



Investing in rural people

## Executive Board

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### President's report

### Proposed grant

### Republic of Haiti

### Enhancing Food Security through Sustainable Agriculture, Local Economy Development and Healthy Diets (EFOSE)

Project ID: 2000004047

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#### **FOR: APPROVAL**

**Action:** The Executive Board is invited to approve the recommendation contained in paragraph 71.

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- I. Negotiated financing agreement
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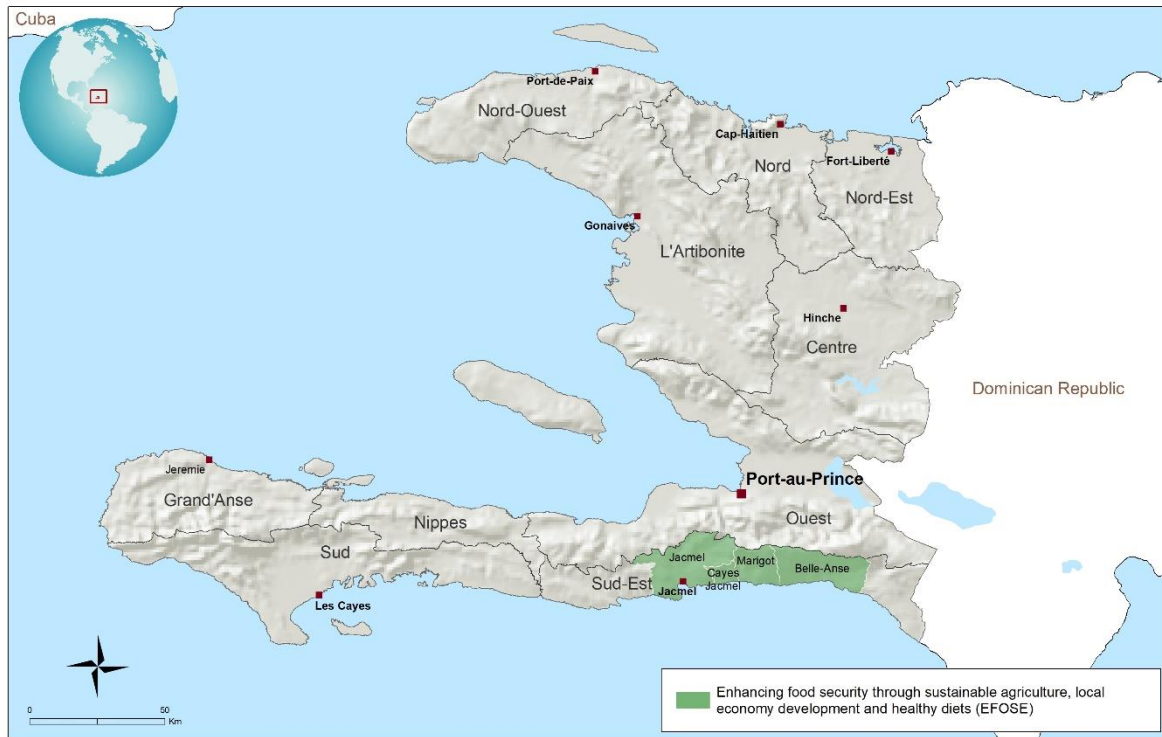
### Project delivery team


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## Map of the project area



 The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.  
 IFAD Map compiled by IFAD | 13-05-2024

## Financing summary

<b>Initiating institution:</b>	IFAD
<b>Borrower/recipient:</b>	Republic of Haiti
<b>Executing agency:</b>	Ministry of Economy and Finance (MEF)
<b>Total project cost:</b>	US\$31.87 million
<b>Amount of IFAD Debt Sustainability Framework (DSF) grant:</b>	US\$23.67 million
<b>Terms of IFAD financing:</b>	DSF 100% grant
<b>Contribution of borrower/recipient:</b>	US\$0.96 million
<b>Contribution of beneficiaries:</b>	US\$2.63 million
<b>Financing gap:</b>	US\$4.61 million
<b>Amount of IFAD climate finance:</b>	US\$9.57 million

## I. Context

### A. National context and rationale for IFAD involvement

#### National context

1. In recent years, the Republic of Haiti has faced an increasingly unstable socio-political situation and fragile institutions, exacerbating economic stagnation and poverty. After the assassination of President Jovenel Moïse in 2021, following expiration of the mandates of elected Members of Parliament and in the absence of new general elections, the executive is ruling by decree. In April 2024, following the resignation of Prime Minister Ariel Henry and his government, a nine-member Transitional Presidential Council (TPC) was formed to manage the transition towards elected authorities. A transitional Prime Minister, Mr Garry Conille, was chosen by the TPC and appointed on 28 May 2024. Work is ongoing to form a new Cabinet of Ministers and host a multistate security mission headed by Kenya, which is currently expected to arrive in Haiti after mid-June.
2. With an estimated average gross per capita income of US\$1,247.89,<sup>1</sup> Haiti has the highest poverty level in the Latin American region. About 45 per cent of the rural population is engaged in farming, with 75 per cent living in poverty and 27 per cent in extreme poverty. In 2023, over 4.7 million people were food insecure, with 22.7 per cent of the population suffering from chronic malnutrition. It is estimated that at least 5 million people are food insecure in 2024 – that is, almost half of Haiti's estimated total population.
3. The most important national development strategies are: the Gender Equality Policy; Haiti's Strategic Development Plan; the National Policy and Strategy for Food Sovereignty, Food Security and Nutrition in Haiti; and the National Agricultural Investment Plan.
4. The Ministry of Agriculture, Natural Resources and Rural Development (MARNDR) is represented locally by the southeast departmental office of agriculture (DDASE) and the Communal Agricultural Offices (BAC). Various sectoral committees facilitate local coordination in agriculture, health and education. Despite the fragile situation, civil society is still active through local organizations, producers' organizations and private value chain actors.

#### Special aspects relating to IFAD's corporate mainstreaming priorities

5. In line with IFAD's mainstreaming commitments, the project has been validated as:
  - Gender-transformative
  - Including adaptive capacity
  - Nutrition-sensitive
  - Including climate finance
6. **Gender.** Haiti has a gender inequality index of 0.635, ranking 163<sup>rd</sup> out of 191 countries. It has a Ministry on the Status and Rights of Women (MCFDF) and in 2014 adopted a gender equality policy. Women's representation in institutions remains low; 49.8 per cent of women do not own any land in the southeast region, and only 13.3 per cent have a bank account. Most household tasks fall to women, making it harder for them to earn money and participate in household decision-making.<sup>2</sup> Single parenthood is common, and women are exposed to growing insecurity, particularly when travelling to markets, and to gender-based violence.

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<sup>1</sup> World Bank, 2023.

<sup>2</sup> According to the Mortality, Morbidity, and Service Utilization Survey (EMMUS), women are more likely to be involved in decision-making when they engage in an economic activity.

7. **Youth.** According to the Haitian Institute of Statistics and Informatics (IHSI, 2015), around 56 per cent of the Haitian population is under the age of 25. One third of children in Haiti do not attend school. Young people in Haiti often face barriers to employment and training, limiting their opportunities to develop skills and find jobs. In 2020, youth unemployment in Haiti was estimated at 30 per cent (and as high as 60 per cent in rural areas).
8. **Nutrition.** According to the Integration Food Security Phase Classification, in 2023, 10 per cent of the population in the southeast was in an emergency situation (phase 4) and 30 per cent in a crisis situation (phase 3). Locally grown food is scarce and expensive. Rural households have precarious means of subsistence and have insufficient access to health services; 43 per cent lack access to clean water. In the project area, 21.5 per cent of children under 5 suffer from stunting, and 39.4 per cent of women from anaemia.<sup>3</sup> Diets are mainly grain-based and lack diversity, contributing to macro- and micronutrient deficiencies.<sup>4</sup>
9. **Climate change and adaptive capacity.** According to a 2023 World Bank report, over 96 per cent of Haitians are exposed to the risk of natural disasters and extreme weather events. Between 2000 and 2019, Haiti ranked as the third most at-risk country for seven climate hazards. Climate change predictions forecast an increase in climate disasters that heavily impact rural areas. Ecosystem degradation heightens vulnerability to flooding and natural disasters. The project also seeks to build resilience to climate change.

#### **Rationale for IFAD involvement**

10. **The project aims to address the following challenges that contribute to food insecurity and vulnerability:** (i) limited access to local services, safe water and climate-resilient productive infrastructure; (ii) high dependence on unproductive and risky farming systems, with limited alternative income sources; (iii) limited availability and consumption of safe, diversified and nutritious food; and (iv) gender inequalities and limited opportunities for socioeconomic empowerment of women and youth.
11. **IFAD** can contribute its extensive experience in investing in smallholder production, promoting access to water and increasing resilience in fragile contexts, including that of Haiti. The Fund can leverage its local partnerships with the World Food Programme (WFP), the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the United Nations Development Programme (UNDP) and other agencies. IFAD also hosts the Financing Facility for Remittances, which will support the project in mobilizing remittances and diaspora investment for development in a country where remittances account for 20 per cent of GDP.

## **B. Lessons learned**

12. Decentralized structures and quality-based local partnerships are vital, along with central engagement for institutional continuity and overarching issues. Sufficient operating funds, longer project duration and IFAD's constant support and flexibility are also critical in fragile situations. Early identification of high-risk activities and market assessments prevents procurement failures. The project procurement strategy for development streamlines procurement channels and opportunities.
13. The COVID-19 pandemic shifted consumption patterns towards home gardens (*jardins lakou*) and local varieties (PURRACO),<sup>5</sup> which provide food and income opportunities throughout the year. Agroforestry can double margins while restoring land and adapting to climate change but requires investments in local production of

<sup>3</sup> The Mortality, Morbidity, and Service Utilization Survey sixth edition (EMMUS VI).

<sup>4</sup> United States Agency for International Development (USAID), brief. Haiti Food Security Sud and Grand'Anse Departments.

<sup>5</sup> Emergency Project for Strengthening the Resilience of Small Farmers to the Consequences of the COVID-19 Pandemic.

seedlings and inputs (PITAG).<sup>6</sup> WFP efforts to organize local school canteen supplies underscore the importance of strengthening local producers' organizations and post-harvest infrastructure. Supporting the most vulnerable population requires an interconnected resilience approach that increases household assets, social and financial inclusion, income generation and climate resilience.

## II. Project description

### A. Objectives, geographical area of intervention and target groups

14. The project's **goal** is to contribute to the mitigation of poverty, food insecurity and malnutrition in the southeast of Haiti. Its **development objective** is to increase and diversify household income while heightening resilience to climate and economic shocks through local food systems development. The project also seeks to empower women by increasing their participation in productive activities and decision-making processes, while reducing unequal workloads and gender-based violence.
15. **The project targets** 16 communal sections in the communes of Jacmel, Cayes-Jacmel, Marigot and Belle-Anse in the southeast department. This zone was prioritized due to its: (i) acute food insecurity; (ii) climate vulnerability; (iii) opportunities for partnership with school feeding programmes; and (iv) agricultural and commercial potential.
16. The enhancing food security through sustainable agriculture, local economy development and healthy diets (EFOSE) project will reach approximately **21,664 households** (97,488 people), with specific targets for women (42 per cent), youth, remittance receivers and different vulnerability categories. It will employ a nuanced geographical targeting approach to align interventions with local conditions and avoid biodiversity-sensitive areas. Activities are tailored to each agroecological area and target group through self-targeting and eligibility criteria for project financing windows.

### B. Components, outcomes and activities

17. **The project is organized around two main complementary components and two management instruments.**
18. **Component 1: Strengthening the resilience of territories, their governance, environment and infrastructure.** Its aim is to improve the enabling environment for inclusive and resilient local food systems. Subcomponent 1.1 will improve the planning and governance of local food systems, through: (i) a participatory action plan and maps for each watershed; (ii) a dynamic and functional coordination structure for local food systems development, engaging public and private partners and, potentially, identified diaspora actors; and (iii) capacity-building for rural institutions and dedicated gender-transformative activities to increase women's and young people's participation in decision-making processes, raise awareness about women's rights and mitigate violence against women. Subcomponent 1.2 will invest in climate-resilient productive infrastructure, including: (i) individual and community cisterns to increase access to safe water; (ii) rehabilitation of irrigation infrastructure and priority roads; and (iii) increased climate resilience of 1,000 ha of upstream watersheds.
19. **Component 2: Economic inclusion and food security through investment in diversified and resilient local food systems.** Subcomponent 2.1 will increase production capital and improve agricultural practices and household food security and nutritional status, through: (i) rehabilitation of agricultural extension centres; (ii) training and subsidies to farmers for the adoption of sustainable diversified farming practices; (iii) nutrition training and support for home gardens (*jardins*

<sup>6</sup> Agricultural and Agroforestry Technological Innovation Programme.

*lakou*) to increase family food self-sufficiency; and (iv) nutritional, cooking and hygiene practices. Subcomponent 2.2 will assist local operators in the preparation of business plans with other value chain partners, increase their financial capacity and mobilize cofinancing to professionalize the value chains supported in subcomponent 2.1, to ensure: (i) a quality supply of local services and agricultural inputs; (ii) post-harvest infrastructure and value chain partnership for school feeding programmes and priority value chains; and (iii) support for women's organizations to upgrade their processing skills and increase the availability of nutritious food.

20. **Component 3: Project management.** This component will facilitate planning, coordination and the monitoring of project implementation to ensure effective and efficient implementation of interventions, as well as accountability and management of the knowledge generated by project activities.
21. **Component 4: Response to emergencies and disasters (RED).** This component proposes a lump-sum estimate that can easily be mobilized to help the project's target households recover from major natural disasters and global crises that could significantly impact their living environment and livelihoods. Operational modalities are described in the project implementation manual.

### C. Theory of change

22. **Project impact pathway** will be realized if the components are implemented in synergy – meaning that: **if** households are empowered, benefit from participation in stronger rural institutions that deliver adaptive services, water and climate-resilient productive infrastructure (component 1); **if** they adopt climate-resilient practices, access diversified food, improve nutritional practices (component 2.1); and **if** local operators are supported in the preparation of business plans, partner with relevant actors and invest in local value chain development that generates employment (component 2.2), **then** target households will have greater and diversified income, bringing them out of poverty while increasing their resilience to climate change and their ability to consume adequate amounts of diversified quality food.
23. In the Haitian context, this theory of change is considered feasible **because** of: (i) the presence of dynamic local organizations to implement the project; (ii) the potential to boost productivity through diversified agricultural and agroforestry practices; and (iii) public and private market actors willing to source from local smallholders.
24. This theory of change may not be achievable in major disasters, and EFOSE has planned for a RED component to better respond and adapt to such situations. In addition, the project's multiphase approach allows for the reprioritization of phase 1 activities during the inception phase (i.e. refocusing on more immediate food security and nutrition concerns and de-prioritizing export value chains in the event of private sector collapse); meanwhile, phase 2 may expand, depending on additional financing and results at midterm review.

### D. Alignment, ownership and partnerships

25. The project is aligned with Sustainable Development Goals (SDGs) 1, 2, 5 and 11. It will contribute to outcome 3 (inclusive economic development), 4 (basic social services) and 5 (environment, multidimensional risk management and local governance) of Haiti's United Nations Sustainable Development Cooperation Framework (UNSDCF). Furthermore, EFOSE will contribute to strategic objectives 2 and 3 of the latest country strategic opportunities programme (COSOP) and the active country strategy note.
26. EFOSE is aligned with the national policy and strategy for food sovereignty, food security and nutrition – in particular, pillar 2.1, agricultural production, processing and marketing; pillar 2.2, access to basic food products; and pillar 2.3, services required for health and nutritional security. The project is also in line with the three



strategic objectives of the National Agricultural Investment Plan on:  
 (i) infrastructure and watershed management; (ii) crop production and support for capitalization of vulnerable households in small livestock; and (iii) agricultural services.

27. At the local level, the project will be implemented in partnership with reputable well-established local NGOs (e.g. CROSE, ACTED, FANM DESIDE, FONKOZE). Screening and due diligence will be performed at inception. Should assessments fail after project launch, the project will resort to competitive bidding. Sectoral actors will be involved via multi-stakeholder platforms, the training of trainers and innovation centres. Public-private partnerships will improve services to target groups and increase investments in value chains.
28. At the national level, EFOSE will work closely with WFP to develop local supply chains and nutrition and gender behavioural change programmes. The project will benefit from the investment plans of FAO's Hand-in-Hand Initiative, its experience in women's socioeconomic empowerment, the yam sector and resilience funds, combining support for savings and farmer field schools. The project will also capitalize and build on the ILO's experience with electronic value chain platforms.

## **E. Costs, benefits and financing**

### **Project costs**

29. The total cost of the project, including contingencies, amounts to US\$31.87 million over a period of seven years. **Climate financing** amounts to US\$9,570,000, 40.4 per cent of IFAD financing, with US\$7,234,000 validated as climate change adaptation finance and US\$2,336,000 as climate change mitigation finance, in line with the multilateral development banks' methodologies.

Table 1

**Project costs by component and financier**

(Thousands of United States dollars)

<i>Component</i>	<i>IFAD grant</i>		<i>Government</i>		<i>Beneficiaries</i>		<i>Financing gap</i>		<i>Total</i>	
	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>
1. Component 1	3 847.77	52.5	685.49	9.3	-	-	2 800.68	38.2	7 333.94	23
2. Component 2	14 972.13	76.9	58.13	0.3	2 628.23	13.5	1 813.32	9.3	19 471.80	61.1
3. Component 3	4 851.93	95.7	215.91	4.3	-	-	-	-	5 067.84	15.9
4. Component 4	156.58	39.3	-	-	-	-	241.62	60.7	398.2	1.2
<b>Total</b>	<b>23 671.83</b>	<b>74.3</b>	<b>959.53</b>	<b>3.0</b>	<b>2 628.23</b>	<b>8.2</b>	<b>4 614.00</b>	<b>14.5</b>	<b>31 873.58</b>	<b>100</b>

Table 2

**Project costs by expenditure category and financier**

(Thousands of United States dollars)

<i>Expenditure category</i>	<i>IFAD grant</i>		<i>Government</i>		<i>Beneficiaries</i>		<i>Financing gap</i>		<i>Total</i>	
	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>
<b>Investment costs</b>										
1. Works	1 842.76	38.4	480.28	10.0	-	-	2 479.77	51.6	4 802.81	15.1
2. Goods, services and inputs	8 035.31	66.2	30.00	0.2	2 339.73	19.3	1 734.23	14.3	12 139.27	38.1
3. Consultancies	3 898.66	90.7	-	-	-	-	400.00	9.3	4 298.66	13.5
4. Trainings and workshops	2 853.75	100.0	-	-	-	-	-	-	2 853.75	9.0
							-	-	2 040.44	
5. Grants and subsidies	1 751.94	85.9	-	-	288.50	14.1	-	-		6.4
6. Materials, equipment and vehicles	824.33	93.3	59.61	6.7	-	-	-	-	883.94	2.8
<b>Total investment costs</b>	<b>19 206.76</b>	<b>71.1</b>	<b>569.89</b>	<b>2.1</b>	<b>2 628.23</b>	<b>9.7</b>	<b>4 614.00</b>	<b>17.1</b>	<b>27 018.88</b>	<b>84.8</b>
<b>Recurrent costs</b>										
7. Salaries and allowances	3 752.48	95.1	192.50	4.9	-	-	-	-	3 944.98	12.4
8. Operation	712.60	78.3	197.14	21.7	-	-	-	-	909.73	2.9
<b>Total recurrent costs</b>	<b>4 465.07</b>	<b>92.0</b>	<b>389.64</b>	<b>8.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4 854.71</b>	<b>15.2</b>
<b>Total</b>	<b>23 671.83</b>	<b>74.3</b>	<b>959.53</b>	<b>3.0</b>	<b>2 628.23</b>	<b>8.2</b>	<b>4 614.00</b>	<b>14.5</b>	<b>31 873.58</b>	<b>100.0</b>

Table 3

**Project costs by component and project year (PY)**

(Thousands of United States dollars) – total including contingencies

<i>Component</i>	<i>PY1</i>		<i>PY2</i>		<i>PY3</i>		<i>PY4</i>		<i>PY5</i>		<i>PY6</i>		<i>PY7</i>		<i>Total</i>
	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>
1. Component 1	363.70	5	755.34	10	1 451.30	20	1 579.54	22	1 629.12	22	1 424.04	19	130.89	6	7 333.94
2. Component 2	111.22	1	4 022.51	21	6 918.31	36	6 847.98	35	1 204.08	6	336.21	2	31.50	1	19 471.80
3. Component 3	864.22	17	669.58	13	713.65	14	797.78	16	711.72	14	721.54	14	589.34	12	5 067.84
4. Component 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1 339.14</b>	<b>4</b>	<b>5 447.43</b>	<b>17</b>	<b>9 083.26</b>	<b>28</b>	<b>9 225.31</b>	<b>29</b>	<b>3 544.92</b>	<b>11</b>	<b>2 481.79</b>	<b>8</b>	<b>751.74</b>	<b>2</b>	<b>31 873.58</b>

### **Financing and cofinancing strategy and plan**

30. IFAD will finance US\$23,671,830. The Government of Haiti will contribute US\$0.96 million (3 per cent of the total), including import duties and taxes, internal domestic resources and contributions in cash or in kind (such as office rental costs). The beneficiaries' contribution is estimated at US\$2.63 million (8.2 per cent of the total), along with cofinancing of farming and business plans. The project has a financing gap of US\$4.61 million, which will be addressed through additional financing (IFAD13) and active partnerships.

### **Disbursement**

31. IFAD will administer the financing as per the terms and conditions included in the financing agreement. No other source of international funding is planned. No direct payments to service providers or suppliers are planned.
32. Disbursements will be in the form of advances in United States dollars. Requests for advances must cover the programme's liquidity needs, as documented in the interim financial report, for a period of up to six months. Two separate bank accounts will be opened at the Bank of the Republic of Haiti (BRH): (i) a designated account in United States dollars, to receive IFAD transfers of funds for EFOSE, subject to BRH deductions of service fees; and (ii) an operating account in gourdes (HTG). Neither account generates interest and both will be managed by project technical implementation unit (UTE) of the Ministry of Economy and Finance (MEF). The resources deposited in the designated account will be transferred periodically to the operating account in gourdes.
33. Disbursement arrangements will be described in the Financial Management and Financial Control Arrangements Letter.
34. Considering the inflationary context in Haiti, the local currency operating account will be managed with minimum levels of liquidity, encouraging regular and permanent replenishment to mitigate inflation. Funds will be rigorously managed, based on current conversion rates or the "first in, first out" (FIFO) method for accurate financial reporting. Contracts, budgets and commitments with suppliers should be in United States dollars to avoid currency depreciation losses. Direct payments from designated United States dollar accounts are recommended. The project management unit (PMU) will quantify and record in-kind contributions in project reporting.

### **Summary of benefits and economic analysis**

35. **The financial analysis** focuses on investment models for: (i) farming systems; (ii) microenterprises; and (iii) cooperative value chain business plans. Positive net revenues range from US\$295 (grains) to US\$3,951 (coffee).
36. The economic analysis yields an economic internal rate of return (EIRR) of 19 per cent, with a net present value of the incremental net benefit stream of US\$38.31 million, discounted at 6 per cent. Economic performance was tested using a sensitivity analysis for benefit reduction and a cost increase of 20 per cent and 24 per cent, respectively.

### **Exit strategy and sustainability**

37. The project's exit and sustainability strategy is built around: (i) the *faire-faire* (do-do) and *faire-avec* (do with) approach, strengthening local knowledge, skills and social capital; (ii) its relevance and local anchoring; (iii) a clear handover and quality public-private partnerships; (iv) economic, climate and environmental viability, through a systematic assessment of the proposed activities; and (v) inclusion in the food security sector table and departmental risk management committee.

### III. Risk management

#### A. Risks and mitigation measures

38. In view of the difficult context, the project's overall risk has been assessed as "substantial" and includes various mitigation measures.
39. **Economy.** Given the country's socioeconomic instability and high inflation (49.3 per cent in 2023), budget forecasts shall be robust to cover potential contingencies, and contracts shall be issued in United States dollars to avoid major fluctuations in wages and contain the attrition rate. In addition, contracts are expected to allow for margins of 10 to 15 per cent (depending on the type of award) for additional quantities and/or costs.
40. **Fragility and insecurity.** The activities of armed groups have substantially reduced mobility and disrupted supply chains. The Multinational Security Support Mission to Haiti is still to be deployed. Mitigation measures include: (i) the presence of the PMU's premises in the project area; (ii) collaboration with emergency and disaster response authorities; and (iii) creation of the RED component for budget reallocation should it be necessary.
41. **Institutional capacity and sustainability.** The UTE will be responsible for administration and financial management, tapping its extensive experience in managing projects funded by multiple agencies. The project will engage with experienced local organizations that have a budget line for institutional development and forge partnerships with other United Nations agencies to boost the capacity of local entities and project effectiveness and sustainability.
42. **Financial management.** The inherent and residual financial management risk ratings are both "substantial". Significant challenges are foreseen in the following areas: (i) organization and staffing; (ii) internal controls; (iii) accounting and financial reporting; and (iv) external audit.
43. Despite the creation of a dedicated PMU to mitigate capacity and turnover concerns, potential challenges may arise in aligning it with the existing UTE. Assessment of UTE staff salaries and responsibilities will be performed at start-up. For internal controls: the team of financial controllers at the MEF lacks institutional capacity, requiring the project to use a Responsible, Accountable, Consulted and Informed matrix.
44. Accounting and financial reporting. To avoid past financial irregularities linked to institutional fragility, the UTE will prepare financial statements with strict adherence to the International Public Sector Accounting Standards (IPSAS) cash-basis accounting principles.
45. **External audit.** Previous audits have not uncovered major anomalies in fund traceability. Strong recommendations include field visits, with detailed reports, photos and sound performance assessments aligned with IFAD standards.
46. **Procurement.** All measures will be adopted to avoid delays and ensure compliance with IFAD regulations, including early recruitment of key project staff, appropriate communication and improved competition, monitoring and reporting in connection with bids.
47. Many activities will be contracted with recognized partners to reduce the procurement workload where the private sector may lack the necessary capabilities.
48. Efforts will be made to include small- and medium-sized enterprises, which can help to ensure better competition.

Table 4  
Overall risk summary

<i>Risk areas</i>	<i>Inherent risk rating</i>	<i>Residual risk rating</i>
Country context	High	High
Sector strategies and policies	Substantial	Substantial
Environment and climate context	High	High
Project scope	Substantial	Substantial
Institutional capacity for implementation and sustainability	Substantial	Substantial
Financial management	Substantial	Substantial
Project procurement	Moderate	Moderate
Environment, social and climate impact	Moderate	Moderate
Stakeholders	Moderate	Moderate
<b>Overall</b>	<b>Substantial</b>	<b>Substantial</b>

## B. Environment and social category

49. The project's environmental and social risk category is "moderate," since the environmental and social effects are temporary and reversible and can be mitigated through the Environmental, Social and Climate Management Plan (ESCMP), adapted procurement approach, biodiversity indicator tracking, climate vulnerability and adaptation-targeted assessment, the integrated pest management plan and the grievance redress mechanism.

## C. Climate risk classification

50. The EFOSE project is classified in the "high" climate risk category, due its exposure to climate events and their impact on agricultural and rural development. The project has incorporated climate resilience into all its activities, including climate-resilient infrastructure, the restoration of upstream watersheds, water harvesting techniques, climate-smart agriculture and income diversification activities.

## D. Debt sustainability

51. Haiti's risk of debt distress is assessed as "high", despite a model-based risk rating of "moderate" for both external and overall public debt. This is justified by the high probability of threshold breaches under the baseline scenario, since Haiti is a country marked by fragility, conflict and violence, as defined by the World Bank, and tailored stress tests suggest that its debt risk rating over fiscal years 2019–2029 is highly vulnerable to major natural disaster shocks. The moderate level of public debt and broadly stable debt trajectory over the next 10 years point to a sustainable public debt.<sup>7</sup>

## IV. Implementation

### A. Organizational framework

#### Project management and coordination

52. EFOSE will be implemented by MEF, which will represent Haiti and sign the financing agreement with IFAD. The UTE, created by MEF for the execution of international projects, will be responsible for the financial and technical execution of activities, procurement and monitoring. A PMU will be set up in the BAC office in Marigot in the southeast to ensure effective management and coordination.
53. Public and local private partnerships will be encouraged. The project will adopt a people- and community-centred approach with dedicated lead farmers (both

<sup>7</sup> International Monetary Fund Article IV Consultation, December 2019.

women and men). Collaboration among IFAD, WFP and FAO will be sought to strengthen technical assistance and leverage existing school feeding programmes.

54. The project steering committee will include executing and implementing agencies and other key players along the value chains.

#### **Financial management, procurement, and governance**

55. **Financial management.** The MEF will delegate responsibility for the financial execution, procurement and monitoring of project activities to the UTE. To mitigate the risk of high staff turnover, EFOSE will consolidate the existing UTE in MEF and create a dedicated PMU with less-specialized positions and fiduciary responsibility for financial management and the cofinancing of existing management positions.
56. **Procurement.** The project will apply IFAD's standard procurement procedures, methods, guidelines and documents. The simplified procurement procedures for fragile and conflict-affected situations will be applicable to increase adaptability and ensure successful implementation, despite the challenges inherent to fragile and conflict-affected situations.
57. **Governance and anticorruption.** Staff, beneficiaries and service providers under IFAD-financed contracts shall observe the highest standard of ethics and integrity in accordance with IFAD Project Procurement Guidelines and the financing agreement. This will be reinforced by Haiti's High Court of Auditors and Administrative Disputes (CSCCA).
58. In addition, the project will ensure its commitment to combating money laundering and the financing of terrorism, in accordance with IFAD's policy.

#### **Target group engagement and feedback and grievance redress**

59. The project's M&E system will identify, monitor and evaluate disaggregated target groups and their level of poverty and vulnerability.
60. In accordance with IFAD policies, a grievance redress mechanism and stakeholder engagement plan will be adopted.

### **B. Planning, monitoring and evaluation, learning, knowledge management and communications**

61. Planning will be based on the objectives and targets defined in this document, along with the project's logical framework. Activities will be planned, budgeted and implemented on the basis of the 12-month annual work plan and budget, meeting IFAD standards and requirements. The project will prepare a knowledge management and communication plan in the first year of implementation, which will be integrated into the M&E plan.
62. A M&E system will be set up within the PMU in accordance with IFAD and Government of Haiti requirements, in particular the system set up by the UTE. This system must also be linked with the indicators of the strategic objectives 2 and 3 of the latest COSOP.

#### **Innovation and scaling up**

63. EFOSE innovations include: (i) agroforestry and agroecological practices, including pollination techniques, vermicompost, biopesticides, micrografting, agroforestry systems and adapted seeds and seedlings; (ii) multi-stakeholder mechanisms for local food systems governance; (iii) innovative public-private extension along with the rehabilitation of Macary farms, support for agroentrepreneurs and value chain partnerships; (iv) graduation approach for the most vulnerable population; and (v) public-private value chain partnerships, engaging producers' organizations and integrated business plans along school feeding programmes and specific value chains.

64. Innovations will be documented and disseminated at the local, national and international level, thanks to local sectoral committees, public-private partners and IFAD's active involvement in the United Nations coordination team and climate security group, which bring together over 60 organizations in Haiti.

## **C. Implementation plans**

### **Implementation readiness and start-up plans**

65. A programme implementation manual has been prepared and includes terms of reference for key service providers. The Government of Haiti is encouraged to begin the procurement process for these service providers in advance of programme effectiveness.

### **Supervision, midterm review and completion plans**

66. The project will be supervised by IFAD, in agreement with the Government of Haiti. There will be one supervision mission per year, jointly with all stakeholders, including the Government of Haiti, notably MEF, with the UTE and MARNDR with DDASE. Supervision missions will focus on qualitative and quantitative monitoring, results and impacts, effectiveness of institutional and technical achievements and fiduciary aspects of project management. IFAD may send support missions, depending on project needs.
67. The inception phase will be reviewed through a dedicated mission (end of year 1) to confirm jointly prioritized activities for phase 1. At midterm, an overall internal evaluation of the project's performance will be carried out and inform the prioritization of activities for phase 2. At completion, project impacts and lessons learned will be assessed.

## **V. Legal instruments and authority**

68. A financing agreement between the Government of the Republic of Haiti and IFAD will constitute the legal instrument for extending the proposed financing to the recipient. A copy of the negotiated financing agreement is attached as appendix I.
69. The Government of the Republic of Haiti is empowered under its laws to receive financing from IFAD.
70. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD and the Policies and Criteria for IFAD Financing.

## **VI. Recommendation**

71. I recommend that the Executive Board approve the proposed financing in terms of the following resolution:

RESOLVED: that the Fund shall provide a Debt Sustainability Framework grant to the Republic of Haiti in an amount of twenty-three million, six hundred seventy-one thousand, eight hundred thirty United States dollars (US\$23,671,830) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Alvaro Lario  
President



## Negotiated financing agreement

Le négociations de l'Accord de Financement relatif au Projet EFOSE ont eu lieu par réunion virtuelle le 05 juin 2024.

Don No: [ ]

Nom du Projet: Amélioration de la sécurité alimentaire par l'agriculture durable, le développement de l'économie locale et des régimes alimentaires sains ("EFOSE" ou le « Projet »);

entre

La République d'Haïti (le « Bénéficiaire »)

et

Le Fonds international de développement agricole (le « Fonds » ou le « FIDA »)

(désignés individuellement par une « Partie » et collectivement par les « Parties »)

ATTENDU QUE :

A. Le Bénéficiaire a sollicité du Fonds un don pour le financement du Projet décrit à l'Annexe 1 du présent accord de financement (l'« Accord ») ;

B. Le Bénéficiaire s'est engagé à fournir un soutien supplémentaire, financier ou en nature, qui pourrait être nécessaire au Projet;

Considérant que le Fonds a accepté de financer le Projet;

Par conséquent, les Parties conviennent de ce qui suit :

### Section A

1. Le présent Accord comprend l'ensemble des documents suivants : le présent document, la description du projet et les dispositions relatives à l'exécution (Annexe 1), le tableau d'affectation des fonds (Annexe 2) et les clauses particulières (Annexe 3).

2. Les Conditions Générales applicables au financement du développement agricole en date du 29 avril 2009, telles que modifiées en décembre 2022 et toutes éventuelles modifications postérieures (les « Conditions Générales ») sont annexées au présent document, et l'ensemble des dispositions qu'elles contiennent s'appliquent au présent Accord. Aux fins du présent Accord, les termes dont la définition figure dans les Conditions Générales ont la signification qui y est indiquée.

3. Le Fonds accorde au Bénéficiaire un don (le « Financement » ou le « Don »), que le Bénéficiaire utilise aux fins de l'exécution du Projet, conformément aux modalités et conditions énoncées dans le présent Accord.

**Section B**

1. Le montant du Don est de vingt-trois millions six cent soixante et onze mille huit cent trente dollars américains (USD 23.671.830).
2. L'exercice financier débute le 1 octobre.
3. Il y aura un compte désigné en dollars des Etats Unis d'Amérique (USD), pour l'utilisation exclusive du Projet ouvert à la Banque de la République de Haïti (la « BRH »). Le Bénéficiaire doit informer le Fonds des fonctionnaires autorisés à exploiter le compte désigné.
4. Il y aura un compte d'opération en Gourdes (HTG) au profit du Projet dans la Banque de la République de Haïti (la « BRH »).
5. Le Bénéficiaire fournira des fonds de contrepartie aux fins du Projet d'un montant de neuf-cent-cinquante-neuf-mille-cinq-cent-trente dollars américains (USD 959.530) sous forme d'impôt et taxes applicables aux biens et services susceptibles d'être acquis par le Projet, de salaires et de coûts de fonctionnement pour le Projet.

**Section C**

1. L'agent principal du Projet est le Ministère de l'Economie et des Finances (le « MEF »).
2. L'institution suivante est désignée comme partie au Projet les instances institutionnelles pertinentes (i) le Ministère responsable de l'Agriculture.
3. Un examen à mi-parcours sera effectué conformément aux dispositions des alinéas 8.03 (b) et (c) des Conditions Générales. Toutefois, les parties peuvent convenir d'une date différente pour l'examen à mi-parcours de la mise en œuvre du Projet.
4. La date d'achèvement du Projet est fixée à sept (7) ans à partir de la date d'entrée en vigueur du présent Accord et la date de clôture du financement sera 6 mois plus tard, ou toute autre date désignée par le Fonds par notification au Bénéficiaire. La date de clôture du Financement sera fixée conformément aux Conditions Générales.
5. L'acquisition de biens, travaux et services financés par le Financement est effectuée conformément aux méthodes de passation des marchés et à toute autre mesure définie par le FIDA.

**Section D**

1. Le Fonds administrera le Don et supervisera le Projet.

**Section E**

1. Les éléments suivants sont désignés comme des motifs supplémentaires de suspension du présent Accord :
  - a) Le manuel de mise en œuvre et/ou l'une de ses dispositions a fait l'objet d'une renonciation, d'une suspension, d'une résiliation, d'une modification ou d'un amendement sans l'accord préalable du Fonds, et le Fonds, après consultation avec le Bénéficiaire, a déterminé qu'il a eu, ou est susceptible d'avoir, un effet préjudiciable important sur le Projet.

2. Les éléments suivants constituent des conditions additionnelles (générales/spécifiques) préalables aux décaissements :

- a) La non-objection du FIDA à l'égard du manuel de mise en œuvre du Projet.
- b) La non-objection du FIDA au recrutement du/de la Coordonnateur/trice de Projet, un(e) spécialiste Financier, un(e) spécialiste Suivi-Evaluation, un(e) spécialiste en Passation et Gestion de Marchés, et un (e) spécialiste ciblage inclusion sociale, genre, jeunes et nutrition.
- c) L'ouverture d'un compte désigné et un compte d'opération au profit du Projet.
- d) La mise en place du logiciel comptable du Projet.

3. Les éléments suivants sont désignés comme des motifs supplémentaires d'annulation du présent Accord :

- a) Dans le cas où le Bénéficiaire n'a pas demandé de décaissement du Financement pendant une période d'au moins 12 mois consécutifs sans justification valable.

4. San préjudice à l'Article 13.01 des CGs, cet Accord entre en vigueur dès sa publication au Journal Officiel, Le Moniteur.

5. Toutes les communications ayant trait au présent Accord doivent être adressées aux représentants dont le titre et l'adresse figurent ci-dessous:

Pour le Bénéficiaire

Jean Antoine Lacroix  
Directeur des Affaires Juridiques,  
Ministère de l'Economie et des Finances  
République d'Haiti  
Chef de la délégation de la République  
de Haiti

Pour le Fonds:

Paolo Silveri  
Directeur Pays,  
Division d'Amérique Latine et Caraïbes (LAC)  
Fonds international de développement agricole  
Via Paolo di Dono 44  
00142 Rome, Italie

Le présent Accord, a été établi en langue française en deux (2) exemplaires originaux, un (1) pour le Fonds et un (1) pour le Bénéficiaire.

REPUBLIQUE D'HAÏTI

\_\_\_\_\_

Date : \_\_\_\_\_

FONDS INTERNATIONAL  
POUR LE DEVELOPPEMENT AGRICOLE

\_\_\_\_\_  
Président

Date : \_\_\_\_\_

## Annexe 1

### *Description du Projet et dispositions relatives à l'exécution*

#### **I. Description du Projet**

1. Population cible. Le Projet touchera environ 21,664 ménages, soit environ 97,488 personnes appartenant aux quatre catégories identifiées par le Système d'Information du Ministère des Affaires Sociales et du Travail (SIMAST) : « Personnes les plus vulnérables », « Personnes vulnérables », « Personnes moins vulnérables » et « Personnes non vulnérables ». Le Projet accordera une attention particulière aux femmes, qui représenteront au moins 42% des bénéficiaires. Les jeunes, quant à eux, représenteront au moins 15% des bénéficiaires du Projet.
2. Zone d'intervention du Projet. Les activités du Projet se dérouleront dans le département du Sud-Est. Il ciblera seize sections communales, au sein des communes de Jacmel (Montagne La Voute, Lavaneau, La Montagne, Bas cap Rouge) ; Cayes-Jacmel (Ravine Normande, Gaillard, Haut Cap rouge) ; Marigot (Corail Soult, Grande Rivière Fesle, Macary, Fond Jean Noel, Savane du Bois) ; et Belle-Anse (Baie d'Orange, Mabriole, Calumette, Corail Lamothe).
3. Finalité. Le but du Projet est de contribuer à la réduction de la pauvreté et de l'insécurité alimentaire et nutritionnelle dans le Sud-Est d'Haïti.
4. Objectifs. L'objectif de développement du Projet est d'augmenter et de diversifier les revenus des ménages et la production locale d'aliments nutritifs de manière à résister aux chocs climatiques et économiques.
5. Composantes. Le Projet comprendra les composantes suivantes : 1) Renforcement de la résilience des territoires, de leur gouvernance, de leur environnement et de leurs infrastructures et 2) Inclusion économique et amélioration de la sécurité alimentaire grâce à des investissements dans des systèmes alimentaires locaux diversifiés et résilients. Le projet s'appuiera également sur une composante de gestion de projet (3) et une composante de réponse aux urgences et aux catastrophes (composante RED – 4).
6. Composante 1. Renforcement de la résilience des territoires, de leur gouvernance, de leur environnement et de leurs infrastructures. Cette composante vise à améliorer l'environnement favorable à des systèmes alimentaires locaux inclusifs et résilients. Pour se faire, elle s'appuiera sur les 2 sous-composantes suivantes :
  - 6.1 *Sous-composante 1.1.* Renforcement de la planification et de la gouvernance des systèmes alimentaires locaux. Elle s'appuiera sur 2 séries d'interventions visant à : 1) produire un plan d'action participatif pour chaque bassin versant touchés par le Projet ; 2) développer une structure de coordination dynamique et fonctionnelle garantissant la participation des parties prenantes et informant le comité de pilotage du Projet ; 3) créer une cartographie des besoins en capacités des organisations.
  - 6.2 *Sous-composante 1.2.* Développement d'une infrastructure de production résiliente au climat. Elle comprendra la création et réhabilitation d'infrastructures et à accroître la résilience climatique de 1,000 ha de bassins versants, ainsi que de promouvoir l'accès à l'eau potables des ménages.
7. *Composante 2.* Inclusion économique et amélioration de la sécurité alimentaire grâce à des investissements dans des systèmes alimentaires locaux diversifiés et résilients. Cette composante visera à promouvoir la production locale au travers d'une agriculture

résiliente au climat, tout en promouvant les pratiques des pratiques nutritionnelles améliorées, notamment au travers d'investissement dans les infrastructures et les services de la chaîne de valeur de production. Pour se faire, elle s'appuiera sur une approche multiphasée, et sur les 2 sous-composantes suivantes :

7.1 *Sous-composante 2.1.* Investir dans une production résiliente, diversifiée et nutritive. Elle touchera environ 15.000 producteurs, au travers de 3 types d'interventions : 1) renforcement des infrastructures et des partenariats public-privé pour les services locaux de recherche et de vulgarisation ; 2) recherche et vulgarisation participatives des chaînes de valeur ciblées ; 3) cofinancement de l'investissement dans la production agricole des ménages.

7.2 *Sous-composante 2.2.* Soutien aux entreprises de production, de transformation et de commercialisation d'intrants et de produits. Elle visera à favoriser l'émergence ou le renforcement des opérateurs locaux en soutenant leurs capacités commerciales et financières.

8. *Composante 3.* Gestion de Projet. Définira les entités responsables de la planification, de la coordination et du suivi de la mise en œuvre du projet.

9. *Composante 4.* RED - Réponse aux urgences et aux catastrophes. Elle propose une estimation forfaitaire, représentant une proportion des ressources conditionnelles du projet permettant des dépenses couvrant les travaux, les biens, les services et les intrants.

## **II. Dispositions relatives à l'exécution**

10. *L'agent principal du Projet.* Le Ministère de l'Économie et des Finances (MEF) est l'agent principal du Projet.

11. *Comité de surveillance du Projet.* Le Comité de pilotage est chargé d'assurer l'orientation générale du Projet et de veiller à ce que les activités soient mises en œuvre conformément aux politiques du gouvernement ; d'approuver les plans de travail et le budget annuels ; d'assurer une coordination adéquate avec d'autres programmes de développement ; et de superviser la mise en œuvre des projets. Il sera composé de : un (1) représentant du Ministère de l'Agriculture, des Ressources Naturelles (MARNDR) ; un (1) représentant du Ministère de la Jeunesse, du Sport et de l'Action ; un (1) représentant du Ministère à la Condition Féminine et au Droit des Femmes (MCFDF) ; un (1) représentant du Ministère de l'Économie et des Finances (MEF) à travers son Unité Technique d'Exécution (UTE) ; au moins deux (2) représentants des organisations et coopératives des producteurs-productrices (membres) ; et deux (2) représentants du Comité Local d'Appui (CLA) (membres).

12. *Unité de gestion du Projet.* L'Unité Technique d'Exécution (UTE) du MEF sera en charge de la coordination et du suivi du Projet. Sa mission se centrera sur : i) Planification, programmation, suivi et évaluation du projet tout au long de son implémentation ; et ii) Suivi technique et administratif et financier du projet, y compris la passation des marchés et l'exécution du plan de gestion environnementale et sociale. L'UTE mettra en place une équipe qui sera composée d'un (1) Coordinateur de Projet, d'un(e) (1) spécialiste en suivi-évaluation ; d'un(e) (1) spécialiste financier(e) ; d'un(e) (1) spécialiste en Passation et Gestion des Marchés ; d'un(e) (1) spécialiste environnemental(e) ; d'un(e) (1) spécialiste en ciblage, inclusion sociale, genre, jeunes et nutrition (d'un(e) (1) spécialiste en communication ; d'un (1) comptable ; d'un (1) assistant en passation de marché ; d'un (1) assistant en comptabilité ; d'un (1) secrétaire administrative ; de chauffeurs ; d'agents d'entretiens et de gardiens de nuit.

13. *Partenaires stratégiques.* Le MARNDR, au travers des BAC, sera responsable du suivi de certaines activités. Autres partenaires stratégiques seront inclus tout au long de la mise en œuvre du Projet, notamment avant la revue de mi-parcours.

14. *Suivi et évaluation.* La durée du projet est de sept (7) ans. La planification sera basée sur les objectifs et les cibles définis dans le présent accord de financement. Le Projet utilisera le cadre logique en complément d'outils de planification et de suivi. Les activités seront planifiées, budgétisées et mises en œuvre sur la base du Plan de Travail et de Budget Annuel (PTBA), répondant aux normes du FIDA. Le Système de Suivi et d'Évaluation (SSE) mis en place au sein l'UTE pour le projet I-BE sera utilisé.

15. *Gestion des connaissances.* Dans le cadre de ses composantes 1 et 2, le Projet comprendra des activités liées la gestion des connaissances et à la diffusion des expériences clés de sa mise en œuvre. Ces aspects seront intégrés et structurés dans un plan de gestion des connaissances et de communication, sous la facilitation de l'UTE, et avec la collaboration des acteurs clés de l'implémentation, à commencer par le MARNDR.

16. *Manuel de mise en œuvre de Projet.* Le Manuel d'Opération du Projet (le « MOP ») comprendra les règles et procédures à caractère technique, administratif et financier dont doivent tenir compte les institution exécutrices lors de l'opérationnalisation et l'exécution des activités du Projet.

## Annexe 2

### Tableau d'affectation des fonds

1. *Affectation du produit du Don.*

a) *Le tableau ci-dessous indique les catégories de dépenses admissibles à un financement sur le paiement du Don ainsi que le montant du Don affecté à chaque catégorie et la répartition en pourcentage des dépenses à financer pour chacun des postes des différentes catégories:*

Catégories	Montant alloué au titre du Don (exprimé en USD)	Pourcentage des dépenses autorisées à financer
I. Travaux	1 658 000	100% Hors Taxes
II. Véhicules et équipements	742 000	100% Hors Taxes
III. Dons et Subventions	1 577 000	100%
IV. Assistance technique, études et formation	13 309 000	100 % Hors Taxes
V. Salaires et indemnités	4 019 000	100%
Non alloué	2 366 830	
<b>TOTAL</b>	<b>23 671 830</b>	

b) *Les termes utilisés dans le tableau ci-dessus se définissent comme suit :*

- i) Les dépenses en Travaux relatives à la catégorie I incluent des dépenses en Génie civil et rural ;
- ii) Les dépenses en Véhicules et équipements relatives à la catégorie II incluent des dépenses en matériels ;
- iii) Les dépenses en Assistance technique, études et formation relatives à la catégorie IV incluent des dépenses en Biens, services et intrants, conseils, formations et ateliers ; et
- iv) Les dépenses en Salaires et indemnités relatives à la catégorie VI incluent des dépenses liées aux Coûts du fonctionnement.

c) *Composante RED: Définition et activation*

i. Les dépenses non allouées comprennent un montant de 156 580 USD identifié dans le document de conception comme composante 4 RED : Réponse aux urgences et aux catastrophes (RED) représentant ( 6,6 % du montant total du non alloué) afin de répondre rapidement aux potentielles situations d'urgences identifiées qui pourraient se produire au cours de la mise en œuvre du Project.

ii. Une fois la composante RED est activée, celle-ci permettra de mettre en œuvre des activités de développement et de reconstruction liés à l'urgence identifiée. Les catégories correspondantes éligibles pour ces dépenses sont



les travaux, les biens, services et intrants. Les activités de réponse humanitaire seront inéligibles.

### iii. Activation de la Composante RED

L'activation de la Composante RED se produira lors de la réalisation des déclencheurs suivants :

1. Déclaration officielle d'une catastrophe naturelle ou d'une urgence par les autorités gouvernementales compétentes sur la base de données vérifiées.

Par exemple: Le gouvernement annonce une situation d'urgence nationale ou régionale ; le service public météorologique confirme de graves inondations dans certaines régions du pays ; le service public de surveillance acridienne confirme la menace imminente ou la situation d'une invasion acridienne constituant une menace sérieuse pour les récoltes.

2. Évaluations locales menées par les autorités locales, les ONGs ou les organisations communautaires pour identifier les impacts significatifs des événements sur les actifs et les moyens de subsistance des ménages cibles, ainsi que sur les infrastructures rurales de base dont ils dépendent (irrigation, routes, centres de formation BAC, etc.) ; et

3. Une demande officielle du Gouvernement est soumise au FIDA pour activer la composante RED.

## 2. Modalités de décaissement

- a) Frais de démarrage. Les retraits relatifs aux dépenses de démarrage engagés avant la satisfaction des conditions aux décaissements comme définies dans la Section E 2) ne doivent pas dépasser un montant total de USD 250 000. Les activités à financer au titre des coûts de démarrage nécessiteront un accord préalable du FIDA pour être considérées comme autorisées.

### **Annexe 3**

#### *Clauses particulières*

#### **I. Dispositions générales**

Conformément aux dispositions de la section 12.01 a) xxiii) des Conditions Générales, le Fonds peut suspendre, en tout ou partie, le droit du Bénéficiaire de solliciter des retraits du compte du Financement du Fonds si le Bénéficiaire n'a pas respecté l'une quelconque des clauses énoncées ci-dessous, et si le FIDA a établi que ladite défaillance a eu, ou risque d'avoir, un effet préjudiciable important sur le Projet :

1. Dans les six mois suivant l'entrée en vigueur de l'Accord, le Projet achètera et installera un logiciel de comptabilité personnalisé, conformément aux pratiques en vigueur dans les projets soutenus par le FIDA, afin de satisfaire aux normes comptables internationales et aux exigences du FIDA.
2. Dans les douze (12) mois suivant l'entrée en vigueur de l'Accord, le Projet conclura des accords avec les partenaires de mise en œuvre qui structurera la collaboration, définira les rôles, les responsabilités et les devoirs en matière de mise en œuvre et de gestion financière, comptabilité et rapport.
3. Planification, suivi et évaluation. Le Bénéficiaire veillera à ce que (i) un système de Planification, de Suivi et d'Evaluation (PM&E) soit mis en place dans les douze (12) mois à compter de la date d'entrée en vigueur du présent Accord.
4. Genre. Le Bénéficiaire veillera à ce qu'un spécialiste en genre, inclusion sociale et nutrition soit recruté au début et pour la durée du Projet, conformément à ce qui est prévu dans le plan de travail et budget du Projet. Le Bénéficiaire veillera à la bonne mise en place des activités genre prévus par le Projet.
5. Mesures anticorruption. Le Bénéficiaire doit se conformer à politique du FIDA en matière de prévention de la fraude et de la corruption dans le cadre de ses activités et opérations.
6. Harcèlement sexuel, exploitation sexuelle et abus. Le Bénéficiaire et les parties au Projet doivent s'assurer que le projet est exécuté conformément aux dispositions de la politique du FIDA en matière de prévention du harcèlement sexuel, de l'exploitation sexuelle et des abus sexuels, qui peut être modifiée de temps à autre.
7. Utilisation des véhicules du Projet et autres équipements. Le Bénéficiaire doit s'assurer que:
  - a. Tous les véhicules et autres équipements achetés dans le cadre du Projet sont affectés au Bénéficiaire pour la mise en œuvre du Projet;
  - b. Les types de véhicules et autres équipements achetés dans le cadre du Projet sont adaptés aux besoins du Projet; et
  - c. Tous les véhicules et autres équipements transférés ou achetés dans le cadre du Projet sont exclusivement destinés à une utilisation pour le Projet.
8. Outil de Suivi des Contrats au sein du portail client du FIDA (ICP) et outil de planification et suivi de la passation des marchés (OPEN)

Le Bénéficiaire doit s'assurer qu'une demande pour accéder à l'outil de suivi des contrats du Projet sur le portail client du FIDA (ICP) et à l'outil de planification et suivi de la passation des marchés (OPEN) est envoyée au FIDA. Le Bénéficiaire doit s'assurer que tous les contrats, protocoles d'accord, bons de commande et paiements connexes sont enregistrés dans l'Outil de Suivi des Contrats sur ICP en ce qui concerne la passation de marchés de biens, de travaux, de services, de services de conseil, de services autres que de conseil, de contrats communautaires, de dons et de contrats de financement. Le Bénéficiaire doit s'assurer que les données des contrats sont mises à jour trimestriellement pendant la mise en œuvre du Projet. La planification de la passation des marchés, l'examen préalable et les demandes de conformité ou de non-objection doivent être traités par le système de passation des marchés OPEN.

Le personnel clé du Projet est : le/la coordinateur/trice de Projet, le/la spécialiste financier (e), le/la spécialiste du suivi et de l'évaluation, le/la spécialiste en Passation et Gestion des Marchés, le/la spécialiste en ciblage, inclusion sociale, genre, jeunes et nutrition , et le/la spécialiste environnemental(e) .

Afin d'aider à la mise en œuvre du Projet, [l'Unité de Gestion du Projet/l'Unité de Mise en Œuvre du Project], sauf accord contraire avec le FIDA, emploiera ou fera employer, selon les besoins, du personnel clé dont les qualifications, l'expérience et les termes de référence sont satisfaisants pour le FIDA. Le personnel clé du projet sera détaché auprès de [l'Unité de Gestion du Projet/l'Unité de Mise en Œuvre du Project] s'il s'agit de fonctionnaires ou recruté dans le cadre d'un contrat de consultant selon la méthode de sélection des consultants individuels décrite dans le Manuel de passation des marchés du FIDA, ou selon toute méthode de sélection équivalente dans le système national de passation des marchés acceptable pour le FIDA.

Le recrutement du personnel clé du Projet est soumis à l'examen préalable du FIDA tout comme le licenciement du personnel clé du Projet. Le Personnel Clé de Projet est soumis à une évaluation annuelle et le renouvellement de son contrat est soumise à une performance satisfaisante. Tout contrat signé par le personnel clé du projet doit être conforme à la réglementation nationale du travail ou aux normes internationales du travail de l'OIT (la plus stricte des deux s'appliquant) afin de satisfaire aux conditions du SECAP 2020 du FIDA. Le renouvellement répété de contrats à court terme doivent être évités, à moins qu'il ne soit justifié de manière appropriée par les circonstances du Projet.

## **II. Procédures d'évaluation sociale, environnementale et climatique (PESEC) (SECAP)**

1. En tant que projet présentant des risques sociaux, environnementaux et climatiques modérés, l'Emprunteur/le Bénéficiaire devra procéder à la mise en œuvre du projet conformément aux mesures et exigences énoncées dans le Plan de gestion environnementale, sociale et climatique (PGESC) (le "Plan de gestion"), pris conformément aux exigences du PESEC tel que mis à jour de temps en temps par le Fonds.

L'Emprunteur/Le Bénéficiaire ne doit pas amender, modifier ou renoncer aux dispositions du Plan de gestion, sauf accord écrit du Fonds, et si l'Emprunteur/le bénéficiaire a respecté les mêmes exigences que celles applicables à l'adoption initiale du Plan de gestion.

2. L'Emprunteur/Le Bénéficiaire ne doit pas, et doit faire en sorte que l'Agent principal du projet, tous ses entrepreneurs, ses sous-traitants et ses fournisseurs ne commencent pas la mise en œuvre de travaux, à moins que toutes les personnes affectées par le Projet n'aient été indemnisées et/ou réinstallées conformément au calendrier de travaux et d'indemnisation convenu.

3. L'Emprunteur/Le Bénéficiaire divulguera le projet et le PGESC et tout autre plan de gestion pertinent avec les parties prenantes du Projet et les parties prenantes dans un endroit accessible dans la zone affectée par le Projet, sous une forme et dans une langue compréhensible par les personnes affectées par le Projet et les autres parties prenantes. La communication tiendra compte de tout besoin d'information spécifique de la communauté (par exemple, culture, handicap, alphabétisation, mobilité ou sexe).

4. L'Emprunteur/Le Bénéficiaire s'assure ou fait en sorte que l'Agent principal du projet s'assurent que tous les documents d'appel d'offres et les contrats pour les biens, les travaux et les services contiennent des dispositions qui exigent que les entrepreneurs, les sous-traitants et les fournisseurs se conforment à tout moment dans l'exécution du Projet aux normes, mesures et exigences énoncées dans le PESEC Edition 2021 et le Plan de gestion, le cas échéant.

5. Cette section s'applique à tout événement lié à de graves incidents environnementaux, sociaux, de santé et de sécurité (ESSS) (tel que ce terme est défini ci-dessous), à des problèmes de main-d'œuvre ou à des populations adjacentes pendant la mise en œuvre du Projet, qui, en ce qui concerne le Projet FIDA concerné :

- (i) a un effet négatif matériel direct ou potentiel;
- (ii) a attiré de manière significative l'attention négative de parties extérieures ou a créé des rapports négatifs importants dans la presse nationale ou les médias ; ou
- (iii) donne lieu à des responsabilités potentielles importantes.

Dans l'éventualité d'un tel événement, l'Emprunteur/le Bénéficiaire devra :

- Informer rapidement le FIDA ;
- Fournir des informations sur ces risques, impacts et accidents ;
- Consulter les parties prenantes par le Projet sur la manière d'atténuer les risques et les impacts ;
- Effectuer, le cas échéant, des évaluations supplémentaires et des engagements des parties prenantes conformément aux exigences du SECAP ; et
- Ajuster, le cas échéant, le mécanisme de règlement des griefs au niveau du projet conformément aux exigences du SECAP ;
- Proposer des changements, y compris des mesures correctives au plan de gestion (le cas échéant), conformément aux résultats de cette évaluation et de ces consultations, pour approbation par le FIDA.

Un Incident ESSS grave signifie un incident, un accident, une plainte grave concernant des questions environnementales, sociales (y compris le travail et la communauté), de santé et de sécurité (ESSS) qui se produit dans le cadre du prêt ou des activités de l'Emprunteur/Bénéficiaire. Les incidents ESSS graves peuvent comprendre des incidents de nature : (i) environnementale, (ii) professionnelle, ou (iii) de santé et de sécurité publiques, ou (iv) sociale, ainsi que des plaintes et griefs matériels adressés à l'Emprunteur/Bénéficiaire (par ex. toute explosion, tout déversement ou tout accident du travail entraînant la mort, des blessures graves ou multiples ou une contamination matérielle de l'environnement, les accidents de membres du public/des communautés locales entraînant la mort ou des blessures graves ou multiples, le harcèlement sexuel et la violence impliquant la main-d'œuvre du projet ou en rapport avec des menaces graves pour la santé et la sécurité publiques, une compensation de réinstallation inadéquate,

perturbations des écosystèmes naturels, pratiques discriminatoires dans la consultation et l'engagement des parties prenantes (y compris le droit des peuples autochtones à un consentement libre, préalable et éclairé), toute allégation nécessitant l'intervention de la police ou d'autres autorités chargées de l'application de la loi, comme des pertes de vies humaines, des violences sexuelles ou des abus sur des enfants, qui (i) ont, ou sont susceptibles d'avoir un effet négatif important ; ou (ii) ont attiré ou sont susceptibles d'attirer une attention négative substantielle de parties extérieures ou (iii) de créer des rapports médiatiques/de presse négatifs substantiels ; ou (iv) donnent, ou sont susceptibles de donner lieu à des responsabilités potentielles importantes.

6. L'Emprunteur/Le Bénéficiaire s'assure ou fait en sorte que l'Agent Principal du projet, les contractants, les sous-traitants et les fournisseurs s'assurent que les processus pertinents définis dans le PESEC Edition 2021 ainsi que dans le Plan de Gestion (le cas échéant) sont respectés.

7. Sans limitation de ses autres obligations de signalement en vertu de la présente convention, l'emprunteur/bénéficiaire doit fournir au Fonds :

- Des rapports sur l'état de conformité avec les normes, mesures et exigences énoncées dans le PESEC Edition 2021, et le plan de Gestion (le cas échéant) sur une base semestrielle - ou à toute autre fréquence convenue avec le Fonds;
- Des rapports sur tout incident et/ou accident social, environnemental, de santé et de sécurité survenu pendant la phase de conception, la mise en œuvre du projet et proposer des mesures correctives. L'Emprunteur/Bénéficiaire divulguera les informations pertinentes de ces rapports aux personnes affectées dans les plus brefs délais dès la soumission desdits rapports ; et
- Les rapports sur tout manquement aux normes, mesures et exigences énoncées dans PESEC Edition 2021 et le plan de Gestion (le cas échéant), rapidement après avoir pris connaissance d'un tel manquement.

8. En cas de contradiction/conflict entre le Plan de Gestion, le cas échéant, et l'Accord de Financement, l'Accord de Financement prévaudra.

## Logical framework

Chaîne logique	Indicateurs				Moyens de vérification			Hypothèses
	Nom	Situation de référence	Mi-parcours	Cible Finale	Source	Fréquence	Resp	
Portée	<b>1 Nombre de personnes bénéficiant de services promus ou appuyés par le projet</b>				Registre système SE, SGRO	Annuel	UGP	
	Hommes - Hommes		4853	12132				
	Femmes - Femmes		3813	9532				
	Jeunes - Jeunes		1300	3250				
	Nombre total de personnes bénéficiant de services - Nombre de personnes		8666	21664				
	Homme - Pourcentage (%)		56	56				
	Femme - Pourcentage (%)		44	44				
	Jeunes - Pourcentage (%)		15	15				
	<b>1.b Estimation correspondante du nombre total des membres des ménages</b>				Registre système SE, SGRO	Annuel	UGP	
	Membres des ménages - Nombre de personnes		38995	97488				
	<b>1.a Nombre correspondant de ménages touchés</b>				Registre système SE, SGRO	Annuel	UGP	
	Ménages dirigés par une femme - Ménages		3813	9532				
	Ménages autres que ceux ayant une femme pour chef - Ménages		4853	12132				

	Ménages - Ménages		8666	21664				
<b>Objectif du projet</b> Contribuer à la réduction de la pauvreté et de l'insécurité alimentaire et nutritionnelle dans le Sud-Est	<b>Nombre de ménages ayant reporté une amélioration de leur sécurité alimentaire</b>				Enquête auprès des ménages	Évaluation à mi-parcours, évaluation finale du projet	UGP	L'instabilité politique n'a pas d'impact négatif majeur sur les activités et les résultats attendus du projet. Les effets des catastrophes naturelles sont atténués dans la zone d'intervention du projet.
	Ménages - Nombre		4333	13648				
	Ménages - Pourcentage (%)		50	63				
	Indice de richesse pour les ménages ruraux - Nombre							
	Indice de richesse des ménages (Wealth ranking) - Nombre							
<b>Objectif de développement</b> Augmenter et diversifier les revenus des ménages et la production locale d'aliments nutritifs par des moyens qui résistent aux chocs climatiques et économiques.	<b>Nombre de bénéficiaires ayant reporté une augmentation de revenus</b>				Registre Systeme S&E	Année 5, 6, 7, 8	UGP	L'instabilité politique n'a pas d'impact négatif majeur sur les activités et les résultats attendus du projet. Les effets des catastrophes naturelles sont atténués dans la zone d'intervention du projet.
	Ménages - Nombre		8166	20414				
	Hommes - Nombre		4573	11432				
	Femmes - Nombre		3593	8982				
	Jeunes - Nombre		1225	3062				
	Membres des ménages - Nombre		36745	91863				
	<b>Ménages ayant amélioré leur indice de résilience / vulnérabilité</b>				Registre Systeme S&E	Évaluation à mi-parcours, évaluation finale du projet	UGP	
	Ménages - Nombre		4333	13648				
	Ménages - Pourcentage (%)		50	63				
	Membres des ménages - Nombre		19498	61417				
	<b>SF.2.1 Ménages satisfaits des services soutenus par le projet</b>				Enquête auprès des ménages	Évaluation à mi-parcours, évaluation finale du projet	PMU	
	Membres des ménages - Nombre de personnes		31196	77990				
Ménages (%) - Pourcentage (%)		80	80					

	Ménages (nombre) - Ménages		6932	17331				
<b>Effet direct</b> Effet Direct 1 - Renforcement de la gouvernance et de l'accès aux services améliorant résilience (eau, infra, ecosystem services).	<b>SF.2.2 Ménages déclarant pouvoir influencer la prise de décisions des autorités locales et des prestataires de services soutenus par le projet</b>				Enquête auprès des ménages	Annuel à partir de l'année 4	UGP	Les personnes ressources de la communauté et lead farmers sont un relais efficace entre ménage et projet ; Les conditions de sécurité permettent une mobilité au moins locale favorisant une plus grande participation
	Membres des ménages - Nombre de personnes		23397	77990				
	Ménages (%) - Pourcentage (%)		60	80				
	Ménages (nombre) - Ménages		5199	17331				
	<b>3.2.3 Ménages déclarant une diminution significative du temps consacré à la collecte d'eau et de combustible</b>				Enquête auprès des ménages	Au début du projet, à mi parcours et à l'achèvement	UGP	
	Ménages - Ménages		1120	2800				
	Ménages - Pourcentage (%)		19	19				
	Membres des ménages - Nombre de personnes		5040	12600				
	Ménages dirigés par une femme - Ménages		470	1176				
	<b>IE.2.1 Individus présentant une amélioration de l'autonomisation</b>				Enquête auprès des ménages	enquête de référence, mi parcours et achèvement du projet	Prestataire de services	
	Jeunes - Pourcentage (%)		13	25				
	Jeunes - Jeunes		169	812				
	Nombre total de personnes - Pourcentage (%)		13	25				
	Nombre total de personnes - Nombre de personnes		1127	5416				



	Femmes - Pourcentage (%)		13	25				
	Femmes - Femmes		496	2383				
	Hommes - Pourcentage (%)		13	25				
	Hommes - Hommes		631	3033				
	<b>IB 3.2.4: Amélioration de la biodiversité au niveau des écosystèmes</b>				ABC map online tool	MTR and completion	ECG	
	Zone de Biodiversité Intacte (AIB) en ha - Nombre	0.64	0.64	0.65				
	Capital Naturel Moyen par hectare (ANC) en USD - Nombre	3384	3432	3456.74				
	Indicateur basé sur l'écosystème en 0 ou 1 - Nombre	0	0	1				
	<b>3.2.1 Tonnes d'émissions de gaz à effet de serre (tCO2e) évitées et/ou séquestrées</b>				ghg calculation tool (e.g. exact) based on project activities	start, MTR and completion	support from ECG	
	Hectares of land - Superficie (ha)	0	0	6400				
	tCO2e/20 années - Nombre	0	0	-272841				
	tCO2e/ha - Nombre	0	0	-42.6				
	tCO2e/ha/année - Nombre	0	0	-2.1				
<b>Produit</b> Produit 1.1 - Renforcement de la planification et de la gouvernance locale pour la mise	<b>Politique 2 Nombre de plateformes opérationnelles multi-acteurs appuyées</b>				Enquête auprès des parties prenantes concernées	Annuel	UGP, prestataire de services	Motivation des acteurs à améliorer les systèmes alimentaires et effectuer des
	Nombre - Plateformes	0	3	3				
	<b>2.1.3 Organisations de producteurs ruraux soutenues</b>					Annuel		

en œuvre de systèmes alimentaires locaux résilients.	Tailles des organisations de producteurs - Organisation		861	1435	Enquêtes auprès des organisations de producteurs		Prestataires de services et organisations rurales	synergies ;presence encore sur le terrain dautres projets et des acteurs privés des filières
	Organisations de producteurs ruraux soutenues - Organisation		24	40				
	Hommes - Hommes		482	804				
	Femmes - Femmes		379	631				
	Jeunes - Jeunes		129	215				
	Organisations de producteurs ruraux soutenues dirigés par une femme - Organisation		10	15				
<b>Produit</b> Produit 1.2 - Développement d'infrastructures de production résilientes aux changements climatiques.	<b>1.1.2 Terres agricoles dotées d'infrastructures hydrauliques construites/remises en état</b>				Mesures des superficies améliorés ou remises en état	Annuel a partir de l'année 3	UGP M&E, exploitants agricoles, et personnel technique	La passation de marché et les etudes sont faites; absence de conflit foncier dans les perimètres et les usagers et leurs associations sont prêts à contribuer en travail
	Superficie en hectares - Superficie (ha)		81.03	323.75				
	<b>Réhabilitation des écosystemes et construction d'Infrastructures résilientes au climat</b>				Registre Systeme S&E	Annuel	Prestataire de services	
	Structures physiques pour la protection des zones critiques - Nombre		2	5				
	Aménagements des parcelles en pente (rampes vivantes, pierres seches) - Longueur (Km)		100	500				
	BAC - Nombre		1	1				

	Routes - Longueur (Km)		0	10				
	Cisternes en eau individuelles - Nombre		100	320				
	Cisternes en eau communautaires - Nombre		10	30				
<b>Effet direct</b> Effet Direct 2 - Amélioration des systèmes alimentaires générant emplois, nutrition, résilience climatique et revenus.	<b>3.2.2 Ménages déclarant l'adoption de pratiques et technologies durables et résilientes au changement climatique</b>				Enquête IBRE	IBRE au début du projet, mi-parcours et fin de projet	Prestataire de services	Les ménages ont bénéficié de formation et de paquets techniques résilients au changement climatique et ont les capacités et motivation de les mettre en oeuvre durablement (accès foncier, semences et inputs travail, etc). en lien avec développement des filières.
	Membres des ménages - Nombre de personnes		42478	84956				
	Ménages - Pourcentage (%)		50	70				
	Ménages - Ménages		9440	18879				
	<b>1.2.4 Ménages faisant état d'une augmentation de la production</b>				Enquête IBRE	IBRE au début du projet, mi-parcours et fin de projet	Prestataire de services	
	Membres des ménages - Nombre de personnes		42478	84956				
	Ménages - Pourcentage (%)		50	70				
	Ménages dirigés par une femme - Ménages		4154	8307				
	Ménages - Ménages		9440	18879				
	<b>1.2.8 Femmes déclarant une diversité alimentaire minimale (MDDW)</b>				Enquête IBRE	enquête de référence, mi-parcours et achèvement du projet	Prestataire de services	
	Femmes (%) - Pourcentage (%)		45	60				
	Femmes (nombre) - Femmes		1766	4710				
	Ménages (%) - Pourcentage (%)		45	60				

Ménages (nombre) - Ménages		4162	11099				
Membres des ménages - Nombre de personnes		18730	49947				
Ménages dirigés par une femme - Ménages		1831	4884				
<b>1.2.9 Ménages dont les connaissances, attitudes et pratiques en matière de nutrition sont améliorées (KAP)</b>				Enquête IBRE	enquête de référence, mi parcours et achèvement du projet	Prestataire de services	
Ménages (nombre) - Ménages		875	2450				
Ménages (%) - Pourcentage (%)		50	70				
Membres de ménages - Nombre de personnes		4375	12250				
<b>1.2.5 Ménages déclarant utiliser les services financiers ruraux</b>				Enquête IBRE	enquête de référence, mi parcours et achèvement du projet	Prestataire de services	
Membres des ménages - Nombre de personnes		1733	3465				
Ménages - Pourcentage (%)		80	80				
Ménages - Ménages		385	770				
<b>2.2.4 Organisations de producteurs ruraux (PR) soutenues, fournissant des services nouveaux ou améliorés</b>				Enquête IBRE auprès des organisations de producteurs	enquête de référence, mi parcours et achèvement du projet	Prestataire de services	
Nombre d'organisations de producteurs ruraux soutenues - Organisation		24	40				

	Membres des organisations de producteurs ruraux - Nombre de personnes		687	1145				
	Hommes membres des organisations de producteurs ruraux - Hommes		385	641				
	Femmes membres des organisations de producteurs ruraux - Femmes		302	504				
	Jeunes membres des organisations de producteurs ruraux - Jeunes		103	172				
	<b>2.2.1 Personnes ayant de nouveaux emplois / opportunités d'emploi</b>				Enquête auprès des ménages	enquête de référence, mi parcours et achèvement du projet	Prestataire de services	
	Hommes - Hommes		283	565				
	Femmes - Femmes		222	444				
	Jeunes - Jeunes		76	151				
	Nombre total de personnes ayant de nouveaux emplois/opportunités d'emploi - Nombre de personnes		505	1009				
<b>Produit</b> Produit 2.1 - Amélioration du capital de production, des pratiques	<b>1.1.8 Ménages recevant un soutien ciblé pour améliorer leur nutrition</b>				Enquête IBRE	enquête de référence, mi parcours et achèvement du projet	Prestataire de services	
	Nombre de personnes qui participent - Nombre de personnes		9250	18499				
	Hommes - Hommes		5325	10649				

agricoles, et de l'état de sécurité alimentaire et nutritionnelle des familles.	Femmes - Femmes		3925	7850							
	Ménages - Ménages		9250	18499							
	Membres des ménages bénéficiaires - Nombre de personnes		41623	83246							
	Jeunes - Jeunes		1387	2775							
	<b>1.1.3 Producteurs ruraux ayant accès aux facteurs de production et/ou aux paquets technologiques</b>								Enquêtes auprès des producteurs	Annuel ( à saisir dans SGRO)	Prestataires de services
	Hommes - Hommes		6216	10359							
	Femmes - Femmes		4884	8140							
	Jeunes - Jeunes		1665	2775							
	Producteurs ruraux - Nombre de personnes		11100	18499							
<b>Produit</b> Produit 2.2 - Appui aux entreprises de production, transformation et commercialisation des intrants et produits	<b>2.1.2 Personnes formées à des activités productrices de revenus ou à la gestion des entreprises</b>				enquête auprès des bénéficiaires	Annuel	Prestataires de services ou UGP M&E ou formateurs externes (selon les cas)	Les ménages sont intéressés, participent aux formations et sont prêts à cofinancer les paquets; Capacité du prestataires de service à se procurer des intrants de qualité et à faciliter leur reproduction locale pour assurer disponibilité ;			
	Hommes - Hommes		536	1072							
	Femmes - Femmes		421	843							
	Jeunes - Jeunes		144	287							
	Personnes formées à des activités productrices de revenus ou à la gestion des entreprises - Nombre de personnes		957	1915							
	<b>2.1.6 Installations de commercialisation, transformation et stockage construites ou remises en état</b>				dans le cadre des activités de suivi et évaluation	Annuel	Prestataires de services				
Nombre total d'installations - Installations		10	26								

	Installations de commercialisation construites ou remises en état - Installations		4	9				
	Installations de transformation construites ou remises en état - Installations		3	9				
	Installations de stockage construites ou remises en état - Installations		3	8				
	<b>1.1.7 Personnes ayant reçu une formation en alphabétisation financière et/ou utilisation des services et produits financiers dans les zones rurales</b>				données recueillies par formateurs, personnel du projet ou prestataire	Annuel	Prestataires de services	
	Hommes - Hommes		3844	6406				
	Femmes - Femmes		3020	5034				
	Jeunes - Jeunes		1030	1716				
	Personnes ayant reçu une formation en alphabétisation financière et/ou utilisation des services et produits financiers dans les zones rurales - Nombre de personnes		6864	11440				

## Integrated Project risk matrix

Risk categories and subcategories	Inherent	Residual
<b>Country context</b>	High	High
<b>Political commitment</b>	High	High
<p><b>Risk(s):</b>            There is a significant risk that the current political situation in the country will remain difficult during the design phase of the project, and that this will potentially delay or neutralize key political decisions and commitments crucial to ensuring the success of the project. The current situation remains very volatile and complex, and the lack of legitimate authority (to date no democratically elected representatives remain) greatly disrupts the guarantee of strong political commitment.            The resignation of Prime Minister Ariel Henry, via a video message recorded from Puerto Rico, adds more uncertainty to the complex panorama that Haiti presents. Following this announcement, the process of forming a new government is underway. This will seek to ensure the convergence of the main political actors.</p>		
<p><b>Mitigations:</b>            Despite this difficult environmental context, IFAD has been able, in recent years, to increase its presence in the country, and to develop strong collaboration with the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR) and the Ministry of Economy and Finance (MEF), through the UTE. The project will be able to rely on this collaboration. Based on the experiences of the country portfolio, the project will continue these collaborations at the central level but above all via decentralized management strengthening local public institutions less dependent on this political situation. The project will ensure implementation with local civil society organizations which have maintained continuous operation despite these problems.            Concerning the next stages of project negotiation, the FIDA team hopes to be able to rely on the relationships developed with important actors at the institutional level to ensure continued and timely support from them.</p>		
<b>Governance</b>	High	High
<p><b>Risk(s):</b>            Since July 2023, Haiti has had no elected representatives in its government institutions. The legislative power effectively ceased to function in January 2020, when all the deputies and two thirds of the elected representatives of the upper house left their posts, without successors to replace them. Former Prime Minister Ariel Henry recently resigned, and an interim government is currently in place. The idea of elections taking place in the short term seems compromised if the security situation remains at its current level.            On the other hand, according to Transparency.org's 2022 report on the state corruption rate, Haiti ranks 171st (out of 180 countries) with a score of 17/100, which places the country in the high-risk range, on the same level as North Korea. This data adds to the difficult conditions described further below.</p>		
<p><b>Mitigations:</b>            The decision to entrust the execution and coordination of project activities to the Technical Execution Unit (UTE) of the MEF which currently manages a portfolio of projects from other donors including the IDB, the World Bank, the European Union, the public treasury, is a first action to mitigate this risk at the project level. Proper management of the SEI could mitigate risks due in the public governance system. IFAD will have to back it up and support it with specific technical assistance in fiduciary matters.            It is important to note, however, that these mitigation measures will depend greatly on the overall situation in the country, and its improvement in the coming months.</p>		
<b>Macroeconomic</b>	High	High
<p><b>Risk(s):</b>            There is a definite risk that macroeconomic policies, incorporating monetary, fiscal, debt management/sustainability and trade policies, are not sound, are not sustainable or are vulnerable to internal or external shocks. This risk greatly compromises the government's ability to mobilize counterpart funding.</p>		



<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p>Inflation increased from 47 to 49.3% during the first quarter of 2023. The HTG – USD conversion rate is very fluctuating, undergoing significant variations and negatively impacting the Haitian economy, and the lives of inhabitants of the island.</p> <p>Haiti has returned to a high level of risk of debt distress since 2017 due to different factors (decline in long-term growth prospects; stagnation of economic activities in the capital due to insecurity; increase in planned borrowing; impact of a devastating hurricane. Haiti is and remains, according to many international criteria, a fragile country, particularly in the face of natural disasters, which are statistically very frequent in the territory. This condition can have an impact on the government's ability to provide adequate counterpart funds to the project, because priorities change according to needs.</p>		
<p>Mitigations:</p> <p>The issue of counterpart funds is an issue that should be managed in project implementation. The fact that the project will be executed by the MEF UTE will facilitate dialogue with the Public Treasury on this aspect. However, considering the amount of the planned contribution from the GoH, this aspect should not significantly influence the implementation of the project. The potential contribution will mainly be in the form of tax exemption. Office space will be provided to the project as well as part of the salaries of civil servants who will participate in project activities.</p>		
<b>Fragility and security</b>	<b>High</b>	<b>High</b>
<p>Risk(s):</p> <p>Haiti is highly vulnerable to natural and man-made shocks, including civil unrest, conflict or Low governance structures and institutions. The years 2021 - 2023 were notably marked by an increase in civil unrest, following the assassination of President Jovenel Moise in July 2021, with a significant increase in violence, particularly in the metropolitan area of Port au Prince. In this regard, the former PM presented a formal request for international support for the country's security services, which was approved in October 2023 by the UN Security Council, which authorized a non-UN multinational force led by Kenya to support the national security forces in restoring a security climate as well as strengthening their capacity. It is noted that when writing the design document (1st quarter 2024), the mission mobilization is still slow to materialize.</p> <p>The insecurity of land tenure could compromise the effectiveness of the project given that households need secure access to land to invest in agroforestry and sustainable land management. Furthermore, this land insecurity can be a factor of conflict/fragility for rainfed systems but also within irrigated systems, also around water management. Concerning fragility in terms of natural shocks, the country has the highest vulnerability index to hurricanes and cyclones (12.9 on a scale of 13) among the island states of low-income countries (LICs). Additionally, Haiti is ranked as the most vulnerable country in the Caribbean region and 14th globally according to the Risk Management Index (INFORM). Additionally, the country is classified as earthquake vulnerable with a 10% chance of a potentially damaging earthquake hitting the country every 50 years. On Moderate, each disaster costs 2% of gross domestic product (GDP) per year and significantly affects the agricultural sector in particular.</p>		
<p>Mitigations:</p> <p>Few effective mitigation methods currently exist. However, 4 mitigation strategies are employed: 1) decentralization and local approach: the project proposes to develop local food systems and decentralized management less dependent on central institutions. A Mitigation in the use of long-distance transport, directly affected by this insecurity (road network passing through PaP), should have a positive impact on the project. 2). As recommended by the recent report on climate security and fragility, the project put household resilience at the center of the project and the various interventions. 3) Coordination with emergency responses and operations of other actors (local and international) will be enabled by existing planning platforms and through local coordination. 4) The project includes component 4, which can be used to reallocate funding in a major crisis not allowing the project's implementation and requiring emergency responses.</p> <p>In terms of land, clear mechanisms for conflict resolution and recognition of land rights will be necessary. Particular attention will be paid to traditional land rights, deemed essential to ensure the long-term sustainability of project investments. The project will also support the strengthening of irrigators' associations. Environmental and climate risk management is described in the relevant sections.</p>		
<b>Sector strategies and policies</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Policy alignment</b>	<b>Moderate</b>	<b>Moderate</b>

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p><b>Risk(s):</b> The project is part of major national priorities, including the Agricultural Development Policy, the Three-year Agricultural Recovery Plan, the Haiti Strategic Development Plan, the Women's and Men's Equality Policy and the PSNSSANH. However, the demands presented by a situation like the one the country is experiencing make alignment complicated, because priorities can vary depending on the evolution of events.</p>		
<p><b>Mitigations:</b> The project is well aligned with National Policies. Through constant policy dialogue, IFAD will ensure that its activities maintain this alignment throughout the implementation of EFOSE.</p>		
<b>Policy development &amp; implementation</b>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Risk(s):</b> There is a lack of regulatory framework on quality control and traceability of agricultural products, which could reduce the range of market exploration possibilities for certain agricultural products produced by beneficiaries</p>		
<p><b>Mitigations:</b> The project will support collaboration with market governing partners, who have accumulated experience in business relationships with target markets. In addition, EFOSE will support the initiatives of existing producer associations and cooperatives and impact companies with the aim of meeting the quality and traceability requirements of the markets for the targeted sectors.</p>		
<b>Environment and climate context</b>	<b>High</b>	<b>High</b>
<b>Project vulnerability to environmental conditions</b>	<b>High</b>	<b>High</b>
<p><b>Risk(s):</b> Haiti is in an area subject to numerous environmental hazards, including earthquakes, land erosion and hurricanes/cyclones. These events can in fact have impacts on productive infrastructures and homes, logistical corridors (roads, and more particularly those along the coasts, are regularly cut during the cyclone season, more particularly from June to November) as well as harvests and preservation of food products. These risks can impact the different dimensions of vulnerability of the target population, and it is essential for the project to consider them.</p>		
<p><b>Mitigations:</b></p> <ol style="list-style-type: none"> <li>1. Participatory territorial planning will take into account environmental and climate risks and engage/align with existing disaster preparedness/management plans.</li> <li>2. The project will invest in watershed restoration activities to limit the risks of land degradation which also increase risks and impacts related to environmental and climate disasters (i.e. floods, etc.): through: <ul style="list-style-type: none"> <li>has. the promotion of agroforestry in the mountains and the creation of wooded plots.</li> <li>b. developing nature-based solutions to prevent the risk of slope degradation that neglects critical rural infrastructure, such as roads and irrigation systems.</li> </ul> </li> <li>vs. the implementation of soil conservation and humidity management structures.</li> <li>3. Ensure high standards in the construction of infrastructure so that it is resilient to climate and environmental risks.</li> <li>4. The project promotes localized production and improved conservation that mitigates the risks of community isolation due to cut roads. It also supports investments in water storage to guarantee safe access to water for populations.</li> <li>5. Integrated pest management plan to mitigate pest and disease risks and animal health training.</li> <li>6. The project will encourage savings, better financial management and access to insurance which can further help communities deal with these problems.</li> <li>7. the project included component 4 which can be used to reallocate funding in the event of a major crisis (including environmental) not allowing the implementation of its activities and requiring emergency responses.</li> </ol>		
<b>Project vulnerability to climate change impacts</b>	<b>High</b>	<b>High</b>
<p><b>Risk(s):</b> The EFOSE project is classified in the "high" climate risk category due to the high exposure of Haiti, particularly in its South-East region, to the consequences of climatic events. According to a World Bank report published in 2023, more than 96% of the Haitian population is exposed to the risks of natural disasters and extreme weather</p>		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p>events, placing it third in terms of vulnerability to climatic hazards between 2000 and 2019, after Puerto Rico. and Myanmar. Specific threats in the project area include coastal erosion, temperature variations, drought periods, soil erosion, fire hazards, seismic hazards and other climatic events.</p> <p>The consequences of these threats are felt on agricultural production, livestock productivity, biodiversity, stages of the value chain and rural infrastructure. This impacts people's livelihoods and their climate resilience. Climate and weather information services are not provided effectively, and the target population lacks economic resources to adapt to climate shocks, particularly in terms of access to loans and agricultural insurance.</p>		
<p>Mitigations:</p> <p>a) Strengthen the capacities of project management teams and local partners, whether state, private or community, to identify, anticipate and mitigate climate and other natural risks. Such approaches must also be integrated into territorial planning and value chain activities.</p> <p>b) Strengthen local institutions and farmers through improved training and extension services that integrate climate change and risk concerns (i.e. climate resilient planning and practices, sustainable management land, seeds adapted to the climate, integrated agricultural systems, fodder).</p> <p>c) Strengthen the use of adaptive management approaches and encourage sustainable agriculture respectful of the climate and biodiversity by promoting the cultivation of agroecological and diversified agricultural systems with climate-resilient crop varieties. Additionally, promote integrated livestock practices to help mitigate climate-related risks. It is also planned to plan active restoration interventions aimed at maximizing water availability for crops and livestock.</p> <p>d) Investments in local and digital management, coordination, and monitoring mechanisms to address the risks of road cuts and community isolation.</p> <p>e) Investments in adaptive and climate resilient infrastructure (including irrigation, rainwater storage, etc.). The project will focus on improving the resilience of irrigation systems against extreme weather conditions through a dedicated nature-based solution and restoring the upstream watershed, by implementing water harvesting techniques. water to improve water availability throughout the season. Infrastructure works will take seasonality into account, to avoid seasons that could affect construction.</p> <p>f) Improvement and diversification of income and access to financial services through component 2.2.</p> <p>g) RED component for reallocating envelopes in the event of climatic disasters affecting target populations</p>		
<b>Project scope</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Project relevance</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s):</p> <p>Although the project is designed in a context of institutional and political fragility, the country has policy instruments and strategic orientations in the fight against food insecurity to which the project has adapted. The next elections may, however, lead to a change in strategic direction.</p>		
<p>Mitigations:</p> <p>The MARNDR authorities express a solid political will to guide investments that contribute to increasing agricultural production and reducing food insecurity. In addition, the objective of improving the resilience of target communities to climatic and economic shocks remains predominant. Social inclusion as well as the Mitigation of inequalities, in particular those based on gender in the Southeast department, in complementarity with the emergency actions underway in the region, are considered by the project and actions will be taken in this regard. sense. Finally, the project provides for an initial participatory diagnosis to update project activities and ensure relevance for the targeted populations.</p>		
<b>Technical soundness</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s):</p> <p>The context of fragility requires interventions at several levels in order to strengthen resilience to these risks. On the other hand, these adjustments increase the risk relating to an overly complex and ambitious technical design of the project, which would compromise the ease of execution of interventions and the achievement of development objectives. The project's major difficulties lie in the fragility of the country's</p>		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
socio-economic and political context. For example, it is possible that the support will not allow populations to target food aid campaigns from the WFP or supported sectors.		
<p>Mitigations:</p> <p>These difficulties and constraints will be alleviated by strengthening coordination between project execution agencies, decentralization of actors and capacity building of the project execution unit at the local level. In addition, the project plans to strengthen the capacities of partners implementing the interventions. Partners with successful experience will be mobilized as much as possible (ie WFP local procurement program links). The project includes envelopes to meet the requirements of the targeted markets. If the production does not meet the quality expected by the WFP, the project will be able to sell the products on local markets. Drawing lessons from past experiences, the duration of the project is planned for 7 years, in order to take into account the additional efforts necessary to carry out the interventions.</p>		
<b>Institutional capacity for implementation and sustainability</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Implementation arrangements</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s):</p> <p>Government technical institutions have limited execution and sustainability capacities. Nevertheless, donors have joined forces to strengthen an international project management unit (UTE) which has good capacity and interesting results. The effective and efficient collaboration of the UTE and the MARNDR is essential to ensure proper execution of interventions. and the success of the project. At the local level, several civil society organizations have been present for a long time and have developed good capacities, but which will certainly need capacity building, especially in considering cross-cutting climate and gender aspects in interventions. The availability of local resources in certain key aspects of the project such as resilience to climate change, marketing support, as well as effective coordination of project implementation stakeholders will require special attention.</p>		
<p>Mitigations:</p> <p>Lessons learned from implementation experiences of previous projects in the portfolio guided the institutional arrangements for project implementation. EFOSE seeks to leverage the management capabilities of the UTE and the technical capabilities of the MARNDR with the aim of ensuring effective implementation and management of the project. Although the execution of IFAD projects by the UTE is in its early years, the unit has acquired solid experience in the execution of projects financed by other donors including the World Bank, IDB, USAID, AFD and is renowned for being staffed with qualified and experienced staff. The project intends to strengthen the capacities of the decentralized structures of the MARNDR and local organizations which will be involved in the execution of the activities. Most of the proposed activities are based on the capacities and experiences of these organizations to increase the feasibility of the project and to be able to rely on existing expertise (ie tanks, technical package (agricultural production), school-farmer field approach, infrastructure and afforestation etc.). Furthermore, component 1.1 is dedicated to institutional strengthening which will be based on initial self-assessments which will be reviewed regularly according to the project's exit and sustainability strategy. This will strengthen local ownership of the project and the sustainability of its benefits and impact on target groups.</p>		
<b>M&amp;E arrangements</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s):</p> <p>UTE has systems for monitoring the project portfolio under its coordination and has growing experience working with IFAD. However, existing processes and systems will need to be adapted to meet project requirements.</p>		
<p>Mitigations:</p> <p>Measures will be taken to support and strengthen planning, monitoring-evaluation and knowledge management mechanisms and processes. They include: i) staff within the PMU at the central level who will coordinate activities related to the establishment as well as the operationalization of the project monitoring-evaluation system; ii) forecast of a budget to finance activities related to monitoring-evaluation including the various required surveys; iii) provide training support for PMU members in the field as well as partner organizations who will be involved in the execution of interventions for effective participation in information collection and reporting .</p>		
<b>Procurement</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Legal and regulatory framework</b>	<b>Moderate</b>	<b>Moderate</b>

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p><b>Risk(s):</b> In general, local procurement laws and procedures do not conform to IFAD standards, although some elements are acceptable. The project will use IFAD's procurement rules and DAOs. National procurement legislation and regulations exist. The legislative framework is generally in line with international standards in the field of public procurement, such as the UNCITRAL Model Procurement Law, OECD/DAC indicators or CARICOM recommendations. On the website of the Commission Nationale des Marchés Publics - CNMP <a href="https://cnmp.gouv.ht/documentstypes/index">https://cnmp.gouv.ht/documentstypes/index</a>, you can see the documents available, in particular the standard DAOs for the different categories of calls for tender. UTE uses the standard tender documents of donors (including IFAD) for projects financed by these donors. Public access to procurement information is in accordance with IFAD procedures (publication of the general procurement notice, publication of specific invitations to tender/call for expressions of interest, etc.) and published on the website of the CNMP and the sectoral entity concerned.</p>		
<p><b>Mitigations:</b> Overall low risk in most aspects, higher risk elements will be reduced by using IFAD's procurement system. The project should use IFAD's standard bidding documents and advertising to increase competition. Use the PIM as the project's procedures manual OR develop a detailed procedures manual (MOP Passation de Marchés) to compensate for the lack of a national manual. This should be based on the Project Implementation Manual (PIM), which includes IFAD guidelines.</p>		
<b>Institutional Framework and Management Capacity</b>	<b>Low</b>	<b>Low</b>
<p><b>Risk(s):</b> The institutional framework and management capacity are good. The project will be implemented by an existing unit with experience of working with IFAD. Commission Nationale des Marchés Publics (CNMP) is the standard-setting body of the National Public Administration responsible for regulating and monitoring the public procurement system and public service concession agreements (created by decree on December 3, 2004). However, the CNMP is responsible for all contracts financed by the government but is not involved with projects financed by external donors.</p>		
<p><b>Mitigations:</b> Overall low risk in most aspects, higher risk elements will be reduced by using IFAD's procurement system.</p>		
<b>Accountability, Integrity and Transparency of the Public Procurement</b>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk(s):</b> The project will be implemented by an existing unit with experience of IFAD procurement processes. Procurement methods for services in national legislation are in line with IFAD guidelines in general principles, however, some specificities need to be completed such as the inclusion of the self-certification form.</p>		
<p><b>Mitigations:</b> Overall moderate risk in most aspects, with higher-risk items potentially reducible by applying the stated recommendations. The project must follow IFAD's Procurement Manual and IFAD's DAOs must be used; indeed, the PPA (Project Procurement Arrangement) must state that when local standards do not conform to IFAD's, projects must use IFAD's.</p>		
<b>Public procurement operations and Market Practices</b>	<b>High</b>	<b>High</b>
<p><b>Risk(s):</b> Significant overall risk in most aspects. According to information in the 2012 PEFA report (Framework 2011), the Dispute Settlement Committee provided for in the Public Procurement Act is not operational. The CNMP and the Inspection Générale des Finances-IGF are tasked with carrying out independent audits of public procurement and ensuring compliance with public procurement law and regulations. However, it is not clear to what extent these bodies are actively fulfilling their roles.</p>		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p>The country's corruption index according to Transparency International ranks 171/180 (2022), a score of 17, placing the country at high risk.</p> <p>There is a high risk that accountability, transparency, and oversight arrangements are inadequate to safeguard the integrity of project procurement and contract execution, leading to the unintended use of funds or the execution of project contracts outside the required time, cost and quality requirements.</p>		
<p>Mitigations:</p> <p>Significant overall risk in most aspects. Some mitigation has been noted for some elements, but implementation and impact may be limited. The project should use IFAD tender documents that include the anti-corruption policy, and this is also included in approved contracts. The project should incorporate IFAD's self-certification form. IFAD bid protest procedures must be followed. The project should make the bodies responsible for handling appeals operational within their respective remits. The Project's Procurement Unit should be responsible for applying IFAD's guidelines and procedures, with close (even meticulous) monitoring of contract execution and payments.</p>		
<b>Assessment of Project Complexity</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s):</p> <p>The security situation and the current crisis in the country add to the register of risks which at this level are affected by numerous externalities to the Project and directly linked to the political situation. The country is in a fragile situation, affecting imports, domestic transport and the conduct of business in general.</p>		
<p>Mitigations:</p> <p>Some mitigation measures are applicable, but most risks are external to the project and go beyond procurement. Application of IFAD procurement standards for the Project.</p>		
<b>Assessment of Implementing Agency Capacity</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s):</p> <p>There is a procurement unit with 7 procurement specialists. Each project has a specialist (Expert Passation de Marchés - EPM) in charge. When necessary, the EPM is supported by the other EPMs in the unit. EPM specialists have an average of over 7 years' experience in donor-funded public procurement.</p> <p>The procurement department is headed by a Director. Donor processes and procedures (including IFAD) are generally followed (applied according to the Project) and standard tender documents are used.</p> <p>All this experience and HR capacity reduces risks at this level.</p>		
<p>Mitigations:</p> <p>Overall manageable risk for most Pillar B criteria, with mitigation measures identified and achievable for some.</p> <p>The Project should continue to use IFAD's tendering procedures and documents, and capacity building should be provided by IFAD's procurement team to strengthen the Project's capacity.</p> <p>The Project will need to hire an additional procurement specialist and/or assistant to manage the increased workload with regard to activities related to the new Project.</p> <p>Institutional and management capacities need to be improved, and procurement staff require adequate training (ITCILO BuildProc certification program, on-the-job training, coaching by IFAD consultant, etc.).</p>		
<b>Financial management</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Organization and staffing</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s):</p> <p>To mitigate the existing risk of high staff turnover based on lessons learned, EFOSE aims to consolidate the already existing UTE within the MEF and create a unit dedicated to the implementation of IFAD projects which will have fiduciary responsibility for the Inclusive Blue Economy Project (I-BE) and EFOSE.</p> <p>Additionally, it will be important to review and establish a set of internal procedures to ensure process efficiency, with a view to reducing processing times. There is a risk that the new project structure (UGP) may encounter difficulties in aligning with the already existing UTE. Additionally, the salaries and responsibilities of UTE staff may require review. Most importantly, when starting EFOSE, a clear roadmap should be established to understand what will be financed with each project and propose a contractual modality that is as simple as possible.</p>		
<p>Mitigations:</p>		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p>ToR: Review the mandates of EFOSE staff to ensure that they are correctly included in the current structure of the UTE. Reporting lines and responsibilities should be properly identified. In addition, a clear roadmap should be established to understand what will be financed with each project and propose a contractual modality that is as simple as possible.</p> <p>PF Manual: Staff contracts are multi-year to guarantee the stability and continuity of the team. Staff salaries should be set in US dollars (and paid in local currency) to avoid losses in competitiveness vis- à-vis other development institutions in the country. Contract renewal will be based on the results of the performance evaluation.</p> <p>Training plan for the financial team: During start-up, the UTE must identify external partners who will be able to provide this type of training.</p>		
<b>Budgeting</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s): The inherent risk is based on the assessment made by external sources, mainly the PEFA pillars "Budget reliability", "Transparency of public finances" and "Predictability and control of budget execution". The governance structure and budget approval mechanisms outlined in PEFA are Low. There is no national cash counterpart. However, the government grants tax exemptions. This is a common practice in Haiti and no difficulty linked to the absence of national counterpart should slow down the implementation of the project. The financial system used for budget monitoring will be the ACCPAC accounting system. No integration with a national accounting system is planned.</p>		
<p>Mitigations: A monthly budget execution report should be prepared by the Financial Department and communicated to the EFOSE Coordinator. The Director of Operations also receives it, as does the Executive Management. A monthly consolidated budget execution report is prepared by the Financial Department and transmitted to the Director of Operations and the Executive Management, within the same deadline.</p>		
<b>Funds flow/disbursement arrangements</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s): Certain considerations must be considered due to the inflationary context in Haiti. Among other things, personnel contracts, business plan budgets and other supplier commitments will be established in US dollars to avoid competitiveness losses linked to the depreciation of the local currency. Finally, it is expected that the project will make payments directly from the designated account in USD. Likewise, it is recommended that the local currency operating account be managed with minimum levels of liquidity, encouraging regular and permanent replenishment to minimize inflationary impact. Ultimately, the PMU is responsible for quantifying and recording all in-kind contributions such as unskilled labor, construction materials, transfer of materials, etc. as compensation for the beneficiaries.</p>		
<p>Mitigations: Monthly monitoring of the evaluation of the contribution of the GoH and the beneficiaries must be kept up to date by the CA and verified by the RF and approved by the project coordinator. This assessment must be presented in the financial reports as in-kind compensation, particularly in the RFIs and in the audited financial report.</p>		
<b>Internal controls</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s): The decree of February 16, 2005, establishes a priori administrative control of State budgetary operations by the body of Financial Controllers, reporting to the Minister of Finance. However, this aspect is not effectively applied, with Financial Controllers intervening after expenditure authorizations. The Budget Control Department highlighted this Lowness in its 2009-2010 activity report. The Project Manual provides general roles for the main players in the financial management of the project, namely the financial manager and the accounting assistant. However, during the start-up of the project, a defined RACI matrix should be developed and completed by reviewing the roles and responsibilities of all staff involved in financial management and in line with the UTE consolidation strategy. It covers the review of any type of financial transaction that may be carried out under the project, including: i) Payment process, including process diagram and required supporting documents; ii) Control of fixed assets; iii) Control of the archiving of financial documents iv) Control of</p>		

Risk categories and subcategories	Inherent	Residual
<p>travel/missions; and v) Ensure the adequacy of accounting and financial operations and information systems.</p> <p>The internal control of the project must be strengthened due to its scale and characteristics. It is suggested that the auditors' terms of reference (TOR) be adjusted to include field visits. The external auditor must verify compliance with the technical specifications of the project investments, the proper use of assets for the intended purposes and the controls implemented by the implementing agency. In addition, it must assess the justification, consistency, appropriateness, and effectiveness of the modifications to the initial investment, approved against the project documentation (COF, procurement plan, tender documents, offers, agreements, among others).</p>		
<p>Mitigations:</p> <p>External auditors' TORs: To strengthen internal control, auditors' TORs should be adjusted to include field visits. This would verify compliance with technical specifications, actual use of assets, and controls put in place by the implementing agency, ensuring a complete and thorough assessment. (March 30, 2024)</p> <p>PF Manual: During project start-up and before first disbursement, a defined RACI matrix should be developed and completed by reviewing the roles and responsibilities of all staff involved in financial management and in accordance with the project consolidation strategy. 'UTE. It covers the review of any type of financial transaction that may be carried out under the project, including: i) Payment process, including process diagram and required supporting documents; ii) Control of fixed assets; iii) Control of the archiving of financial documents iv) Control of travel/missions; and v) Ensure the adequacy of accounting and financial operations and information systems (March 30, 2024)</p>		
<b>Accounting and financial reporting</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s):</p> <p>No national IT system is used to prepare financial reports. The Technical Execution Unit (UTE) of the Ministry of Finance uses the ACCPAC software, recording all transactions by activity, component and source of financing. At the end of each cycle (month and year), certain data is exported to Excel to generate standard reports. Although this system is designed to be efficient and provide avenues of control for external auditors, other projects in Haiti use different accounting systems, with ACCPAC being specific to the I-BE project. When configuring ACCPAC for this project, UTE was expected to design and prepare financial statements consistent with generally accepted accounting principles, the laws of the Republic of Haiti and regulations issued by the competent authorities.</p>		
<p>Mitigations:</p> <p>The project MoU should detail the adoption of international accounting standards IPSAS on a cash basis. Project financial statements must include special mention of international standards. (30/March/2023)</p> <p>The project memorandum of understanding should detail policies and procedures for the retention and custody of all project accounting and supporting documents. Access policies for physical and digital records should also be included. (March 30, 2024)</p>		
<b>External audit</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s):</p> <p>The use of the Superior Court of Accounts and Administrative Disputes (CSCCA) of Haiti as a supreme audit institution (ISC) is not planned according to the latest PEFA assessment, creating gaps in the quality of financial information provided and the implementation of internal controls. Therefore, EFOSE's financial statements will be subject to audit by external auditors.</p> <p>Despite the country's high risk, previous audits have not revealed major anomalies related to the traceability of funds. It should be noted that none of the 4 largest global accounting networks in terms of revenue: Deloitte, EY, KPMG and PwC are present in Haiti. In this context, it is recommended to ensure field visits, including sufficiently detailed reports accompanied by supporting documents and photos. It was observed that in some cases the accounting standards do not comply with IFAD requirements. The audit firm's performance should be aligned with IFAD standards, with contracts renewed in case of positive results. The audit firm's terms of reference should encompass a sample representing at least 20% of the value of transactions (substantial and high-risk projects), while verifying international financial reporting, compliance with legal commitments and robustness of controls internal.</p>		



<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
Mitigations: ToR external auditors: Ensure regular field visits. Establish a gradual skills-building program for local staff, tailoring training to target specific internal control Lownesses identified during audits, to ensure targeted and effective improvements. (March 30, 2024)		
<b>Environment, social and climate impact</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Biodiversity conservation</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): The project is close to a protected area and the associated installations may suffer an indirect impact. The project intervention area is located in the Massif de la Selle, which is the second richest region in biodiversity in the country, after the Massif of the Hood.		
Mitigations: The project will establish geographic zoning and project investments will take place outside of these protected areas, while benefiting in a relevant manner from the positive impacts of the project. Additionally, the EFOSE project will seek to promote biodiversity and environmentally friendly approaches to help offset environmental risks. ABC Map Biodiversity Indicator and other geospatial tools will be used to ensure that project activities are implemented outside of protected areas and to continuously monitor or evaluate impacts at mid-term and at the completion of the project.		
<b>Resource efficiency and pollution prevention</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): A risk of poor management of inputs and pollution has been identified because certain row crops are grown on steep slopes without conservation measures. Added to this are the risks of using chemical inputs. Increased use of agrochemicals by farmers can pollute land and water resources as they seek to increase agricultural productivity, effectively threatening ecosystem services and the environment at the local level.		
Mitigations: The project will support the development of agriculture and livestock breeding by promoting agroecological practices which favor the use of local organic inputs and compost, the integrated management of fertility and pests (annex 5.9) and promoting the diversification of crops. Furthermore, the project plans interventions to combat soil degradation and erosion on slopes, by targeting the location of agroforestry as well as sustainable agro-sylvo - pastoral and by providing appropriate soil management measures.		
<b>Cultural heritage</b>	<b>Low</b>	<b>Low</b>
Risk(s): The project does not plan to intervene on protected sites or in areas of historical, religious or cultural importance.		
Mitigations: Planning of activities will be carried out in collaboration with local communities as part of participatory territorial diagnostics and will include zoning to ensure the non-exploitation of protected sites. If necessary and depending on the type of intervention in question, the guide to obtaining free, prior and informed consent will also be followed and incidental research procedures will be applied in accordance with current legislation, in the unlikely event that this occurs, in accordance with IFAD's PESEC procedures.		
<b>Indigenous peoples</b>	<b>Low</b>	<b>Low</b>
Risk(s): There are no categorized indigenous peoples in Haiti		
Mitigations: N/A		
<b>Community health and safety</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): Even if the project does not plan to finance pesticides, the increase in income and agricultural potential (via rehabilitation of irrigation structures, anti-erosion structures, etc.) can potentially lead to an increase in the use of pesticides, particularly in a context of high exposure to the risks of diseases and pests. Improper handling and application of agrochemicals will increase health risks for people exposed to pesticides and consumers of agricultural products. Crops, poultry, and livestock are under serious		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p>threat in Haiti, suffering attacks from diseases and pests. Several plant species have recorded a decline in their population and yield due to diseases (citrus, coconut, sorghum, and others). Consumption of attacked crops constitutes a health risk for the community.</p> <p>The project also identified risks linked to water-transmitted diseases (cholera present) given the difficulties of access to drinking water and the health issues in the project areas.</p> <p>Risks have been identified in connection with the possible storage of fuel oil (given the lack of access to energy and the costs/risks of transport, this practice is common) and the possible contamination of surface water.</p> <p>In a context of high exposure to climatic and natural risks, the construction of infrastructure involves risks; possibly destroyed/damaged with risks for people using them.</p> <p>Mental and physical pressures as well as gender-based violence are recurring problems in Haiti, and these can take place in the context of carrying out agricultural activities. In view of the current security context, travel required as part of production and marketing activities may present a risk to personal safety.</p>		
<p>Mitigations:</p> <p>The project will promote the use of organic fertilizers, integrated pest control and management and the safe use of chemicals when necessary (annex 5.9 on integrated management of diseases and pests). The project will support a new approach to preventive care of animals, such as good nutrition through their diet, vaccination campaigns and the management of behavior change on integrated systems.</p> <p>The project will insert specific clauses into procurement and promote sustainable agriculture with a Mitigation in the use of pollutants and strict standards will be integrated into contracts to ensure that any fuel storage is secure, and that infrastructure is built with the highest anti-seismic standards and resilience to climate risks.</p> <p>Health risks: the project will also support the construction of water storage, cisterns, and equipment with filters for households to reduce their dependence on surface water, affected by pollution and potential diseases. The activity will also aim at strengthening their access to drinking water. Agricultural nutrition and production training will include awareness of health issues related to the use of infected water, chemicals and poor food preparation.</p> <p>Social risks: The project will have a gender strategy which will provide mechanisms to fight against gender-based violences. Disclosure of the policy (and the establishment of mechanisms, including the complaints mechanism) must be done before the start of project interventions and the project team will have to ensure staff and service providers are adequately trained to detect and address GBV and SEA.</p> <p>Security risks must be assessed throughout the project and interventions adapted as needed.</p>		
<b>Labour and working conditions</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s):</p> <p>Forced labor, child labor and harmful working conditions (discrimination, hygiene, abusive practices) present a risk to the project, as these practices were found in the agricultural sector in Haiti. However, the project will intervene at the level of family farms for which very few people are employed. However, the participation of children in field work is seen as a contribution to household activities and can be abusive in certain cases. Agricultural work also presents risks of injury or health. Women are also more likely to have a double workload.</p>		
<p>Mitigations:</p> <p>The ECSMP matrix provides elaborate mitigation and control/monitoring measures to prevent/limit child labor, occupational health and safety and poor working conditions. The project also promotes activities to rebalance the workload and promote the voice of women in decision-making processes. Other activities also include preventing violence against women. In supporting processing and marketing activities, EFOSE will ensure the establishment of socio-economic models of ethical management and aligned with the legalization of the country in terms of employment. The same will apply to production activities requiring labor. Hygiene rules will also be implemented to ensure the safety of products and ensure the health of staff.</p>		
<b>Physical and economic resettlement</b>	<b>Low</b>	<b>Low</b>
<p>Risk(s):</p>		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
The project does not provide for any resettlement		
Mitigations: N/A		
<b>Greenhouse gas emissions</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): Secondary forest carbon sinks may be reduced due to clearing for agriculture and livestock resulting from land use change, which contributes to anthropogenic climate change. Livestock farming can contribute to climate change. The construction of infrastructure in a context of possible intense destructive climatic event and the widespread practice of gasoline/gas storage in view of the problems of local access to energy and its transport presents an additional risk.		
Mitigations: The project adopted geographical zoning and geo-localized monitoring to ensure that the project does not induce negative land use changes. Promoting good agricultural practices and improving soil fertility will also promote carbon sequestration in organic soil matter. Promoting clean energy technologies will help reduce greenhouse gas emissions. The project could monitor GHG emissions and biodiversity impacts by tracking land use changes and anticipating their impacts using the FAO ABC map tool (which combines biodiversity and carbon impact analysis)		
<b>Vulnerability of target populations and ecosystems to climate variability and hazards</b>	<b>High</b>	<b>High</b>
Risk(s): Dependence on rain-fed agriculture, ecosystem degradation, low adoption of climate-smart practices and sustainable agriculture make the population and targeted infrastructure vulnerable to climate shocks.		
Mitigations: 1. Participatory territorial planning will take into account environmental and climate risks and engage/align with existing disaster preparedness/management plans. 2. The project will invest in watershed restoration activities to limit the risks of land degradation which also increase risks and impacts related to environmental and climate disasters (i.e. floods, etc.): through: has. Promote agroforestry in the mountains and create wooded plots. b. Develop nature-based solutions to prevent the risk of slope degradation that neglects critical rural infrastructure, such as roads and irrigation systems. vs. Implement soil conservation and moisture management structures. 3.. Ensure high standards in the construction of infrastructure so that it is resilient to climate and environmental risks. 4 The project promotes localized production and improved conservation that mitigates the risks of community isolation due to closed roads. As well as supporting investments in water storage to guarantee safe access to water for populations. 5. Support for agriculture resilient to climate and natural risks Integrated Pest Management Plan to mitigate pest and disease risks and animal health training. Strengthen research, development, and evaluation by farmers of local crop varieties adapted to the climate and with high nutritional density, as well as new climate-resistant agricultural and animal production technologies. Increase the promotion and adoption of climate-smart and shock-resilient production systems and technologies, as well as the sustainable management of productive natural resources (soil, land and water). Promote soil and water conservation, conservation agriculture and environmental awareness. Strengthen agricultural extension services. Improved capacity will also increase the knowledge base of smallholders for managing climate change risks. 6. The project will encourage savings, better financial management and access to insurance which can further help communities deal with these problems		
<b>Stakeholders</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Stakeholder engagement/coordination</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): It is possible that all stakeholders were not identified during the project design phase, particularly at the level of beneficiaries and local associations – access and security		

Risk categories and subcategories	Inherent	Residual
<p>conditions make it more difficult to carry out an exhaustive mapping and vulnerability studies not covering all municipalities in the South-East. For the same reasons, there may be a risk of duplication of certain activities implemented by other partners. It is also possible that the project creates tensions between project participants and non-participants; poverty and food insecurity being on the rise in the region and the project having a limited scope.</p>		
<p>Mitigations: Stakeholders, including local organizations and United Nations organizations, were widely consulted during the project preparation process. The participatory territorial diagnosis phase will make it possible to refine the identification of partners and the coordination platform will engage them. A stakeholder engagement plan will be developed during project design to identify the different stakeholders, how they will be engaged, feedback loops and communication channels.</p>		
<p><b>Stakeholder grievances</b></p>	<p><b>Moderate</b></p>	<p><b>Moderate</b></p>
<p>Risk(s): Inadequate or delayed activation of grievance/complaint redressal mechanisms, resulting in unresolved complaints from stakeholders, which may result in reduced motivation and participation in the project. This could compromise the implementation of the project and the achievement of its development objectives.</p>		
<p>Mitigations: A complaints management mechanism (MGP) adapted to the local and socio-economic context of the stakeholders will be developed and put in place in order to resolve problems, difficulties or misunderstandings during the execution of the project, favoring amicable solutions.</p>		