys. The report identified several areas of importance for both sectors. However, after two years, EMAVA remained closed.
1.6.1	Agribusiness	CETAI – grain conditioning center	CETAI was a legacy activity from the USAID WINNER project, with the objective of processing locally procured maize and beans, both for the local market and for export. While still working with WINNER, CETAI ran into land-tenure problems, and they obtained less support than promised from the WINNER project. As a result, CETAI had to move locations to Croix-des-Bouquets and incurred substantial debt and changes to their business approach. CETAI approached LEVE for support in raising permanent operating capital, which they were unable to obtain from the local banking system. Despite challenging logistics in obtaining grain stocks amid political tensions and identifying volumes large enough to make transportation more effective, CETAI was able to use the LEVE funding to fill their silos and began to sell into the local wholesale and retail markets. They also cooperated with EDN in the regional procurement of maize and sorghum.
1.6.2	Agribusiness	Moulen nan Notè – Increase and improve production of parboiled rice	Moulen nan Notè markets parboiled rice under the “Les Délices” brand, but they were doing so with an antiquated process. After several months of negotiations, LEVE agreed to co-fund and support the complete modernization of the plant, installing a modern parboiling system and supporting a solar energy system. The installation was affected constantly by procurement issues, as well as political disturbances in the region. As a result, despite having begun the production of parboiled rice, the project remained incomplete.
1.6.3	Agribusiness	Saint-Marc activities – Agri-food survey of hotels along the Arcadins coast	In 2014, LEVE conducted a survey of the needs of hotels in terms of fruits, vegetables, and locally produced meats. The objective was to determine whether there was sufficient demand to look at promoting linkages between major suppliers and end users. Unfortunately, while there was demand, it was not large enough to convince larger suppliers to send trucks the required distances. The hotel owners were not ready to consolidate their demand—each had its own favorite supplier—and larger vegetable and fruit producers did not see the economic benefits of dispatching their trucks along the coast.
1.6.4	Agribusiness	Salt production in Grand Saline (Saint-Marc)	LEVE was contacted by Global Affairs Canada and Ananda Marga Universal Relief Team (AMURT), an Indian NGO, to collaborate on salt production in the Anse Rouge region. Although Anse Rouge was outside of the Saint-Marc corridor, LEVE explored this activity, given the economic benefits of salt production in this relatively poor region. Although both production capability and market potential were there, LEVE was never able to identify a lead firm to take on this activity. As a result, it was dropped.
1.6.5	Agribusiness	Transagri – Assist with expansion of this agri-service provider	Transagri is a collaboration with the USAID Chanje Lavi Plantè (CLP) project. As the CLP project had overcommitted its available funds, LEVE agreed to include this activity as a complement to linking the rice value chain in the Artibonite Valley. Transagri was looking for support to add more rototillers to their inventory to broaden their capacity to prepare land for rice farmers in the region. Transagri was successful in extending their activities to new farmers; however, farmers’ reluctance to share information resulted in an understatement of the impact of this service provider in the region.

Activity Number	Sector	Description	Summary
1.6.x	Agribusiness	DloAyiti – Support expansion of this supplier of fresh water and ice	The DloAyiti enterprise was developing stand-alone water supply stations with purification, solar energy, and ice production throughout the Arcadins coast. Discussions were held to support their distribution chain with inventory control systems. Unfortunately, the promoter was never able to clearly articulate their needs and as a result, this activity was dropped.
1.7	All	Incentivize MSMEs to formalize – Study on formalization of small and medium enterprises (SMEs)	The Programme d'Appui National à la Structuration de l'Entrepreneuriat Haïtien (PANSEH), with the collaboration of LEVE, hired the Centre d'Entrepreneurship et de Leadership en Haïti (CEDEL HAITI) consulting firm to prepare a study on the formalization of Haitian SMEs. The objective of this activity was to work in close collaboration with the MCI and the Direction Générale des Impots (DGI) in order to bring improvements to the current process. Although the study identified the well-known constraints and disincentives to registering formally, the lack of participation by the GOH, particularly the two key collaborators of the PANSEH project, resulted in the study not being appreciated, and no follow-up action was planned.
1.8	Apparel	Centre de Facilitation des Investissements (CFI) – Support investment promotion	LEVE provided CFI with an industry profile that would be used to promote the export apparel industry. Further discussions were held with CFI to collaborate on promoting the industry, which LEVE did actively. One shortcoming, however, was a lack of clarity regarding who would promote the industry for Haiti, and therefore no coordination in that regard. At one time, the following entities were all actively courting investors, with little to no coordination: US State Department, CFI, MCI, Lafito Free Zone, Digneron Free Zone, Santo Free Zone, SONAPI, and private operators. Meanwhile, nobody was addressing the constraints that foreign firms face when deciding to invest in Haiti: harmonization of procedures, customs clearance operations, sector policy, labor unrest, investments in buildings, etc.
1.8.1	Apparel	Facilitate the development of a sector policy for the apparel sector	Because the absence of an apparel sector policy was identified as a major constraint during the initial sector assessment, LEVE was prepared beginning in 2014 to support policy development. LEVE worked with MCI, the Commission Tripartite de Mise en Œuvre de la Loi HOPE (CTMO-HOPE, Tripartite Commission for the Implementation of the HOPE Act), ADIH, SONAPI, and CFI to promote the idea, but no one entity was willing to embark upon this venture. In addition, constant changes in personnel due to political instability did not help to maintain momentum for this initiative. The private sector remained focused on day-to-day challenges of running a business, and the public sector never bought into the importance of this sector with regard to job creation.

Activity Number	Sector	Description	Summary
1.8.2	Apparel	ADIH – Support advocacy for the apparel sector	LEVE's support to ADIH strengthened its advocacy efforts to benefit the apparel industry. In 2016, ADIH created a Textile and Apparel subcommittee with the intent to galvanize the sector and to elaborate a more structured advocacy strategy. LEVE supplied the committee with research, guidance, business intelligence, and administrative support. Unfortunately, the multiple domestic crises that occurred during that period made it difficult for this committee to come up with a clear and common long-term agenda, as they were forced instead to deal with shorter-term/emergency issues. This problem was exacerbated by changes in government leadership, constant labor conflicts, and the foreign ownership of most companies. Although the apparel industry received a lot of attention in the press, it still faced the challenge of convincing the public and key decision-makers about its importance in the economy. ADIH became aware of the need to develop an effective communications strategy in order to change the negative perceptions about the sector and generate more support from political actors. The advocacy efforts led to the extension of the Hemispheric Opportunity through Partnership Encouragement / Haiti Economic Lift Program (HOPE/HELP) to 2025, and also centered on changing the labor law to allow for additional shifts and extending the Caribbean Basin Trade Partnership Act.
1.8.3	Apparel	CFI – Lead generation in the apparel sector	After the development of the sector profile, CFI was interested in gaining LEVE support to generate and support leads for the sector. LEVE remained ready to support CFI when requested, but formal requests never materialized.
1.8.4	Apparel	Study on water treatment capability in Haiti	Water treatment capacity was identified as a major constraint in enlarging the export apparel value chain. In conjunction with a potential investment by a Bangladeshi firm, LEVE offered support to help compile a study on this issue. However, with a lack of buildings and available space to lease, and political instability, the need for this study was never urgent, and after the Bangladeshi investor lost interest and withdrew, this activity never materialized.
1.8.5	Agribusiness	CFI – Studies in the agribusiness sector	LEVE entered into formal discussions with CFI to conduct studies on sectors selected by CFI in the agribusiness sector. These studies would be used to attract investors to these target areas. CFI was never able to supply LEVE with a prioritized list. Nevertheless, LEVE shared all of its agribusiness results with CFI.
1.8.6	Apparel	CTMO-HOPE – Support GOH activities for apparel sector	During discussions about the development of a sector policy, the GOH, through CTMO-HOPE, requested that LEVE support several of their projects that had been discussed within the Prime Minister's office. LEVE reviewed the activities, which included—among others—an apparel technology center, and found that they were all good ideas, but that there was no overriding policy that would bring them together, nor any long-term budget support that would keep them going once LEVE support stopped. LEVE requested a proposal that included these items, but in the context of a broader sector policy, which never materialized.
1.9	[Heading]	Support business organizations in the north	

Activity Number	Sector	Description	Summary
1.9.1	Construction	Activities co-organized through the Chambre de Commerce et des Industries du Nord (CCIN)	To promote the linkages between the construction sector and TVETs in the north, LEVE agreed with both of the Chambers of Commerce in the north to organize seminars on construction bidding, standards, etc. This plan was a direct result of the workshop held in 2014 (Activity 1.2.2.).
1.9.1.2	Construction	CCIN – Bid training	The first of the trainings under this activity was on bidding training. The College National des Ingénieurs et Architectes Haïtiens (CNIAH) organized and delivered the training to members of the Chamber of Commerce to help address the issue of local firms being disqualified for not meeting technical requirements. The trainings were successful, but no other requests were forthcoming from the Chambers, largely because of leadership changes.
1.9.2.2	Construction	*Chambre de Commerce et d'Industrie du Nord-Est* (CCINE) – Bid training	See 1.9.1.2
Objective 2: Increase MSME access to a productive labor pool with relevant skills and competencies.			
2.1	Heading	Facilitation plan for TVETs	
2.2.	Workforce Construction	Peintures Caraibes – Training and certification of painters	LEVE received a request from Peintures Caraibes to build a certified and trained group of painters for the north of Haiti. 30 painters were trained at Ecole Professionelle Saint Esprit (EPSE) by a certified trainer from Sherman-Williams. The 30 painters were eligible for discounts when buying Sherwin-Williams paints, and received certification from Sherman-Williams. These 30 painters also subcontracted work to a workforce of up to 120 other contract painters.
2.2.1	Heading	Link TVETs to construction activities in the north	
2.2.1.1	Workforce Construction	Ecole Professionnelle Fondation Vincent (EPFV) – Support TVET linkage to private sector and community	LEVE supported a pilot project with EPFV—one of the original TVET grant recipients—to establish a placement system, including the creation of a company database, and alumni. The Placement Officer was able to secure 43 placement opportunities in the field of agriculture. After the program's inception, 31 out of 34 graduates from the graduating class of 2015–2016 and 12 out of 14 graduates from the graduating class of 2016–2017 were placed in a total of 20 agriculture companies or government agencies, such as Agroservice S.A., MARNDR, Caritas, Sustainable Organic Integrated Livelihoods (SOIL), AGRITECH, Agropest, and iF Foundation (NGO). EPFV will continue to strengthen their career counseling and placement services in order to improve their relationship with the private sector and facilitate more internship opportunities for future graduates.

Activity Number	Sector	Description	Summary
2.2.1.2	Workforce Construction	EPSE – Support TVET linkage to private sector and community	Similar to Activity 2.2.1.1, this activity supported the strengthening of EPSE in both administration and outreach to the community. Although the placement activity was as successful as EPFV, the management of the TVET, as well as the underlying funding, was weaker, leading to more challenges as the school struggled to stay operational. A database of firms was established, as was outreach to alumni, and the number of placements was 59. However, the TVET did successfully work with DFS Construction (see below), in the area of plumbing.
2.2.1.3	Workforce Construction	Ecole Professionnelle du Cap-Haïtien (EPCH) – Support placement program with a public TVET	Upon hearing of the work with the other two TVETs in Cap-Haïtien, EPCH approached LEVE for support to complete the installation of equipment that had been donated by the IDB under another project. Unfortunately, that project had ended, and neither the setup of the equipment nor the training of the personnel had been completed. LEVE sourced a technical expert that helped the TVET organize their workshop and train the professors. This all happened during a strike by the professors, but they did still attend and complete the training. In addition, this school received a contract (1.3 million Gourdes) to make furniture for other public-sector TVETs in the north, leading to the concept of "Ecole Entreprise," which left the school with the ability to generate income beyond tuition. In fact, during the strike, the income flow from the workshop kept the school operating from an administrative perspective. LEVE also extended the intern and graduate placement activity, which also helped to build linkages with private sector entities in the north.
2.2.1.4	Workforce Construction	EPFV – Support income-generating activities	As a result of a flood in the north, EPFV approached LEVE for support to build a new showroom where they could permanently display their furniture products. Whereas the school had always been successful at selling what they made, they had no place to store inventory, nor to show potential buyers the range of products. LEVE converted part of the initial placement grant, and added some funding, so that the TVET could complete the showroom. Similar to EPCH, EPFV was awarded a contract to make benches for another TVET in the north. TVETs started to realize that the administration could not continue to count solely on tuition fees for revenue, and that they could focus on income-generating activities to reduce the financial burden.
2.2.2	Workforce Apparel	Build capability of mechanics in apparel sector	One of the major requirements expressed by factory owners was upgrading the capabilities of their current mechanics. LEVE organized a training of mechanics and selected two professors from Canado Technique to work with an expert mechanic trainer from Mauritius. The event was able to train 21 mechanics from 7 firms, and to address other issues such as the availability of spare parts and basic tools. However, the objective of embedding this training into the Canado Technique curriculum fell short due to a lack of commitment from the trainers and organizational capacity within the TVET.
2.2.3	Workforce Apparel	Village la Différence – Train women in apparel	At the request of the managers (Global Communities) of Village la Différence, LEVE provided support to train an initial group of 50 women through an extensive apparel manufacturing course. The course would help the women meet one of two objectives: either to find jobs with firms in Caracol, or to start their own enterprise. The women were trained at the INDEPCO facility in Trou du Nord. Although some were successful at finding jobs in Caracol, most did not end up using their hew skills. This was the first and only supply-driven training activity that LEVE supported, and it was clear from this experience that donor-led, supply-driven training for training sake would not produce the expected sustainable results.

Activity Number	Sector	Description	Summary
2.2.5	Workforce Construction Energy	Charles Fequière – Support the training of solar-power technicians	Several companies, led by Charles Fequière, approached LEVE with the idea of training more solar-power technicians. After brainstorming, the plan was to link this activity to an actual construction site where solar-powered systems for low-income housing could be piloted. The obvious choice was to partner with Habitat for Humanity at the Port-au-Prince peri-urban village of Canaan. However, the two entities were unable to come up with a viable plan, mostly due to the issues with Canaan itself (Activity 1.3.5). As a result, this activity never materialized.
2.2.6	Workforce Construction	Canado Technique – Support the development of a certified welding program	Canado Technique responded to LEVE's call for expression of interest for TVETs. They had started linking their training of welders with private firms, using the Canadian Welding Bureau (CWB) standards. The goal was to establish a program that would result in Haitian welders obtaining the CWB certification, and then being hired by Haitian firms requiring qualified welders. LEVE agreed to support both the training and the acquisition of equipment that would reduce the cost of training. Substantial delays caused by the TVET's lack of management of the details, however, resulted in LEVE eventually stopping support short of the stated objective. The welding facilities were retrofitted to deliver training in gas-metal and shielded-metal arc welding with its current roster of trainers, and training did begin. Most graduates received internships for more than 3 months, from firms like Expert Concept and Générale Construction, at the end of their training. However, neither the facilities nor the trainers succeeded in being approved by the CWB to issue certifications. Another key problem remained the inability of Haitian students to pay for this very good training, forcing Canado to depend upon third-party entities to provide scholarships to promising young Haitian welders.
2.2.7	[Heading]		DFS Construction Activities
2.2.7.1	Workforce Construction	DFS Construction – Construction workers apprentices	After the MATCON construction conference in Cap-Haïtien (Activity 1.2.2), DFS approached Global Communities managers of Village la Différence, looking for qualified construction workers. DFS was not familiar with the Haitian *contremaître* approach to managing labor, and they were not wanting to deal with hundreds of workers looking for work at their gates every day while DFS was building a prison outside of Fort Liberté. They agreed to select a cadre of workers, and then give them a month of paid apprenticeship, during which they would receive structured training on international building standards. At the end of the apprenticeship, DFS, while attending the graduation ceremony at Village la Différence, announced that they would permanently hire all 30 apprentices. LEVE's support here was simply having put the two parties together—the truest form of facilitation.
2.2.7.2	Workforce Construction	DFS Construction – Metal frame workers	Continuing on with the prison, DFS was looking for metal workers who could put together the metallic support structures and frameworks. DFS again vetted 30 apprentices from Village la Différence, put them through training, and then hired them permanently. These same workers went from working on the prison to a subsequent contract on the hospital in Cap-Haïtien. Again, LEVE's input was simply putting the parties together.
2.2.7.3	Workforce Construction	DFS – Linkage with Peinture Caraibes painters	Unfortunately, this linkage was not consummated, because DFS decided to use a rotating team of painters, reducing the need to hire more workers.

Activity Number	Sector	Description	Summary
2.2.7.4	Workforce Construction	DFS – Support plumbing skills linkage with TVET and construction firm	For a contract to refurbish the houses at Village la Différence due to damage from flooding, DFS Construction approached Ecole Professionnelle Saint Esprit, through LEVE, looking for 30 qualified plumbers. As part of the vetting process, DFS tested the plumbers, all graduates of the curriculum at EPSE designed by the Institut National de Formation Professionnelle (INFP). Only 12 of the 30 students were able to pass the test after a month of internship training. Despite this low score, DFS hired all 30 plumbers to work on the construction site. However, the lesson was that the quality of trade training that these Haitian plumbers had received was well below modern international standards.
2.2.8	Workforce Construction	EPSE – Electrical Training	EPSE requested 100% support for a class of electricians, including all costs involved and no tuition charges. LEVE did not approve this request, because it was not market driven, it would have been 100% subsidized, and no linkages to market opportunities for electricians were proposed. This was really an attempt by them to revive their electrician training program.
2.2.9	Workforce Construction	EPFV – Training program for masons	EPFV submitted a request through the call for expressions of interest, similar to that from EPSE above, to fully support their training program for masons. LEVE denied this request because of the lack of market linkages, and because of the plethora of other training programs for masons that donors had focused on post-earthquake.
2.2.10	Workforce Construction	SCI Consulting – Mentorship program – Hotels in the north	Responding to LEVE's call for expression of interest, SCI Consulting, which had completed a contract to identify the major hotel construction activities planned for Cap-Haïtien, submitted a bid to act as go-between to find internships and jobs with the projects. The bill for the facilitation was [redacted], which was steep considering that only two of the seven projects actually got started during the life of LEVE. This request was denied for not being more linked to actual construction sites.
2.2.11	Workforce Construction	Kanzki Construction – Training for heavy-equipment operators	Kanzki Construction, a supplier of heavy equipment, responded to LEVE's call for expressions of interest with an idea to develop a training program for heavy-equipment operators. Linkages to market opportunities were there, and the idea also was interesting from the perspective of getting a new course approved by the INFP to address this shortage of qualified operators. LEVE requested that Kanzki and INFP work together to develop the curriculum, and then LEVE would support the piloting of this program. The curriculum was never produced, as a result, this activity never materialized.
2.2.12	Workforce Construction	Frères Salisiens – Training-of-trainers organization	This religious order responded to LEVE's call for expressions of interest to organize a country-wide training of trainers for all of their programs, and to refurbish certain of their schools. This activity was considered too large, required 100% subsidy, and had no market linkages. As a result, LEVE denied this activity.
2.2.13	Workforce Apparel	Haiti Tec – Mobile training for apparel workers	Haiti Tec, a TVET, responding to LEVE's call for expressions of interest, proposed that LEVE cover 100% of a mobile training platform for the apparel industry, which would train workers throughout the country. Although the mobility notion was interesting, the cost was prohibitive, as it would have included procuring vehicles; and there was no linkage to the demand for apparel sector workers. As a result, LEVE denied this request.
2.3	[Heading]		Demand-Driven TVET

Activity Number	Sector	Description	Summary
2.3.1	Workforce Apparel	INDEPCO – Assist the NGO to develop a new business model	INDEPCO, one of the few entities qualified to train garment workers in Haiti, had stopped producing school uniforms when the GOH stopped placing orders for uniforms. As a result, the NGO turned to the donor community to 100% finance various training activities, but with no market linkages. INDEPCO had one product that all donors bought, with little consideration for the outcomes of the training. In addition, the training was three months in duration, preparing mostly women to run their own seamstress businesses. As a result, INDEPCO agreed to undergo an assessment by a local firm and to recraft their strategy. The recommendations included modifying the organizational structure to allow more entrepreneurially minded entities to continue to pursue their own path, while INDEPCO would serve as a national body that would attempt to open markets and provide common solutions. However, the recommendations also called for renewed advocacy for the GOH to begin producing uniforms again. The exercise was useful in the sense that it gave INDEPCO's managers, and their affiliated firm, Electra Sewing, new ideas to explore.
2.3.1.1	Workforce Apparel	Koica Training Center – Job creation at PIC	LEVE brokered the transfer of the Korean International Cooperation-funded Training Center at PIC to a private-sector operator, after MCI acknowledged that they would not have the funding to operate the center. Koica agreed to have ADIH and Electra Sewing take over the operation and begin to train workers under contract for the firms operating within the PIC. ADIH was successful in obtaining IDB funding for a 12-month period. The center was inaugurated in November 2018 and has trained over 100 women and men since then. However, the tenants of PIC expressed great reluctance to pay for the training of workers that they had been promised would be there, by both the GOH and the USG. ADIH also began pursuing funding from the Taiwanese government for both PIC and PIM training centers. The request was approved by Taiwan but had to also await political approvals in Haiti.
2.3.2.c (formerly 2.2.c)	Workforce Apparel	Market study for training and services for the export apparel sector	As it worked to reopen the former Haitian Apparel Center (training center), LEVE conducted a survey of the needs of the apparel sector during the first quarter (Q1) of 2017 by an international consultant. Twelve companies were surveyed, representing about 30% of the apparel factories in operation, and about 40% of the workforce. The survey results indicated strong demand for training and other specialized services, in areas such as mechanics or pattern-making techniques. The survey did not produce a clear formula for pricing the services or determine best approach to deliver the training. However, it clarified the types of training and services that apparel companies were looking for, and how these services should be delivered. This study helped to build the foundation for the eventual creation of the TASC.
2.3.2	Workforce Apparel	TASC – Services center for the apparel sector	LEVE facilitated the creation of a public–private entity, led by ADIH, to create TASC, linking industry, government, and donor funding. TASC launched in September 2017, although it faced some soft market responsiveness. TASC was promoted through a variety of means, including training workers on their own with no established market linkages, which eventually, but slowly, led to the signing of several contracts, including one with Haitian Premier Apparel, and a large one with Hansae for over 700 workers and over [redacted]. They were also successful in finding several small-run contracts to show the marketplace that they could also take care of smaller runs. TASC must continue to look for new ways to service the industry in order to stay sustainable, as well as find softer funding to keep the doors open. LEVE's support for the TASC was two-tiered: one portion of the funds offset some of the daily operating costs and another was used to stimulate demand by firms to use the TASC services.

Activity Number	Sector	Description	Summary
2.3.2.1	Workforce Apparel	TASC – Building capacity	LEVE also supported TASC by supplying them with a full-time professional general manager. The responsibilities included marketing and pricing products, as well as promoting product development and adaptation to meet client's needs. The general manager reported monthly to LEVE on activities and issues. LEVE also provided Electra Sewing with back office support to be able to report on financial progress.
2.3.2.2	Workforce Apparel	Development of alternative courses for TASC	LEVE planned to bring in experts to develop alternative course offerings for TASC. However, because of the slow development of the core training activities, this activity was dropped.
2.3.3	Workforce Construction	ProUniq – Upgrading courses for professional engineers and architects	ProUniq was selected during one of LEVE's call for expressions of interest to work with CNIAH and deliver adult training and upgrading courses for architects and engineers. As a result of door-to-door marketing and robust radio advertising, demand was solid. However, the instability and postponement of the elections on two occasions, and the economic context—devaluation of the Haitian Gourde by more than 20% in six months—had a significant negative impact on expected results, despite the evaluations being very positive. ProUniq incorporated an additional round of training into their 2017 training calendar.
2.3.4	Workforce Agribusiness	EMAVA - Agricultural training needs assessment	See 1.6. In spite of fulfilling all the requests and more (i.e., the study on jobs skills requirements in the Saint-Marc area) of the Participating Agreement Service Agency (PASA) and MARNDR, as of this writing, EMAVA still had yet to open its doors. Numerous changes of Ministers at MARNDR appear to have been the main reason for this delay, since PASA were always waiting for a new ministerial opinion on this project. Maybe another project will see the completion of the important activity—above all, the restoration of the facilities at EMAVA.
2.3.5.1	Workforce Construction	CMAH – Skills Olympiad 2015	As a participant in the MATCON of 2015, LEVE, with some support from CMAH, organized the first Skills Olympiad. For this pilot, LEVE invited six schools to compete in three trades—plumbing, masonry, and electricity—and judges were provided by INFP. The event was a resounding success, while one school (Ecole Professionnelle Saint Joseph Artisan) promoted its win in the plumbing competition over social media, to double registration for the fall course. LEVE's support for this activity was large, and justified, as it was a pilot and no local expertise was available to do the work that needed doing. Unfortunately, CMAH proved not to have the capability—organizationally or financially—to do this event on their own; nor were they able to translate this successful event into support for future Olympiads.
2.3.5.2	Workforce Construction	CNIAH – Skills Olympiad 2017	LEVE approached several entities to organize a second stand-alone Skills Olympiad, this one linked to World Skills and Skills USA. LEVE integrated these two entities to give Haiti a higher profile, and eventually, to open the door for Haiti to compete on the world stage. CNIAH agreed to organize this successful event, which was also attended by a television personality—Kayleen McCabe—from the DoIt-Yourself Network. The promotion of the event, and the actual event, were a huge success. 400 visitors paid to witness 40 students from six of Haiti's top vocational schools compete in plumbing, electricity, and masonry. The event was broadcast around the world on Facebook and Twitter. In addition to the competition, 12 private construction firms exposed their new products and services, and 11 workshops shared new techniques and approaches. In the end, several students received internships from construction firms that had participated in the event. LEVE co-funded this event, with the sponsors that CNIAH had recruited, while Quisqueya University offered their premises at a greatly reduced cost.

Activity Number	Sector	Description	Summary
2.3.5.3	Workforce Construction	CNIAH – Skills Olympiad 2018	Unfortunately, due to internal disagreements and organizational issues, CNIAH was not able to organize another edition of the Skills Olympiad as they had committed to doing. The newly elected President "fired" all of the original organizing committee and started over from scratch. They were not able to prepare a solid plan in time for LEVE to consider supporting this last event in late 2018. LEVE withdrew support, and CNIAH promised that they would proceed on their own. It did not happen, however.
2.3.6.2	Workforce Construction	Canado Technique – Salon de Competences 2017	LEVE participated as a sponsor at the May 1, 2017, celebration organized by the TVET Canado Technique. LEVE presented storyboards highlighting the success of the placement activities in the north. The objective was to stimulate demand for a new call for expressions of interest focusing on developing market linkages. The event was well attended and resulted in some good submissions.
2.3.6.3	Workforce Construction	Canado Technique – Salon de Competences 2018	LEVE participated as a sponsor at the May 1, 2018, celebration organized by the TVET Canado Technique. This time, LEVE led workshops on various upgrading techniques and on lessons learned.
2.3.x	Workforce All sectors	Career fair – North and Port-au-Prince	This request—through a call for expressions of interest—was not linked to any other event promoting linkages between TVETs and employers. The promoter was looking for 100% financing and was intent on doing one activity for the north and one in the west. LEVE denied this request, recommending that the promoter recast the activity with more market linkages and aligned with larger organizations and/or one of the online job sites.
2.4	Workforce All sectors	Workforce survey	LEVE conducted a survey of both TVETs and students via various media, including social media and text messaging (SMS), to gauge the level of connection between the institutions and their graduates. The findings of this survey highlighted an almost complete disconnect between the two and produced ideas for pilots that were subsequently implemented by LEVE. The findings were shared with the broader TVET community and INFP at a conference in early 2015, which was also a venue to encourage TVETs to reach out to LEVE with creative and innovative ways to bridge the gap between the institutions and their graduates.
2.5	[Heading]		Develop Facilitation Plan to Help Improve the Level of Follow-up and Quality Assurance by Service Providers
2.5.1	Workforce Construction	INFP – Support the rollout of the improved masonry curriculum	LEVE, as part of the Swiss-aid-inspired Workforce Development Board, participated in the updating of the masonry curriculum. When the Board's mandate terminated, LEVE met with the INFP and Swiss Cooperation, and agreed to support the dissemination of the new masonry curriculum to all TVETs throughout Haiti. This effort was to include the distribution of new educational materials to support the new curriculum, as well as training of trainers. INFP was asked to submit a request for LEVE to support the rollout of the new masonry curriculum, which was never received. As a result, this activity never materialized.
2.5.2	Workforce	Online job sites – Development of a tracking system for TVETs	One of the ideas that was developed at the workshop (2.5.1) was to find a way to track the success of graduates of TVETs. LEVE approached the 2–3 online job sites that graduates use to seek employment to gauge their level of interest in tracking the success of the graduates and their alma maters. The reaction from the online job sites was lukewarm, as they were still struggling to find sustainability in their main business model—linking employers with employees. LEVE also considered supporting the Workforce Development Board or a group of TVETs with a consultant to implement an online marketing approach, if the Workforce Board continued to develop their database. Unfortunately, the database work did not advance.

Activity Number	Sector	Description	Summary
2.5.3	Workforce	*Ministère des Travaux Publics Transports et Communications* (MTPTC, Ministry of Public Works) – Certification system for plumbers	Plumbing was identified as a trade where standards needed to be upgraded. As a result, LEVE engaged with the MTPTC, CNIAH, professional plumbing firms, and the International Codes Council (ICC) to develop an official Haitian plumbing code. Collaboration with the ICC was very productive, and through the process, LEVE produced a French-language version of the ICC plumbing code that is now available worldwide. However, working with the MTPTC was challenging due to turnover of administrations. While the code was finalized and delivered, it will now need to be voted on by Parliament, which will take considerable time. LEVE also tested 62 plumbers to measure the level of competence, so as to provide INFP and the GOH a marker as to the state of the workforce with respect to the new code. Unfortunately, certification did not take place.
2.5.3.1	Workforce	North plumbing skills transfer	Concurrent with the initiative to develop a Haitian plumbing code, LEVE tested plumbers on a job site in Cap-Haïtien to determine the level of competence of plumbers in the north. The evaluation report showed that most plumbers had entry-level certification, with some having basic apprentice-level skills.
2.5.4	Workforce	Employer satisfaction survey	LEVE conducted three surveys of employers to measure the progress, if any, of the level of satisfaction of employers with the graduates that they hired from TVETs throughout the country. This information was shared with TVETs and the INFP, as an indicator of where employers were looking for better performance and improvements. While the level of satisfaction did not materially change over the course of the project, the information that was gathered was relevant in showing the continued underperformance of the TVETs in meeting the needs of the marketplace. The score that was measured in these surveys was used to report on LEVE's indicator, PL19. The consensus was that graduates lacked real world experience to adapt to demands of the current market. Unfortunately, INFP never saw the value of this activity, and as a result, never actively participated in either the dissemination or the continuation.
2.5.5	Workforce	INFP – Workshop on lessons learned in workforce development	LEVE entered into discussions with INFP to organize a workshop on lessons learned in workforce development across LEVE's activities as well as those of other donors. LEVE asked INFP to produce a concept note and to propose a date, which INFP never responded to, despite several attempts to move things along. As a result, this activity was dropped.
2.5.6	Workforce	Workforce-development linkage fund	LEVE released a call for expressions of interest in July 2017, extended to October 2017, to attract TVETs with ideas to link with private firms, as a result of the various promotional and informational activities that were organized around successes to date. Four responses were received, and one was eventually funded.
2.5.6.1	Workforce	Centre Pilote de Formation Professionnelle – Training and linkage in metallic structures	After LEVE launched a call for expressions of interest (2.5.6), Centre Pilote proposed training in constructing metallic structures, including welding, and a linkage with Southern Steel of the Groupe Gilbert Bigio. LEVE engaged with Centre Pilote and coached them on preparing the proposal. When the time came to prepare the EMMP, however, professors were on strike due to nonpayment of salary, and LEVE was never able to complete the EMMP. With the delay, the time period required to complete the activity would have extended beyond LEVE's project end date. As a result, this activity was dropped.

Activity Number	Sector	Description	Summary
2.5.6.2	Workforce	Ecole Professionnelle Saint Joseph Artisan – Solar energy training course	EPSJA responded to the call for expressions of interest, promoting an idea called Ecole Entreprise (see Activity 2.2.1.3), which worked directly with firms, providing upgrading training as well as new trainees. EPSJA had input from Electricité de France, as well as LEVE, and several private firms. EPSJA was able to convince the firms to send their technicians for upgrading in advanced solar training programs. However, the activity was delayed because of the need to import highly specialized solar training equipment, as well as the time that it took for that equipment to get into Haiti. A total of 15 technicians were certified and EPSJA will continue to offer this course.
2.5.6.3	Workforce	Centre Polyvalente de Formation Professionnelle (CPFC-C) Carrefour – TVET training	This TVET did not respond to the call for expressions of interest, but at the Skills Olympiad reached out to LEVE; hence, the door was opened to their idea. CPFC-C proposed that LEVE support their regular operations, which LEVE denied, but asked them to develop more linkages to private employers, which they attempted to do. However, this activity was eventually dropped, as the project had run out of time, and was complicated by the mounting insecurity in the area around the school.
Objective 3: Improve the sustainability of Haitian organizations serving target sectors and corridors.			
3.0	Human and Institutional Capacity Development (HICD) All	Improving the sustainability of Haitian organizations	Under Objective 3, two streams of activities were to be implemented: preparing Capacity Development Recipient Organizations (CDROs) for eventual funding by USAID; and supporting recipients of USAID grant funding. As discussed in the narrative, this activity was eventually modified to concentrate on the CDROs, and also to build the capacity of LEVE's partner organizations—lead firms and private sector entities.
3.1	HICD All	HICD certification for Papyrus	As initially envisaged, Papyrus was chosen as a subcontractor for two purposes. The first was to build their capacity to eventually receive USAID funding directly, and the second was so that Papyrus could continue to build the capacity of local organizations. Thus, Papyrus was both a recipient of support and a deliverer of support, under the mentorship of LEVE. For this first activity, two of Papyrus' personnel were trained by the American Society for Training and Development and received their human performance improvement certification. This certification is recognized by USAID for capacity building.
3.2	HICD All	Papyrus – Conduct Organizational and Capacity Assessment (OCA)	LEVE conducted an initial OCA on Papyrus during FY14. This initial OCA resulted in an action plan to provide capacity-building support for FY15 and beyond. Papyrus scored 3.3 (maximum of 4), moving to 3.6 and finally 3.8. The specific upgrading activities are outlined below. Papyrus was not evaluated in FY17, as the OCA tool was no longer deemed appropriate for the assessment of a firm that had already been awarded a USG Negotiated Indirect Cost Rate Agreement (NICRA), and undergone USAID audits.
3.2.1	HICD All	Papyrus – Review data storage and access systems	After Papyrus had received their NICRA (3.2.2), LEVE and Papyrus cost-shared the assessment of their online storage systems, and the installation of software to increase the efficiency and security of their data archiving system. The system—M-Files—was provided by Intelligent Information Management Solutions in FY18 Q3. Installation of the data system was a major step toward improving management; reducing the risks associated with data manipulation and accuracy; enabling the enforcement of compliance controls without complicating things; and keeping their data organized, managed, and tracked.

Activity Number	Sector	Description	Summary
3.2.2	HICD All	Papyrus – Job costing and NICRA	LEVE supported an ongoing consultancy that assessed, designed, implemented, and audited Papyrus's system for allocating costs to different contracts and in the process developing a NICRA for submission to USAID for approval. The consultancy ensured that Papyrus properly accounted for its indirect costs, helped set up a budget and job costing system, assisted in completing the ICE (Incurred Cost Electronically) schedule and USAID submission package for the NICRA, and provided guidelines on cost-recovery methods and internal financial reporting. They also trained Papyrus's staff and assisted with the implementation. In FY17, USAID issued Papyrus a USG NICRA letter—the first ever awarded to a Haitian organization. Papyrus can now apply an indirect rate to its projects.
3.2.3	HICD All	Papyrus – Contract Management Tools	Papyrus received technical assistance in contract management, and through this was able to prepare and get a grants manual approved by USAID. As a result, they began managing a grants program through Konbit Haiti.
3.2.4	HICD All	Papyrus – Review governance structure	Based on a second OCA, the question of Papyrus's governance structure was addressed through a LEVE-supported technical expert. The two components included developing a five-year strategic plan, facilitated through technical assistance, while also conducting a valuation exercise to open the shareholding of the enterprise. As a result, Papyrus redistributed the shareholdings and hired a Chief Operating Officer, adding substantial depth to the management system, and alleviating the job load upon the Chief Executive Officer. LEVE conducted this activity in conjunction with Activity 3.5.1.1 below.
3.2.5	HICD	Papyrus – Human resources management	LEVE provided technical expertise to assess and improve Papyrus's human resources management in FY16. As a result, Papyrus updated their personnel manual, created and filled the position of Human Resources Manager, and also created a new position of Operations Manager.
3.3	HICD	Papyrus – Transfer HICD tools	As on-the-job training, LEVE invited Papyrus to participate in the weekly staff and management meetings for the first two years of the LEVE project. This was to expose the management of Papyrus to the operational challenges, solutions, and systems that RTI used to manage the LEVE project. In this creative and unusual way, LEVE exposed Papyrus to how RTI handles project-related activities and challenges, ranging from grants management to conflict resolution through programmatic decision-making to monitoring and evaluation, and everything in between. During these ongoing weekly meetings, Papyrus sought guidance on project implementation, discussed constraints and aspirations, and sought advice on upcoming new opportunities. This continuous mentoring served the dual purpose of maintaining excellent channels of communication and transferring critical project management skills to Papyrus.
3.4	[Heading]		Identifying and Strengthening Capacity Development Recipient Organizations for Direct Funding from USAID

Activity Number	Sector	Description	Summary
3.4.1	HICD Workforce	Initiative pour le Développement des Jeunes en Dehors du Milieu Scolaire (IDEJEN) – Conduct OCA and build capacity	IDEJEN was specifically mentioned in the contract as one of the target organizations that LEVE should help to strengthen. By the time the award was made, IDEJEN had already secured funding outside of USAID (with MasterCard Foundation), so were less desirous of LEVE's support, but desirous of additional funding. Since IDEJEN was delivering a public good, LEVE's suggestion was to diversify funding sources and look for more long-term recurring funding. In FY15, following the successful assessment of IDEJEN (OCA score of 3.1), LEVE and IDEJEN identified areas where LEVE could provide strengthening: creating a fundraising strategy and strengthening grant-writing capabilities. LEVE extended an offer to train youth in the agricultural and construction sectors in the Saint-Marc corridor (Activity 1.6). Unfortunately, IDEJEN refused the offer, so further collaboration was to be based upon their desire to work with LEVE. A second OCA was not deemed necessary, given that IDEJEN had secured funding from other sources to continue to deliver their public good.
3.4.2	HICD Apparel	Centre Haïtien d'Appui et de Promotion des Entreprises) (CHAPE) – Conduct OCA and build capacity	CHAPE is a group of enterprises associated with the small-designers value chain. LEVE approached CHAPE as a key organization to complement the other activities that LEVE was contemplating for the small designers. LEVE conducted an initial OCA and agreed to assist with implementation of the capacity-development plan during FY15. In Q4 of FY16, however, LEVE dropped the effort due to lack of leadership, motivation, and commitment from the recipient. CHAPE, from the outset, was fraught with issues arising from a lack of governance and conflicts of interest.
3.4.3	HICD Workforce	APEX – Conduct OCA and build capacity	APEX is a training center associated with a private enterprise, P.S. Industries, of the export apparel value chain. LEVE saw it as a potential trainer for workers in the industry and approached the organization with a view to conducting an OCA and then moving to a strengthening plan. The OCA was conducted in FY15, and the restructuring plan put in place. However, APEX repeatedly cancelled appointments with LEVE and/or never showed up when a meeting had been planned. This lack of responsiveness to LEVE's capacity-building efforts was disappointing, and as a result, the activities linked with APEX were dropped in Q4 FY16.
3.4.4	HICD Apparel	Sandilou – Conduct OCA and build capacity	Sandilou received their first OCA in FY15. They received a score of 1.58 out of a possible 4 and recommendations for improvement were made. After this first assessment, great improvement was made in the organization of Sandilou, which translated into a slight increase in their OCA score: 2.0 in FY16, 1.95 in FY17, and 2.38 in FY18. LEVE also provided capacity building to Sandilou, which received back-office support from FY15 to FY19 and benefited from business coaching sessions from FY17 to FY19. The back-office support helped them implement an accounting system and formalize their company. The business coaching was instrumental for Sandilou as it helped them to focus on repositioning not only the company's owners as entrepreneurs, but also the company itself, the brand, and their overall mission and vision. They were called to rethink their business and redefine their business model. Sandilou was finally able to reach the break-even point, then become profitable. Their final objective was to design an operational business plan, understanding and mastering all components of the business. Using the dashboard, the firm worked step-by-step on different axes of the company—production, accounting, suppliers, customers—to ensure sustainability.
3.4.5	HICD Construction	CNIAH – Conduct OCA and build capacity	CNIAH was identified as one of the major organizations that could serve and influence the construction sector, particularly in the area of standards and regulations. Although LEVE did begin to work with CNIAH, its unstable internal organization prevented an OCA from ever being conducted; as a result, the activity was dropped.

Activity Number	Sector	Description	Summary
3.4.6	HICD	Evaluation of other CDRO entities	In addition to Activity 3.4, this activity also grouped efforts to continue to seek out CDROs for strengthening, particularly for direct funding from USAID.
3.4.6.1	HICD Construction Apparel	Haiti Tec – Conduct OCA and build capacity	Haiti Tec, being one of Haiti's first TVETs and located within the SONAPI PIM, was considered a key for training workers, particularly those in the apparel sector. LEVE presented the OCA tool and assessment to the board; however, the board never made a request, despite several attempts to stimulate their reaction. As a result, this activity was dropped.
3.4.6.3	HICD Construction	Maxima – Conduct OCA and build capacity	Maxima, a private woodworking firm, also had a foundation that did training in woodworking. Maxima was interested in undergoing an OCA, so in FY17, LEVE engaged with the firm. Despite positive ongoing discussions, the initial OCA was never requested, nor could the two parties find a common time to do the assessment. Maxima was used as expertise for the Ecole Professionnelle du Cap-Haïtien (Activity 2.2.1.2), which was a very positive experience. In late FY17, the Maxima production facility was the victim of a fire that would require that they rebuild their entire enterprise. As a result, this activity was dropped.
3.4.6.4	HICD Construction	Canado Technique – Conduct OCA and build capacity	Through Activity 2.2.6, LEVE realized that Canado needed institutional strengthening. LEVE presented the OCA and HICD activities to the board and managers of Canado. Despite several attempts to get the board to request an OCA, a formal request was never received, as a result, the activity was dropped.
3.4.6.x	HICD All	CCIN – Build capacity	Recognizing the need for an organization to collaborate with in the north, LEVE approached the CCIN to explore their interest in undergoing an OCA, with the goal of putting in place an institutional strengthening plan. While there were some signs that not everyone in the entire organization was in favor of an OCA, LEVE did begin an OCA with interested members, but was not able to finalize due to lack of leadership from the board. As a result, this activity was dropped.
3.4.7	HICD All	AmCham – Conduct OCA and build capacity	AmCham proved to be a critical organization for the private sector and for all three of LEVE's sectors. During FY17, AmCham requested that an OCA be conducted with the (then) board. The OCA was conducted during the first quarter and prepared the organization to undertake a critical restructuring. However, as their statutes call for annual elections, the new board was not interested in continuing with the restructuring. As a result, despite ongoing discussions and encouragement by LEVE, a second OCA was never conducted. However, based on the action plan, and with LEVE assistance, AmCham prepared a five-year strategic plan which was voted at the general assembly. LEVE assisted the new board with their first planning retreat, where it was agreed that the focus for the upcoming year would be on restructuring and strengthening the back office. As a result, a new Executive Director was hired; new bylaws, codes of conduct, and ethics were approved; and new employee contracts were drafted. AmCham started implementing the five-year strategic plan in FY18.
3.5.2.1 (Activity moved from below)	HICD All	ADIH – Assessment of this key industry organization	In FY14, LEVE assessed the needs of ADIH members, to encourage leadership to request an OCA and a resulting capacity-development plan. However, the board decided not to undergo the OCA. Nevertheless, because ADIH was a key organization for the apparel sector, LEVE continued to work with them in other ways, while always leaving the door open to revisiting the OCA. Unfortunately, the organization was focused on other pressing national issues—growing the apparel sector, maintaining governance in the public sphere, addressing contraband—so the focus on internal strengthening was always trumped by some other emergency. In FY19, ADIH participated in HICD training on Haitian fiscal laws. ADIH also benefited from back-office support in accounting.

Activity Number	Sector	Description	Summary
3.5	[Heading]		General Capacity Development
3.5.1	[Heading]		Training Courses and Workshops
3.5.1.1	HICD All	Fiscal and labor code compliance workshop	During FY16, LEVE successfully completed a workshop facilitated by English Courses and Business Training Center (EBTC), a local business development services provider, for its partners in both Port-au-Prince and Cap-Haïtien. In FY17, another Fiscal and Labor Code workshop was facilitated in Port-au-Prince by EBTC, accompanied by a director from DGI. Participants were very satisfied with these series of trainings and asked to send other staff members. In FY19, a similar workshop was offered in Port-au-Prince, facilitated by Joseph Paillant, the "father" of the Haitian tax system. During two successful two-day trainings, this seminar outlined the basic tax laws in Haiti. The curriculum was adapted to the agribusiness and apparel sectors, their particularities, exemptions, etc. This seminar was very beneficial for the participants as it covered distinctive issues of their sectors, and also addressed specific problems encountered in their respective companies.
3.5.1.2	HICD All	Develop an approach to enhance the governance structure of private Haitian firms	LEVE conducted a survey on the state of governance principles in private sector firms in Haiti. This was done to gain deeper insight into whether more work encouraging a higher level of governance was warranted. The study found that the quality of governance in the *public* sector was very low, such that any efforts to improve governance in the *private* sector would not be a good use of resources. This situation is, in part, why the country ranks so low on the transparency scale and is one of the hardest countries in the world in which to do business (World Bank). While no further work was pursued in governance, the consultancy did highlight that business coaching could be a first tentative step toward growing the number of firms and institutions that respect governance principles.
3.5.1.3	HICD All	Financial management for non-financial managers	In FY16, two very successful workshops were organized, facilitated by EBTC: the first one in Port-au-Prince, the second in Cap-Haïtien. In FY17, LEVE's HICD team conducted the second training on "Financial Management for Non-financial Managers" in Port-au-Prince, taking into account the feedback received from the previous year. The training was organized over two days and a new section on reading and analyzing financial statements was added to the curriculum. In FY19, EBTC again led another successful two-day seminar on management for non-financial managers. This seminar was very much appreciated by the LEVE grantees, who actively participated. The quality of the questions asked was also a great way to evaluate the progress made by the grantees in terms of their accounting system and their understanding of their financial reports.
3.5.1.4	HICD All	Finance and administration procedures, manuals, and templates	This Activity was removed as the manuals were being distributed through the actual training sessions noted above.

Activity Number	Sector	Description	Summary
3.5.1.5	HICD Apparel Agribusiness	Business coaching	A business coach was hired in FY17 to conduct an initial introductory session, which then morphed into individual sessions with six of LEVE's beneficiaries: Ayiti Natives, Delices Tropicales, SISA, DOT, Sandilou, and Simbi. In the first months, beneficiaries were already sensing the value of the coaching sessions, as they were challenged to align vision with mission and with actual activities. In FY18, after one year of experience with the business coaching, it was clear that this type of nonfinancial service was providing substantial support to the SMEs. Without exception, the entrepreneurs receiving business coaching were thrilled with the results: they were better organized, managed their time better, and followed their own progress on a monthly basis, through an enterprise-specific dashboard developed for this purpose. LEVE added more beneficiaries to this activity: Pascale Théard Créations, Amphore, Atelier Calla, Atelier Métisse, Caribbean Craft, Créations Dorées, Tisaksuk, Belzeb, and Sunny Iron Craft. The business coaching focused intensively on their business model, which helped them reposition themselves and their companies. The results of the business coaching activity were beyond impressive. Entrepreneurs completely transformed themselves, gaining confidence, being able to make difficult decisions, learning to delegate, feeling empowered and ready to take charge. The dashboard kept a focus on the numbers side of the business, where remarkable improvements were noted, including reaching break-even, increasing profitability, optimizing resources, improving returns on investments, and having contingency plans and thereby building resilience. The business coaching also played an instrumental role in helping build synergies between the recipients. The business coaching was undoubtedly an activity that will allow LEVE's investment in all firms to be sustainable. Unfortunately, the initiative to build local capacity in business coaching was not attained due in part to a late start in the project for business coaching, and further exacerbated by the political disturbances that plagued Haiti during FY18 and 19.
3.5.1.6	HICD	Sales training	One of the areas identified by the coaching activity as needing broader attention was that of sales. LEVE explored the market to identify a local service provider with general sales training experience, in FY18. However, given that the project was coming to an end, this activity was dropped.

Activity Number	Sector	Description	Summary
3.5.2	HICD Apparel Agribusiness	Entity-specific capacity development	Prior to FY19, LEVE strengthened the back-office operations of certain firms that showed weaknesses in reporting, particularly financial reporting. This was done through two accounting firms selected to act as mentors to these firms, building capacity, training, and controlling quality. These activities are listed below. During FY19, LEVE launched another series of back-office strengthening activities focusing on accounting, primarily for the new firms that LEVE was working with. Fourteen firms—Amphore, Atelier Calla, Atelier Métisse, Caribbean Craft, Créations Dorées, Tisaksuk, Sunny Iron Craft, Sandilou, Belzeb, Délices Tropicales, Cereplus Group, Sonac, Café Lux and ADIH (TASC)—participated in this last series of capacity building, focused on being able to produce firm-level financial information. LEVE hired two local accounting firms to work intensely with these beneficiaries, starting with an assessment of their accounting systems; then to strengthen their accounting systems, including training personnel. At the end of this activity, the managers and their employees using the system were able to prepare and read financial monthly reports in order to improve their managerial skills. The main objectives were reached: ▪ Accounting systems were reviewed and restructured as needed, including adapting QuickBooks, allowing them to systemize their data entry and reporting. ▪ New accounting, operational, and inventory management procedures were established, including written procedures manuals. ▪ Owners and key employees were trained in using the new system. Unfortunately, not all objectives were achieved, due to a USG security lockdown in February 2019. The recipients likely will need more training to be fully autonomous.
3.5.2.2	HICD Agribusiness	EDN – Strengthening back office	Through a local service provider, LEVE strengthened EDN's bookkeeping and accounting systems to reflect the company's new and improved operations. EDN purchased the most updated QuickBooks accounting system; developed a new chart of accounts to reflect the new production process, procedures manuals, tax returns, and reports for DGI; prepared financial statements for the board; and trained the EDN accountant.
3.5.2.3	HICD Apparel	P.S. Industries – Support expansion of firm	As with the effort to strengthen APEX (Activity 3.4.2), the managers of the firm, while initially expressing interest in undertaking an assessment and subsequently implementing a capacity-building plan, was not able to commit the time to advance this activity. As a result, it was dropped.
3.5.2.4	HICD Agribusiness	ANAPAAAH – Strengthening back office	In FY16, a LEVE-funded service provider was given the task of developing a software system to track tomato production at ANAPAAAH. In addition, assistance was provided to collect basic information required by LEVE. Unfortunately, the latter did not produce results, resulting in LEVE obtaining less information about this activity than had originally been expected.
3.5.2.5	HICD Agribusiness	Délices Tropicales – Strengthening back office	During FY17, with accounting technical assistance, Délices Tropicales set up their accounting system, started preparing financial statements, and responded to their fiscal requirements.
3.5.2.6	HICD Agribusiness	MPBA – Strengthening back office	LEVE hired a service provider to work with MPBA to strengthen their back-office processes. They created templates and procedures for the associations to follow. As the end of the consultancy, a two-day training was held for members of the association who received certificates at the end of the training.

Activity Number	Sector	Description	Summary
3.5.2.7	HICD Agribusiness	AIBMRD – Strengthen back office	LEVE hired a service provider to work with AIBMRD to strengthen their back-office processes. They created templates and procedures for the associations to follow. As the end of the consultancy, a two-day training was held for members of the association, who received certificates at the end of the training.
3.5.2.8	HICD Apparel	INDEPCO – Strengthen cost accounting	LEVE provided a financial analyst to help INDEPCO develop pricing formulas for their different trainings, taking into account the type and number of trainers, the raw materials required, the training steps, and the fixed costs (Activities 1.3.1.10 and 2.3.1). LEVE was able to help INDEPCO gain a better understanding of how to moderate their service offerings to a real-life commercial operation, and how to calculate the costs of each type of training.
3.5.2.10	HICD Apparel	DOT – Strengthen back office	Back-office strengthening began during FY17 with a service provider working on accounting, administration, and human resources systems, ending in FY18. By that time, the QuickBooks accounting system was completely operational; all procedures manuals were completed and submitted; and templates, management procedures, and inventory processes were all being used. Personnel were trained and began working autonomously, which means that the effort was sustainable. DOT's periodic OCA results were remarkable, going from 1.86 to 2.23 to 3.38.
3.5.3	HICD All	Business-improvement competition	This activity was to promote better business practices through open competition among firms where improvement in operations would have been the deciding factor. However, given the closed nature of Haitian firms, the lack of overall governance, and the openness that this competition would have required, this activity was dropped.
3.5.5.x	HICD	Verona – Build capacity	Verona was a long-standing TVET serving the apparel sector. LEVE targeted this organization for capacity building, and linked the firm with Ralph Leroy, an international designer. Despite strengthening of some back-office operations, the partnership did not work out, and Verona lost interest in continuing with the back-office strengthening.
3.6	HICD	Support recipients of awards under Annual Program Statements (APSs)	The only APS recipient referred by USAID was Ayiti Natives; USAID stopped issuing APS's.
3.5.2.9 (moved from above)	HICD Agribusiness	Ayiti Natives – Strengthening back office of this APS candidate	As part of LEVE's mandate to assist APS recipients, LEVE worked closely with a new USAID APS recipient, Ayiti Natives, in helping them prepare a complete technical proposal for the expansion of their artisanal product line of natural skin-care products in order to prepare their request for funding. A five-year financial plan was prepared to support the Chief Executive Officer of Ayiti Natives in completing the APS proposal for USAID. USAID denied the request but directed Ayiti Natives to make a similar proposal to LEVE, which was done, albeit smaller than the request made to USAID. LEVE provided back-office support to Ayiti Natives, installing accounting software and training the bookkeeper. During FY17, LEVE supported the firm with a business coach, to address ongoing tensions between the shareholders. During FY18, LEVE withdrew support after repeated requests for the shareholders to meet with LEVE to discuss future activities did not materialize. The founding shareholder sold her shares to the other two partners, while one of the remaining two partners moved to Florida for personal reasons, leaving only one partner in Haiti. Unfortunately, this activity resulted in a failure, and a portion of the grant funding was never expended.

Activity Number	Sector	Description	Summary
3.6.3	HICD	Stand Alone Roads Activity (SARA) – Build bidding capacity of construction firms	Upon USAID's request, LEVE organized several sessions to introduce Haitian construction firms to bidding on upcoming USAID opportunities to rebuild and repair rural roads. LEVE held group and individual sessions, helping firms to understand USAID bidding documents, processes, and how to prepare proposals. Unfortunately, the procurement was cancelled by USAID as the Army Corps of Engineers never could prepare the initial reports that would have allowed this activity to proceed.
3.7	HICD All	Develop value-chain learning process	Throughout the design and implementation of LEVE, the team put in place a series of formal and informal reviews of activities to share lessons from the entire process: identification of potential partners, assessment of needs, design of integrated support packages, value against impact on indicators, and level of cooperation and collaboration. The effort started with a bi-weekly review of all planned activities against expected contribution toward indicators. Resources and indicators were kept in the discussion so as to promote the message of efficient resource allocation. As the list of activities grew, the meetings were reduced to the Sector level, along with the Grants, M&E, HICD and Workforce personnel attending all sector sessions. They were held every month until toward the end of the project, when they were held quarterly. In addition to the regular review of activities, every year at the annual planning session, the general direction of activities was reviewed, and broader lessons such as commitment of partners, influence of outside forces, and resource allocation were brought to light. This was always done with the backdrop of progress against indicators.
Objective 4: Build Synergies with other Activities			
4.1	All	Forum du Secteur Privée	LEVE initially thought that linking up with this group would see synergies. However, the Forum du Secteur Privée was found to be not as relevant to LEVE's activities and sectors that had initially thought. So throughout the project, LEVE kept the Forum apprised of its activities, there was never an opportunity to collaborate.

Activity Number	Sector	Description	Summary
4.2	All	MCI	Collaboration with the Haitian Government has been particularly difficult over the course of the project. Most of the difficulty stemmed from either focus, organizational change or capacity. Over the term of the project, the Haitian Government has been reshuffled at least five times and, depending on the Ministry in question, requiring us to reengage from scratch with the new team. This was particularly true of the Ministry of Commerce and Industry (our primary point of contact). • President Jovenel Moïse visted several LEVE partners – Société Haïtienne Agro-Industrielle, Moulèn Nan Notè, Caribbean Food Manufacturing, Association Nationale des Producteurs Agricoles pour l'Avancement de l'Agriculture en Haïti and Digneron Manufacturing. • Minister Pierre-Marie du Mény was a strong supporter of the TASC, delivering the keynote address during the graduation ceremonies. • Minister Hervé Day attended the MATCON event, as did the Secretary General of the INFP, Madame Gourge. • LEVE project also worked very closely with the Center for the Facilitation of Investments (CFI), the agency under the MCI responsible for the promotion of foreign direct investment. • The LEVE team was able to meet with the Governor of the Bank on several occasions to discuss programmatic priorities. • Director of the INFP, Madame Durcé, attended the inauguration ceremony at the Ecole Professionnelle du Cap Haitien, and was so pleased with LEVE's work that she immediately commissioned several pieces of furniture to be produced at this facility for the benefit of schools throughout the country. • The project team continued working diligently through to the last week at which time the new Haitian National Plumbing Code was officially handed over to the MTPTC.
4.3	All	Other USAID Projects	LEVE collaborated with several USAID projects: SMASH, WINNER, LEAD, AREA, HOME. Between Activities 4.3 and 4.4, LEVE was able to identify 37 different activities with which there were synergies to be exploited.
4.4	All	Non-USAID Projects	LEVE collaborated and found synergies with several non-USAID projects—Swiss Aid in workforce development, Global Affairs Canada with Canado Technique and PANSEH, IDB, and KOICA in PIC.

ANNEX B. STRATEGIC INVESTMENT FUND

Table B-1. Grants Awarded

Grantee	Gender	Youth	Approved Amount	Date Approved	Date Signed	Amount Disbursed
ADIH	X		[redacted]	8/7/2017	8/28/2017	[redacted]
AGA Print	X		[redacted]	1/6/2016	2/5/2016	[redacted]
Agrobizz			[redacted]	1/19/2018	2/2/2018	[redacted]
AIMBRD			[redacted]	7/20/2016	8/4/2016	[redacted]
AmCham		X	[redacted]	12/4/2014	6/1/2015	[redacted]
AMPHORE	X		[redacted]	4/21/2017	4/24/2017	[redacted]
ANAPAAAH			[redacted]	4/17/2015	4/28/2015	[redacted]
Atelier Calla	X		[redacted]	3/15/2019	3/27/2019	[redacted]
ATEVERT	X		[redacted]	4/20/2017	4/24/2017	[redacted]
Ayiti Natives	X		[redacted]	7/26/2016	8/10/2016	[redacted]
Belzeb	X		[redacted]	17/11/2017	21/11/2017	[redacted]
Canado Technique		X	[redacted]	8/28/2015	9/30/2015	[redacted]
Caribbean Craft	X		[redacted]	1/18/2019	1/31/2019	[redacted]
Caribbean Food Manufacturing S.A.			[redacted]	3/20/2018	4/12/2018	[redacted]
Caribbean Harvest			[redacted]	2/3/2015	2/11/2015	[redacted]
Cereplus Group			[redacted]	1/25/2019	2/22/2019	[redacted]

Table B-1. Grants Awarded

Grantee	Gender	Youth	Approved Amount	Date Approved	Date Signed	Amount Disbursed
CETAI			[redacted]	9/23/2015	9/30/2015	[redacted]
CNIAH			[redacted]	6/12/2015	7/8/2015	[redacted]
COHAVETPA			[redacted]	6/30/2016	7/6/2016	[redacted]
Créations Dorées	X		[redacted]	1/18/2019	2/8/2019	[redacted]
Créations Pascale Théard	X		[redacted]	6/30/2016	7/5/2016	[redacted]
Délices Tropicales	X		[redacted]	6/30/2016	7/6/2016	[redacted]
Digneron			[redacted]	9/21/2017	10/26/2017	[redacted]
DOT	X		[redacted]	2/18/2016	2/26/2016	[redacted]
Ecole Professionnelle St Joseph Artisan		X	[redacted]	3/14/2018	3/22/2018	[redacted]
Ecole Professionnelle Saint Esprit		X	[redacted]	2/18/2016	3/2/2016	[redacted]
Etoile du Nord			[redacted]	12/8/2015	12/16/2015	[redacted]
Fondation Vincent		X	[redacted]	2/18/2016	3/2/2016	[redacted]
Groupe Style Communications	X		[redacted]	21/11/2017	11/29/2017	[redacted]
H&H S.A.	X		[redacted]	7/21/2016	7/29/2016	[redacted]
Haiti Premier Apparel	X		[redacted]	11/27/2018	12/11/2018	[redacted]
INDEPCO	X		[redacted]	6/18/2015	7/14/2015	[redacted]
INDEPCO (H&H)	X		[redacted]	3/30/2016	4/6/2016	[redacted]
Le Jourdain	X		[redacted]	1/13/2015	1/15/2015	[redacted]
LIFE S.A.	X		[redacted]	6/23/2016	6/28/2016	[redacted]
Maison Menagère	X		[redacted]	7/14/2015	3/9/2016	[redacted]
MAS Akansyel	X		[redacted]	9/21/2017	16/11/2017	[redacted]
MeJeanne Couture	X		[redacted]	2/19/2016	3/9/2016	[redacted]
Moulin nan Notè	X		[redacted]	8/24/2015	9/15/2015	[redacted]
MPBA			[redacted]	7/20/2016	8/4/2016	[redacted]

Table B-1. Grants Awarded

Grantee	Gender	Youth	Approved Amount	Date Approved	Date Signed	Amount Disbursed
Peinture Caraibe			[redacted]	2/3/2015	2/13/2015	[redacted]
ProUNIQ			[redacted]	11/17/2015	1/22/2016	[redacted]
Rebuild Globally Haiti S.A.	X		[redacted]	6/1/2018	6/7/2018	[redacted]
Sandilou	X		[redacted]	3/10/2015	4/2/2015	[redacted]
Sandilou II	X		[redacted]	6/22/2017	6/22/2017	[redacted]
SHAISA			[redacted]	11/7/2016	12/13/2016	[redacted]
Simbi	X		[redacted]	5/4/2015	5/22/2015	[redacted]
SISA S.A.	X		[redacted]	6/24/2016	6/29/2016	[redacted]
Telfils Café Lux			[redacted]	2/19/2019	2/27/2019	[redacted]
Tisaksuk	X		[redacted]	1/18/2019	1/31/2019	[redacted]
Transagri			[redacted]	11/14/2017	4/12/2017	[redacted]
Vieux Chardo			[redacted]	1/25/2019	2/22/2019	[redacted]
Wild and Fierce Children Wear	X		[redacted]	4/21/2017	4/24/2017	[redacted]
Women of Milot	X		[redacted]	2/2/2016	2/26/2016	[redacted]
Your Size	X		[redacted]	3/11/2015	3/20/2015	[redacted]
TOTAL			[redacted]			[redacted]

Table B-2. Activities Impacting Women

Activity	Gender Impact	GRANT	STTA	SUB	Activity	TOTAL
ADIH - TASC, Advocacy, Capacity Building	Majority women employees in apparel industry	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
AGA Print	Majority women employees	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
AMPHORE	Majority women employees	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Atelier Calla	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Ateliers de Vertières	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Ayiti Natives (APS candidate)	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Belzeb	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Caribbean Craft	Woman-owned enterprise/Majority of employees are women	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Citadelle Manufacturing	Majority women employees	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Créations Dorées	Woman-owned enterprise / Majority of employees are women	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Créations Pascale Théard	Woman-owned enterprise / Majority of employees are women	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Délices Tropicales	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Design Operations and Training (DOT)	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Digneron	Majority women employees	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Fondasyon Klere	Promote Women Entreprenuers	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
GMC (lead firm); other factories and Canado Technique	Majority women employees	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Table B-2. Activities Impacting Women

Activity	Gender Impact	GRANT	STTA	SUB	Activity	TOTAL
Groupo M	Majority women employees	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
H&H	Majority women employees	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Haiti Premier Apparel	Majority women employees	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Hansae (Through TASC)	Majority women employees	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
INDEPCO	Training women for H&H	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Konsomé Lokal	Majority women employees	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Le Jourdain	Majority women employees	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
LIFE	Majority women employees	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Maison Menagère	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
MAS Akansyl	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Mejeanne Couture	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Moulin nan notè	Women-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Papyrus	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Rebuild Globally Haiti	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sandilou	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Simbi	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Star Industries	Woman owned processing firm	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sunny Iron Crafts	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Tisaksuk	Woman owned processing firm	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Village la Différence	Trained 50 women in sewing	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Wild and Fierce	Woman-owned enterprise	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Women of Milot	Woman owned enterprise; formalizing cottage industry of 200 women sewers	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Table B-2. Activities Impacting Women

Activity	Gender Impact	GRANT	STTA	SUB	Activity	TOTAL
Your Size	Women owned enterprise; training women micro entrepreneurs	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
GENDER Totals		[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Table B-3. Activities Impacting Youth

Activity	Youth Impact	GRANT	STTA	SUB/ Activity	TOTAL
AmCham/CMAH	Skills Olympiad 2015; women construction workers participated	[redacted]	[redacted]	[redacted]	[redacted]
Canado Technique	Support for Salon de Competences	[redacted]	[redacted]	[redacted]	[redacted]
CFPH Canado Technique	Supporting a Certified Welding Program, 25 of 30 women trainees	[redacted]	[redacted]	[redacted]	[redacted]
Ecole Professionelle du Cap	Supporting community outreach capabilities	[redacted]	[redacted]	[redacted]	[redacted]
Ecole Professionelle Saint Esprit	Supporting community outreach capabilities	[redacted]	[redacted]	[redacted]	[redacted]
Fondation Vincent	Supporting community outreach capabilities	[redacted]	[redacted]	[redacted]	[redacted]
St. Joseph Artisan	Supporting renewable energy trainings	[redacted]	[redacted]	[redacted]	[redacted]
Olympiad	Skills Olympiad 2017&2018	[redacted]	[redacted]	[redacted]	[redacted]
YOUTH Totals		[redacted]	[redacted]	[redacted]	[redacted]

ANNEX C. IPTT

Submitted as a separate file.