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EVALUATION OF THE USAID/HAITI INTEGRATED FINANCING FOR VALUE CHAINS AND ENTERPRISES (HIFIVE) PROGRAM



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**Summative Evaluation of the
Haiti Integrated Financing for Value Chains and Enterprises
(HIFIVE) Program**

Final Report

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LIST OF ACRONYMS

ACME	Association Pour la Coopération avec la Micro Entreprise
AED	Academy for Education Development
AIC	Alternative Insurance Company
ANIMH	National Association of Haitian Microfinance Institutions
ASAVIS	Association des Aviculteurs du Sud
BDS	Business Development Services
BRH	<i>Banque de la République d'Haïti</i>
CAPOSOV	<i>Caisse Populaire Solidarité des Verrettes</i>
CEC	<i>Caisse d'Epargne et du Crédit</i>
CECACHE	<i>Caisse d'Epargne et du Crédit en Appui au Changement Economique</i>
CIDA	Canadian International Development Agency
CPF	<i>Caisse Populaire de la Fraternité</i>
CODECREM	<i>Coopérative d'Epargne et de Crédit de Mirebalais</i>
DCA	Development Credit Authority
DCM	Haiti Diaspora Marketplace Project
DEED	<i>Développement Economique pour un Environnement Durable</i>
FBOs	Farmer-Based Organizations
FESO	Foundation for Female Solidarity
FIELD-Support	Financial Integration, Economic Leveraging, Broad-Based Dissemination and Support
FINNET	Financial Services Network for Entrepreneurial Empowerment
FHI360	Family Health International 360
FONKOZE	Fondasyon Kole Zepòl
FTF	Feed the Future
HCF	HIFIVE Catalyst Fund
HIFIVE	Haiti Integrated Financing for Value Chains and Enterprises
HTG	Haitian Gourd Currency
HMMI	Haiti Mobile Money Initiative
ICT	Information and Communications Technology
IPCCF	Inter Project Coordinating Committee on Finance
KEKAM	<i>Kes Epay ak Kredi pou Avansman Mamlad</i>
KNFP	<i>Konsej Nasyonal Finansman Popile</i>
KOFIP	<i>Collectif Financement Populaire</i>
LOP	Life of Project
LPG	Loan Portfolio Guarantee

LSPs	Local Service Providers
LWA	Leader with Associates
MAMEV	<i>Caisse Populaire Men Ale Men Vini</i>
MARNDR	<i>Ministère de l'Agriculture des Ressources Naturelles et du Développement Rural</i>
MarChE	Market Chain Enhancement, a USAID Project
MCC	Micro Credit Capital
MCN	Micro Crédit National
MFI	Micro-finance Institutions
MOUs	Memoranda of Understanding
MSMEs	Micro, Small and Medium Enterprises
NAIP	National Agricultural Investment Plan
SMEs	Small and Medium Enterprises
PAP	Port-au-Prince
PDAs	Personal Digital Assistants
PADF	Pan American Development Foundation
PMPs	Performance Monitoring Plans
PRET	Program for the Recovery of the Economy in Transition
POS	Points of Service
RFP	Request for Proposal
SCOCENTER	Société Coopérative du Centre
SFF	<i>Sèvis Finansye Fonkoze</i>
S&L	Savings and Loan
SOKOLAVIM	<i>Sosyete pou Koperativ Lavi Miyo</i>
SOGESOL	<i>Société Générale de Solidarité</i>
TNS	TechnoServe
USAID	United States Agency for International Development
WINNER	Watershed Initiative for National Natural Environmental Resources
WOCCU	World Council of Credit Unions

EXECUTIVE SUMMARY

This is a report on the Summative Evaluation of the Haiti Integrated Financing for Value Chains and Enterprises (HIFIVE) program funded by USAID/Haiti. HIFIVE is a financial sector service program designed to expand financial inclusion by increasing the availability of financial products and services to individual entrepreneurs and to micro, small, and medium enterprises (MSMEs) in targeted value chains in semi-urban and rural areas of Haiti. USAID/Haiti awarded HIFIVE in June 2009 as a 36 month (base period) Cooperative Agreement (No. 521-A-00-09-00025-00) with two one-year extension options. In May 2102, USAID extended the project life for an additional two years, until May 31, 2014.

HIFIVE is managed by FHI 360, and administered in the field by the lead implementing partner, the World Council of Credit Unions (WOCCU). A second implementing partner, TechnoServe (TNS), provides business development services enterprises within the selected value chains.

The summative evaluation of HIFIVE was conducted during the period June – July, 2012. The purpose of the evaluation was to provide information on:

1. The performance of the project in meeting its primary objectives; and
2. Its effectiveness in increasing the availability of financial products and services to USAID project beneficiaries and third parties, particularly in rural areas, and those engaged in USAID-supported value chains.

It is anticipated that the evaluation findings will also be used to inform USAID programming during the HIFIVE extension period.

The main objective of the evaluation was to review the effectiveness of the HIFIVE program as well as the sustainability and viability of its accomplishments to date. Of particular interest was to analyze the permanence of the changes that have occurred in the availability of finance for MSMEs, and in the financial services that are provided to them. In addition, the evaluation had to respond to three specific questions related to:

1. The effectiveness of the project's work to strengthen value chains and provide financial services to them;
2. The extent to which the project provided access to credit to the agricultural sector; and
3. The extent to which the interventions of the project have contributed to the viability of mobile banking in Haiti.

Findings:

1. HIFIVE's work to provide value chain finance is highly effective.
2. HIFIVE-supported credit initiatives carried out by its financial partner institutions are sustainable.
3. HIFIVE's work to provide financial products for value chains is highly relevant.
4. HIFIVE's work to provide value chain financing in rural and agricultural areas has great impact on the livelihood of micro- and small-scale borrowers.
5. Some credit products provided by the HIFIVE partner institutions are misaligned with agricultural production cycles and, consequently, with the credit needs of the micro- and small-scale clients of these institutions.
6. Gaps in HIFIVE-supported credit include: a) insufficient production technical assistance is being provided to small producers; b) the perception by financial institutions on the need for crop insurance to mitigate the risks of agro-lending; and c) the agro-technicians who work for some of the financial institutions need training. For the producer associations, one of the major constraints is the limited availability of working capital financing.
7. The agro-lending portfolio of financial institutions is generally quite limited.

8. The rotating funds created by the financial institutions from HIFIVE grants are an effective stimulus for agro-lending.
9. Support programs for agriculture value chains also stimulate agro-lending, as do directed credit programs such as HIFIVE grants for agricultural lending and USAID/ Development Credit Authority (DCA) Loan Portfolio Guarantee programs.
10. HIFIVE has made impressive gains in agro-lending during the three-year project base period.
11. The “Anchor Firm” value chain structure provides a good model for agricultural development in Haiti.
12. The main gap in the work of HIFIVE to support agricultural lending is the perception by commercial banks, microfinance institutions (MFIs) and *Caisses Populaires* (CECs), that agro-lending is extremely risky and should be avoided.
13. The assumptions upon which HIFIVE’s activities to capture remittances for investments in Haiti are based, proved invalid. This activity’s performance fell far short of its objectives.
14. The launch of the Haiti Mobile Money Initiative was quite successful. However, its residual impact is limited.
15. The mobile money facility is not presently sustainable.
16. HIFIVE’s strategy to support mobile money over the two-year project expansion period is well founded.
17. Females account for a larger share of savings and of the number of clients of US Government (USG) - supported financial institutions than do males.
18. The HIFIVE project has had a substantial impact on females that is not reflected in the Performance Management Plan (PMP) data.
19. The policy of some financial institutions to provide loans to cooperative organizations (for re-distribution to individual members), instead of providing loans directly to the individual members themselves, is often detrimental to individual borrowers within the cooperatives. The reason is because individual borrowers cannot renew their loans until all the cooperative members have repaid their loans to the financial institution, which penalizes those individuals who repay their loans early.

Conclusions:

1. Directed credit programs are needed to increase agro-lending by banks, MFIs, and CECs.
2. Anchor firms linked to small-scale producers that serve as contract growers for the anchor firm, supported by HIFIVE grants that facilitate production credit for the small producers, is an excellent model for agricultural value chain development.
3. HIFIVE credit facilitation and business development services (BDS) should incorporate additional support for production technical assistance to the loan recipients.
4. The greatest impact that HIFIVE can have on the sustainability of the mobile money initiative in Haiti would be to help create a clear, well-defined, transparent, and supportive legal and regulatory framework.
5. A second important impact by HIFIVE would result from project support for mobile money use to value chain operators, as well as to HIFIVE-supported financial institutions and their members and clients.
6. The HIFIVE staff has worked diligently for the past three years to develop a strong network of financial institutions that are reliable partners. This network is a valuable resource for project implementation during the extension period.

Recommendations:

1. It is recommended that USAID facilitate an orderly transition of HIFIVE activities from the three-year base period to the extension period. Those projects that were substantially underway at the end of the base period should be brought to an orderly completion during the extension period.
2. USAID should analyze the possibility of expanding its DCA loan portfolio guarantee program to support agricultural credit with the MFIs that operate in its targeted development corridors.
3. Since not all financial institutions are highly suited for agro-lending, it is recommended that HIFIVE select its strongest MFI partners to participate in lending programs for agricultural value chains during the project extension period.
4. HIFIVE should work through TNS to develop a pilot program for technical support for small-scale agricultural producers that can be expanded if proven successful.
5. In order to have the greatest impact on agricultural value chain development, it is recommended that HIFIVE create partnerships with other development projects and initiatives to jointly provide the range of support services needed to fully develop agricultural value chains within the USG-supported corridors.
6. Jointly with its partner financial institutions, HIFIVE must review the possibility of providing export financing of potential high-volume value chain products to producer associations.
7. HIFIVE must jointly review the agro-lending policies of its partner financial institutions, to ensure that the terms of their agricultural loans fully support and encourage agricultural production for the targeted value chain crops by small farmers.
8. HIFIVE should support mobile money during the project extension period by working to create a favorable legal and regulatory framework, and to introduce the use of mobile money to its agricultural value chain beneficiaries as well as to the members and clients of the financial institutions that are supported by HIFIVE.
9. HIFIVE must review its PMP indicators and targets for the project extension period and make the necessary changes to track the amount of agricultural value chain finance facilitated by the project, and the number of mobile money transactions that are completed.

The evaluation team extends its heart-felt gratitude to the staff at USAID/Haiti and the HIFIVE team at WOCCU and TNS for their cooperation and assistance. We would also like to thank all individuals who shared their time and insights into economic development in Haiti.

1.0 INTRODUCTION

This is a report on the summative evaluation of the HIFIVE program that is now underway with funding from USAID/Haiti. HIFIVE is a financial sector service project designed to expand financial inclusion by increasing the availability of financial products and services to individual entrepreneurs and to MSMEs in targeted value chains in semi-urban and rural areas of Haiti (see map).

USAID/Haiti awarded the project in June 2009 as a 36 month (base period) Cooperative Agreement (No. 521-A-00-09-00025-00) with two one-year extension options. In May, 2102, USAID extended the project life for an additional two years, until May 31, 2014.

The USAID contracting mechanism under which HIFIVE was awarded is a FIELD support Leader with Associates (LWA) Cooperative Agreement.¹ USAID initially awarded the contract to Academy for Education Development (AED) and a consortium of partners that are now being led by the prime recipient, FHI 360. HIFIVE is managed by FHI 360, and administered in the field by the lead implementing partner, WOCCU, which provides direct in-country management and oversight of the HIFIVE program. WOCCU manages the several grant funds available under the project and leads the effort to build the capacity of the commercial banks, microfinance institutions, and financial cooperatives to develop value chain financial products and services.



A second implementing partner, TNS, works to provide BDS to high potential MSMEs within the selected value chains. TNS seeks to improve these firms' access to finance by making them more "bankable" through enhancements to their capacity and performance potential. TNS also works closely with the WOCCU team to provide financing to the project-supported entrepreneurs and MSMEs. TNS is a sub-grantee to WOCCU.

The organizational chart for the HIFIVE project staff is shown in Annex V.

The authorized level of funding for the five-year HIFIVE program is \$37,169,702. The approved budget for the three-year base period was \$18,587,272 (per Mod 8). Actual expenditures for the base period were

¹ FIELD-Support (the *Financial Integration, Economic Leveraging, Broad-Based Dissemination and Support*) is a Leader with Associates (LWA) Cooperative Agreement awarded by USAID to advance the state-of-the-practice of microenterprise development and microfinance and to assist USAID Missions and other operating units to support sustainable economic growth with poverty reduction. It was awarded to AED and a consortium of partners—now led by prime recipient FHI360—to advance the state-of-the-practice in microenterprise development and microfinance and assist USAID Missions and other operating units design, and implement innovative, integrated, market-based approaches to sustainable economic growth with poverty reduction. Associate Awards are cooperative agreements or grants, which USAID Missions or regional bureaus develop with the "Leader." The "Leader" is the lead organization which successfully competed for the LWA, and which is primarily responsible for implementation of the project under the LWA. Since the Leader has already secured the grant or cooperative agreement via a competitive process, Missions can create their own agreements with the Leader, without going through a competitive (or sole source justification) process. Moreover, the Mission has full control over the development and management of the Associate Award.

\$17,021,653; with the two-year extension until May 31st, 2014, the present planned funding level for the HIFIVE activity is \$37,169,702. A comparison of actual and budgeted expenditures by line item for the five-year project life is shown in Annex VII.

As described in greater detail in the following pages of this report, HIFIVE achieves its results primarily through grants provided to its development partners and counterpart organizations, composed of financial institutions, non-government organizations (NGOs), and private companies. Through HIFIVE grant support, these organizations carry out activities that contribute to HIFIVE’s project objectives. Consequently, the project implementation area corresponds to the operating areas of its grantees. The map on the previous page shows the locations where HIFIVE-supported financial institutions carry out their operations. A list of HIFIVE grantees is shown in Annex IX.

The mid-term evaluation of HIFIVE was conducted during the period June – July 2012 by a team of four consultants composed of the Team Leader/agribusiness specialist, an evaluation specialist, and two data collectors who worked during part of the evaluation period to help organize, conduct, and interpret the results of the field surveys of selected financial institutions and MSMEs.

The purpose of the evaluation was to provide information on the performance of the project in meeting its primary objectives, and its effectiveness in increasing the availability of financial products and services to USAID project beneficiaries and third parties, particularly in rural areas, and those engaged in USAID-supported value chains. In addition to providing USAID with an assessment of the current results of this high profile project, it is anticipated that the evaluation findings will be used to inform USAID programming during the HIFIVE extension period. Furthermore, the evaluation was conducted to help guide and optimize the effectiveness of future USAID programming in the financial sector.

This evaluation was originally planned to be a final evaluation of the HIFIVE project activity during the 36-month base period (June 2009-May 2012). However, after USAID extended the project life for an additional two years, the evaluation requirement changed to that of a mid-term evaluation of an ongoing project.

2.0 BACKGROUND

2.1 Haiti Situation Overview

Haiti is a country within the Greater Antilles island group that occupies the western third of the island of Hispaniola with a territory of 27,750 square kilometers. Based on 2003 census projections by the Haitian

Institute for Information and Statistics, Haiti’s population in 2010 was estimated to be 9.9 million inhabitants, of which, 50.5% were women. In 2010, Haiti’s gross domestic product (GDP) was \$ 6.7 billion, corresponding to a per-capita GDP of about \$ 676. Largely due to the earthquake in 2010, the country’s GDP growth rate for that year was a negative 8.6% and the average inflation rate was 5.7%. For that same year in the Dominican Republic, which shares the island of Hispaniola with Haiti, real GDP was \$46.7 billion, GDP per capita was \$8,300, and the inflation rate was 1.4%.



the Americas. Furthermore, based on a report by Haiti’s National Council for Food Security (CNSA),

An estimated of 54% of Haitians live below the income poverty line of \$1 per day, making Haiti the poorest country in

approximately 20% of Haitians, or 1.9 million people, are malnourished. The estimated rate of unemployment and underemployment varies from 40% to over 65% of the workforce.

The country also suffers from a significant deficit in basic social services, including education, health, water, and sanitation. In 2007, the shortfall in water coverage was estimated at 54% in Port-au-Prince, 46% in secondary cities, and 48% in rural areas. Moreover, nearly half the population is illiterate, estimated at 45% of its men and 49% of its women.

National public finance is often in deficit, despite large inflows of international aid. The budget deficit for 2010 was reported to be \$162 million, caused largely by the earthquake. The government depends on international aid to finance approximately two-thirds of its budget. In 2009, as a result of the Heavily Indebted Poor Countries Initiative, the World Bank and International Monetary Fund (IMF) canceled the amount of \$1.2 billion of Haiti's international debt. In early 2010, the country's foreign debt was estimated by Oxfam International to be \$890 million.

Remittances from Haitians working abroad are an important source of foreign exchange for the country, accounting for an estimated one quarter of GDP and twice the value of its exports. For 2010, the IMF estimated remittances to be \$1.65 billion.

Haiti's vulnerability to natural disasters including cyclones, floods, and earthquakes is notable. The earthquake of January 12, 2010, was the largest earthquake ever recorded in this country and left 200,000 dead and millions homeless.

It is within this context that the HIFIVE began to implement its activities.

2.2 Overview of Micro- and Agricultural Finance in Haiti

A rapid desk study by the evaluation team is summarized in this following, brief overview of micro-lending and agricultural finance in Haiti. Much of the following information is drawn from the USAID-funded study on microfinance conducted by the Strategic Management Group (SMG)².

1. Historical overview :

- For a 36-year period, from 1946 to 1982, the only microfinance institutions providing formal lending services in Haiti were cooperative savings and loan organizations, commonly known as "*caisses populaires*."
- In the early 1980s, the microfinance industry began to evolve with the creation of diverse institutions such as the Haitian Fund for Assistance to Women (FHAF-1982) and the Haitian Foundation for Development (FHD-1982). Meanwhile, other non-cooperative microfinance organizations began to emerge, including associations, foundations, and NGOs. These employed a broader product mix including credit, insurance, funds exchange, and transfers.
- In the late 1990s, the commercial banking sector began to engage in microfinance services, largely through the acquisitions of existing service providers. For example, Sogebank created SOGESOL, its microfinance subsidiary through the acquisition of the Ecowas Bank for Investment and Development (EBID) that specialized in micro-credit. Similarly, Unibank entered the industry through the acquisition of Micro-Credit Nationale.
- The collapse of pyramid schemes, disguised as cooperatives in 2001, prompted Haiti's financial regulators to accelerate the adoption of the 2002 Law on Cooperatives for Savings and Credit (the 2002 CEC Act). They later created a specialized unit for supervision and regulation of the CEC at Haiti's Central Bank, (BRH). Thus, microfinance no longer was able to operate outside the formal financial sector.

² Lermite Francois, Strategic Management Group (SMG). *Recensement sur L'Industrie Haitienne de la Microfinance en 2009-2010*. August 2011

2. Haiti's microfinance institutions are integral part of Haiti's national financial system, consisting of the following organizations:
 - The Haitian Central Bank (BRH) that performs the functions of supervisor and regulator
 - Eight commercial banks
 - One housing bank
 - Two development financial institutions
 - One business bank
 - Twelve insurance companies
 - One trust company
 - Twelve transfer offices
 - Six pension funds
 - Nearly two hundred institutions and subsidiary organizations that provide microfinance as follows:
 - One hundred seventy-five credit unions
 - Twenty NGOs, foundations, and professional associations
 - Four subsidiary organizations that are specialized microfinance units within commercial banks

3. As described in the 2009-2010 Microfinance Survey, the size and scope of the micro-finance sector in Haiti is the following:
 - At September 30, 2010, the market size of micro finance was HTG 9.1 billion in terms of assets, HTG 4.7 billion in terms of portfolio of witch HTG 1.78 billion for credit unions, and HTG 3.9 billion in terms of deposits.
 - The number of borrowers in the sector in 2010 was 208,998, of which 48,905 corresponded to credit unions (CECs), while the number of savers was 991,667.
 - The portfolio at risk in the sector was around 13.18% during the survey period, but it increased to around 30% after the earthquake.
 - The microfinance sector accounts for at least 213,086 direct jobs, consisting of more than 4,088 employees of microfinance institutions and 208,998 in small businesses. Compared to the banking system, the assets of the microfinance sector is 6.6% of that of commercial banks, while the amount of gross microfinance portfolio is 15.25% of the banking system. The number of borrowers in the microfinance sector is three times than that of banks, while the number of depositors is 46.5% of banking clients.
 - Microfinance providers offer six additional financial services in addition to the normal services of savings and credit. These include remittance transfers, foreign exchange, check cashing, safe deposit box, and insurance.
 - Credit unions account for 64.40% of microfinance deposit amounts and 64.26% of the number of depositors, which equates to HTG 2.5 billion and 637.204 depositors. Thus the average deposit per depositor is HTG 3.960, which represents about 11% of the average loan amount per borrower for this type of microfinance institution. In other words, a total of 637.204 48.905 depositors finance the borrowers served by the CECs.
 - 50.40% of the number and 88.56% of the amount of microfinance loans are made to individual borrowers (instead of groups). This type of credit dominates all the different types of microfinance institutions.
 - The average size of a microfinance institution in Haiti in 2010 was HTG 46.4 million in assets and HTG 24.04 million in its amount of gross portfolio. This varies greatly from one type of financial institution to another. For example, the average amount of assets and gross portfolio was HTG 413.7 million and HTG 358.2 respectively, for microfinance institutions that are linked to commercial banks as subsidiaries, satellite operations, or specialized departments. In comparison, a medium-size CEC had an average of only HTG 17.8 million in assets while the average size of its loan portfolio was HTG 9.9 million.
 - In 2010, microfinance institutions in general had a balanced financial structure with average equity amounting to 22.24% of average total assets. However, this capital ratio varies greatly from one type of

institution to another: it was 58.48% for financial NGOs and 16% for foundations, associations, and other non-cooperative microfinance institutions.

- For the 2009-2010 period, microfinance institutions in Haiti generated consolidated gross revenues of HTG 2.9 billion (including income from non-credit sources) and a consolidated net profit of HTG 232.8 million. This represented a positive net margin of 7.94%, a return on assets of 2.56%, and a return on equity of 11.51%. This compared to return on assets of 4.02% and a return on equity of 17.52% for the period 2008-2009.
- Comparing the results of 2010 (post-earthquake) with those of 2009 (pre-earthquake) shows that the earthquake of January 12, 2010, did not have a significant impact on the sustainability of Haiti's microfinance sector. The capitalization ratio remained stable; the non-productive portfolio experienced only slight deterioration (12% in 2009 against 13% in 2010, corresponding to an increase of only one percentage point). Separately, total return on assets fell 1.4 points, while the liquidity of the institutions was significantly strengthened. Where the earthquake seems to have had a serious impact was in administrative efficiency (management) with the ratio of administrative expenses to gross portfolio increasing from 27% in 2009 to around 47% in 2010. It should be noted that the good results shown for most microfinance performance indicators after the earthquake is due in part to the national and international organizations that contributed to the recapitalization of those microfinance institutions that were most affected, in an amount ranging from US \$10 million - US \$15 million.
- The author of the 2009-2010 study³ estimated that during the period 2008 – 2009 the potential market for micro-loans in Haiti was more than HTG10 billion, compared to an actual portfolio of HTG 4 billion in micro-loans for 2008.
- Microcredit has expanded dramatically as the result of the elimination of the ceiling on interest rates in 1995.

4. Agricultural sector financing

- Access to loans is low for the agricultural sector. The amount of credit provided by the banking system for agriculture is estimated to be less than two percent (BCR records show the amount for agricultural lending to be less than one percent). Loans from commercial banks are made primarily for trade (27-30%), manufacturing (20-28%), and services (19-23%).
- Agricultural lending is provided in marginal amounts by all financial providers, including micro-finance institutions and cooperative savings and loans. Based on the SMG study cited above, 81.7% of the MFI loan portfolio in 2008 was for trade (primarily for imports), whereas credit for production (including agriculture) was only 4.5%.
- Financing for agricultural production for the medium to long term that is required to produce many crops such as bananas, cassava, and tree fruit, is almost non-existent in Haiti. Furthermore, interest rates as much as 30-60% per year, and sometimes more, are too high for most crop production. These severely reduce the profitability of agricultural production.
- The amount of available credit for rural areas (including agriculture) meets no more than 15% - 20% of the credit needs of the rural populations.

2.3 Project Description

HIFIVE works with financial institutions to increase the availability of financial products and services with a focus on rural areas, primarily by targeting high potential value chains, including agricultural value chains. Through the program base period of its first three years, HIFIVE also worked to encourage investments in Haiti by its diaspora, composed of around 1.5 million Haitians living in other countries largely for economic reasons. In addition, HIFIVE has supported the use of information and communications technology (ICT) as a means to strengthen the financial sector, thereby increasing the availability of financial products and services for rural borrowers and MSMEs. The program also seeks to maximize the synergies with other USAID projects through the process of facilitating credit to their beneficiaries.

³ Ibid

WOCCU, the lead implementing partner, works to improve the capacity of a core group of financial organizations, including strong microfinance institutions (MFIs), *caisses populaires* (credit cooperatives, known by their French acronym as CECs), and selected commercial banks, particularly those that are USAID partners in the loan guarantee facilities provided by DCA. Through WOCCU, the program also supports financial sector associations as well as insurance companies serving the needs of the rural poor. HIFIVE helps these partner organizations to design and deliver appropriate financial products to value chain participants and other bankable enterprises. Additionally, by working jointly with financial institutions and with relevant ICT providers, HIFIVE encourages the development of electronic and mobile financial services that increases their availability in rural⁴ and agricultural areas.

TNS, the project’s sub-grantee under WOCCU, supports the expansion of financial products and services to those MSMEs and entrepreneurs operating in selected value chains, including agricultural value chains. The primary thrust of the TNS’ activity is the delivery of technical assistance, capacity-building and market facilitation to create profitable and sustainable relationships between the financial institutions and the participants in the different value chains.

In some cases, the financial institutions that are themselves supported by HIFIVE are assisted by the project to provide technical assistance and training to the selected MSMEs and entrepreneurs that constitute the potential clients (borrowers) of these financial institutions. In other cases, HIFIVE, led by TNS, facilitates business development services to the MSMEs and entrepreneurs by channeling technical support through their respective associations.

The HIFIVE project has five main objectives:

Table 1: HIFIVE Main Objectives	
Objectives	HIFIVE Activity
Objective 1: Increased Availability of Value Chain Finance.	HIFIVE works with those MFIs and financial institutions best positioned to expand the delivery of financial services to priority geographic areas and productive MSMEs to create and to introduce appropriate financial products for participants within difference value chains.
Objective 2: Improved Access to Financial Products and Services in Rural Areas.	HIFIVE promote the expansion of financial coverage in rural zones, and the increased availability of financial products and services for rural enterprises.
Objective 3: Increase Effective Use of Remittances.	The project has worked with financial institutions and members of the Haitian diaspora to improve the efficiency of remittances and to develop innovative strategies for increasing the development impact of remittances.
Objective 4: Encourage the use of ICT to increase the level of financial inclusion.	HIFIVE encourages the use of ICT solutions to broaden and to deepen access to financial services for Haiti’s poor and rural populations
Objective 5: Collaboration with other USAID Projects.	HIFIVE works to create demand driven strategies for financial products and services based on the identified needs of other USAID programs focused on agricultural and other value chains.

The primary means for achieving the project’s development goals is the HIFIVE Catalyst Fund (HCF). This \$22.5 million fund is used to implement a range of project activities that support the specific results and objectives of HIFIVE. Different categories or “windows” of the HCF have supported: a) increased availability of financial products to MSMEs and entrepreneurs within the supported value chains; b) the post-earthquake recovery and stabilization of microfinance institutions; c) the use of ICT to expand the outreach of financial

⁴ HIFIVE’s definition of a rural area is any location outside Port-au-Prince and Departmental capitals. In other words, even those living in smaller towns and villages within locations outside the major cities are considered to be rural inhabitants.

products and services; d) training for capacity building within the financial services industry; and e) increased capacity of the financial service providers to incorporate risk management practices in their lending, thereby encouraging them to expand into new markets and to offer financial services to new clients.

The HIFIVE project has had to overcome two major challenges during its relatively short life. The first of these was the damage caused by the January 2010 earthquake. Fortunately, there were no fatalities or injuries to project staff as a result of the earthquake although the project office was destroyed, and a considerable amount of office equipment was damaged and some information was lost. The second challenge was the chronic shortfall in USAID project funding for a period of nearly two years: from June 2011 until March 2012. This problem was finally overcome when, in March 2012, USAID obligated funding for an entire year of program activity. Part of the problem was caused by the legal difficulties that the FIELD LWA and primary grantee, AED, was undergoing with USAID/Washington at that time as a result of its work in other countries. Legal issues caused USAID funding to AED to slow to a trickle, including funding for its work in Haiti. Additional funding delays were caused by the long funding supply line from USAID over which project funds have to flow to finally become available to the HIFIVE project for grants and other project costs.

The flow of project funds is the following five-step process:



This long funds supply chain makes the management of HIFIVE grant funds provided to its financial institution partners quite difficult, and doubly so when the flow of funds is intermittent and insufficient for project requirements.

2.4 Earlier Support to Microfinance in Haiti

For over fifteen years, USAID and other donors have financed numerous initiatives to improve the delivery of financial services in Haiti. USAID began a key private sector initiative in 1995 with its Program for the Recovery of the Economy in Transition (PRET). Under this program, USAID supported initiatives to increase commercial bank services and also worked to strengthen microfinance service providers upon which the country's informal sector depended for financial services. After the end of PRET activities in 1999, the following USAID program was the Financial Services Network for Entrepreneurial Empowerment (FINNET) program, which provided direct technical assistance to a group of 37 financial institutions to improve their financial operations. The FINNET initiative was followed by the Support to Haiti's Microfinance, Small and Medium Enterprise Sector (MSME) project, which was implemented between 2006 and 2009. MSME had four primary objectives: 1) build strong institutions, 2) improve the microfinance enabling environment, 3) promote the development of new financial products and services, and 4) support the expansion of MSMEs into new markets. After the completion of MSME in 2009, USAID initiated the HIFIVE project as its latest effort in a sequenced strategy to enhance the capacity of the country's financial service sector to serve the informal sector.

Additionally, a number of Haitian financial institutions, including commercial banks and microfinance providers, are participants in USAID's DCA loan guarantee program. This effort further encourages these financial institutions to serve new markets in rural areas and to reach out to the small and medium scale business sector.

While USAID's support to the Haitian financial sector has been considerable, it is not the only donor providing significant support to the sector's development. The Canadian International Development Agency (CIDA) has considerably supported and strengthened the country's savings and credit cooperatives through a ten-year technical assistance program implemented by Développement International Desjardins. Additionally, the French Development Agency, Agence Française de Développement, has provided support to the National Association of Haitian Microfinance Institutions (ANIMH) to enhance professionalization and regulation within the sector.

2.5 HIFIVE Project Extension

Shortly before this mid-term evaluation was initiated in June 2012, USAID decided to extend the HIFIVE program from its three-year base period until the end of an entire five-year term. Consequently, the current anticipated HIFIVE program ending date is May 31, 2014. For the extension period, HIFIVE program objectives were modified along with substantial consolidation of project activities. The following table compares the HIFIVE program objectives during the initial three-year base period with those that recently came into effect for the final two-year extension period.

No.	HIFIVE Base Period	HIFIVE Extension Period
1	Increased Availability of Value Chain Finance	Support rural and agricultural value chain access to credit and other financial products and services
2	Improve Access to Financial Products and Services in Rural Areas	Support to financial institutions, mobile network operators, third party solution providers, technology companies and other actors to develop products and services using mobile money.
3	Increase Effective Use of Remittances	
4	Encourage the use of ICT to increase the level of financial inclusion.	
5	Collaboration with other USAID Projects	

During the two-year extension period of the program, its activities will be refocused geographically to concentrate on increasing access to finance for MSMEs, households and other actors in targeted value chains, including agricultural value chains in the USG-assisted corridors of Cul-de-Sac, Saint- Marc, and Cap Haïtien. Some of the HIFIVE activities will be restructured to support the USAID Feed the Future (FTF) Initiative in Haiti.

Among the important activities that HIFIVE proposes to carry out during the extension period is its continuing focus on strengthening strategic alliances and partnerships with private entities. However, this is not a formal project objective during the HIFIVE extension period.

2.6 Evaluation Objectives

The main objective of the evaluation was to review the effectiveness of the HIFIVE program as well as the sustainability and viability of its accomplishments to date. Of particular interest is to analyze the permanence of the changes that have occurred in the availability of MSME finance, and in financial services that are provided to these MSMEs. In addition, the evaluation intends to answer the following specific questions the posed in the USAID Request for Task Order Proposal (RFTOP):

1. How effectively did HIFIVE work with financial institutions and other USAID projects to implement key initiatives that will strengthen USAID-supported value chains and to provide financial products that will improve the profitability and productivity of those value chains? What issues and gaps still need to be addressed in order to improve the access, use and quality of financial products and services in the areas targeted by HIFIVE?
2. To what extent has HIFIVE contributed to the improvement of access to credit in the agricultural sector? Factors to be examined include the availability of value chain finance, especially in the rural areas targeted by HIFIVE.
3. To what extent has HIFIVE (through the public-private partnership with the Gates Foundation) been able to establish commercial viability for mobile banking in the near, medium or longer term in Haiti? To what extent have HIFIVE interventions contributed to the viability of the mobile banking sector, i.e.,

the level of interest of the cell phone companies and banks in maintaining and advancing the mobile banking sector?

2.7 Evaluation Methodology

As described in the following paragraphs, the methodology used for addressing the evaluation issues was largely qualitative, consisting of open-ended interviews with individuals and meetings with focus groups composed of beneficiaries of HIFIVE-supported loans and technical assistance.

The evaluation team reviewed relevant documents such as USAID/Haiti country strategy and HIFIVE project report including work plans, the HIFIVE PMP, quarterly progress reports, and technical reports generated by the project.

The evaluation team interviewed key actors through open-ended questions and responses. These included USAID and HIFIVE staff, its subcontractors, as well as key project partners and grantees. These interviews provided information on the effectiveness of project implementation, project impacts, and synergies developed. The team also interviewed other key actors that have been involved in e-banking and mobile banking. These include technology and telephone companies associated with mobile money, participating banks, NGO mobile money users, and members of the HIFIVE project team that are involved with the Gates Foundation funding for this initiative.

During the second and third weeks of the evaluation, all four members of the evaluation made site visits to Port-au-Prince, Les Cayes, Gressier, Petit-Goâve, Saint Marc, Marmelade, Mirebalais, Cap Haïtien, Leogane, and Labadie. The four team members divided into two sub-teams, each containing two persons. The first sub-team met and interviewed focus groups of 8-12 small farmers and participants in rural value chains that had obtained credit as a result of HIFIVE support provided to their respective financial institutions. The second sub-team interviewed the management of micro-finance institutions, and focus groups composed of beneficiaries of other USAID-supported projects, including the Cap Haïtien Taxi Association and the Les Cayes Poultry Producers Association.

In its list of counterpart organization, the HIFIVE program includes a total of 30 micro-finance institutions (see Annex II). The team interviewed executives of 15 of the 30 microfinance providers that are HIFIVE counterparts, or 50%. Those selected were chosen based on their importance to HIFIVE, the accessibility of their field locations, and the time they have worked with the program.

A list of the people interviewed by the team and their contact information is shown in Annex to this report. The logistics plan for the evaluation is shown in the calendar contained in Annex IV. This calendar provides a time line for the tasks that were carried out to complete the evaluation.

2.8 Data Collection and Analysis

As described in the preceding section, apart from a review of available project background information, the main source of information analyzed by the evaluation team was obtained from open-ended interviews, supplemented whenever possible by quantitative data. The summary of responses to the interview questions provided by the focus groups of small traders, service providers, small producers and other micro-enterprises as well as the information derived from the interviews with financial institutions and other project grantees, and key actors in the Haiti Mobile Money Initiative project, provided the basis for the team's findings, conclusions, and recommendations. To facilitate the analysis, the data analysts compiled and tabulated the responses to the questions on a spreadsheet that facilitated the comparison of responses; which helped to define response patterns and to determine the similarity of the different responses. Since the questions were largely open-ended, supplemented where possible by quantitative information provided by the respondents, they drew a wide range of responses that had to be compared and analyzed. The judgment and experience of the evaluators were key factors in interpreting the results of the interviews and the determination of the findings and conclusions.

This process can be described as follows:



2.9 Limitations to Evaluation Methodology

Selection of interviewees:

Instead of a random selection, the financial institutions the team interviewed were pre-selected based on recommendations of the HIFIVE project staff, and the members of the focus groups met by the team were pre-selected by the same financial institutions that were interviewed by the team. The focus group members were selected based largely on their availability and willingness to participate in the interviews, and their proximity to the location where the interviews were held. These procedures were used in view of the limited time and budget for the evaluation, and the team's desire to minimize the disruption and data burden on the HIFIVE project staff and its partner organizations. Particularly for focus group members, a random selection would have been difficult to arrange, given the remote locations where many people live. In addition, a few financial institutions initially recommended by HIFIVE were not visited due to their isolated locations.

Interviews with Haitian Government officials:

The team attempted to interview Central Bank officials key to the Haiti Mobile Money initiative, as well as those involved in data collection for Haiti's financial sector. However, these officials did not respond to requests by HIFIVE for meetings with the evaluation team. Furthermore, based on the team's discussions with HIFIVE staff, no other Haitian government officials were identified as directly relevant to the HIFIVE project. Consequently, no government officials were interviewed for the evaluation.

Sample size:

The team conducted thirteen focus group meetings over the course of the evaluation, which was the maximum number that could be arranged given the logistics difficulties and the time required to organize and assemble these groups. Each focus group was composed of 8-12 members, chosen from the population loan clients of those financial institutions that had received HIFIVE grants. Altogether, a total of 157 people participated in these discussion groups. This is a small sample of the entire population, when compared to the 12,300 clients who have received assistance in US Government-supported value chains as indicated in the project's Performance Management Plan (PMP). However, the focus group interviews were based largely on open-ended questions and provided information on the perceptions of the group members on issues such as project effectiveness, impact, relevance, and sustainability, and the conclusions drawn are considered to be valid.

Data limitations:

Not too surprisingly, it was not possible to obtain "hard" data from small borrowers on the impact of the loans they received from HIFIVE-assisted financial institutions. The team wanted to compile data on the amount of sales revenue, income, and employment resulting from these loans but this information was not available. Instead, the team was able to obtain general impressions of the impact (e.g., "sales increased by about three times as much as before") from the focus group meetings.

Many of the financial institutions the team interviewed did not respond to our request for data on changes in their portfolio amounts as a result of HIFIVE's intervention, and the respective weight of the different sub-sectors such as agriculture, within their total portfolio. In hindsight, it would have been better to have channeled these requests to the financial institutions through the HIFIVE project in the early days of the evaluation.

The HIFIVE PMP does not track the progress of mobile money use in Haiti, nor does it track the amount of project-supported agro-lending. Recommendations to this effect are included in the report.

3.0 PROJECT RESULTS

3.1 Increased Availability of Value Chain Finance

The HIFIVE program uses its powerful grant mechanism to increase the availability of financing to selected value chains. It chooses its potential partners from those MFIs and savings and loan (S&L) cooperatives (known by their French acronym, CECs) that provide financial services within the intervention areas, and also to the targeted value chains. HIFIVE selects the strongest financial institutions with the greatest capabilities for value chain lending as its partner organizations. The final selection of its partners is based on an analysis of their institutional capabilities using background information obtained from a comprehensive checklist. This disciplined and methodical selection process has produced a strong network of financial institutions that serve as HIFIVE partners for value chain finance.

Table 1 in Annex II lists a total of 30 financial institutions to which HIFIVE has provided grant assistance that helps them increase their lending for targeted value chains and agricultural MSMEs. As shown by this table, these financial institutions have benefited from HIFIVE grants provided through different grant “windows.” For example, five MFIs, including the Le Levier Federation of financial cooperatives and ACME, a leading MFI, received emergency earthquake recovery grants to help stabilize their respective portfolios and to help them rebuild after the January 2010 earthquake. As another example, four of the financial institutions shown in the table in Annex II received ICT grants to help them improve their management and customer service delivery with this new technology.

Once HIFIVE has selected the financial partner to provide financial services to a particular value chain, it works with that organization to develop financing mechanisms that best serve the value chain participants. The objective is to create financial products and services that not only meet the needs of the value chain operators, but also are structured to facilitate repayment of the loans. For example, most agricultural loans are closely linked to the crop cycle for the specific agricultural product that is being financed. Loans are provided at the beginning of the production season and a single balloon loan payment is required at the end of the season in the entire amount of principal and interest due, after the crop has been harvested.

In addition to developing value chain financing programs, the HIFIVE grants also cover the cost of institutional strengthening of the partner financial institutions. HIFIVE’s grant guidelines specify that at least 15 percent of the grant amount should be used for institutional strengthening of its partner organizations. Strengthening activities include staff training, the purchase of computers, ICT equipment and software, and in some cases, the purchase of vehicles. Grants to the partner institutions normally have a component for technical training and support for borrowers as well. These training interventions are generally to increase the level of financial literacy of the borrowers, to support their business planning, and generally, to enhance their capabilities as financial creditors.

The residual amounts of the HIFIVE grant to a particular financial institution, usually around 60 percent of the entire grant amount, is used to create a rotating fund for directed credit by the MFI or CEC grant recipient. The residual grant amount increases the asset base of the financial institution, and thereby increases the amount of loan funds available for lending. Loans can be provided from these funds by the financial institution to qualified borrowers in groups, subsectors, and at locations that support HIFIVE’s objectives. This is an excellent strategy to channel credit on a commercial basis to those value chain activities supported by HIFIVE.

A second method that HIFIVE uses to provide financing for value chains is through BDSs provided by TNS. Through this process, TNS selects a promising value chain that can be organized and strengthened by providing BDS, usually in the form of assistance to value chain participants for business planning. Upon completion of the business development phase, TNS works to facilitate credit to the value chain participants, by linking them to the same financial institutions that have received HIFIVE grants. While the TNS support program is considerably more “labor intensive” than simply working through the partner financial institutions to provide value chain credit, it is an extremely valuable resource when additional support is required to help prepare the MSMEs and individuals operating in the value chains to become responsible and reliable borrowers. One of the senior members of the TNS team interviewed by the evaluation team estimated that the amount of project time

and effort required to support a value chain through the TNS approach is roughly four times more than that required to support the value chains by working directly with the financial institution.

Table 2, Annex II, shows the TNS support projects that are presently underway as well as those that have been completed. As the table indicates, two projects have been completed and 10 projects are underway at different stages of development. Fourteen projects that were initiated during the base period have been dropped or placed on hold for different reasons: sometimes due to changing USAID priorities; other times because the activities were not viable, project financing was not available, or the counterpart organization decided not to continue the project.

Based on our field interviews and a review of the procedures for developing the HIFIVE grant proposals, the evaluation team has found the support program for MFIs to be well founded and based on a solid strategy. Grant concepts are normally conceived by the MFI and developed jointly by the MFI and the HIFIVE technical staff. A HIFIVE technical staff member becomes the “champion” of the proposed intervention and guides it through internal processes for evaluation and approval. The outcome is a well-designed, practical concept to increase the availability of value chain finance. This process also helps to ensure that the financing program meets the needs of the borrowers. For example, for agricultural production, in most cases the growing costs for the crop are financed in a standard amount required to produce and harvest the product, and loan repayment is made in a single balloon payment after harvest. This financing mechanism is much more viable to farmers than, say, a monthly repayment of principal and interest as would be required for commercial loans.

A typical grant to a MFI or a CEC will be used in part to: provide institutional strengthening including staff training and equipment for the MFI; for administrative costs to develop the proposal, including studies and consulting services; and for a limited amount of technical training for the MSMEs and entrepreneurs operating in the value chain. The residual amount of roughly 60% of the entire grant will be used by the MFI to create a rotating fund for lending to the groups and sub-sectors that are specified by the grant agreement with HIFIVE. The rotating fund, in effect, becomes an on-deposit guarantee fund provided by HIFIVE that gives the MFI the flexibility to create a targeted loan program with the specified group or sub-sector.

Since many of HIFIVE’s MFI partners are member cooperatives for S&Ls, their lending programs are tied to their deposit accounts. In other words, borrowers must have a deposit account, and the amount borrowed by an individual is limited to a multiple of the amount that person has on deposit. The amount borrowed normally ranges from three to five times the amount on deposit, with lower deposits required for those borrowers with longer records of satisfactory repayment. However, by establishing a separate rotating fund from the HIFIVE grant, the CEC has greater flexibility to on-lend to targeted groups specified by the grant agreement, than would otherwise be possible through its normal lending procedures. The result is a direct stimulus for lending to the targeted groups and sub-sectors, while at the same time working through an established, formal financial structure that encourages savings and imposes the discipline of reliable loan repayment. The participating S&Ls also receive considerable benefit from this program, by institutional strengthening, increased membership from the new borrowers, and the expansion of their loan portfolios resulting from the HIFIVE grant.

A summary of project achievements to increase the availability of value chain finance through the HIFIVE three-year base period is shown by Table 3, below⁵.

Indicator	Actual	Target
Number of MSMEs receiving BDS from USG assisted sources	372	330
Number of new financial products and services successfully launched	70	30
Number of new value chain financing solutions introduced	35	14

⁵ The three-year base period for the HIFIVE project ended on May 31, 2012. The quarterly report for March 31, 2012, is the final progress report to be published during the base period.

Table 3: Achievement of HIFIVE Project Targets for Increased Availability of Value Chain Finance as of March 31, 2012

Indicator	Actual	Target
Value of gross loan portfolio outstanding (\$000)	125,700	97,000
Number of financial service providers newly engaged in value chains	19	20
Percent increase in the number of clients at USG-assisted MFIs	80.4%	60.0%

3.1.1 Gaps in HIFIVE-Supported Credit for Value Chains

The evaluation team’s meetings with the management and technical staff of the financial institutions and with the various focus groups revealed a number of problem areas they believe should be addressed to increase the availability of value chain finance, particularly in agricultural and rural areas. These are summarized as follows:

1. First, those within the financial institutions believe strongly that much more technical support is needed than is presently provided in order that the value chain producers will be able to ensure production success, and, of course, the successful repayment of their loans to the financial institutions. The technical support to the small producers and micro-entrepreneurs provided by TNS and through HIFIVE grants to its financial partner institutions are provided primarily for business services such as business planning and financial literacy, and are not designed to cover production technical assistance. Although HIFIVE is a financial services project, not a production services project, there may be limited steps the project could take to overcome this limitation. These are discussed in the section on recommendations.
2. The next gap that is perceived by the management and technical staff at the financial institutions is that, in view of the high risk of agricultural lending, crop insurance should be available to small farmers. While there may be a role for insurance products against catastrophic events such as droughts or floods, insuring small producers against crop failure is merely transferring the same risk of loan default from the banking sector to the insurance sector. Naturally, the financial sector would like to see another entity assume that risk. What is really needed to mitigate the risk inherent in agricultural production is to employ good agricultural practices, irrigation, good soils, suitable inputs, and especially, with linkage to reliable markets. In other words, effective farming practices are the best way to mitigate the risk of crop failure.
3. A third point raised by the financial executives was that in those cases where the financial institution has agricultural specialists to assist and advise their loan officers, there is a strong need for additional technical training in the agricultural aspects of the value chains that are being supported.
4. For the producers, one of the major gaps that constrain value chains is the limited availability of working capital financing for producer associations and cooperatives that have reliable markets but are constrained by the amount of cash required to collect, transform, and sell the value chain product. In cases where funding has been provided to these organizations that lead the value chain, such as for cacao exports, dramatic increases were seen in the amount of sales registered by value chain MSMEs.

Findings:

- HIFIVE’s disciplined and methodical selection process for its financial partner institutions has resulted in a strong network of partners for value chain finance. Furthermore, the means the project employs to identify grant activities carried out by these partners provide well-designed, effective programs to increase the amount of value chain finance.
- Gaps in HIFIVE-supported credit include: a) insufficient production technical assistance is being provided to those small producers that have loans from HIFIVE-supported MFIs and CECs to support their successful loan repayment; b) the general perception by financial institutions as to the need for crop insurance to mitigate the risks of agro-lending; and c) the agro-technicians who work for some of the financial institutions also need training in agricultural production.

- Producer associations that operate in agricultural value chains are generally constrained by a lack of working capital. Many of these have reliable markets but do not have sufficient cash to collect, transform, and sell their value chain products.

3.2 Improved Access to Financial Products and Services in Rural Areas

Work carried out by HIFIVE under this objective contributes to an increased access to credit in the agriculture sector and the availability of value chain finance in rural areas.

Limitations on rural credit in Haiti, particularly for agro-lending, are well known. In general, Haitians are poorly served by the financial sector. Despite considerable development of Haiti’s financial system in recent years, less than 1% of the credit allocated to the economy by the private banking system is provided for to agricultural activities, including forestry and fishing. Even this small amount of agricultural credit provided by commercial banks tends to be concentrated within the larger agro-processors in the country. Commercial banks provide around 65% of the entire amount of credit in Haiti but they serve only approximately 8% of the total number of clients. Rural credit is provided mostly by MFI in rural population centers as well as rural S&L that are largely located in smaller settlements in rural areas. The estimated amount of agro-lending by MFIs and CECs is estimated to be around 10% of their entire loan portfolio amount. Data on the amount of agro-loans from MFIs and CECs are generally not available, since these institutions tend to track their loan portfolios using general categories such as production (agriculture as well as non-agriculture), housing, consumption, and commercial trading activity.

Haiti’s rural areas are underserved by the financial sector, with only a small fraction of the population having convenient access to financial services. For most people in rural areas, visiting a CEC is a major undertaking that requires a walk of several hours, and transporting cash is more difficult and sometimes even dangerous.

The Le Levier Federation of financial cooperatives is most likely the Haitian financial institution with the greatest exposure to agricultural lending. HIFIVE has provided assistance to Le Levier to strengthen its institutional capabilities for agricultural lending, and the Federation is also a partner with USAID in its LPG Program with the DCA for micro-lending to the agricultural sector. In view of this support, Le Levier is greatly predisposed to agro-lending, and it is aggressively expanding its agricultural loan portfolio. During its interview with Le Levier executives, the evaluation team was advised that as a result of HIFIVE’s intervention with Le Levier, the Federation was able to substantially increase its agro-lending, from around 10% of its entire portfolio amount to approximately 15% of its portfolio amount. Table 4, below, summarizes this result.

Table 4: Effect of HIFIVE Interventions on Le Levier Agricultural Loan Portfolio

Portfolio	Before HIFIVE Intervention	After HIFIVE Intervention	Change
Agro-lending as % of Loan Portfolio Amount	10.02%	14.70%	4.48%
No. Agro-lending Clients as a % of Total Clients	20.0%	28.0%	8.0%

Most commercial banks perceive lending to the agriculture sector as too risky; they lack the branch networks necessary to reach into rural areas, and they have neither the skills nor the interest to engage in lending to groups such as farmer based organizations (FBOs), or to individual traders who lack collateral. While MFIs and CECs have considerably greater coverage in rural and agricultural areas than do commercial banks, the availability of their services is limited to the larger rural communes. Furthermore, as described as in the following sections, most of these institutions are reluctant to lend to the agriculture sector in view of their perceptions of the risk involved.

MFIs can play an important role in increasing access to finance for agricultural value chains. However, there is significant resistance by these institutions to work with either agricultural value chains or FBOs, regardless of the sector. MFIs and CECs face high real and perceived risks in working with these target populations, and have limited capacity to assess these risks or tools to mitigate them. For example, in 2008, financial institutions that provided agricultural sector loans suffered considerable losses following the four hurricanes that affected

Haiti that year. Afterwards, these institutions indicated that they did not wish to re-enter the market for agricultural loans unless mechanisms for insurance and/or guarantees are put in place to lessen their risk. Clearly, education, alliance building, and instruments such as loan guarantees or asset-backed transactions are necessary to address the real and perceived risks of working with agro clients.

Another factor that limits lending for agriculture is the shortage of loan funds available at the CECs. The capital base of these cooperative financial institutions is generated by member savings, and the amount of available loan capital is limited by the amount of savings on deposit by their members. In general, the maximum amount that an individual CEC member can borrow from the organization is limited to only four times the amount of his or her deposits with the CEC. Furthermore, since many of the members of the CECs in rural areas actually reside in urban centers, loans that are approved by the CEC credit committee tend to favor loans of short duration by borrowers whose activities have a quick turnover, such as urban traders or lending for consumption.

Programs that support and encourage rural lending, including those that were supported by HIFIVE grants carried out by MFIs and CECs for rural MSMEs during the three-year program base period, do not necessarily result in the increased availability of agricultural credit. The reason is because HIFIVE defines a rural area as any commune outside Port-au-Prince or the capital cities of the different Departments. Even in these areas, there is a preference by the MFIs and CECs located there to provide urban credit for activities such as trading, over agricultural activities such as crop production.

3.2.1 HIFIVE Activities to Increase Rural and Agricultural Lending

HIFIVE works through its partner financial institutions to promote the expansion of financial coverage in rural zones and the development of financial products and services adapted to the needs of rural enterprises and populations. These activities support the diversification of financial products and services by those institutions supporting rural credit, and also guide the replication and expansion of successful pilot programs.

As described earlier, HIFIVE's grant assistance to support value chain financing includes staff training at the partner financial institution to help them better understand the business aspects of value chain finance. This assistance often provides vehicles, equipment, and computer systems to strengthen the institutional capabilities of the partner financial institutions; it enhances the financial literacy and the borrowing capacity of the micro-entrepreneurs and agricultural producers who are the clients of the financial institutions; and it increases the financial institution's capital base by helping to create a rotating loan fund that can be targeted on groups or sub-sectors within the selected value chain.

The evaluation team found that while all of these elements are important part of HIFIVE support, the rotating funds created by the MFIs and CECs under the HIFIVE grants are an extremely effective stimulus to agro-lending. These grants form part of the capital base of the beneficiary financial institutions, and provide flexibility to expand lending into new areas.

The grants provide an infusion of additional capital that the financial institution needs to provide agro and rural loans. Since these funds are provided from the HIFIVE grant, the loan amounts are not rigidly linked to the amount of member savings. Maximum loan amounts can be increased beyond the amounts that would be available if the loans were directly linked to the deposits by the CEC members.

Additionally, institutional support provided by HIFIVE increases the capabilities of the MFIs and CECs to administer the additional loans to new enterprises and value chains. Furthermore, since the loan recipients are required to become members of the financial institution to qualify for HIFIVE-sponsored loans, the HIFIVE program expands the membership base of the MFIs and CECs.

The focus of the current HIFIVE loan program is on agricultural value chains, which also helps to stimulate agro-lending. First, the formal relationships and the synergy resulting from the network of organizations working together in a value chain helps to reduce the risk incurred by the partner financial institution. Next, the credit facility provided by the MFIs and CECs that are funded by HIFIVE grants can be targeted on specific agricultural value chains, in those locations where technical support and production assistance can also be provided. Finally, the USAID/DCA LPG programs can be designed to stimulate lending for agricultural value chains by working through the financial institutions that serve these locations.

Highlights of HIFIVE's accomplishments to date in this task area are the following:

- a. Thirty of the 51 HCF grants awarded through May 31, 2012 contribute to improving the access to financial products and services in rural areas. These grants support the development of new financial products, expanding the distribution of existing products deeper into rural areas, as well as encouraging ICT innovations that benefit rural areas.
- b. As of May 31, 2012, HIFIVE had increased its number of MFIs and CEC partners to 48 organizations. All these partners operate in rural areas.
- c. HIFIVE has written MOUs with three leading financial institutions that are involved in rural and agricultural lending: *Le Levier*, *Konsej Nasyonal Finansman Popile (KNFP)*, and *Micro Cr dit National (MCN)*. These three organizations have significant rural outreach, as well as excellent potential for additional penetration of products and services in agricultural and rural areas.
- d. HIFIVE collaborates with commercial banks that have DCA loan portfolio guarantee programs to support and encourage these organizations to develop products for rural areas and to encourage agricultural lending for small and medium enterprises (SMEs).

3.2.2 Gaps in Agricultural Credit

The single most important gap found by the evaluation team in HIFIVE's work to support agricultural credit is the general perception by just about all the senior executives and technical staff of the financial institutions interviewed by the evaluation team that agricultural credit is extremely risky and should be avoided. Clearly, these perceptions need to be changed through information and training in agro-lending as well as exposure to real-world participants in the selected value chains. This information and contacts should provide a better understanding of agro- and value chain to the management and technical staff of the loan institutions that are involved. Training should include risk analysis for agricultural investments, and should provide financial information on the production and marketing aspects of the targeted value chains. In addition, expanded technical support is needed for the value chain operators to increase their likelihood of success from the value chain investments.

From the point of view of the small borrowers of agricultural credit, the most important gap is the misalignment between the loan repayment terms imposed by the MFIs and the CECs, and their production requirements for their different crops. For example, small farmers in Mirebalais would like to diversify their crop production to include bananas, which is a crop that requires from nine to twelve months to bring to production. These farmers advised the evaluation team that an investment of HTG 20,000 in new banana production will return around HTG 80,000 in banana sales some 12 months later. However, neither CODECREM nor SCOCENTER, the two main CECs that serve the Mirebalais area, provide production credit for periods greater than six months. Thus, farmers are unable to obtain credit for banana production, and have to forego an excellent business opportunity. In Gros Morne, maize producers that have production credit from KNFP are forced to sell their maize crop immediately after harvest, when market prices are at their lowest point. KNFP provides credit for maize production for only a three-month period, with no option for extension. With greater loan repayment flexibility shown by these CECs, farmers could increase their profitability. These rigid and inflexible loan terms result in foregone opportunities and force small borrowers to make costly decisions, such as selling their crop immediately after harvest when prices are at their lowest point.

The assessment team has turned these issues over to HIFIVE for corrective action. However, these stories serve to dramatize the impact on small borrowers of rigid, inflexible procedures that are not in the client's best interest.

3.2.3 PMP Indicators and Targets

The main indicators and targets included in the PMP for improved access to rural finance during the base period are shown in Table 5, next page, with results reported through March 31, 2012.

As shown by this table, HIFIVE has exceeded all its targets for the base period with the exception of the number of rural clients, which is only 5% below the targeted amount. With the change in the project objectives during the extension period, there will now be considerably greater emphasis on agricultural lending than was the case previously.

Table 5: Achievement of HIFIVE Project Targets for Improved Access to Financial Products and Services in Rural Areas as of March 31, 2012

Indicator	Actual	Target
Number of Points of Service (POS)	1,206	275
Number of local service providers (LSPs) registered to serve the industry	111	105
Number of new agriculture and non-agriculture financial products & services on offer in rural areas	68	21
Number of rural clients	453,115	475,000
Portfolio-at-risk>30 days	11.1%	17.0%

The new objective for this component is “Support rural and agricultural value chain access to credit and other financial products and services.” There will be a need to develop new indicators and targets to better monitor the effect of HIFIVE’s efforts on agricultural value chain lending.

For example, the amount of lending provided to MSMEs in the specific agricultural value chains supported by the HIFIVE project should be monitored. Other indicators such as the number of borrowers receiving credit from HIFIVE-supported institutions, the number of financial products and services launched, and the number of financial institutions that are newly engaged in value chain lending should be re-stated to show the impact of the project on agricultural credit.

The assessment team has developed the following estimates (see Table 6) for these proposed indicators for agricultural value chain lending, based on our analysis of HIFIVE PMP data for the project base period through March 31, 2012.

Table 6: Estimated Values for Agricultural Value Chain Lending

Agricultural Value Chain Finance Indicators	Estimated Values as of 03.31.2012
Number of borrowers receiving access to agro-credit	12,215
New financial P&S created for agricultural value chains	62
Financial institutions newly engaged in agricultural lending	18
Number of new agricultural value chain financing solutions	33

Findings:

- The rotating funds created by the MFIs and CECs under the HIFIVE grants are an extremely effective stimulus to agro-lending.
- Working with agricultural value chains is also an effective method for increasing lending to the agricultural sector.
- There is a general perception by senior executives and technical staff of the MFIs and CECs that agricultural credit is extremely risky and should be avoided.
- In some cases there is a misalignment between the loan repayment terms imposed by the MFIs and the CECs and the production requirements for crops grown by small producers.
- The HIFIVE project has made good progress in agricultural value chain lending during the project base period.

3.3 Increase Effective Use of Remittances

This HIFIVE results area was designed to capture a substantial part of the very large inflow of remittances sent by Haitians working abroad to their family members living in Haiti. Remittances from relatives living and working overseas are the main source of income for many Haitian families. An estimated one million Haitians

live overseas, with about half living in the U.S. Remittances sent by Haitians abroad to their home country amounted to approximately \$1.5 billion in 2010.

Under this project activity, it was planned that the HIFIVE staff would work closely with Haitian financial institutions and technology providers to link with Haitians overseas to encourage greater efficiency in cash transfers, as well as in implementing innovative strategies for increasing the development impact of remittances. HIFIVE also planned to facilitate the expansion of investment in Haiti by Haitians living overseas, through remittance and investment flows into targeted value chains and other sectors.

The planned outcomes from this activity were the following:

1. The creation of financial products designed to increase savings and improve access to financial services for remittance recipients.
2. Provision of ICT solutions to improve the efficiency and reduce the cost of remittance transfers to Haiti.
3. Increase of the amount of investments by Haitians living overseas in value chains and other enterprises in Haiti.

It was initially anticipated that HIFIVE activities in this results area would capture remittances in the amount of \$20 million over the life of project (LOP) until 2014. It was also anticipated that at least 10 financial products would be developed to facilitate the transfer of remittances to Haiti, and that approximately 75,000 people would participate in the capture and investment of remittances during the five-year program.

In hindsight, these targets for remittance activity as a result of HIFIVE program activities were overly optimistic. They were based on the erroneous assumption that it would be possible to channel a sufficiently large quantity of remittance funds through a limited number of financial institutions, while at the same time encouraging the owners of the funds to divert a substantial proportion for investment in Haiti. In actual practice, it was discovered, after this initiative began, that remittance funds are used by the recipients to cover basic family needs for food, shelter, school, and medical expenses, with only very small amounts remaining that could be used for investment. Funds for investment became even scarcer after the 2010 earthquake, when remittances were the sole source of economic survival for many Haitian families. Furthermore, although Haitians living overseas tend to congregate in a very small number of large population centers in the US and elsewhere, they are not a homogeneous group that can be easily reached through social, civic, or economic organizations. They tend to be highly diverse, widely disbursed, and with widely varying investment preferences. As a result, this HIFIVE initiative to capture remittances for investment has fallen far short of the project's initial expectations.

Despite these inherent difficulties, HIFIVE has carried out several activities during the three-year project base period to create a network that, over time, could provide highly positive results. However, these activities will likely require a long time period to show results.

1. HIFIVE provided a startup grant to FONKOZE, a MFI that also provides micro-insurance products in Haiti, to fund the development of a business plan for the ZAFEN website that links Haitian investors overseas to promising MSMEs in Haiti. Many of the investment opportunities listed on the website are for investments with a social purpose.
2. HIFIVE, supported by the US office of the WOCCU worked to develop improved access and lower cost remittances for those recipients in Haiti's rural areas. Through these efforts, Le Levier became a licensed remittance agent, with its own network of MFIs and CEC outlets serving as agents for transferring remittance funds to their respective rural areas. By the end of March 2012, 65 agents of a planned network of 70 agents had been established and were operational.
3. HIFIVE provided a Public Private Partnership grant to the Alternative Insurance Company (AIC), a leading micro-insurance provider in Haiti, to support the development of a financial product for remittance transfers. Haitians overseas can convert remittances into a financial product by purchasing a micro-insurance savings product. This grant also includes an ICT component to use mobile money services to pay for the insurance product.
4. The HIFIVE project made several efforts to work with the USAID-funded Haiti Diaspora Marketplace (HDM) project to establish linkages with Haitians overseas. Unfortunately, none of these attempts were successful. USAID terminated the DCM project in November 2010.

5. HIFIVE has contributed to the launch of *i-Haiti* as a component of mobile money technology. When fully operational, this will make it possible to receive remittances via cell phones. HIFIVE is working to overcome the legal barriers for institutions to offer this product. There is a potential for a considerable portion of the \$1.5 billion remittances value to be transferred at lower cost through mobile money.

Despite these considerable efforts, the HIFIVE project has been able to make only limited progress in meeting its targets for the increased use of remittances. As of March 31, 2012, the status of project results compared to its targets for this activity was the following (see Table 7):

Table 7: Achievement of HIFIVE Project Targets for Increased Use of Remittances As of March 31, 2012		
Indicator	Actual	Target
Number of Financial Products Linked to Remittances	1	7
Number of Clients that Benefit from Remittance Financial Products	111	37,500
Value of Remittance Investments Channeled through MSMEs (\$000)	\$286	\$10,000

As a result of the change in USAID development priorities and the slow progress of this results area to gain traction during the project base period, USAID decided not to continue the work to capture remittances for investment purposes. As a result, this project component ended on May 31, 2012.

Finding:

- The assumptions upon which HIFIVE’s activities to capture remittances for investments in Haiti proved invalid. As described earlier, it was assumed that it would be possible to channel a sufficiently large quantity of remittance funds through a limited number of financial institutions, while at the same time encouraging the owners of the funds to divert a substantial proportion for investment in Haiti. This activity’s performance fell far short of its objectives, and was suspended at the end of the base period of the project.

3.4 Encourage the Use of ICT to Increase the Level of Financial Inclusion

3.4.1 Support to Microfinance Institutions

HIFIVE works in collaboration with financial institutions and local, private technology providers to create ICT solutions to problems related to funds transfers and payments, particularly in rural areas. Grants provided under this objective have helped MFI’s and credit unions to reinforce and to update their MIS systems and their ICT environments.

Through its grants, HIFIVE helps its financial partners to provide a broader array of financial products and services and to improve the management of their organizations. The grants also support the creation and strengthening of local service providers that are capable of serving the evolving needs of the financial services sector. The project provides targeted grants through the ICT Push Fund window of its HCF grant program, as well as providing technical assistance to partner financial institutions to help them expand their financial services using information and communications technology.

Information and communication technologies allow clients to access payments and financial services remotely through the use of a wide range of devices including personal digital assistants (PDAs), smart phones, cell phones, smart cards, and other wireless communications devices. This is extremely important especially in rural areas that are under-served by the financial sector, and where access to financial institutions is difficult.

The amount of ICT grants awarded by HIFIVE through May 31, 2012 in support of ICT solutions amounted to \$3.31 million, corresponding to 11 grants awarded to 9 different organizations. Seven ICT grants totaling \$1.65 million have been provided to individual MFIs and to one MFI network (ANIMH). In addition, grants amounting to \$1.66 million have supported the technical development of the mobile money initiative. The following table provides a summary of the grants that have been provided to date from the ICT Push Fund.

Table 8: Grants Disbursement Report for ICT Push Fund as of June 1, 20112

Status	Organization	Project Name	Amount Obligated (\$)	Pending Balance (\$)	Start date	End date
ICT Support to Microfinance Organizations						
Closed	SFF	Paving the road to technology	278,025	0	08.21.09	04.30.10
Closed	FONKOZE	Internet pathway	32,167	0	02.02.10	02.05.10
Open	SOGESOL	New commercial model	453,536	0	08.31.10	03.31.12
Open	ACME	Product marketing and communications	391,799	0	07.15.11	03.15.12
Open	ANIMH	Credit Analysis Center	243,243	54,054	14.10.10	31.12.11
Closed	SOKOLAVIM	Estére desktop equip.	70,162	0	11.22.10	03.13.12
Open	SOKOLAVIM	Marketing in rural areas	178,902	0	10.25.11	04.25.12
Sub-total Microfinance organizations			1,647,835	54,054		
Technical Support for Mobile Money						
Open	Mercy Corps	Mobile money integration	558,809	0	10.19.10	03.31.12
Open	Yellow Pepper	Agent network	537,319	0	04.01.11	12.31.11
Open	Yellow Pepper	Expanding access	224,939	56,235	10.24.10	04.24.12
Open	Transversal	Mobile platform	340,769	0	03.15. 11	03.15. 12
Sub-total Mobile Money			1,661,836	56,235		
Grand Total ICT Grants			3,309,671	110,289		

The following table shows the achievement of project targets for the increased use of ICT solutions, as reported by the HIFIVE monitoring and evaluation (M&E) team.

Table 9: Achievement of HIFIVE Targets for Increased Use of ICT Solutions, as of March 31, 2012

Indicator	Actual	Target
Number of financial institutions adopting ICT tools to increase access to financial services	14	12
Number of ICT tools introduced to increase access to financial services	16	4
Increased number of clients served, as the result of an ICT intervention (000)	1,205	250
Number of banking systems changes realized to accommodate ICT changes	11	12

As shown by Table 9, all but one indicator have been exceeded, most by considerable amounts.

During the coming two years of the HIFIVE extension period, project ICT support services will be focused primarily on those activities that support the introduction and expansion of mobile money services nationally. This will include assisting financial institutions, mobile network operators, third party solution providers, technology companies and other actors to develop products and services using mobile money.

The team has found that the HIFIVE program has made good progress in expanding the use of ICT solutions for financial inclusion, particularly with respect to the use of this new technology by its financial partner institutions.

3.4.2 Haiti Mobile Money Initiative

The Haiti Mobile Money Initiative (HMMI) is a partnership between the Bill & Melinda Gates Foundation and USAID that provides a \$10 million incentive fund to accelerate the development of financial services by mobile telephones in Haiti. These financial services, known as mobile money, have played an important role in the delivery of cash assistance by humanitarian agencies to victims during their recovery from the devastating earthquake that struck Haiti in January 2010.

The \$10 million HMMI incentive fund was provided by the Gates Foundation and is managed and implemented by HIFIVE. In addition to the \$10 million incentive provided by the Foundation, USAID offers technical and management assistance and other funding totaling approximately \$5 million through the HIFIVE program.

The incentive fund was created to provide cash awards to companies that offer accelerated mobile money services in Haiti. The first award, known as the First-to-Market award, provided an incentive to deploy mobile money services as rapidly as possible. It provided an award of \$2.5 million for the first operator to launch mobile money services within an initial period of six months. The requirement was to process at least 100 qualifying transactions (i.e., transaction that met the contest requirements) at each of 100 new outlets during the 6 month period. The second operator to meet this requirement received an award of \$1.5 million.

The second type of award, known as a Scaling Award, provided an incentive to expand mobile money services. For this award, service providers were awarded funds in an amount proportional to their share of transactions that contributed to reaching the benchmark of 100,000 transactions. Additional awards were provided for progressively greater targets of one million and five million transactions.

The incentive fund has driven the following achievements:

- In December 2010, or six months after the activity's inception, two mobile money service platforms were launched.
- In January 2011, Digicel, a major mobile telephone service provider, was awarded the "First to Market" prize for its "TchoTcho Mobile" mobile money product.
- In August 2011, Voilà, a second mobile telephone service provider, was awarded the "Second to Market" prize for its "T-cash" mobile money product.
- In October 2011, the first "Scaling Awards" were given to Voilà's "T-cash" and Digicel's "TchoTcho Mobile" for achieving the 100,000 transaction benchmark.
- As of April 2012, awards totaling US \$5 million had been provided to the two telephone service providers.
- In June 2012, the transaction benchmark of 5,000,000 transactions was reported. This achievement is presently being verified.

All those interviewed by the evaluation team who are involved in HMMI, including executives of the two main mobile telephone service providers, agree that the contest was an effective mechanism to stimulate the rapid deployment of a new financial service that could become an important part of Haiti's financial landscape. They also agree that the excitement and "buzz" that resulted from the contest was instrumental in creating awareness by almost all Haitians of mobile money services. However, it is now clear to those involved that there are a considerable number of business, technical, legal, and regulatory issues that must now be resolved if mobile money is to fulfill its promise to provide financial services throughout Haiti. At present, mobile money has not achieved financial and economic sustainability. Obstacles that must be overcome over the short- to medium-term to achieve sustainability are the following:

- a. The "wallet" size limitation of HGT 5,000 imposed by the Central Bank is too small to permit the use of mobile money for many transactions, such as the payment of salaries.
- b. Changes are required to the legal framework for mobile money. For example, electronic signatures are not recognized, nor are electronic verifications of financial transactions. Changes in Haitian business law are required. However, several bills related to electronic transactions and e-government are

presently being reviewed by the government and are expected to soon be submitted to Parliament for approval.

- c. Additional financial institutions need to become actively involved in mobile money services, and linkage need to be established between an individual's bank account and his or her mobile money account.
- d. The recent merger between Digicel and Voilà, the two main mobile money service providers in Haiti, must become operational in order that the availability of their services can further expand. This will require the unification and consolidation of their ICT service platforms into a single functional unit.
- e. While large numbers of mobile money transactions have occurred largely as the result of the Gates Foundation awards, the number of regular users is presently quite small. HIFIVE estimates the number of consistent users to be around 17,000. This is too few to support a program for national service.
- f. Recent surveys have revealed that although most Haitians know what mobile money is, they do not know how to use the service. Considerable training will be required to expand the base of users.
- g. The number of mobile money agents presently available (such as shopkeepers and suppliers) to provide cash transactions for mobile money clients is presently limited. Furthermore, during periods of high volume transactions, many mobile money agents have experienced liquidity problems. They simply ran out of money and could not cash out their customers' mobile money accounts.
- h. The mobile money service providers have not yet developed a clear pricing strategy that will ensure the expansion of the service throughout Haiti. During the startup phase, "loss leader" pricing is clearly required, but the service providers are still grappling with the pricing issue.

The potential benefits that can be derived from mobile money transactions are well known, and substantial. These include cost reductions by avoiding transporting, handling, storing, and accounting for cash; the reduced risk of financial loss and personal danger that results from the elimination of cash transactions; and the value of accurate information that is immediately available after financial transactions have been registered. These benefits are enormous and have national impact. They make the support of the HIFIVE program for mobile money an essential requirement.

The HIFIVE strategy for continued project support to HMMI during the project extension period is well-founded. HIFIVE/HMMI activities will provide support to financial institutions, mobile network operators, third party solution providers, technology companies and other actors to develop products and services using mobile money.

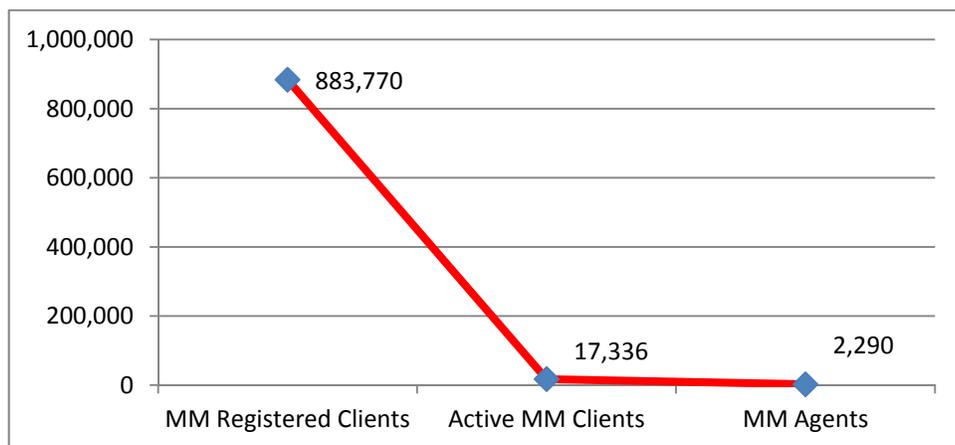
Specific activities to be carried out include the following:

- a. Supporting mobile money service providers to improve their platforms to allow the easy integration of additional services provided by third-party applications.
- b. Help to develop adequate agent network coverage for mobile money users
- c. Collaborate with other USAID-funded projects involved in key sectors – for example, HIFIVE and the USAID/WINNER projects are studying the possibility of jointly developing mobile money services for rice producers linked to input suppliers as agents for one of the value chains supported by the Watershed Initiative for National Natural Environmental Resources (WINNER) project.
- d. Provide grants for activities projects that will drive mobile money usage
- e. Support and encourage the use of mobile money in agricultural value chains

The evaluation team believes these are sound ideas, and would also encourage HIFIVE to look at financial institutions and their members and clients as an additional important opportunity for the introduction of mobile money.

The evaluation team also believes that the greatest contribution that HIFIVE could make in support of the introduction of mobile money throughout Haiti would be to work to overcome the regulatory and legal constraints that presently limit the use of mobile money. We believe this to be an extremely important factor that is required for nationwide use of this financial service. We encourage HIFIVE to make this activity its highest priority in terms of its support to mobile money for the remainder of the project.

Since the HMMI was initiated after the HIFIVE program began, the current Performance Management Plan (PMP) for the HIFIVE program does not contain targets for the development of mobile money. However, the program reports the following results, as of March 31, 2012:



MM – Mobile Money

The HIFIVE PMP should be revised to formally track the progress of mobile money use in Haiti.

Findings:

- The potential benefits to be derived by the Haitian people from the successful introduction of mobile money are substantial, and make HIFIVE support to this initiative imperative.
- Presently, the HMMI supported by the Gates Foundation and implemented by HIFIVE is not sustainable.
- The project strategy to support mobile money over the HIFIVE extension period is well founded. However, the program team is encouraged to give the greatest priority to activities that will overcome the present regulatory and legal constraints to the introduction of mobile money.
- HIFIVE's PMP does not track the use of mobile money.

3.5 Develop Effective Linkages with Other USAID Projects

TNS leads HIFIVE's work to achieve this project objective. TNS works through the Inter Project Coordinating Committee on Finance (IPCCF), whose members include representatives from HIFIVE as well as other USAID projects. Meetings of the IPCCF provide the opportunity for a general exchange of ideas, which can be continued in one-on-one meetings between the TNS team and the other USAID project and programs.

TNS works to create strategies for delivering financial products and services focused on agricultural and other value chains, based on the identified needs of other USAID programs. Its goal is to match the demand for financial products and services by USAID-supported MSMEs with the financial institutions that supply these products. TNS facilitates partnerships between HIFIVE and collaborating financial institutions to develop and deliver the financial products needed, and to expand the availability of services to the defined zones and enterprises.

TNS uses the team's resources, supplemented by external technical assistance, to carry out project interventions and to provide market information as required by this result area. It works with financial institutions to define their MSME finance criteria and disseminates these requirements to other USAID-supported enterprise development programs. This information guides the delivery of technical assistance by these projects to their beneficiary SMEs and rural microenterprises

Program activities carried out in this results area are summarized as follows:

- a. HIFIVE provided a grant to the *Caisse Populaire de la Fraternité* (CPF) that helped small-scale handicraft merchants and artisans in Labadie, a tourist center near Cap Haïtien, to renew their stock of

tourist merchandise. The CPF grant also provided training to the small artisan shopkeepers in inventory management and selling techniques for foreign tourists. The HIFIVE grant also enabled CPF to provide credit to 80 small merchants and artisans at Labadie. Separately, HIFIVE supported three national tourism fairs at Cap Haïtien for Haiti's artisans.

- b. HIFIVE assisted female market vendors who are supported by the *Développement Economique pour un Environnement Durable* (DEED) project to obtain credit for working capital from SOCOLAVIM, a member of the Le Levier Federation
- c. The project assisted the Federation of Taxi Drivers that was previously linked to USAID-supported MarChe project in Cap Haïtien to obtain training and financing from Micro Crédit National (MCN) to improve their tourism services. Of 28 drivers that were trained and provided business development services, 13 qualified for MCN loans.
- d. HIFIVE supported the Pan American Development Fund (PADF), a USAID/Haiti partner, to create a micro-finance program with a female-operated NGO known as the Foundation for Female Solidarity (FESO), composed of female merchant traders in Petit-Goâve. HIFIVE also provided a grant to the *Caisse Populaire Solidarité des Verrettes* (CAPOSOV) in Verrettes to develop credit products for women's producer groups who were beneficiaries of PADF's Livelihoods Program.
- e. HIFIVE assisted CARE, another USAID/Haiti development partner, to improve food security in Grande Anse by making beneficiary payments with mobile money, along with the creation of a network of users to accept the money. HIFIVE also assisted CARE to create village savings groups that use mobile money technology to make savings deposits.
- f. HIFIVE assisted the United Nations Development Program (UNDP) to implement its Support Centre for Strengthening of Damaged Houses (CARMEN) program by using mobile money technology to provide e-vouchers for the purchase of construction material.

3.5.1 Anchor Firm Development

HIFIVE has worked to support ASAVIS, an association of 160 poultry producers in Les Cayes, to create a value chain for broiler production. HIFIVE strengthened the institutional capabilities of the ASAVIS organization; conducted a market study for broilers in Haiti, and introduced the association to Jamaica Broilers, a large poultry producer in Jamaica that wanted to expand its broiler operations into Haiti. HIFIVE provided business development services to all 160 poultry producers to help them develop business plans to support their loan applications to financial institutions for financing to create poultry farms. A total of 102 business plans were completed, of which 57 have been submitted by the respective association members to different financial institutions. The remaining 45 business plans are pending submission to financial institutions.

Once the value chain has been fully organized, Jamaica Broilers will serve as an "anchor firm" that will purchase the entire broiler production output from the association members. The company will also provide technical assistance to the individual producers, and will facilitate the purchase of poultry feed in bulk quantities for the producers. The producers are expected to follow the production guidelines put into effect by the anchor firm, and to sell their entire production output to the company. HIFIVE's role to strengthen the value chain will be to support the association members to obtain production credit, to monitor the relationships in the value chain, and to solve problems as they occur. This model can be replicated in other agro-industries where anchor firms are available.

Although the poultry value chain has not been fully established, the relationships that have been created between Jamaica Broilers and the ASAVIS producers, reinforced by the support provided by HIFIVE for production credit to the producers, is an exciting concept for agricultural value chain development in Haiti. The evaluation team feels that HIFIVE should continue to support this value chain with credit facilitation until it is fully established. Once it has proven successful, it can be replicated in other locations and with other value chain products. This anchor firm model is seen as an excellent strategy for agricultural value chain development in Haiti, which should be replicated whenever possible.

3.5.2 PMP Results

The achievement of HIFIVE PMP targets for this activity area as of March 31, 2012 is shown by Table 10, next page.

**Table 10: Achievement of HIFIVE Project Targets for Effective Linkages
With Other USAID Projects as of March 31, 2012**

Indicator	Actual	Target
Number of financial support needs identified in coordination with relevant USAID-supported activities	15	15
Number of interventions to increase access to sustainable sources of financial products and services for client groups	9	12

As of March 31, 2012, the program’s indicator for the identification of needs for financial support had been met. The second indicator for the number of interventions to increase access to financial products and services was below the target amount.

Finding:

- The anchor firm model is seen as an excellent strategy for agricultural value chain development in Haiti, which should be replicated whenever possible.

4.0 ANALYSIS

4.1 Project Effectiveness

4.1.1 Credit for Value Chains and MSMEs in Rural and Agricultural Areas

The evaluation team has found the HIFIVE program to be an extremely effective means for expanding the availability of credit to value chains and MSMEs in rural and agricultural areas. The underlying strategy for this program component is sound, and well formulated. As described earlier, the HIFIVE program supports financial institutions to create revolving credit instruments that are funded through HIFIVE grants. These grants enable the financial institution to develop, with HIFIVE support, specific credit lines targeted on groups, sub-sectors, or locations specified by the program to help it achieve its objectives. Furthermore, once the financial institution has created a financing program for clients in new sub-sectors such as agriculture, they tend to continue their engagement with this new sub-sector, even after HIFIVE support has ended. The evaluation team learned from its interviews with the management and staff of several financial institutions that nearly all the financial programs developed with HIFIVE support are successful, and have good loan recovery rates. These programs are generally profitable for the financial institutions, and are therefore sustainable.

The activities carried out under the grant agreements by HIFIVE’s partner financial institutions are well-conceived, and provide effective solutions for MSME credit needs. The identification of these activities is made jointly by HIFIVE and the respective financial institution, and the internal review and vetting process conducted by the HIFIVE staff under the grant approval process strengthens the proposed activities that are eventually implemented.

The technical and institutional support activities carried out under the HIFIVE grants to its partner financial institutions serve to strengthen the institutional capabilities of these organizations, as well as enhancing the capabilities of the borrowers to become reliable creditors. Furthermore, HIFIVE grants serve to expand the capital base of the participating financial institutions, which leads to larger loan portfolios, increased numbers of clients, and for the financial cooperatives, increased membership.

The credit that is provided by the HIFIVE-supported financial institutions, particularly to rural and agricultural areas, provides substantial impact to areas and clients that are generally underserved by Haiti’s financial sector. HIFIVE-sponsored credit fills a tremendous need for those individuals and microenterprises that receive the loans. Without HIFIVE-supported credit, the only option available for most MSMEs in these locations is to borrow small amounts of funds from family and friends, or to obtain short-term credit from informal money lenders at extremely high cost.

Those executives of the financial institutions that were interviewed by the assessment team expressed their strong belief that the HIFIVE program is extremely effective in increasing the availability of financial products and services to value chains, including agro-enterprises and other rural borrowers. They also perceive the HIFIVE staff to be extremely effective and highly professional. This opinion is shared by the evaluation team.

4.1.2 Effectiveness of ICT Interventions and the Launch of the HMMI

The evaluation team has found the ICT support activity carried out by HIFIVE to be a solid achievement with real impact on its financial partner institutions. Based on discussions with representatives from these institutions, HIFIVE has considerably improved their capabilities for information processing and for the management of their business.

HIFIVE support to the to launch the Gates-funded HMMI that is now being implemented was quite effective, since it successfully introduced a new financial product in Haiti that potentially can have a positive impact on the lives of almost all Haitians. According to knowledgeable observers, the result of the Gates Foundation contest to introduce mobile money was to accelerate by about one year the amount of time it would have otherwise required to launch this financial product nationally. Furthermore, it created a considerable awareness of a new financial product with significant potential for national impact.

Despite its effectiveness in introducing the new product, the contest did little to enhance the sustainability of mobile money as a financial product in Haiti. In fact, the contest became a considerable distraction⁶ to both Digicel and Voilà, the two main service providers for mobile money, since their efforts became focused primarily on winning the substantial amounts of prize money that the Gates Foundation provided. According to observers, both companies engaged individuals to “churn” mobile money transactions as a means for achieving milestones that provided cash prizes. Now that the initial excitement and “hype” resulting from the contest has largely passed, it is time to get back to the basic task of creating a viable financial service.

4.1.3 Linkage with Other USAID-funded Initiatives

TNS has done an effective job of providing business services to those value chains that it has identified through its own initiatives as well as those supported by other USAID projects. HIFIVE’s outreach to provide credit and technical assistance to other USAID project beneficiaries, including DEED, MarChe, CARE, and PADF is extremely effective in its execution.

Findings:

- With the exception of HIFIVE’s activities to capture remittances by Haitians abroad for investments in Haiti, all components of the HIFIVE program are effective.
- The program’s work to expand the availability of credit to value chains and MSMEs in rural and agricultural areas is extremely effective.

4.2 Project Sustainability

As discussed in the earlier section of this report related to HIFIVE’s support for mobile money, this important financial service has yet to reach a critical mass of users that is required for economic viability. Thus, the mobile money financial product has not yet achieved financial sustainability⁷. However, HIFIVE’s strategy for continued support to mobile money during the project expansion period appears sound, and it seems highly likely that mobile money will achieve sustainability before the project extension period ends in May, 2014.

In terms of HIFIVE’s efforts to capture remittances sent by Haitians overseas to individuals in Haiti that could be used as a source of investment capital, project results during the three-year base period were insufficient to justify the continuation of these activities during the extension period. Despite advances by the Le Levier

⁶ USAID/Haiti feels that without the contest, the mobile network operators may not have offered the product at all. The contest fed the high competition level between the two companies.

⁷ USAID/Haiti states that among the more than 100 mobile money deployments globally, none were sustainable after 1-1/2 years.

Federation to transfer remittances to rural Haitians at a very low cost, and despite the work of the FONKOZE MFI to establish an internet-based clearing center for person-to-person lending by Haitians abroad through its ZAFEN website, USAID, supported by HIFIVE, decided not to continue this work into the project extension period. Despite the advances at Le Levier and FONKOZE, this project component did not live up to its initial expectations.

On the other hand, however, the evaluation team has found that HIFIVE’s work to increase the availability of finance for value chains and rural areas is entirely sustainable. Through the team’s interviews with the senior executives of the MFIs and CECs, we learned that the credit programs sponsored by HIFIVE with these organizations are fully established and have gone through a trial period of at least one loan and one repayment cycle. With only one or two exceptions, all of the loans provided from HIFIVE grants are successful, with good recovery rates. It was particularly notable that all the MFIs interviewed plan to continue to use those financing mechanism and to continue financing those targeted groups that were established with HIFIVE support. They anticipated that these targeted financial activities will gradually expand over time, since the size of these targeted loan portfolios are expanding through the issuance of loans and the collection of principal and interest. It is also noteworthy that the grant agreements between HIFIVE and its partner financial institution require the MFIs and CECs to continue these lending programs into the future, although not necessarily to the same clients, or even to the same sub-sectors.

In the evaluation team’s meetings with the focus groups of borrowers, we learned that these clients of the financial institutions are enthusiastic about the HIFIVE-sponsored lending program and are eager to expand their business activities and to increase their loan amounts.

In view of the benefits they have obtained from their association with HIFIVE, the MFIs and CECs are enthusiastic about the results of the HIFIVE-sponsored loan program and want to see it continue. Their asset base and their loan capital availability have increased due to the HIFIVE grant that established the rotating fund. Their capitalization is increasing through loan repayments and interest income. The size of their loan portfolio is increasing; their membership is increased as a result of the new borrowers, they have greater turnover, and they have benefitted from the support for institutional strengthening provided by HIFIVE.

Finding:

- HIFIVE’s work to increase the availability of finance for value chains and rural areas is entirely sustainable.

4.3 Indicators of Program Impact

4.3.1 Achievement of PMP Targets

The achievement of the HIFIVE program in meeting its PMP targets for its first three years of implementation (through March 31, 2011), as well as program progress toward meeting its PMP targets through its five-year program life (May 31, 2014) is shown in the PMP Table in Annex V. As shown by that table, HIFIVE has exceeded the majority of its targets for the first three years of operation. With the exception of project activity related to remittances, all other targets should be achievable over the remaining project life.

Table 11 below shows the progress made toward the achievement of the primary indicators for the HIFIVE program as of March 31, 2012. This date is the cutoff for the final reporting period of the base period of the HIFIVE program.

No.	Performance Indicator	Baseline (2009)	2012 Target	2012 Actual	LOP Target
4.5.2.14	No. MSMEs receiving BDS from USG assistance	0	330	372	550
4.7.0.2	No. MSMEs receiving finance in USG-assisted value chains	357	8,000	12,300	5,300
4.7.1.4	No. clients at USG-assisted MFIs (000)	400.9	670.0	723.3	879

Table 11: Achievement of Primary PMP Targets as of March 31, 2012

No.	Performance Indicator	Baseline (2009)	2012 Target	2012 Actual	LOP Target
4.7.1.5	Savings deposits held in USG-assisted MFIs (US \$ Million)	33.6	65.0	78.7	75.0
4.7.1.6	No. MFIs supported by USG assistance	34	50	48	65
1.1.1	No. new financial products and services	21	30	70	40
1.1.2	No. new value chain financing solutions	9	14	35	20
1.2	No. new financial service providers for value chains	0	20	19	33
1.4.1	Value of loan portfolio (US \$ Million)	65.0	97.0	125.7	120.0
2.1.1	No. of rural points of service	205	275	1206	350
2.1.2	No. of registered local service providers	206	105	111	115
2.2	No. new financial products and services offered in rural areas	11	21	68	26
2.3.1	No. of rural clients (000)	181.4	475.0	453.1	525.0
2.5.3	Portfolio at risk (more than 30 days)	9.7%	7.0%	11.1%	7.0%
3.1	No. products linked to remittances	0	7	1	10
3.2	No. benefiting from remittance products	0	37,500	111	75,000
3.3	Value of remittance investments (\$000)	0	10,000	286	20,000
4.1	No. FIs adopting ICT tools	0	12	15	15
4.2	No. ICT tools introduced	0	4	16	5
4.3	Increase in clients served by ICT (000)	0	250.0	1,204.7	325.0
4.4	No. banking system changes for ICT	0	12	11	15
5.1	No. financial support needs identified	3	15	15	20
5.2	No interventions jointly implemented	3	12	9	18

As shown by the above table, with the exception of the indicators for remittances, HIFIVE had exceeded almost all of its primary indicators. The project has considerably exceeded all but one of the most important indicators, described as follows:

- A total number of 372 MSMEs have received BDS assistance from the project, which is 13% over the target of 330 for the base period (indicator 4.5.2.14).
- A total of 12,300 MSMEs have received finance in project-assisted value chains, corresponding to 54% more than the target of 8,000 for the period (indicator 4.5.0.2).
- The number of MFIs supported by the HIFIVE project during the three-year base period was 48, for a 4% shortfall below the target of 50 supported MFIs (indicator 4.5.0.2)
- During the base period, a total of 70 new financial products and services were launched, corresponding to an increase of 133% over the target of 40 products and services (indicator 1.1.1).
- The number of new value chain financing solutions launched by HIFIVE during the three-year base period was 35, which is an increase of 150% over the target of 20 financing solutions (indicator 1.1.2).

4.3.2 Impact Beyond the Numbers

The available data do not fully capture the impact of HIFIVE interventions on the MSME operators in the value chains, nor do the PMP reports show the impact of the project on the financial institutions themselves. The

following summarizes the observations of the evaluation team regarding the impact of the project beyond the PMP data system, and reports examples of impact provided by some of those interviewed.

Ms. Irmine Sylvain, the Director General of the CECACHE S&L cooperative that received an earthquake recovery grant from HIFIVE in the amount of \$370,000, informed the evaluation team that without the support from HIFIVE during that critical period, CECACHE would no longer exist. HIFIVE provided financial support to CECACHE over a seven-month period following the earthquake. It bought the financial institution's bad debts; it paid staff salaries and office expenses, and part of the grant established a rotating fund that was instrumental in CECACHE's financial recovery. Before the earthquake, CECACHE had a staff of 22 employees; its loan portfolio amounted to HTG 17 million and it served 1,200 clients. Soon after the earthquake its client base withered to only 600 individuals and its assets were reduced to only HTG 4 million. Today, thanks to the support from HIFIVE's and the hard work of its staff, CECACHE has fully recovered. Its loan portfolio has now increased to approximately HTG 40 million, and it has almost 2,000 clients. CECACHE is now on a solid footing, and is once again financially and operationally sustainable.

At a focus group meeting with clients of the MAMEV S&L cooperative, the evaluation team learned that mango producers receive loans from the CEC for their mango crop. The loans are not used to actually produce mangos; they are used for family consumption. The loan funds make it possible for the producer to hold his crop until the fruit is mature and ready for harvest, when it can be sold at the full market price. Otherwise he has to sell the rights to the crop several months ahead of time to obtain cash for family needs. In this event, the mango producer may receive only 25% of the value of the crop if it were held to maturity.

The HIFIVE-supported credit program for the benefit of the KEKAM CEC in Marmelade provided working capital to three associations of coffee producers, which enabled them to re-initiate coffee purchases from their members. This created approximately 170 temporary jobs for coffee harvesters during the three-month harvest period.

The training and trade fairs provided by HIFIVE for the benefit of small-scale artisans and merchants for artisan products at Labadie provided substantial impact on their businesses. For example: a) artisans became aware of new artisan products and of different media that could be used to produce these new products, such as recycled materials; b) sales of tourist products increased from 25% - 75% after the merchants changed their product mix by adding more items of small sizes (therefore, more portable) and by providing articles of greater practical benefit to the buyer; and c) training provided to artisans and merchants on effective selling techniques considered changed their behavior towards their customers. Merchants now realize that aggressive sales behavior does not work, and that the culture of foreign tourists is to make purchase decisions without pressure from the vendor.

Female entrepreneurs the team met at three focus groups (MAMEV, KNFP, and KEKAM) recounted their experiences in launching their micro-enterprises with loan funds provided by these HIFIVE-supported financial institutions. Through their businesses, they were able to become economically independent. This gave them greater autonomy and social status *vis-a-vis* males in their respective communities.

Most of the people the team met through the focus groups had not previously received formal credit. The loan they had obtained through the HIFIVE-supported financial program was their first experience in dealing with a financial institution.

Finding:

- The HIFIVE project is making good progress toward the achievement of its targets for its PMP indicators. Furthermore, it is having considerable impact on the lives of micro-entrepreneurs and small traders that are not being captured by the numbers.

4.4 Project Relevance

There is a tremendous need for an increased availability of rural and agricultural credit in Haiti, as well for a greater availability of financial services to isolated rural communities, and to serve Haiti's poor. Access to financial services by rural residents, as well as those members of the poorest segments of Haiti's population is severely limited. The HIFIVE program seeks to address these limitations through its support for increased financial services in rural and agricultural areas, and to expand the use of mobile money.

The HIFIVE program works to provide financing to underserved, rural and agricultural borrowers, and it provides viable credit options where formal credit does not exist. The only options otherwise available for most micro-creditors in rural areas would be to borrow small amounts of funds from family or friends, or by take short-term usury credit at very high interest rates.

Clearly, the HIFIVE program is highly relevant to Haiti's needs, and is also extremely timely. Program support has been provided at a critical period, in the aftermath and the recovery period of the January 2010 earthquake.

The HIFIVE program supports USAID/Haiti's Second Intermediate Result under its Post-Earthquake Country Development Strategy for Haiti, which is *Improved Food and Economic Security*. Specifically, it contributes to sub-intermediate result 2.1: *Improved Performance of the Agricultural Sector*, and 2.3: *Increased Employment*. Both of these program areas contribute to USAID's goals of increased stabilization in Haiti and expanded employment and sustainable livelihoods.

HIFIVE also supports Haiti's National Agricultural Investment Plan (NAIP) that was by the Ministry of Agriculture, Natural Resources, and Rural Development (MANRRD) in May, 2010. HIFIVE's program support for the increased availability of value chain finance is particularly relevant to the NAIP. Its strategic vision calls for partnerships with private financial institutions and credit to rural agriculture.

Finding:

- HIFIVE program is entirely relevant to Haiti's needs for rural and agricultural credit, and it is a key element of USAID/Haiti's Post-earthquake Country Development Strategy.

5.0 GENDER ISSUES

It is well understood that when women have more access to and control over agricultural assets and decision-making, family outcomes in terms of food security and health are improved. As a result, it is important to promote gender equality so that both men and women have equal opportunity to benefit from and contribute to economic, social, cultural, and political development.

If gender concerns are not integrated into a project design stage, it is unlikely that gender concerns will be included or addressed later on in the project cycle. This means that the people involved in the project programming process need to take in consideration: a) how the different roles, responsibilities, and status of women and men affect the work of the project; and b) how the expected project results will affect women and men differently. Addressing those questions takes into account not only the different roles of men and women, but also the relationship between and among men and women and the broader institutional and social structures that support them.

Although the HIFIVE project was not designed to address gender concerns, it has contributed to women's development and their incorporation into the project-supported value chains and rural MSMEs in different ways, as described by the following stories told by some of the people who were interviewed by the evaluation team:

1. The organization Femmes Solidarité de Petit-Goâve (FESO) is a women's foundation that was created in 2004 in the Communal of Petit-Goâve. FESO is composed primarily of female merchant traders. In February 2011, HIFIVE and PADF provided a grant to FESO in an amount of approximately HTG 9 million to put into place a collection center where FESO members could receive and hold merchandise for resale to the local market. In addition to the collection center, the grant provided training for FESO credit and administrative staff and software for tracking loan repayments. The grant also provided a rotating fund administered by FESO that provides working capital financing to FESO members. This HTG 5 million fund provided credit in the amount of HTG 25,000 each for 200 female members. The members reported that the rotating credit fund had a particularly great impact on the beneficiaries. It increased their purchasing power; they can save more frequently and in greater amounts, and the overall volume of trade has doubled. Some members, who previously had savings of only HTG 500, now have savings accounts of HTG 100,000 and more. With the interest generated by the member loans, FESO is able to pay rent, staff salaries, and increase the amount of its loans. Before the project was initiated with HIFIVE, FESO employed only four people. During the time when the grant agreement with HIFIVE

was being implemented, FESO employed 14 people. Now that the project with HIFIVE has ended, FESO continues to operate with 9 employees. As a result of the grant, the number of FESO employees has more than doubled. The monthly interest rate set by FESO is 3%; however, if the loan is repaid on schedule, FESO provides a rebate of one-third of the interest charges at the end of the loan cycle. This is less than the available rates at other microfinance providers.

- HIFIVE provided a grant of HTG 2 million to KOFIP to create a rotating fund for working capital loans to female traders. These loan beneficiaries are members of six cooperative organizations that are associated with FECANO, the Association of Cacao Producers. The team interviewed a focus group of 15 female merchants who are members of the Cooperative Jean Baptiste Chavannes, one of the FECANO cooperatives. All the focus group members had completed their first loan cycle with KOFIP, and were waiting for a second loan cycle to be initiated. However, because their cooperative organization was the creditor for the KOFIP loans, and had on-lent the loan amounts provided to the individual female traders, the individual members could not receive new loans until the cooperative had repaid the entire loan amount owed to KOFIP. This created a bottleneck for those cooperative members who had repaid their loan amounts as scheduled, and were waiting to initiate a new loan cycle.

All the women interviewed had substantially increased their turnover and profitability from their trading operation as a result of the working capital loans they received from KOFIP. The extra income they earned was used for household expenses and school fees for their children, and occasionally, to hire casual labor to reduce the workload of their spouse for tending the cacao crop that is sold through FECANO. Three of the females interviewed had obtained earlier loans from other financial institutions, but the interest rate and repayment terms were much less beneficial than the HIFIVE-supported KOFIP loans.

The following table, taken from the 2008 Micro-finance Survey conducted by the Strategic Management Group for USAID/Haiti⁸, provides a summary of the distribution of micro-finance loan portfolios by gender for the entire country. As the table shows, microfinance credit clients are much more likely to be females than males. According to the survey, 77 percent of micro-finance clients are female, compared to 23 percent male.

Type	No. Female Clients	No. Male Clients	Total No. Clients	Total Portfolio (HTG000)	Average Loan Size (HTG000)	Percent Females by Institution
CEC	10,229	14,450	24,679	973,143	39.4	8%
MFI	15,275	10,881	26,156	1,116,159	42.7	12%
Others	105,029	13,499	118,528	989,023	8.3	80%
Total	130,533	38,830	169,363	3,078,325	18.2	100%
Percent	77%	23%	100%			
"Others" include credit from NGOs, professional associations, and mutual credit societies						
Source : Recensement de L'Industrie de la Microfinance Haïtienne, Strategic Management Group, USAID/Haiti, 2008						

Women are well-established and credible economic actors in Haiti's microfinance system. In general, more women than men are business operators, including petty trading. However, there are more male than female beneficiaries for agricultural loans since males have a greater involvement in this sector. The greatest barrier to female participation as creditors in micro-lending is their high illiteracy rate, which is greater than male illiteracy. In addition, especially in rural areas where the availability of property titles greatly influence the availability of credit, women have less access to credit than do men since they are unlikely to hold titles for family property.

⁸*Ibid.*

5.1 HIFIVE Gender Indicators and Targets

The HIFIVE PMP has only three indicators that relate to female project beneficiaries. These are summarized in the following table for the HIFIVE base period.

Table 13: Achievement of PMP Targets for Gender as of March 31, 2012					
No.	Performance Indicator	Baseline (2009)	2012 Target	2012 Actual	LOP Target
4.7.1.1	Percentage increase in the number of clients at USG-assisted MFIs				
4.7.1.1	Females	81.7%	70.0%	59.4%	70.0%
4.7.1.1	Males		30.0%	130.4%	30.0%
4.7.1.1	Total	98.5%	60.0%	80.4%	100.0%
4.7.1.4	Number of clients at USG-assisted MFIs (000)				
4.7.1.4	Females	302.1		482.6	
4.7.1.4	Males	98.0		226.0	
4.7.1.4	Total	400.1	670.0	723.3	879.0
4.7.1.5	Total savings deposits held in USG-assisted MFIs (\$ millions)				
4.7.1.5	Females			43.0	
4.7.1.5	Males			28.0	
4.7.1.5	Total	33.7	65.0	78.7	75.0
Note: The total number of clients and the amount of savings deposits shown in this table are greater than the sum of the amounts shown for males and females. Data for a third category, business clients, are not included in the PMP report.					

As shown by this table, there are more than twice as many female clients at USG-assisted microfinance institutions. However, the growth rate for male clients is more than double that of females. Furthermore, the amount of savings deposits held by females in USG-supported financial institutions is 54% more than the amount of savings deposits held by males.

Findings:

- The HIFIVE project has had a substantial impact on females that is not reflected in the PMP data.
- The policy of some financial institutions to provide loans to cooperative organizations (for re-distribution to individual members), instead of providing loans directly to the individual members themselves, is often detrimental to individual borrowers within the cooperatives. The reason is because individual borrowers cannot renew their loans until all the cooperative members have repaid their loans to the financial institution, which penalizes those individuals who repay their loans early. Females account for a larger share of savings and of the number of clients of USG-supported financial institutions than do males. Similarly, there are more than three times as many holders of microfinance credit in Haiti than there are males.

6.0 FINDINGS

6.1 Findings from the Evaluation Team Field Survey

As described in an earlier section of this report, during the second and third weeks of the evaluation the team members conducted a field survey of financial institutions, in addition to their members and clients. For the field

survey we divided the four-person evaluation team into two sub-groups of two people each. One sub-group interviewed the senior management and staff of the different financial institutions, and the second sub-group conducted focus group meetings with the members and clients of these financial institutions. The clients were generally small traders and agricultural producers who had received credit from the financial institutions through the HIFIVE grants.

The following table shows the fifteen financial institutions the evaluation team visited during the field survey, and the related focus group meetings.

Table 14: Evaluation Team Field Survey			
Financial Institution	Location	MFI Survey	Focus Group Meetings
CECACHE	PAP	√	√
MCN	PAP	√	√
KNFP	Gros Mornes; PAP	√	√
FESO	Petit Goave	√	√
MAMEV	Gressier	√	√
KEKAM	Marmelade	√	√
CPF	Cap Haitien	√	√
SOKOLAVIM	St. Marc; Marchand	√	√
SCOCENTER	Mirebalais	√	√
CODECREM	Mirebalais	√	√
KOFIP	PAP; Limonade	√	√
Le Levier	PAP	√	
FONKOZE	PAP	√	
ACME	PAP	√	
MCC	PAP	√	

The team's findings from these interviews with the executives and staff of the financial institutions and the focus group meetings are summarized as follows:

1. Before the HIFIVE intervention, the agro lending portfolio of the supported financial institutions was very small. Those that received HIFIVE grants to encourage agricultural lending saw substantial increases in their portfolios for agriculture. For example, CODECREM increased the percentage of its loan portfolio dedicated to agro-lending from zero percent to 30 percent as a result of the intervention by HIFIVE. Similarly, SCOCENTER increased its agro lending from only one percent to 40 percent after the HIFIVE intervention.
2. Loan amounts provided to borrowers from the HIFIVE-supported rotating funds are normally no more than HTG 25,000. However, formal groups and enterprises can borrow larger amounts. Many of the CECs lend to solidarity groups of five people.
3. Interest charges on HIFIVE-supported loans provided by the financial institutions normally range from 2% - 3% per month. The clients of the MFIs and CECs consider this to be normal, and are happy to obtain loans at these interest rates. However, loans at interest rates above these amounts are resisted by the clients.

4. The only alternative source of loan funds available in most rural locations is usury credit, at a monthly interest rate of around 15%.
5. The maximum loan term the team found among the financial institutions that were interviewed was for 12 months. Most available loans were for 3 – 6 months, only.
6. All of the small creditors the team interviewed were quite pleased with the economic opportunity they had been provided through the HIFIVE-sponsored credit. They were eager to expand their loan amounts in order to grow their business.
7. All the HIFIVE grants resulted in increased employment at the financial partner institution, and increased the membership of the CECs. However, the loans provided by the MFIs and CECs to their small-scale producers and micro-entrepreneurs generated very little employment. First, the loan amounts and subsequent investments were relatively small; normally, HTG 25,000 or less. Second, most of the businesses that obtained loans through the HIFIVE grant program are family businesses or sole proprietorships with limited possibility for employing external workers.
8. Most of the small producer and small trader loans provided a substantial increase in income and profitability, on the order of around double the amount obtained without the loans.
9. Loans provided by the CECs and MFIs from the HIFIVE-supported rotating funds are generally provided in relatively small amounts, and with a relatively quick turnover. Thus, they impact a considerable number of small borrowers. Despite this practice, however, one of the main criticisms of the loan program by the focus groups the team interviewed was that the amount of funding available is quite small. In general, the amount of funding provided by the rotating funds is sufficient to meet the needs of only 20% - 25% of the potential borrowers.
10. Other limitations described by the focus group members are 1) the amount of loan capital available at the CECs is extremely limited and very few members are able to obtain credit; 2) in most cases the loan repayment terms imposed by the MFIs and CECs is inadequate for many lucrative crops such as bananas that require longer time to reach maturity, and 3) the cash collateral requirements imposed by the CECs (up to 1/3 of the loan amount) severely limits the ability of the members to obtain larger loans.
11. All the financial institutions the evaluation team interviewed found the HIFIVE staff to be competent and well qualified. They rated very highly (above the 80% level) their experience of working with HIFIVE.
12. All the financial institutions found the HIFIVE loan program to be highly relevant to their needs as well as those of their clients; entirely sustainable without continued HIFIVE assistance, and with a very high impact on the lives of the small producers and micro-entrepreneurs it touched. Overall, they found the program to be very effective.
13. All the financial executives interviewed recommended that the program be continued, and that its grant amounts are increased.
14. The senior managers and staff of the financial institutions believe strongly that loan guarantee funds are required to support and encourage an expansion in agricultural lending. Furthermore, there is a need for crop insurance to mitigate the risk of agricultural lending.
15. There is a need for additional production technical assistance to support small-scale agricultural producers as a means to encourage agro-lending by the financial institutions.

6.2 Summary of Findings

1. HIFIVE's work to provide value chain finance is highly effective. Program grants have increased the loan capital base of its MFI/CEC partners, as well as enhancing their institutional capabilities. The program has encouraged lending by the financial institutions to new sub-sectors and groups in rural locations. Through training programs provided through the grants to financial institutions it improves the credit capabilities of the potential borrowers. HIFIVE has substantially improved the availability of credit to MSMEs and entrepreneurs in selected value chains. With the exception of its targets for remittance indicators, HIFIVE has exceeded most of its PMP targets. HIFIVE's MFI and CEC partners consider the program staff to be well qualified and highly professional.
2. HIFIVE-supported credit initiatives carried out by its financial partner institutions are sustainable. These financing programs were put into place during the project base period and continue to function well. With only a few exceptions they are successful, and have good loan recovery rates. All MFIs and CECs intend to continue these loan programs that were initiated through HIFIVE grants, without regard to future the support by the project. All the micro- and small-scale clients that received loans through these credit initiatives have gone through at least one complete cycle of borrowing and loan repayment, and are eager to expand their loan amounts. The size of the loan portfolios of the financial partner institutions is increasing through reflows of loan payment and interest income, and these institutions have benefited considerably from increased loan portfolios, increased membership, and institutional strengthening.
3. HIFIVE's work to provide financial products for value chains is highly relevant. The project works to provide financing to underserved rural and agricultural areas where the need is greatest, and it provides credit options where very few options would otherwise exist. The project supports USAID's intermediate result for Improved Food and Economic Security for Haiti, and the sub-intermediate results for Improved Agricultural Performance and Increased Employment. HIFIVE is also aligned with the objective of increasing the availability of rural credit as described in Haiti's National Agricultural Investment Plan of the Ministry of Agriculture, Natural Resources, and Rural Development.
4. HIFIVE's work to provide value chain financing in rural and agricultural areas has great impact on the livelihood of micro- and small-scale borrowers. While the amount of impact is difficult to quantify, personal testimonials by those who have received loans from HIFIVE partner institutions has received substantial increases – on the order of three to four times – of business turnover and profitability.
5. Unfortunately, some credit products provided by the HIFIVE partner institutions are misaligned with agricultural production cycles and, consequently, with the credit needs of the micro- and small-scale clients of these institutions. Furthermore, some of the credit products are not sufficiently flexible to best serve these agricultural clients. Credit for crops that take longer to bring to bearing, such as bananas, is particularly troublesome.
6. Gaps in HIFIVE-supported credit include: a) insufficient production technical assistance is being provided to those small producers that have loans from HIFIVE-supported MFIs and CECs to support their successful loan repayment; b) the perception by financial institutions on the need for crop insurance to mitigate the risks of agro-lending; and c) the agro-technicians who work for some of the financial institutions also need training in agricultural production. For the producers, one of the major constraints to value chains is the limited availability of working capital financing for producer associations and cooperatives that have reliable markets but are constrained by the amount of cash required to collect, transform, and sell the value chain product.
7. The agro-lending portfolio of financial institutions is generally quite limited. Commercial banks, MFIs, and CECs tend to avoid agro-lending due to their perception of the risk associated with agriculture. As a result, lending to the agricultural sector is only a small part of the portfolio of financial institutions, even MFIs and CECs in rural areas. Furthermore, supporting credit programs in rural areas does not

necessarily lead to agro-lending, since most of the provided by financial institutions even in these areas is targeted on urban activities.

8. The rotating funds created by the financial institutions from HIFIVE grants are an effective stimulus for agro-lending. The grants help to increase the loan capital base of the financial institutions, and the loans can be targeted on any group, such as the participants in a particular value chain, or in any sub-sector, such as agriculture. Since the loan funds are provided by an external source, they are not linked to, nor are they limited by, the amount of individual member savings. In the case of CECs, the borrowers must be members of the cooperative so the use of the rotating fund increases their membership.
9. Support programs for agriculture value chains also stimulate agro-lending. The mutually reinforcing relationships and synergy within the value chains, and particularly their linkage to markets, helps to reduce the credit risk. Furthermore, directed credit programs such as HIFIVE grants for agricultural lending and USAID/DCA LPG programs targeted on agriculture can focus on specific value chains within targeted locations such as development corridors.
10. HIFIVE has made impressive gains in agro-lending during the three-year project base period. As of March 31, 2012: a) approximately 12,215 borrowers received access to agro-credit; b) 62 new credit products had been created for agriculture; and c) 18 financial institutions had become newly engaged in agricultural value chain lending.
11. The “Anchor Firm” value chain structure provides a good model for agricultural development in Haiti. This model is embodied by the ASAVIS poultry producers association that is linked to the anchor firm, Jamaica Broilers. The producers commit to sell their entire production output to the anchor firm, whereas it provides market, production technical assistance, and facilitates input supplies, including poultry feed for the producers. The role of HIFIVE is to facilitate credit from financial institutions to the producers, as well as monitoring the relationships throughout the value chain and solving problems as they occur. This model can be replicated in other agro-industries where anchor firms are available.
12. The main gap in the work of HIFIVE to support agricultural lending is the perception by commercial banks, MFIs, and CECs that agro-lending is extremely risky and should be avoided.
13. The assumptions upon which HIFIVE’s activities to capture remittances for investments in Haiti proved invalid. It was initially believed that it would be possible to channel a sufficiently large quantity of remittance funds through a limited number of financial institutions, while at the same time encouraging the owners of the funds to divert a substantial proportion for investment in Haiti. The performance of this activity fell far short of its objectives, and it was suspended at the end of the project base period.
14. The launch of the HMMI was quite successful. It created a national awareness of mobile money products and services, and it considerably reduced the time required to establish this new service throughout the entire country. However, its residual impact is limited in terms of the number of regular users, the number of available agents, and the number of participating banks. Furthermore, additional work is required by the service providers to merge and consolidate their respective ICT platforms, and considerable work is pending to create an appropriate legal and regulatory framework for the use of this service.
15. The mobile money facility is not presently sustainable. Its customer base and agent network are still too small. While there is a general awareness of the service, few potential users know how to use it. Moreover, its use is constrained by dysfunctional regulations such as the small “wallet” size that limits the amount of funds that can be transacted, and that many electronic transactions are not legally recognized in Haiti. Furthermore, the pricing strategy by the service providers has not yet been clearly developed. However, the potential benefits to be derived by the Haitian people from the successful introduction of mobile money are substantial, and make HIFIVE support to this initiative imperative.
16. HIFIVE’s strategy to support mobile money over the two-year project expansion period is well founded. HIFIVE plans to support the introduction of mobile money transactions in selected agricultural value chains (i.e. rice) as pilot initiatives that can be replicated when proven successful. HIFIVE also plans to help overcome legal and regulatory problems that constrain the use of mobile money.

17. Females account for a larger share of savings and of the number of clients of USG-supported financial institutions than do males. Similarly, there are more than three times as many female holders of microfinance credit in Haiti than there are males.
18. The HIFIVE project has had a substantial impact on females that is not reflected in the PMP data.
19. The policy of some financial institutions to provide loans to cooperative organizations (for re-distribution to individual members), instead of providing loans directly to the individual members themselves, is often detrimental to individual borrowers within the cooperatives. The reason is because individual borrowers cannot renew their loans until all the cooperative members have repaid their loans to the financial institution, which penalizes those individuals who repay their loans early.

7.0 SUMMARY OF CONCLUSIONS

The following is a summary of the team's main conclusions derived from the evaluation.

1. Directed credit programs are needed to override negative perceptions of agro-lending by banks, MFIs, and CECs. These include programs such as rotating funds for value chain credit established through HIFIVE grants, as well as DCA loan portfolio guarantee programs. We believe that the successful introduction and implementation of directed loan programs by the collaborating financial institutions will overcome the negative perception of agro-lending by the management and staff of these institutions.
2. Anchor firms linked to small-scale producers that serve as contract growers for the anchor firm, supported by HIFIVE grants that facilitate production credit for the small producers is an excellent model for agricultural value chain development. This should be replicated whenever possible during the project extension period.
3. HIFIVE credit facilitation and BDS services should incorporate additional support for production technical assistance for those MSMEs and entrepreneurs who receive loans from HIFIVE-supported MFIs and CECs. The production TA could be facilitated by TNS, possibly by grants to NGOs or as a component of the grants to the financial institutions themselves.
4. The evaluation team believes that the greatest impact that HIFIVE can have on the sustainability of the mobile money initiative in Haiti would be to help create a clear, well-defined, transparent, and supportive legal and regulatory framework for the use of mobile money throughout the entire country. This would have a dramatic impact by clearing away many of the present obstacles to the use of this facility.
5. A second important impact by HIFIVE would result from project support and encouragement for the use of mobile money payments and transfers by groups of small farmers and MSMEs, including input suppliers that operate within its supported value chains. Another potential area of considerable impact would be to facilitate mobile money payments and transfers between the HIFIVE-supported financial institutions and their members and clients. The existing networks of financial institutions and their clients would provide a strong base for this mobile money initiative.
6. The HIFIVE staff has worked diligently for the past three years to develop a strong network of financial institutions that are reliable partners. These institutions can play a key role in carrying out loan programs supporting agricultural value chains during the project extension period. All those financial institutions interviewed by the evaluation team expressed their desire to continue to expand their credit and financial service as financial partners with HIFIVE. This network is a valuable resource for project implementation during the extension period.

8.0 RECOMMENDATIONS

1. It is recommended that USAID facilitate an orderly transition of HIFIVE activities from the three-year base period to the extension period. Those projects that were substantially underway at the end of the base period should be brought to an orderly completion during the extension period. Specifically, in view of its potential demonstration value, USAID should approve grant funding to ensure the availability of credit to support the value chain composed of the anchor firm Jamaica Broilers that has been linked to the ASAVIS poultry producers association in Les Cayes.
2. It is recommended that USAID analyze the possibility of expanding its DCA loan portfolio guarantee program to support and encourage agricultural credit in partnership with the microfinance institutions that operate in its targeted development corridors. Specifically, DCA credit guarantees should target those value chains and producer groups that are supported by the HIFIVE program. These new DCA financial partner institutions should be selected from the strongest MFIs that operate in the USG supported corridors.
3. Since not all financial institutions are suited for agro-lending, it is recommended that HIFIVE select its strongest MFI partners to participate in lending programs for agricultural value chains during the project extension period. Those selected should be the strongest financial institutions with the greatest capability, and with the greatest predisposition for agro-lending. Furthermore, HIFIVE should provide training as required to the management and staff of these institutions to improve their analytical and risk management capabilities for financing agricultural products.
4. In addition to the financial services that HIFIVE facilitates to micro-enterprises, small farmers, and other beneficiaries through its financial partners, HIFIVE also provides some training and business development services to these beneficiaries directly through TNS programs or through grants provided to its partner financial institutions. However, there is a strong need for production technical assistance in addition to the business development support that is now being provided. It is recommended that HIFIVE work through TNS to develop a pilot program for technical support for small-scale agricultural producers that can be expanded if it proves successful. This should reduce the risk for crop failure and loan default by the MFI clients, and should therefore increase the availability of agricultural credit.
5. HIFIVE is not a value chain program *per se*. Instead, HIFIVE is a financial sector support program that helps increase the availability of financial products and services to agricultural value chains in rural areas. Consequently, HIFIVE is not able to provide the entire range of production and marketing services that are necessary for agricultural value chain strengthening and development. Therefore, for the greatest impact on agricultural value chain development, it will be necessary for HIFIVE to create partnerships with other development projects and initiatives to jointly provide the range of support services needed to fully develop agricultural value chains. It is recommended that HIFIVE collaborate with other USAID agricultural value chain initiatives, as well as non-USAID initiatives, during the project extension period within the USG-supported corridors.
6. HIFIVE must review the possibility of providing export financing of potential high-volume value chain products for producer associations, jointly with its partner financial institutions
7. HIFIVE should jointly review the agro-lending policies of its partner financial institutions with these institutions, to ensure that their loan terms support and encourage agricultural production for the targeted value chain crops by small farmers, especially longer-term crops such as bananas.
8. HIFIVE must support HMMI during the project extension period first, by working to create a favorable legal and regulatory framework, and second, to introduce the use of mobile money to its agricultural value chain beneficiaries, as well as the members and clients of the financial institutions that are supported by HIFIVE.
9. It is recommended that HIFIVE review its PMP indicators and targets for the project extension period and make the necessary changes to track the amount of agricultural value chain finance facilitated by the project, and the number of mobile money transactions that are completed.

ANNEXES

ANNEX I: INFORMATION SOURCES

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**ANNEX II : FINANCIAL INSTITUTIONS SUPPORTED BY HIFIVE
FOR VALUE CHAIN AND AGRICULTURAL FINANCE**

**Financial Institutions Supported by HIFIVE
For Value Chain and Agricultural Finance**

No.	Institution	Grant Window; Purpose	Department	Commune
1	MUCEC	Synergy Fund – School credit	Sud	Camp Perrin
2	SFF	ICT Push Fund – Paving the road to technology	Ouest	Petionville
3	ID	Recovery Fund - stabilization	Ouest	PAP; Cite Soleil
4	AIC Protecta National	Risk Management - Micro Insurance	Ouest, Nord, Sud, Sud-est, Centre, Nippes, Grand-Anse	PAP, Cap H., Camp Perrin, St. Marc, Jeremie, Jacmel, Cayes, Mirebalais, Miragoane
5	FONKOZE	ICT Push Fund Internet Pathway	Ouest	PAP
6	KNFP	Synergy Fund – mango production	Artibonite	Gros Morne
7	DID	Capacity Building – institutional strengthening	Nord-Ouest, Centre, Sud, Artibonite, Grand-Anse	St. Marc, Darbone, Camp Perrin, Jeremie, Desarmes, Pte. Riviere, Mole St. Nicolas, Lacadobas,
8	CODECREM	Synergy Fund – mango production	Centre	Mirebalais
9	FINCA	Recovery Fund – asset restoration	Ouest	PAP
10	CEPAR	Synergy Fund – salt production	Artibonite	Anse Rouge
11	CAPODEP	Synergy Fund – cacao production	Nord	Port Margot
12	SOGESOL	ICT Push Fund – New commercial model	Ouest	PAP
13	ACME	Recovery Fund – recapitalization	Ouest	PAP
14	CAPOSAJ	Synergy Fund – poultry production	Nippes	Fonds del Negres
15	KEKAM	Synergy Fund – coffee production	Artibonite	Marmelade
16	KOFIP	Synergy Fund – cacao commercialization	Nord	Cap Haitien
17	Le Levier	Recovery Fund - stabilization	Ouest	PAP
18	SOCOLAVIM	ICT Push Fund – marketing financial products in rural areas; equipment support	Artibonite	L'Estere; St. Marc
19	SCOCENTER	Synergy Fund - credit for peanut production	Centre	Mirebalais
20	Caisse Espoir Jacmel	Recovery Fund - stabilization	Sud-est	Jacmel
21	CPF	Synergy Fund – financing Labadee Artisans	Nord	Cap Haitien

**Financial Institutions Supported by HIFIVE
For Value Chain and Agricultural Finance**

No.	Institution	Grant Window; Purpose	Department	Commune
22	CECACHE	Recovery Fund- financial stabilization	Ouest	PAP
23	SOCEM	Synergy Fund – financing shallot value chain	Nord-ouest	Port-de-Paix
24	MAMEV	Synergy Fund – financing mango producers	Ouest	Gressier
25	CAPOSOV	Synergy Fund – female credit in Bas Arbonit	Artibonite	Verettes
26	FESO	Synergy Fund – financing for female merchants in Petit Goave	Ouest	Petit-Goave
27	ABCAB	Synergy Fund – financing coffee exports; equipment	Sud-est	Thiotte
28	AIC	Risk Management Fund – Beyond Borders	Ouest	PAP
29	MCC	Synergy Fund - Nationwide expansion of credit services	Ouest	PAP
30	MCN	Synergy Fund – Opening new branch offices	Ouest	PAP

ANNEX III: TECHNOSERVE CLIENT LIST AS OF MARCH 31, 2012

TechnoServe Clients List as of March 31, 2012

Date	Sector	Location	No. MSMEs	Services	Status
Nov. 2009	Apparel	Fond des Blancs	1	Business plan; duty-free access to US market through HOPE Act	Active
Nov. 2009	Cacao	Port Margot	1	Financing for DEED-supported cacao cooperatives	Compl.
Nov. 2009	Cacao	Cap Haitian	1	Financing for 6 cooperatives members of the FECANO cacao federation	Compl.
Jan. 2010	Poultry	Les Cayes	107	Linking poultry producers with anchor firm, anchor firm support, market study, business plans, access to finance	Active
May 2011	Tourism	Cap Haitian	4	Develop master plans and business plans; financing for hotels & restaurants	Active
June 2011	Tourism	Cap Haitian	43	Due diligence, access to credit for Association of Taxi Drivers	Active
June 2011	Tourism	Cap Haitian	189	BDS training in finance, accounting, and merchandising; access to credit for Federation of Artisans	Active
Mar. 2011	Poultry	Gressier	1	Support for poultry value chain	Active
Aug. 2011	Tourism		1	Express bus and helicopter tour	Active
Aug. 2011	Tourism		1	Support for workshops	Active
Aug. 2011	Tourism		1	Pottery	Active
Nov. 2011	Salt	Amurt	10	Support for salt value chain	Active

ANNEX IV: EVALUATION WORK CALENDAR

Evaluation Work Schedule – June 2012

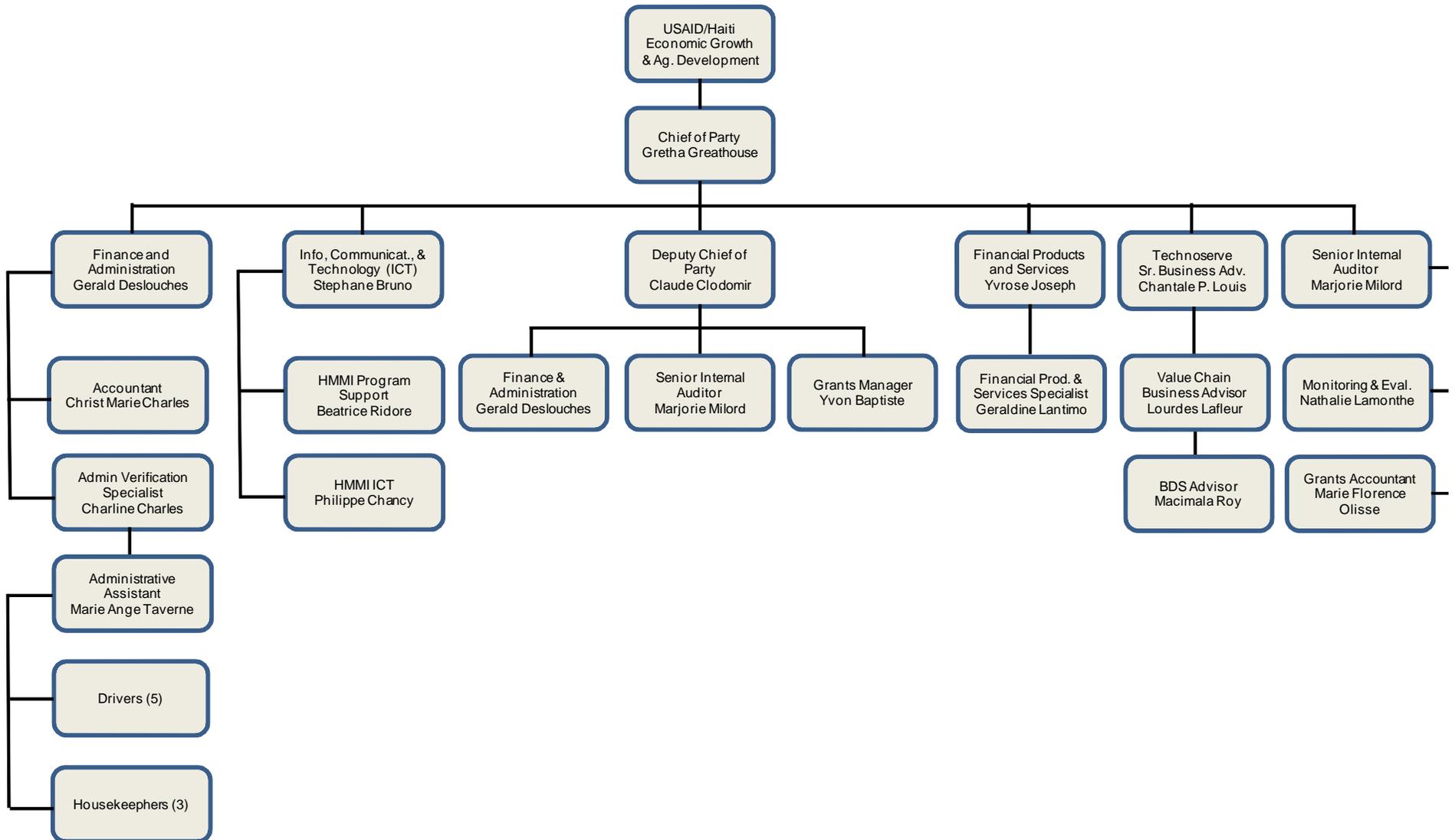
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1 Document review Home	2 Prepare draft work plan Home Submit draft work plan
3 TL travel to Haiti Port-au-Prince	4 Meet with USAID; revise work plan Port-au-Prince	5 Meet with USAID; HIFIVE staff; revise work plan Port-au-Prince	6 Revise work plan; meet HIFIVE staff Port-au-Prince Submit revised work plan	7 Holiday; plan field trip Port-au-Prince	8 Meet with TNS; Transversal Port-au-Prince Submit final evaluation work plan	9 Plan field trips Port-au-Prince
10 Port-au-Prince	11 Meet with Mercy Corps, Le Levier, Voilà (Tcash), Yellow Pepper Port-au-Prince	12 Meet with Unibank, ACME, Digicel (Tcho Tcho Mobile) Port-au-Prince	13 Team 1 CECACHE focus group; Team 2 MCN, CECACHE, Sociabank Port-au-Prince	14 Team 2 KNFP, KOFIP, MCC Port-au-Prince	15 Team 1 FESO focus group; Team 2 MAMEV; FESO Gressier; Petit Goave	16 Team 1 MCN focus group, Team 2 ASAVIS focus group Les Cayes Les Cayes
17 Port-au-Prince	18 Team 1 MAMEV focus group, Team 2 CODECREM; SCOCENTER Gressier Mirebelais	19 Team 1 travel, Team 2 SOKOLAVIM; KEKAM Gros mornes, Saint Marc, Marmelade	20 Team 1 KNFP focus group; Team 2 CPF; FECANO Association Gros Mornes, Cap Haitien Marmelade; Labadee	21 Team 1 KEKAM focus group; Team 2 Labadee Artisans focus group Marmelade; Labadee	22 Team 1 Artisans focus group; Cap Haitien Taxi focus group; Team 2 Fecano focus group; meet Artisans Associat.	23 Team 1 KOFIP focus group; Team 2 Marchand SOKOLAVIM focus group; return to PAP
24 Cap Haitien; Port-au-Prince	25 Team 1 SCOCENTER & CODECREM focus groups, ret to PAP; Team 2 - FONKOZE; WINNER Project Mirebelais; Port-au-Prince	26 Team 1 Analyze and prepare survey results Team 2 – clarification meetings with HIFIVE Mirebelais; Port-au-Prince	27 Team meeting; analyze and prepare survey results Port-au-Prince	28 Analyze and prepare survey results Port-au-Prince	29 Prepare USAID presentation Port-au-Prince	30 Prepare USAID presentation Port-au-Prince

Evaluation Work Schedule – July 2012

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 Port-au-Prince	2 USAID presentation Deliver presentation of findings Port-au-Prince	3 Write final report Port-au-Prince	4 Write final report Independence Day; Port-au-Prince	5 Write final report Port-au-Prince	6 Write final report Port-au-Prince	7 Write final report Port-au-Prince
8 Port-au-Prince	9 Write final report Submit draft report Port-au-Prince	10 TL departs Haiti Travel	11	12	13	14
15	16	17	18	19	20	21
22	23	24 Receive USAID comments	25	26	27	28
29	30	31 Submit final report				

ANNEX V: HIFIVE PROJECT ORGANIZATION

**ORGANIZATIONAL CHART FOR USAID/HAITI INTEGRATED FINANCING FOR VALUE CHAINS AND ENTERPRISES (HIFIVE) PROJECT
WOCCU AND TECHNOSERVE STAFF IN HAITI**



**ANNEX VI: HIFIVE PROGRAM PERFORMANCE
MONITORING PLAN**

HIFIVE Indicator Performance Tracking Table

Annex 5: Table 1: F Indicators IPTT

AAD/F Element	Performance Indicators Macro Impact (MI), Outcome Impact or Program Area Impact (OI) & Output Indicators (O) + Project Specific Indicators (PI)	Unit of Measure	Disaggregated by:	Data Source & Implementing Partner(s)	Baseline Year Month	Baseline Value (2009)	2009 Target	2009 Actual	2010 Target	2010 Actual	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual	2014 Target (LOP)	2014 Actual (LOP)
Program Areas Indicator: 4.5.2 Agricultural Sector Productivity Result Statement: "Improved agricultural practices that will lead to increased livelihood opportunities and economic security"																		
4.5.2-14 (F)	O: Number of MSME's receiving business development services as a result of USG assistance	#	None	WOCCU (Value chain actors, FIs) and/or other USAID program	May 2009	0	0	0	65	103	128	321	330	372	178			
4.5.2-29 (F)	O: Value of agricultural and rural loans	USD	F.M	WOCCU (Value chain actors, FIs) and/or other USAID program	May 2012	0	0	0	0	0	0	0						
4.5.2-30 (F)	Number of MSME receiving USG-assistance to access bank loan	#	F.M / Size of MSME	WOCCU (Value chain actors, FIs) and/or other USAID program	May 2012	0	0	0	0	0	0	0						
Program Areas Indicator: 4.7 Economic Opportunity Result Statement: "Equitable access to essential financial services from diverse providers to low income Haitian families and micro and small scale enterprises/activities increased."																		
0.1 "F"	OI: % of portfolio outstanding at USG assisted microfinance institutions held as poverty loans (2.4.2)	%	None	WOCCU (Core partners, HIFIVE grantees)	May 2009	14.00%	0%	22.45%	25%	12.5%	12%	12.71 %	14%	11.90%	15%		16%	
0.2 "F"	O: Total number of microenterprises receiving finance from participating firms in a USG assisted value chains (1.4.3)	#	None	WOCCU (Value chain actors, FIs) and/or other USAID program	May 2009	357	0	61	1,300	3,364	4,500	7,861	8,000	12,300	5,300		5,300	
0.3 "PI"	OI: # of USG-branded success stories published (5.3)	#	National publication ¹ & USG publicat	WOCCU & TNS	May 2009	12	0	0	6	6	9	13	15	14	18		21	
Foreign Assistance Indicators Program Element Indicator: 4.7.1 Inclusive Financial Markets Result Statement: "Increased capacity of financial institutions to offer diversified financial services to low income Haitian families and micro-scale enterprises/activities."																		

¹ HIFIVE project will measure national media coverage and interest in USG supported HIFIVE initiatives.

HIFIVE Indicator Performance Tracking Table

AAD/F Element	Performance Indicators Macro Impact (MI), Outcome Impact or Program Area Impact (OI) & Output Indicators (O) + Project Specific Indicators (PI)	Unit of Measure	Disaggregated by:	Data Source & Implementing Partner(s)	Baseline Year Month	Baseline Value (2009)	2009 Target	2009 Actual	2010 Target	2010 Actual	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual	2014 Target (LOP)	2014 Actual (LOP)
Program Areas Indicator: 4.5.2 Agricultural Sector Productivity Result Statement: "Improved agricultural practices that will lead to increased livelihood opportunities and economic security"																		
4.7.1.1 "PI"	OI: % increase in # of clients at USG-assisted MFIs (1.3.2)	%	F,M	WOCCU (Core partners, HIFIVE grantees)	May 2009	98.49% W: 87.77%	0% W: 0% M: 0%	12.33 W: 70% M: 30%	45% W: 70% M: 30%	28.38% W: 15.2%, M: 59.45%	44.7 % W: 70% M: 30%	67.27% W:48.80% M:108.18%	60% W: 70% M:30%	80.41 % W:59. 35% M: 130.45 %	80% W: 70% M: 30%		100 % W: 70% M: 30%	
4.7.1.2 "F"	OI: % of USG-assisted MFIs that have reached operational sustainability (2.5.1)	%	None	WOCCU (Core partners, HIFIVE grantees)	May 2009	85.29%	0%	87.5%	87%	81.25%	88%	78.05%	89%	70.83 %	90%		91%	
4.7.1.3 "F"	OI: Percentage of USG-assisted microfinance institutions that have reached financial sustainability (2.5.2)	%	None	WOCCU (Core partners, HIFIVE grantees)	May 2009	79.41%	0%	79.2%	82%	75%	83%	75.00%	84%	63.83 %	85%		86%	
4.7.1.4 "F"	O: Number of clients at USG-assisted microfinance institutions (1.3.3)	#	F,M	WOCCU (Core partners, HIFIVE grantees)	May 2009	400,925 W: 302,857 M: 98,068	0	443,079 W: 310,526 M: 122,376	500,000	514,692 W: 348,900 M: 156,370	625,000	670,610 W: 450,641 M: 204,154	670,000	723,289 W: 482,591 M: 225,996	765,000		879,000	
4.7.1.5 "F"	O: Total savings deposits held in USG-assisted microfinance institutions (2.4)	USD	None	WOCCU (core partners, HIFIVE grantee)	May 2009	33,650,829	0	41,321,305	39,750,000	57,641,879 W:33,725,033 M:18,077,778	60,000,000	\$71,055,070 W:\$39,228,869 M:\$25,636,630	65,000,000	78,695,453 W: 43,046,999 M: 28,012,785	70,000,000		75,000,000	
4.7.1.6 "F"	O: Number of microfinance institutions supported by USG financial or technical assistance	#	None	WOCCU (core partners and HIFIVE grantees)	May 2009	34	0	25	30	36	40	46	50	48	60		65	
Program Element Indicator: 4.7.3 Strengthen Microenterprise Productivity Result Statement: "Increased total flow of finances to MSME to be able to benefit from targeted market opportunities."																		
4.7.3.1 "F"	O: Total number of microenterprises participating in USG assisted value chains (1.4.5)	#	None	WOCCU (Value chain actors, FIs) and/or other	May 2009	357	0	61	1,300	3,467	4,500	9,132	9,250	12,300	5,300		5,300	

HIFIVE Indicator Performance Tracking Table

AAD/F Element	Performance Indicators Macro Impact (MI), Outcome Impact or Program Area Impact (OI) & Output Indicators (O) + Project Specific Indicators (PI)	Unit of Measure	Disaggregated by:	Data Source & Implementing Partner(s)	Baseline Year Month	Baseline Value (2009)	2009 Target	2009 Actual	2010 Target	2010 Actual	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual	2014 Target (LOP)	2014 Actual (LOP)
Program Areas Indicator: 4.5.2 Agricultural Sector Productivity																		
Result Statement: 'Improved agricultural practices that will lead to increased livelihood opportunities and economic security'																		
USAID programs																		

Table 2: Project Level Indicators IPTT

	Performance Indicators Macro Impact (MI), Outcome Impact or Program Area Impact (OI) & Output Indicators (O) + Project Specific Indicators (PI)	Unit of Measure	Disaggregated by:	Data Source & Implementing Partner(s)	Baseline Year Month	Baseline Value (2009)	2009 Target	2009 Actual	2010 Target	2010 Actual	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual	2014 Target (LOP)	2014 Actual (LOP)
Project Indicators by Objective																		
Result Statement: Objective 1(Result 1): Increased Availability of Value Chain Finance																		
1.1.1	# of new financial products and services successfully launched (cumulative)	#	N/A	Core partners, HIFIVE grantees	May 2009	27	0	0	5	17	24	63	30	70	35		40	
1.1.2	OI: # of new value chain financing solutions introduced (cumulative)	#	N/A	Core partners, HIFIVE grantees	May 2009	9	0	0	8	8	11	31	14	35	17		20	
1.2	# of financial service providers newly engaged in valued chains (including those providers adding new products and services for existing value chains or adding additional value chains) (cumulative)	#	N/A	Core partners, HIFIVE grantees	May 2009	N/A	0	0	10	7	15	16	20	19	30		33	
1.3.1	O: # of clients benefiting from new product and services introductions (cumulative)	#	PAP, Provincial cities & Rural	Core partners, HIFIVE grantees	May 2009	70,000	0	206	25,000	7,768	150,000	410,805	200,000	1,214,712	250,000		300,000	
1.4.1	O: Value of gross loan portfolio outstanding (non cumulative data)	USD	M/F	Core partners, HIFIVE grantees	May 2009	\$65,014,736.80	\$0	\$71,259,757	\$75,000,000	\$81,520,400	\$85,000,000	\$117,369,971	\$97,000,000	\$125,744,773	\$110,000,000		\$120,000,000	
TNS 1	# of SMEs screened for the BPC	#	N/A	HIFIVE/TNS records	May 2009	N/A	0	0	200	377	200	377	200	377	200		200	

HIFIVE Indicator Performance Tracking Table

	Performance Indicators Macro Impact (MI), Outcome Impact or Program Area Impact (OI) & Output Indicators (O) + Project Specific Indicators (PI)	Unit of Mea- sure	Disaggr- egated by:	Data Source & Implementing Partner(s)	Baseline Year/ Month	Baselin- e Value (2009)	2009 Target	2009 Actual	2010 Target	2010 Actual	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual	2014 Target (LOP)	2014 Actual (LOP)
TNS 2	# of SMEs accepted for the BPC	#	N/A	HIFIVE/TNS records	May 2009	N/A	0	0	70	80	70	80	70	80	70		70	
TNS 3	# of SMEs accepted for the BPC with demonstrable linkages to other USAID projects including MarChE, DEED, WINNER, KATA, MYAP Partners	#	N/A	HIFIVE/TNS records	May 2009	N/A	0	0	21	3	21	3	21	3	21		21	
TNS 4	# of SMEs that successfully completed the BPC	#	N/A	HIFIVE/TNS records	May 2009	N/A	0	0	50	0	50	57	50	50	50		50	
TNS 5	# of SMEs screened for BDS	#	N/A	HIFIVE/TNS records	May 2009	N/A	0	0	45	57	509	758	584	769	659		734	
TNS 6	# of SMEs accepted for BDS	#	N/A	HIFIVE/TNS records	May 2009	N/A	0	0	15	103	128	400	153	401	178		203	
TNS 7	# of SMEs accepted for BDS with demonstrable linkages to other USAID projects including MarChE, DEED, WINNER, KATA, MYAP Partners	USD	N/A	HIFIVE/TNS records	May 2009	N/A	0	0	8	8	18	139	27	189	35		34	
Result Statement: Objective 2 (Result 2): Improve Access to Financial Products and Services in Rural Areas																		
2.1.1	Number of Points of Service (POS)	#	PAP, Provinci- al cities & Rural	Core Partners	May 2009	205	0	209	210	238	250	847 <i>(POS: 297) Traditional Institution Point of Services (Outlet: 550) Mobile Money</i>	275	1,206 <i>(POS: 304) Traditio- nal Institio- n Point of Services 75: Intl (Outlet: 827) Mobile Money</i>	320		350	
2.1.2	Number of local service providers (LSP) registered to serve the industry (TNS 7)	#	Register- ed LSPs Non Register- ed LSPs	Local service provider database	May 2009	206	0	77	84	95	100	106	105	111	110		115	
2.2	Number of new agriculture and non-	#	None	Core partners,	May	17	0	0	16	15	19	61	21	68	23		26	

HIFIVE Indicator Performance Tracking Table

	Performance Indicators Macro Impact (MI), Outcome Impact or Program Area Impact (OI) & Output Indicators (O) + Project Specific Indicators (PI)	Unit of Mea- sure	Disaggr- egated by:	Data Source & Implementing Partner(s)	Baseline Year/ Month	Baselin- e Value (2009)	2009 Target	2009 Actual	2010 Target	2010 Actual	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual	2014 Target (LOP)	2014 Actual (LOP)
	agriculture financial products and services on offer in rural areas			HIFIVE grantees	2009													
2.3.1	Number of rural clients	#	MF	Core partners, HIFIVE grantees	May 2009	181,329	0	286,937	200,000	403,116	450,000	530,910	475,000	453,117	500,000		525000	
2.5.3	Portfolio-at-risk>30 days	%	N/A	Core partners, HIFIVE grantees	May 2009	9.70%	0%	8.26%	9%	13.61%	8%	9.52%	7%	11.10%	7%		7%	
Result Statement: Objective 3 (Result 3): Increase Effective Use of Remittances																		
3.1	Number of financial products linked to remittances;	#	N/A	Core partners, HIFIVE grantees, DCA partners	May 2009	N/A	0	0	3	1	5	1	7	1	8		10	
3.2	Number of clients that benefit from the financial products linked to remittances	#	N/A	Core partners, HIFIVE grantees, DCA partners	May 2009	N/A	0	0	7,500	34	20,000	80	37,500	111	56,250		75,000	
3.3	Value of remittance investments channeled through MSMEs via the financial products linked to remittances NEED to modify PIRS	USD	N/A	Core partners, HIFIVE grantees, DCA partners	May 2009	N/A	0	0	\$5,000,000	183,200	\$8,000,000	\$238,080	\$10,000,000	286,445	\$16,000,000		\$20,000,000	
Result Statement: Objective 4 (Result 4): Increase Use of ICT Solutions for Financial Inclusion																		
4.1	Number of FIs adopting ICT tools to increase access to financial services;	#	N/A	Core partners, HIFIVE grantees, DCA partners	May 2009	N/A	0	1	5	4	8	13	12	14	15	25	15	
4.2	Number of ICT tools introduced to increase access to financial services, including payment system support	#	N/A	Core partners, HIFIVE grantees, DCA partners	May 2009	0	0	1	2	4	3	15	4	16	5		5	
4.3	Number and percentage increase in the number of clients served due to an ICT intervention	#, %	N/A	Core partners, HIFIVE grantees, DCA partners	May 2009	N/A	0	29,897	50,000	155,495	200,000	393,186	250,000	1,204,732 (209.16%)	300,000		325,000	
4.4	Number of banking back-end systems MIS and other system changes realized to accommodate ICT changes	#	N/A	Core partners, HIFIVE grantees, DCA partners	May 2009	N/A	0	2	6	5	9	10	12	11	15		15	

HIFIVE Indicator Performance Tracking Table

	Performance Indicators Macro Impact (MI), Outcome Impact or Program Area Impact (OI) & Output Indicators (O) + Project Specific Indicators (PI)	Unit of Mea- sure	Disaggr- egated by:	Data Source & Implementing Partner(s)	Baseline Year/ Month	Baselin- e Value (2009)	2009 Target	2009 Actual	2010 Target	2010 Actual	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	2013 Actual	2014 Target (LOP)	2014 Actual (LOP)
Result Statement: Objective 5 (Result 5): Develop Effective Linkages with Other USAID Programs																		
5.1	Number of financial support needs identified in coordination with relevant USAID-supported activities	#	N/A	Core partners, HIFIVE grantees, DCA partners	May 2009	3	0	3	6	10	12	14	15	15	18		20	
5.2	# of proper and feasible interventions jointly implemented to increase access to sustainable sources of financial products & services for client groups to support other USAID-supported activities	#	N/A	Core partners, HIFIVE grantees, DCA partners	May 2009	3	0	2	6	5	9	7	12	9	15		18	

* Macro Impact (MI), Outcome Impact or Program Area Impact (OI) & Output Indicators (O) + Project Specific Indicators (PI)

**The results show the data of all our partners. However, we have received results from Le Levier until 30 May 2011

*** It should be noted that the targets for two indicators have been changed. Indeed, since the beginning of the project, we had from our calculation over-estimated the results for indicators F 0.1 and F 7.4.1.4 that doesn't reflect the reality of the market

****After the success of the BPC initiative, HiFive / TechnoServ did not continue the contest. This project was for a term of one year.

Number of New Value Chain Financing Solution Introduced as of March 31, 2012 (PMP Indicator 1.1.2)

Institution	No.	Type of Value Chain Financing Solution
Graifsi/KNFP	1	Credit Mangue
CODECREM	2	Credit Mangue / Kredi Pwa
CPF	1	Labadee Artisan
CAPOSAC	5	Credit riz, maraichere, elevage, peche, haricot
SOCOLAVIM	8	Credit riz, banane, piment, elevage, peche, haricot, patate, canne a sucre
KPD	3	Credit riz, haricot, elevage
COOPECRA	2	Credit Riz,haricot
CAPOMAR	2	Credit Peche /Elevage
CAPAJ	2	Igname, elevage
CEPAR	1	Credit Sel, Pompe, Commerce
CAPODEP	1	Credit Cacao
CAPOSAJ	1	Credit Poule , Pondeuse
KEKAM	1	Credit Café
KOFIP	1	Credit Cacao, Commerce
SCOCENTER	1	Kredi Pistach
SOCEM	1	Credit Echalotte
MAMEV	1	Credit Mangue
TOTAL	35	

Number of Financial Service Providers Newly Engaged in Value Chains as of December 31, 2012 (PMP Indicator 1.2)

Institution	No.	Type of Financial Service
KNFP	1	Credit Mangué
CODECREM	1	Credit Mangué
Le Levier (17)		
CPF	1	Labadee Artisan
CAPOSAC	1	Banane / Café / Canne a Sucre / Haricot / Legume / Mais / Riz / Mangué/ Peche/Elevage
SOCOLAVIM	1	
KPD	1	
COOPECRA	1	
CAPOMAR	1	
CAPAJ	1	
CEPAR	1	Credit Sel
CAPODEP	1	Credit Cacao
CAPOSAJ	1	Credit Poule
KEKAM	1	Credit Café
KOFIP	1	Credit Cacao
SCOCENTER	1	Kredi Pistach
SOCEM	1	Credit Echalote
MAMEV	1	Credit Mangué
FESO	1	Credit Centre d'approvisionnement de denrées
ABCAB	1	Credit Café
TOTAL	19	

Number of Agricultural and Non-Agricultural Financial Products and Services on Offer in Rural Areas as of March 31, 2012 (PMP Indicator 2.2)

Insitution	No.	Type of Financial Service or Product on Offer
MUCEC	1	Credit Scolaire
ID	2	Credit ASA / Ti Kredi
AIC	1	Protecta National
FONKOZE	1	Web Site (ZAFEN)
Graifsi/KNFP	1	Credit Mangué
CODECREM	2	Credit Mangué / Credit Pois
CPF	1	Labadee Artisan
CAPOSAC	11	Credit riz, maraichere, elevage, peche, haricot
KPD	6	Credit riz, haricot, elevage
COOPECRA	5	Credit riz
SOCOLAVIM	11	Credit riz, banane, piment, elevage, peche haricot, patate, canne a sucre
CAPOMAR	2	Credit Peche / Elevage
CAPAJ	4	Igname, elevage
CEPAR	3	Credit Sel, Pompe , Commerce
CAPODEP	1	Credit Cacao
CAPOSAJ	2	Credit Poule / Pondeuse
KEKAM	2	Credit Café / Commercialisation - Production
KOFIP	2	Credit Cacao / Commercialisation
SCOCENTER	2	Credit Pistache / Credit Pompe
HMMI	2	T-Cash / Tcho Tcho Mobil
SOCEM	2	Credit Echalote/ Commercialisation - Production
MAMEV	2	Credit Mangué / Production - Commercialisation
FESO	2	Fonds de crédit pour Centre d'approvisionnement de denrées
ABCAB	2	Exportation Café et Petits Equipements
TOTAL	70	

ANNEX VII: HIFIVE PROJECT GRANTS SUMMARY

HIFIVE GRANTS DISBURSEMENT REPORT AS OF JUNE 1, 2012

Recipient	Status	Grant Window	Institution	Project Name	Obligated	Disbursed	Balance	Gain on Exchange rate	Grant starting date	Grant closing date
					USD	USD	USD			
1	Closed	Synergy fund	MUCEC	Credit Scolaire	108,324.32	97,803.36	0.00	10,520.96	4-Aug-09	30-Jun-10
2	Closed	Capacity building	FONDATION SOGEBANK	THL Conference	6,500.00	6,500.00	0.00	0.00	4-Aug-09	9-Aug-09
3	Closed	ICT PUSH FUND	SFF	Paving The Road to Technology	278,025.00	253,738.47	0.00	24,286.53	21-Aug-09	30-Apr-10
3	Closed	Risk management	SFF	Catastrophe Microinsurance for the Haitian MFI	2,992.97	2,751.30	0.00	241.67	1-Dec-10	31-Dec-10
4	Closed	Synergy fund	ID	Renforcement Capacité financière	162,162.16	148,284.73	0.00	13,877.43	23-Sep-09	30-Jul-10
4	Closed	Recovery	ID	Restoration and stabilization of ID Microfinance	448,133.08	409,451.00	0.00	38,682.08	29-Oct-10	30-Sep-11
5	Closed	Synergy fund	SMG	Kredi Ekipman	56,756.76	51,027.38	0.00	5,729.37	23-Oct-09	15-Feb-10
5	Closed	Synergy fund	SMG	Recensement du secteur de Microfiannce (2008-2009)	15,351.35	14,171.66	0.00	1,179.69	15-Oct-10	15-Feb-11
5	Closed	Synergy fund	SMG	Recensement du secteur de Microfiannce (2009-2010)	15,351.35	14,038.56	0.00	1,312.79	27-May-11	27-Aug-11
5	Open	Synergy fund	SMG	recensement du secteur Microfinance (2010-2011)	20,351.35	18,263.40	0.00	2,087.95	9-Jan-12	30-Apr-12
6	Closed	Risk management	AIC PROTECTA NATIONAL	Protecta micro Insurance	276,795.19	251,410.50	0.00	25,384.69	30-Nov-09	30-Sep-10
7	Closed	ICT PUSH FUND	FONKOZE	Internet Path way	32,167.00	30,055.03	0.00	2,111.97	2-Feb-10	2-May-10
8	Closed	Synergy fund	KNFP	Kredi mango	206,946.35	191,991.11	0.00	14,955.24	17-Feb-10	30-Dec-10
8	Open	Synergy fund	KNFP	Credit Mango	243,243.24	107,765.07	121,621.62	13,856.55	19-Apr-12	19-Mar-14
9	Open	Capacity building	DID	Prof. Cr Agricole	263,753.26	239,442.17	0.00	24,311.10	16-Apr-10	31-Jan-12
9	Open	Capacity building	DID	Appui au dev du crédit agricole dans le réseau des caisses	380,145.36	342,329.55	0.00	37,815.81	16-Jul-10	31-Jan-12
9	Open	Capacity building	DID	Appui a la gestion des produits agricoles	146,446.49	131,668.53	0.00	14,777.95	5-May-11	31-Jan-12
9	Open	Capacity building	DID	Appui a la gestion des produits agricoles	146,446.49	131,668.53	0.00	14,777.95	5-May-11	31-Jan-12
10	Closed	Synergy fund	CODECREM	Kredi mango	99,931.89	93,124.42	0.00	6,807.47	12-Mar-10	11-Sep-10
10	Closed	Synergy fund	CODECREM	Kredi Pwa	235,609.73	216,672.91	0.00	18,936.82	26-Oct-10	25-Jun-11
11	Open	Recovery	FINCA	Haiti Asset and Operations Restoration Assistance Request	264,612.97	242,961.72	0.00	21,651.26	30-Jun-10	30-Jun-11
12	Closed	Synergy fund	CEPAR	Credit Sel	151,203.38	125,140.47	15,120.34	10,942.57	4-Aug-10	31-Aug-11
13	Closed	Synergy fund	CAPODEP	Credit Cacao	134,459.46	123,385.87	0.00	11,073.59	4-Aug-10	4-Apr-11
14	Open	ICT PUSH FUND	SOGESOL	Nouveau Modele Commercial	453,535.70	412,319.05	0.00	41,216.65	31-Aug-10	31-May-12
15	Closed	Recovery	ACME	Recapilization de ACME	700,000.00	680,458.62	0.00	19,541.38	14-Sep-10	31-Dec-11
15	Open	ICT PUSH FUND	ACME	Nouvelle Technologie - Communication et Marketing de Produits	391,799.48	351,964.09	0.00	39,835.39	15-Jul-11	15-Mar-12
16	Open	Synergy fund	CAPOSAJ	kredi Poul	247,729.73	136,792.51	99,091.89	11,845.32	7-Sep-10	30-Jun-11
17	Closed	Synergy fund	KEKAM	Kredi Kafe	195,175.68	178,421.45	0.00	16,754.23	10-Sep-10	31-Dec-11
18	Closed	Synergy fund	KOFIP	Credit a la commercialisation du cacao	247,848.11	227,346.50	0.00	20,501.61	30-Sep-10	31-Aug-11

HIFIVE GRANTS DISBURSEMENT REPORT AS OF JUNE 1, 2012

Recipient	Status	Grant Window	Institution	Project Name	Obligated	Disbursed	Balance	Gain on	Grant starting date	Grant closing date
					USD	USD	USD	Exchange rate		
19	Open	ICT PUSH FUND	MERCY CORPS	Mobile Money integration	558,809.19	502,083.58	0.00	56,725.61	19-Oct-10	31-Mar-12
20	Open	ICT PUSH FUND	ANIMH	Centrale des risques de l'Animh	243,243.24	170,074.76	54,054.05	19,114.43	14-Oct-10	31-Dec-11
21	Closed	Recovery	Le Levier	LE LEVIER Stabilization Fund	500,000.00	484,472.05	0.00	15,527.95	15-Oct-10	12-Apr-11
22	Closed	ICT PUSH FUND	SOCOLAVIM	Projet d'équipement du Comptoir de l'Estère (PECE	70,162.16	64,496.89	0.00	5,665.27	22-Nov-10	13-Mar-12
22	Open	ICT PUSH FUND	SOCOLAVIM	Marketi ng of Financial Product in rural areas	178,902.70	159,454.14	0.00	19,448.56	25-Oct-11	25-Apr-12
23	Open	Synergy fund	SCOCENTER	Kredi Pistach	154,121.62	140,884.17	0.00	13,237.45	24-Nov-10	30-Nov-11
24	Open	Recovery	CAISSE ESPOIR JACMEL	MFI Earthquake Recovery	270,277.41	246,556.09	0.00	23,721.31	3-Dec-10	3-Dec-11
24	Closed	Capacity building	CAISSE ESPOIR JACMEL	Formation a Sainte Lucie	3,500.00	3,500.00	0.00	0.00	13-Sep-11	27-Sep-11
25	Open	ICT PUSH FUND	YELLOW PEPPER	Developpement d'un reseau d'Agents	537,318.92	487,908.57	0.00	49,410.35	4-Jan-11	31-Dec-11
25	Open	ICT PUSH FUND	YELLOW PEPPER	Expanding Financial Access through Better	224,938.81	150,657.86	56,234.70	18,046.24	24-Oct-11	24-Apr-12
26	Open	ICT PUSH FUND	Transversal	Mobile Platform for Customer Acquisition and Agent Services	340,768.65	309,220.78	0.00	31,547.87	15-Mar-11	15-Mar-12
27	Closed	Synergy fund	CPF	Labadee Artisan	201,783.78	183,805.45	0.00	17,978.33	15-Mar-11	14-Sep-11
28	Open	Recovery	CECACHE	MFI Earthquake Recovery	369,098.65	334,470.67	0.00	34,627.98	5-May-11	31-Mar-12
28	Closed	Capacity building	CECACHE	Formation a Sainte Lucie	3,500.00	3,500.00	0.00	0.00	13-Sep-11	27-Sep-11
29	Open	Synergy fund	Socem	Shallots Value Chain Enhancement	239,342.99	216,462.56	0.00	22,880.43	5-May-11	31-Mar-12
30	Open	Synergy fund	Mamev	Appuie à la filière de mangues	235,584.32	212,156.64	0.00	23,427.69	5-May-11	30-Mar-12
31	Open	Synergy fund	Caposov	Crédit pour l'émancipation des femmes du Bas Artibonite	306,037.84	277,470.29	0.00	28,567.55	6-May-11	3-Feb-12
32	Open	Synergy fund	FESO	Fonds de crédit pour Centre d'approvisionnement de denrées	183,843.24	163,881.99	0.00	19,961.25	28-Oct-11	28-Apr-12
33	Open	Synergy fund	ABCAB	Exportation Café et Petits Equipements	245,918.92	218,587.15	0.00	27,331.77	7-Nov-11	30-Apr-12
34	Open	Risk management	AIC	Beyond Borders	443,319.05	157,340.09	266,045.49	19,933.47	28-Mar-12	27-Mar-13
35	Open	Synergy fund	MCC	Expansion of MCC services all over Haiti	242,162.16	108,582.63	121,081.08	12,498.45	24-Nov-11	5-Apr-12
36	Open	Synergy fund	MCN	Ouverture des succussales	336,264.41	223,491.70	84,066.10	28,706.60	19-Dec-11	30-Apr-12
37	Open	Synergy fund	Crepes	Commercialisation et regeneration	260,027.03		260,027.03	Pending - Contract to be Signed		
				TOTALS	12,080,723	10,050,006	1,077,342	953,375		

Note: Grants are awarded in Haitian Gourdes (HTG). As the HTG devalues during the implementation period after the grant is awarded, there is a resulting exchange rate gain for the HIFIVE project.

As of June 1, 2012, a total of 51 grants had been awarded to 37 organizations

ANNEX VIII: HIFIVE COST SUMMARY

Table 3: FHI 360 Cooperative Agreement Budget for HIFIVE Project (US \$000)

Line Items	Base Period Three Years	Option Period Two Years	Total Amount
Salaries and Wages	161.7	215.6	377.3
Fringe Benefits	53.9	69.2	123.1
Consultants	0	0	0
Travel, Transportation, Per diem	23.2	50.1	73.3
Other Direct Costs	8.2	6.8	14.9
Allowances	1.1	2.8	3.8
Sub-recipients	17,520.2	17,301	34,821.3
FHI 360 Indirect Cost	819.0	936.9	1,756.0
Total	\$18,587.3	\$18,582	\$37,169.7
Source: FHI 360 staff			

Table 4: Comparison of FHI 360 Budget and Actual Costs for HIFIVE Base Period June 1, 2009 – May 31, 2012 (US \$000)

Line Items	Base Period Budget	Base Period Actual	Difference
Salaries and Wages	161.7	159.6	2.1
Fringe Benefits	53.9	53.2	0.7
Consultants	0	0	0
Travel, Transportation, Per diem	23.2	11.7	11.6
Other Direct Costs	8.2	8.1	0.1
Allowances	1.1	0.7	0.4
Sub-recipients	17,520.2	16,043.4	1,476.7
FHI 360 Indirect Cost	819.0	744.9	74.1
Total	18,587.3	17,021.7	1,565.6
Source: FHI 360 staff			

ANNEX IX: METHOD OF DATA COLLECTION AND ANALYSIS

Method of Data Collection and Analysis

The evaluation was designed to review the effectiveness of the HIFIVE program, as well as the sustainability and viability of its accomplishments to date. Of particular interest was the analysis of the permanence of the changes that have occurred in the availability of MSME finance. In addition, the evaluation intended to answer the following specific questions that were posed in the RFP:

1. How effectively did HIFIVE work with financial institutions and other USAID projects to implement key initiatives that will strengthen USAID-supported value chains and to provide financial products that will improve the profitability and productivity of those value chains? What issues and gaps still need to be addressed in order to improve the access, use and quality of financial products and services in the areas targeted by HIFIVE?
2. To what extent has HIFIVE contributed to the improvement of access to credit in the agricultural sector? Factors to be examined include the availability of value chain finance, especially in the rural areas targeted by HIFIVE.
3. To what extent has HIFIVE (through the public-private partnership with the Gates Foundation) been able to establish commercial viability for mobile banking in the near, medium or longer term in Haiti? To what extent have HIFIVE interventions contributed to the viability of the mobile banking sector, ie, the level of interest of the cell phone companies and banks in maintaining and advancing the mobile banking sector?

Evaluation Design

The methodology used for addressing the evaluation questions was largely qualitative, through interviews with key individuals and focus group discussions, as described in the following paragraphs.

Background information: The evaluation team reviewed relevant documents such as USAID/Haiti country strategy and HIFIVE project reports including work plans, project monitoring plans (PMPs), quarterly progress reports, and technical reports generated by the project. A review of these documents allowed the evaluation team to clarify the objectives of the project, to understand what activities have been carried out to date, and the results of these activities.

Key actors: The team conducted semi-structured interviews with USAID and HIFIVE staff, its subcontractors, as well as key project partners and grantees. These interviews provided information on the effectiveness of project implementation, project impacts, and synergies developed. The team also obtained additional information from documentation provided by those interviewed.

The evaluation team interviewed the key actors through open-ended questions and responses. Those interviewed include representatives of non-government organizations, HIFIVE development partners and collaborators, as well as banks and other financial institutions. The questions to these key individuals were designed to probe the respondents' depth of knowledge about problems and constraints that limit the access to credit and financial services by SMEs and value chain operators in rural areas; their knowledge of the work being carried out by the HIFIVE project, and their opinions on what additional work needs to be done to improve the availability of finance for the targeted groups and sectors. These interviews also probed for lessons learned, as well as the opinions of those

interviewed on the effectiveness of the project, its main accomplishments, and any mid-course corrections that may be required. Many of the team's conclusions and recommendations were informed by the responses that are provided by those interviewed.

Mobile banking: The team interviewed key individuals, who have been involved in e-banking and mobile banking. These included HIFIVE project staff that have been most closely associated with the Gates Foundation; technology and telephone companies associated with mobile money, and participating financial institutions. The team also interviewed representatives of Mercy Corps who were involved in the distribution of relief supplies using mobile banking technology. The technology companies and mobile telephone service providers were Yellow Pepper, Transversal, Digicel, and Voilá. The participating banks were Unibank, the banking partner of Voila's TiCash, and Scotiabank, the banking partner of Digicel's TchoTcho Mobile.

The information provided by this group of respondents was instrumental in formulating the team's response to the third evaluation question that is shown in the previous paragraph.

Field interviews: During the second and third weeks of the evaluation, all four members of the evaluation team made site visits to Porte-au-Prince, Saint Marc, Marmelade, Mirebelais, Cap Haitien, Limonade, Petit Goave, Gressier, Gros Morne, Marchand, and Labadee. The four members divided into two sub-teams, each containing two persons. The first sub-team met and interviewed focus groups of 8-12 small farmers and participants in rural value chains who have obtained credit as a result of HIFIVE support provided to their respective financial institutions. The second sub-team interviewed the management and staff of micro-finance institutions, as well as three focus groups that were composed of beneficiaries of other USAID-supported projects. These included the Labadee Handicraft Merchants, the Cap Haitien Taxi Association, and female value chain participants who worked with the DEED project.

Micro-finance institutions: The HIFIVE project includes a total of 30 micro-finance institutions in its list of counterpart organizations. The team interviewed executives of 15 of the 30 microfinance providers that are HIFIVE counterparts, or 50% of the total. Those selected were chosen based on their importance to the HIFIVE project, the accessibility of their field locations, and the time they have worked with the project. These organizations were chosen by the evaluation team in collaboration with the HIFIVE Chief of Party (COP).

The names of the micro-finance institutions the evaluation team visited, and their locations, are shown in the main report.

For the micro-finance interviews, the sub-team used a combination of open-ended and directed questions. The responses to the open-ended questions served to gauge the respondent's knowledge and response to the problems and constraints of rural credit, and agricultural lending in particular; their familiarity with the work carried out by HIFIVE, and their views on how to best overcome the deficiency of rural credit. These responses were also used to define the issues and gaps that still need to be addressed to improve the access, use, and quality of financial products and services in HIFIVE targeted areas. The directed questions also helped to track over time the number of financial products provided to the value chains to improve their productivity and profitability. Interviews with the

management and staff of the micro-finance institutions informed the team's response to the first evaluation question described above.

Micro-finance beneficiaries – farmers and value chain participants: The first sub-team organized focus groups of beneficiaries that were associated with eight of the micro-finance institutions that were selected by the evaluation team. The focus groups were composed of around 8 - 12 people, and included small traders, small farmers, and other members of USAID-supported value chains that have received loans from the respective micro-finance institutions. Project beneficiaries that were interviewed by the evaluation team were selected by the respective micro-finance institution based on their availability and willingness to meet with the evaluation team, and their proximity to the location where the interviews were held. Through this process, the group members that were selected represented a diverse range of business ventures that had been supported by HIFIVE-sponsored credit, as well as different credit amounts (small, medium, large). To encourage women's participation, a minimum quota of 30% female beneficiaries was invited to participate in the focus groups. One focus group per day was scheduled for the field interviews, which was the maximum number that could be organized and held in light of the available time and logistics difficulties. For these meetings, the sub-team conducted directed interviews using interview guides designed to gauge the impact of the loans received on the beneficiaries' livelihood and on their business activities. These directed questions were also designed to monitor the respondents' perceptions of the lending process, and of the services they were provided by the financial institutions that benefited from the HIFIVE project. Their responses were tabulated and analyzed, and served as input into the evaluation team's response to the second evaluation question, presented above.

As was the case for the meetings with microfinance institutions, the focus group discussions were oriented to both qualitative and quantitative aspects of the HIFIVE project. The evaluation team attempted to assess the beneficiaries' circumstances before and after the project to determine the amount of progress induced by the project and the satisfaction level of beneficiaries. The focus group discussions also provided an indication of the lessons learned, as well as the mid-course corrections needed for the extended project.

Data Collection

Data obtained from the interviews and focus group meetings was supplemented by available data on project performance against its indicators from the HIFIVE project data base. Open-ended interviews were carried out with the key individuals that were jointly selected by the evaluation team and the HIFIVE project staff. Focus group members that were interviewed by the evaluation team were selected by the corresponding branch office of the financial institution within the project areas where the surveys took place. The data provided by these respondents was compiled from the information generated by the interview questionnaires. The data collection instruments and questionnaires were designed by the two data collectors for their respective sub-teams, under the technical supervision of the Evaluation Specialist. They were designed for the specific purpose of responding to the three evaluation questions described above.

All four team members participate in data collection. Raw data was recorded on the individual questionnaires used for the interviews. Digital tape recorders were also used to

record the conversations at each meeting. The actual collection of data was the responsibility of each data collector, for their respective sub-team.

The field interviews covered a work period of 12 days. The sampling method involved the use of questionnaires, written in Creole. Since most of the questions used in the different survey instruments provided qualitative information, the responses were transcribed onto the questionnaires in MS Word, and were extracted and analyzed by using simple Excel spreadsheets.

Data Analysis

The Evaluation Specialist and one Data Collector conducted the analysis of the quantitative data obtained through the field interviews. The Team Leader and the second Data Collector compiled and analyzed the responses to the open-ended questions by those interviewed during the field interviews.

Evaluation Management

The evaluation was carried out under the responsibility of the team leader, with the support of the other team members. The field survey was conducted by the Data Collectors, under the supervision of the Evaluation Specialist.

ANNEX X: PEOPLE MET BY THE EVALUATION TEAM

People Met by the Evaluation Team		
People met, and titles	Address	Telephone, Fax, E-mail contact
Haiti Integrated Financing for Value Chains and Enterprises (HIFIVE)		
Greta Greathouse, Chief of Party	22, Angle Rue Oglé et Magny Pétition Ville, Haiti	Office: 509 2511 9983; 2940 1435; 2940 1445 Mobil: 509 3701 9983 Voip: 1 301 637 6101 ggreathouse@hifive.org.ht
Claude Clodomir, Deputy Chief of Party	22, Angle Rue Oglé et Magny Pétition Ville, Haiti	Mobil: 509 3701 6121 Voip: 1 301 637 6101 cclodomir@hifive.org.ht
Yvrose Joseph, Financial Products & Services Manager	22, Angle Rue Oglé et Magny Pétition Ville, Haiti	Mobil: 509 3701 4133 yjoseph@hifive.org.ht
Michel Stéphane Bruno, Senior Technology Advisor	22, Angle Rue Oglé et Magny Pétition Ville, Haiti	Mobil: 509 3702 2696; 3454 1498 Voip: 1 301 637 6101 yjoseph@hifive.org.ht
Marie Chantale Pierre Louis/ Technoserve Program Manager	22, Angle Rue Oglé et Magny Pétition Ville, Haiti	509 3728 8326 cpierrelouis@tns.org
Marjorie R. Milord / Monitoring and evaluation	22, Angle Rue Oglé et Magny Pétition Ville, Haiti	3786-5980/mmilord@hifive.org.ht
Florence P. Olisse Auditeur de Subvention	22, Angle Rue Oglé et Magny Pétition Ville, Haiti	3767-4243 folisse@hifive.org.ht/flotof@hotmail.com
Yvon Baptiste Grants Manager	22, Angle Rue Oglé et Magny Pétition Ville, Haiti	3867-4060/ ybaptiste@hifive.org.ht
Macimala Roy Business Developement Service officer	22, Angle Rue Oglé et Magny Pétition Ville, Haiti	2940-1435/3728-8350 mroy@tns.org Voip: 1 301 637 61 04
CECACHE		
Irmine L. Sylvain Directrice générale	76, Rue Waag, Port-au-Prince, Haiti	3816-5919/3404-9020 irminesylvain@yahoo.fr cecache_caissepopulaire@yahoo.fr
Bien-Aimé Beaugène	76, Rue Waag, Port-au-Prince, Haiti	3723-4595/ beaugenebienaime@yahoo.com
CODECREM		
Anger Edrice Directeur	151, Rue Louverture, Passe-Cannot. Mirebalais, Haiti	3660-0623/2276-1728 Codecrem2007@yahoo.fr

People Met by the Evaluation Team		
People met, and titles	Address	Telephone, Fax, E-mail contact
CPF (Caisse populaire Fraternité)		
Dominique Dumas Directeur	Rue 15 H, Cap-Haitien, Haiti.	2262-4202/4260/3463-4433/3721-0813Domidu2003@yahoo.fr
KEKAM		
Jean Jacques Wilson Directeur	Marmelade, centre-ville	3755-8250 jjwilson120@yahoo.fr
KNFP		
Dieudonné Eugene. Responsable BSR et coordonnateur a.i.	4, Freres 12, Delmas 105. Petionville, Haiti	3687-0723 dieugene@hotmail.com dieugene@knfp.org
KOFIP		
Jean Luckner Romulus		3644-7588/ jeanlucko2000@yahoo.fr
Mario Belleme		3817-4671/doudourio@yahoo.com
FECANO		
Bozil Jean Sanon		3741-9039 boziljeanson@yahoo.fr
Blema Ronald		3729-1940/rblema@gmail.com
FESO		
Jean Simon Marie Elise. Coordinatrice		3837-9243 jmarieelise@yahoo.fr
Yvon Blaise		3727-0060
SCOCENTER		
Jonathan Gaspard. Directeur		3745-5820/ jovanygaspard@yahoo.fr
SOCOLAVIM		
Prophete Fils-Aimé	17, Rue Bonnet, St-Marc, Haiti	socolavim@yahoo.fr/dirgen@socolavim.com 3701-7333/2813-8889
Le Levier (Federation des caisses populaires haitiennes)		
Jocelyn Saint-Jean Directeur Général	31, Rue Ogé, Pétionville, Haiti PO BOX : 15401	3722-8941/3654-6503 jocelyn.saintjean@lelevier.ht

People Met by the Evaluation Team		
People met, and titles	Address	Telephone, Fax, E-mail contact
UNIBANK		
Plilippe Vilgrain	Rue Faubert No 200 , Petionville	3401-4059 pvilgrain@unibankhaiti.com
Jean-Robert Desrouleaux, Consultant à la direction des projets organisationnels		3457-4167 jrdesrouleaux@unibankhaiti.com
ACME		
Sinior Raymond. Directeur	4, Impasse P. Legrand, Puits-Blain 21	3713-9545/3452-5545/2949-0101 siniorr@hotmail.com
Felix Junior Tertulien. Directeur Finance et Opérations		3456-3372/2813-1972 ftertulien@yahoo.com
Voila (T-Cash)		
Rachel Pratt	23, Rue Lamarre, Petionville, Haiti	3441-0701 rpratt@voila.ht
Yellow Pepper		
Jean Sucar Country Director	26, Rue Borno, Bois Morquette, Petion-ville, Haïti	3702-0537
Alexandra Lélío-Joseph, Administrator/ Bookkeeper		3702-3968
Mercy Corps		
Elisabeth A. Toder Director, Economic Recovery Program	20, Rue A. Qualo, Péguyville, Haïti.	3437-2463/3175-2463 etoder@ht.mercycorps.org
Digicel		
David Sharpe Director of Products and services	151, Avenue Jean Paul II. Port-au-Prince, Haïti. P.O.BOX 15516 PAP	3700-7042, David.sharpe@digicelgroup.com
Fonkoze		
Anne H. Hastings. Directrice générale	12, Rue Miot, Pacot, Port-au-Prince, Haiti.	3701-3910/3990-1002 ahastings@fonkoze.org

People Met by the Evaluation Team		
People met, and titles	Address	Telephone, Fax, E-mail contact
USAID Project HAITI WINNER		
Jean Robert Estimé Directeur	Pegyville No 42, Pétionville	2813-1850/3758-2640 jestimate@winner.ht
Philippe Bellerive		3702-8877/2813-1850 pbellerive@winner.ht
USAID DAI		
Pierre Rosseau Chief of Patry	2, Rue Claire Heureuse, Morne Rouge, Carrefour Paloma, Cap- Haitien, Haiti.	3760-3234/3701-3801 Pierre_rossseau@dai.com
Pierre-Louis Jean Claude.		3664-6254 Jeanclaud_pierrelouis@dai.com
Frantz Estimable Coordonnateur PPA- Cacao		3604-4961 agrofrantz@yahoo.gr
SCOTIA BANK		
Tania Rocourt		3752-0501/ Tania.rocourt@scotiabank.com
Maxime D. Charles. Country Manager	132, Angle Rues Louverture et Geffrard, Pétionville. Haïti P.P.BOX : 686, Port-au-Prince	229903075 à 3079 Maximed.charles@scotiabank.com
Julio H. Larosilière. Directeur	Angle rues des Miracles et Pétion. Pétionville, Haïti. P.O. BOX 2464. Port-au-Prince. Haïti	2944-5001/2944-5002 Julio.larosiliere@capitalbankhaiti.com
Microcrédit Capital		
Wonder Pigniat Directeur Adjoint		3139-4554/2299-6518 wonder.pigniat@capitalbankhaiti.com
Microcrédit National		
Joseph Cléfilis Similien. Directeur général	27, 2e Ruelle Jérémie, Port-au- Prince. Haïti	2244-0105 à 07/2813-0666
Fédération des artisans de Labadee		
Jean-Edouard Gilles. Directeur Administratif et Financier		
Pierre Charitable. Président FMTN		3103-4393

People Met by the Evaluation Team		
People met, and titles	Address	Telephone, Fax, E-mail contact
Allan Pierre. Secrétaire		3431-2547/3734-7147 allanpierre@hotmail.com
Nocles Alfred Trésorier		3855-5532

Attendees of Focus Group Meetings with the Evaluation Team

<i>ASAVI</i>			
No.	First and Last Name	Area of Residence	Type of Activity
1	Gustave Fortuné	Cavaillon	Élevage poulet de chaire
2	Sangelo Mainsou	Camp-perrin	Élevage poulet de chaire
3	Michelet Simeus	Cayes	Élevage poulet de chaire
4	James Alva	Camp-perrin	Élevage poulet de chaire
5	Jean Manel Bouloute	Cayes	Élevage poulet de chaire
6	Claudy Mérisier	Cayes	Élevage poulet de chaire
7	Dieuvius Dorvil	Charpentier (Cayes)	Élevage poulet de chaire
8	Joel Clairejoie	Simon	Élevage poulet de chaire
9	Augustin Vertus	Cayes	Élevage poulet de chaire
10	Ignace Augustin	Cayes	Élevage poulet de chaire
11	Wuilliam Doxy	Cavaillon	Élevage poulet de chaire
12	Yanick Laroche	Cayes	Élevage poulet de chaire
13	Harlex Isidor	Coteau	Élevage poulet de chaire
14	Tanis Jolicoeur	Cayes	Élevage poulet de chaire
15	Jean Etienne Lainé	Torbeck	Élevage poulet de chaire
16	Clermont Labon	Dexia (Cayes)	Élevage poulet de chaire
17	Francky Lyron	Cavaillon	Élevage poulet de chaire

Attendees of Focus Group Meetings with the Evaluation Team

CECACHE			
No.	First and Last Name	Area of Residence	Type of Activity
1	Makize Delcy	Christ roi	Commerce : produits cosmétiques
2	Arnelle Smith	Tiplace Cazeau	Commerce : produits cosmétiques
3	Léonide Mer kil	Bon repos	Commerce : produits alimentaires
4	Candio Mie Thérèse	Delmas	Commerce : produits alimentaires
5	Séjour Gesner	Carrefour	Commerce : produits alimentaires
6	Sineus Alcé	Carrefour	Commerce : produits alimentaires
7	Joanis Lucius	Mais Gaté	Commerce : produits alimentaires
8	Pascal Levacia	Drouillard	Commerce : produits alimentaires
9	Jeanne Sœurette Augustin	Delmas	Commerce : produits alimentaires
10	St Louis Mie Sorette	Pétion ville	Commerce : produits alimentaires
11	Louis Milège	Pétion ville	Boutique (prov alimentaires)
12	Monuma Jimmy	Route des Dalles	Commerce : produits alimentaires
13	Jeudy Robenson	Delmas	Commerce : produits alimentaires

Attendees of Focus Group Meetings with the Evaluation Team

CODECREM			
No.	First and Last Name	Area of Residence	Type of Activity
1	Joseph Guerda	Sarazin/	Commerce : cosmétiques et produits agricoles
2	Bellefleur Danise	Sarazin	Commerce : boutique de provisions alimentaires
3	Atenis Saphari	Gascogne	Transformation : distillerie
4	Jean Jean Claude	Sarazin	Agriculture : pois, maïs, pistache
5	Bellefleur Remiza	Sarazin	Agriculture : pois, maïs, banane
6	Christophe Arnold	Sarazin	Agriculture : pois, maïs, banane/ Commerce : plane, moto
7	Orestal Yves	Sarazin	Agriculture : pois, maïs, banane/ Commerce : Cercueil
8	Bellefleur Musset	Sarazin	Agriculture : pois, maïs, pistache, riz
9	Joseph Roseline	Ville de Mirebalais	Commerce : provisions alimentaires
10	Valérie Viergine	Sarazin	Agriculture : pois, maïs, pistache
11	Noel Montalais	Savane Lacoupe	Technicien agricole/Agriculture : piment, chou, haricot
12	Manuel Exumé	Mache Kana	Agriculture : pois, maïs, pistache
13	Anger Edris	Ville de Mirebalais	Directeur de CODECREM

CPF			
No.	First and Last Name	Area of Residence	Type of Activity
1	Mémé Selondieu	Cap-Haitien	Achat a PAP et au Cap, vente à Labadee : produits en acajou, roche
2	Léo Géraldy	Cap-Haitien	Achat a PAP, au Cap, Jacmel, Petit goave .Vente à Labadee : poupée, papier mâché, roche, toile, métal découpé
3	Mémé Evans	Cap-Haitien	Achat a PAP, au Cap, Jacmel, Petit goave .Vente à Labadee : produits en argile, celotex, cuir, roche, toile, métal découpé, gommier
4	Blaise Wilquene	Cap-Haitien	Vente à Labadee. produits : colliers, bracelets

Attendees of Focus Group Meetings with the Evaluation Team

MCN/Taxi- Cap Haitien			
No.	First and Last Name	Area of Residence	Type of Activity
1	Jules Augustin	Cap-Haitien	Taxi Driver
2	Abel Pierre Jacques	Cap-Haitien	Taxi Driver

FESO			
No.	First and Last Name	Area of Residence	Type of Activity
1	Faustin Marie Edithe	Centre-ville petit-goave	Ventes de fer usager
2	Charles Yvette	Tapion	Vendeuse de souliers
3	Fanie Charles	Ville de petit-goave	Souliers/tennis
4	Alexis Elimene	Vialais	Ventes souliers/caisse
5	Florville Danice	Ville de petit-goave	Souliers/usagers
6	Barthenise Ritha	Brutus	Vendeuse de cochon
7	Julie Michelle	Gaston	Restaurant
8	Faustin Thérèse	ville	Produit cosmétique
9	Milien Micheline	ville	Chambre froide
10	Lubin Jesula	Cap-deste	Produit alimentaire
11	Chadique micheline	ville	Bonbons/vêtement usagers
12	Pierrat Délivrance	Cap deste	Ventes de cochon abattu
13	Bernard Yanick	Tapion	Produit alimentaire

Attendees of Focus Group Meetings with the Evaluation Team

KEKAM			
No.	First and Last Name	Area of Residence	Type of Activity
1	Marie Lourdes Maderis	Nan Kanal /	Produit alimentaire
2	Réналd Dania	Nan Kanal	Produit alimentaire
3	Celicourt Yvonel	BasMadame	Planteur de café
4	Jeans Wilner Estimable	Beauché	Cultivateur, pois mais
5	Destin Herold	Bourg de Marmelade	cultivateur
6	Josias Gracias	Bourg de Marmelade	Produit alimentaire/boutique
7	Cadeau Marina	Bourg de Marmelade	Provisions alimentaire
8	Léonne Filoniste	Bourg de Marmelade	Provisions alimentaire
9	Oreste Jeans Raymond	Bourg de Marmelade	Cultivateur de mais et de pois
10	Josiane Laguerre	Nan kanal	Produit alimentaire

Attendees of Focus Group Meetings with the Evaluation Team

KNFP			
No.	First and Last Name	Area of Residence	Type of Activity
1	Alfred Estevy	Savane carrée	Agriculture : Banane, maïs, manioc
2	Marie Helene Augustin	Savane carrée	Commerce : vêtements usagers
3	Antoinette Augustin	Savane carrée	Commerce : vêtements usagers
4	Chancelène Louis Seize	Savane carrée	Commerce : vêtements usagers
5	Jeune Pierre Simone	Savane carrée	Agriculture : pois, maïs, manioc
6	Elmize Augustin	Savane carrée	Commerce : vêtements usagers
7	Delcius Chérisonne	Bourg	Agriculture : pois, maïs, banane
8	Mona Bernard	Rivière blanche	Commerce : Vaisselles
9	Missianise Joseph	Rivière blanche	Commerce : vêtements usagers
10	Marcelin Osselot	Rivière blanche	Educateur Agriculture : banane, pois, manioc
11	Timothée Adler	Rivière blanche	Agriculture : banane, manioc, maraichage / Commerce : provisions alimentaires
12	Murat Pierre	Gros-mornes	Responsable KNFP
13	Henry Innocent	Gros-mornes	Responsable GRAIFSI

Attendees of Focus Group Meetings with the Evaluation Team

KOFIP / Grande Riviere du Nord			
No.	First and Last Name	Area of Residence	Type of Activity
1	Lecianie Fayette	Grand-Riviere	Petit Commerce
2	Nicole Bien-Aime	Grand-Riviere	Petit Commerce
3	Mie Jocelyne Pierre	Grand-Riviere	Petit Commerce
4	Charles Theona	Grand-Riviere	Petit Commerce
5	Marlène Marcelus	Grand-Riviere	Petit Commerce
6	Pierre Magdala	Grand-Riviere	Petit Commerce
7	Béatrice Lusma	Grand-Riviere	Petit Commerce
8	Saintilus Rita	Grand-Riviere	Petit Commerce
9	Tolianie Dorisma	Grand-Riviere	Petit Commerce
10	Dieudonne Dorisma	Grand-Riviere	Petit Commerce
11	Alberte Saintus	Grand-Riviere	Petit Commerce
12	Erilienne Pedor	Grand-Riviere	Petit Commerce
13	Emanise Monestime	Grand-Riviere	Petit Commerce
14	Elmina Mondestin	Grand-Riviere	Petit Commerce
15	Monestine Whaide	Grand-Riviere	Petit Commerce

Attendees of Focus Group Meetings with the Evaluation Team

MAMEV			
No.	First and Last Name	Area of Residence	Type of Activity
1	Jeans Alex Theodore	Gressier	Commerce : boutique provisions alimentaires
2	Roudy Pierre Marechal	Gressier, Marechal	Poulailler
3	Bertrand Marie Magdala	Gressier, garde gendarme	Immobilier (location de maisons)
4	Georges Rosepermitich	Mariani	Commerce: produits cosmetic
5	Ciprien Dony	Mariani	Policier
6	Maitre Fritzbert	Gressier	Agriculture : mais, haricot, banane
7	Nadège Liceus joseph	Gressier, Rue janvier	Bar restaurant
8	Joseph Wilfrid	Lacolline	Agriculture : mais, haricot.
9	Joseph Efiliane	La colline Gressier	Commerce : surettes, bonbons
10	Bozil Jean Sanon	Gressier/ Tel : 3741-9039	Directeur de la Caisse

Attendees of Focus Group Meetings with the Evaluation Team

MCN/Pont Sondé			
No.	First and Last Name	Area of Residence	Type of Activity
1	Matilde Charles	Des chapelles	Comerce : Akasan
2	Janzeline Henry	Jeans Denis	Commerce : riz decortique
3	Elionne saint-juste	Jeans Denis	Commerce : riz decortique
4	Pierrevil Wiliair	Desdunes	Agriculteur : riz/ Service labourage avec motoculteur
5	Monelus Angeline	Savient	Commerce : riz decortique
6	Adeline Clerveus	Liancourt	Restaurant
7	Stimphyl Barthelemy	Des chapelles	Agriculteur : riz
8	Charles Claumene	Dechatel	Commerce : riz decortique
9	Jeans Baptiste Olguine	Parent	Commerce : riz decortique
10	Excellent Fritzner	Savient	Agriculture : haricot, melon, patate
11	Philippe Alix	Jeans Denis	Agriculture : riz
12	Jeans Lubin Jeans Baptiste	Dodard	Agriculture : mais, patate, tomate
13	Girardin Théophile	Jeans Denis	Agriculture : riz
14	Théophile Perez	Jeans Denis	Agriculture : riz
15	Arthur Dieula	Coussin canal	Commerce : riz decortique
16	Jezica Winter	Borel	Agriculture : riz, haricot, patate
17	Jeans Frankel	Bas Dodard	Agriculture : riz, haricot, mais
18	Guerlande Philippe	Coussin canal	Commerce : riz decortique
19	St-Vilus Sony	Pont-sonde	Provisions alimentaires

Attendees of Focus Group Meetings with the Evaluation Team

SCOCENTER			
No.	First and Last Name	Area of Residence	Type of Activity
1	Mercilus Toussaint	Bail	Agriculture : banane, maïs, pistache
2	Atis Wilfrid	Chatile	Commerce : livres, radios, montres
3	Metellus Anouse	Boucan Carré	Commerce : operateur de Taximoto
4	Théodore Thony	Centre ville Mirebalais	Commerce : operateur de Taximoto
5	Jean Olvéus	Bail	Agriculture : maïs, banane, pistache
6	Vixama Edilmond	Bail	Agriculture : maïs, sorgho, pistache
7	Renier Florain	Bail	Agriculture : pois, maïs, pistache, sorgho
8	Thony St-Vil	Balmet	Agriculture : maïs, pistache, banane./ Commerce : soulier
9	Fénéus Léane	Ville de Mirebalais	Commerce : provisions alimentaires
10	Henry Monse	Dufailly	Agriculture : maïs, pistache, banane./Commerce : chevre, pistache
11	Ray Joachim	Ville de Mirebalais	Agriculture : sorgho, maïs, pistache
12	Pierre-Louis Dumarsais	Ville de Mirebalais	Commerce : boissons gazeuses
13	Navard William	Ville de Mirebalais	Commerce : location de Taximotos
14	Locial Marcial	Ville de Mirebalais	Commerce : operateur de Taximoto
15	Jonathan Gaspard	Ville de Mirebalais	Directeur de CODECREM

Attendees of Focus Group Meetings with the Evaluation Team

SCOLAVIM			
No.	First and Last Name	Area of Residence	Type of Activity
1	Jean Verna Deluxé	Ville de Marchand	Culture de la Terre
2	Noel Poliscard	Ville de Marchand	Culture de la Terre
3	Jn Baptiste Nelson	Detiette (3 ^{ème} Sect)	Culture de la Terre
4	Augustin Fenel	Ville de Marchand	Culture de la Terre
5	Jean Ticleude	Ville de Marchand	Culture de la Terre
6	Emanie Decieus	Ville de Marchand	Culture de la Terre
7	Charlot Mie Carmelle	Coquièrre (3 ^{ème} Sect)	Culture de la Terre
8	Charles Noncilus	Ville de Marchand	Culture de la Terre
9	Pierre Rochenel	Ville de Marchand	Culture de la Terre
10	Paulius Damus	Ville de Marchand	Culture de la Terre
11	Dufrenne Liné	Ville de Marchand	Culture de la Terre
12	Osmane Souffrant	Ville de Marchand	Culture de la Terre
13	Dieupanou Simeus	Ville de Marchand	Culture de la Terre

**ANNEX XI: SUMMARIES OF INTERVIEWS WITH FINANCIAL
INSTITUTIONS AND FOCUS GROUPS**

FIELD ACTIVITIES REPORT FOR THE HIFIVE EVALUATION

MEETINGS WITH SENIOR OFFICIALS OF FINANCIAL INSTITUTIONS

1.0 INTRODUCTION

The USAID HIFIVE Project Evaluation Team was divided into two groups of two people each. As per the evaluation methodology, it was necessary not only to interview beneficiaries of the program via Focus Groups, but also to conduct semi-structured interviews with key actors with whom HIFIVE had developed partnerships through the financing of projects submitted by these partners, including officials from micro-finance institutions (MFIs), Cooperatives, other financial institutions, as well as other USAID projects such as DEED, Winner, etc. Such focus groups and interviews enabled proper analysis of the project so as to sufficiently understand the objectives and to better measure achieved results. This report covers the activities of team members Tom Easterling and Dominique Pierre Lenz, who conducted Focus Groups with the project's financial institution beneficiaries.

Data collection commenced on June 13 and lasted more than 10 days. During this time, the team visited fourteen institutions and conducted three focus groups. The following list identifies all the beneficiary institutions and various Groups with whom the team was able to speak, as well as their respective locations:

1. MCN (Micro Crédit National) P-au-P
2. CECACHE, P-au-P
3. KNFP, Pétion-Ville, Rte de Frère
4. KOFIP, Pétion-Ville, Rte de Frère /Limonade
5. MCC, Pétion-Ville
6. MAMEV, Gressier
7. FESO, Pt- Goave
8. CODECREM, Mirebalais
9. SCOCENTER, Mirebalais
10. SOCOLAVIM, St- Marc
11. KEKAM, Marmelade
12. CPF, Cap-Haitien
13. FECANO, Plaine du Nord
14. Federation of Labadee Artisans, Labadee, Cap-Haitien
15. Focus Group with the Association of Southern Poultry Farmers, Cayes
16. Focus Group with the beneficiaries of KOFIP-FECANO, Grand River of the North
17. Focus Group with the beneficiaries of SOCOLAVIM, Marchand Dessalines

We shall discuss significant points raised in each interview / focus group, as they pertain to the HIFIVE project.

MCN

HIFIVE consists of an Agriculture Loan Promotion Project, which started in December 2011 with retroactive effects beginning in September 2011. This project consisted of two components: 1) to promote agriculture loans by purchasing equipment (generators, motorcycles, cars etc.) for new branches in Limbe, Hinche and Cabaret Pont Sonde; and 2) the reorientation of select branches toward agriculture loans.

MCN, as principle partner of UNIBANK, has a diversified loan portfolio, which covers the Credit small and medium enterprises, Credit to Customers, and agriculture loans, among others. MCN is the only subsidiary of agriculture loans to have credit risks such as: The risk of infestations, climate risks, risk of non-production related to the unavailability of fertilizers, lack of crop insurance or guarantee risk. Nonetheless, MCN decided to continue operations because it is motivated and believes it is up to the institutions to carry out the efforts of HIFIVE. In MCN's view, the HIFIVE Project is effective, relevant and appropriate. But HIFIVE support is not sufficient; one must also take into consideration account risk. Risk management is as important as technical assistance. This is a project that provides substantial support, particularly moral support. HIFIVE believes in what MCN can accomplish in the area of agriculture credit. Other support includes technical assistance. This is a project that meets environmental and legal needs and aligns perfectly with Haiti's development strategy, of which agriculture needs must be met first.

The impact of HIFIVE's support, is felt on many levels. The support of HIFIVE enabled MCN to open new branches, thus reaching more clients. It also enabled MCN to increase its credit portfolio and its employees from 300 pre-HIFIVE to more than 300 post-HIFIVE support, through the engagement of 40 new collaborators. However it is too early to measure the real impact of this support. To speak specifically of the contract between MCN and HIFIVE, there was no stipulation regarding the growth of the portfolio for agriculture loans.

Recommendations: If one can truly identify the positive aspects implemented by this project and by the management of HIFIVE, it would be the knowledge, availability, and great communication. On the other hand, the risks and costs thereof are the primary factors that typically limit access to agriculture loans. The main objective throughout agriculture credit is the guarantee to farmers / producers, various actors throughout the value chain, and their self-funding. In developing similar future projects, USAID should consider finding way to assist institutions in setting up fund guarantees which would enable them to mitigate risks. Since the risks are at two levels, farmers and the banking institution, risk reduction must be carried at 2 levels, hence the establishment of a Triangular Partnership. If USAID is to ensure sustainability of projects, it must include a program to help cover the risks.

CECACHE

Caisse d'Epargne et de Crédit (CECACHE), founded in 1997 and governed by a five-member board, has two main lines of credit: consumption, which is 20% of the portfolio and commercial credit, which is 80% of the portfolio and allocated to small merchants. CECACHE does not have agriculture credit. However, CECACHE plans to launch agriculture lending in the future.

HIFIVE's support included four components: (1) a fund intended to replace savings lost after the earthquake due to an unproductive portfolio, (2) an allocation for rebuilding the office, (3) a fund for computerizing the system, and (4) a Guarantee Fund in order to provide new loans.

As part of the action plan to revive the credit union, HIFIVE support was essential and very beneficial. Thanks to this support, CECACHE's credit portfolio flourished. Prior to the earthquake the portfolio was estimated to be worth more than 15,000,000 Haitian Gourds. However, after the earthquake the credit process was halted. With the arrival of HIFIVE, the portfolio is again productive; it rose to 40,000,000 gourds. Aware that HIFIVE is a project with a limited lifespan, CECACHE is willing to continue offering its services to the population.

Prior to HIFIVE support, CECACHE had 22 employees, eight men and 14 women. After the earthquake, staff was completely reduced. With the arrival of HIFIVE, the number of employees rose to 12, including 4 men and 8 women. Similarly, the portfolio that was 17,337,450 gourds pre-earthquake, became completely unproductive after the earthquake. With HIFIVE's support, the portfolio is now estimated at 40,000,000 gourds. Thanks to the support of HIFIVE, CECACHE also has more customers today, from 1,915 customers (1,052 men and 863 women) to 1,962 (1,063 men and 899 women).

Recommendations: CECACHE is convinced of the relevance and effectiveness of HIFIVE's objectives. CECACHE also believes that the HIFIVE team did a great job and is very qualified. However, CECACHE believes that the support should not end. HIFIVE should facilitate the introduction of mobile banking, as a means of negating transport costs. CECACHE itself is ready to ensure member training. In addition, according to clients' situations, CECACHE would like HIFIVE to provide more support by ensuring a client guarantee fund. Insurance coverage doesn't exist in this area, which is a factor that limits access to credit. If no support is focused in this area, the loan portfolio could eventually deteriorate.

KNFP

The "Konsèy Nasyonal Finansman Popilè" (KNFP) is an association founded in 1998, with the commencement of a mission to engage in agricultural development by focusing on rural and agricultural finance, as a means to stimulate the country's development. The credit fund of KNFP passed through FRICS, a group of nine organizations, 6 of which are under the IMF umbrella. KNFP, ANIM, and ANACAF form the three major micro finance institutions. KNFP operates primarily in rural institutions. As such, KNFP has no direct customers, but preferred collaborators. KNFP is also funded by other international donors, including the European Union, CCFD, SIDI, and OXFAM. These funds are not based on specific projects but rather on the basis of the Annual Plan. In addition, KNFP sells training services, consulting, and support to partners such as World Vision FLM. KNFP has an annual estimated budget of 600,000 USD. KNFP accompanies over 3,000 MUSO (Mutuelle Solidarité, a small credit association) who, in turn, have about 30 members each. There are 17 farmers' organizations that receive support from KNFP, comprising more than 45,000 people.

KNFP received two HIFIVE Project grants, related to its main objectives: Increase the capacity of both agriculture credit and value chains. Thanks to both projects, more than 400 people in Gros Morne have benefited. These two projects were not designed to lend money to people for mango production but rather constituted a kind of guarantee given to people for not cutting down, mortgaging or selling mango trees when money was needed.

KNFP has a very positive perception of HIFIVE's management team, partners they consider responsible and attentive. KNFP also believes in the sustainability of the project, its effectiveness, and its relevance. Above all, thanks to the credit granted to beneficiaries, the environmental impact is very positive. It is difficult to determine the impact of these two projects because of the limited information regarding the number of people with access to credit and also the extent to which the portfolio was allocated to credit. However, we can say that the credit portfolio was increased thanks to the support.

In terms of project sustainability, KNFP trusts that, one year after the HIFIVE project ends, it will continue to grant agricultural loans and the tax on repayment delinquency.

Recommendation: Factors that limit access to agriculture loans include:

- Lack of agriculture sector knowledge of the agricultural sector on the part of the MFIs and banks
- The risks in this sector (the lack of agricultural insurance)
- Public policies with limited focus on the agricultural sector (lack of interest in financing agriculture)
- Type of credit not adapted to the needs of producers (production time vs. repayment time and interest rates)

A singular theme throughout the recommendations is the aspect of agriculture insurance. The primary area lacking in the HIFIVE Project is a guarantee for loans and insurance for agriculture producers. Moreover, it is apparent that the project is relevant in all of its various components; however it would be even more effective if it reached more people. The technical assistance provided was very limited. Future programming should include a training component for producers.

KOFIP

The Collective of Popular Finance began in 1997 under the initiative of NGOs, Credit Unions, civil society organizations, and foundations. It is a network of 1,900 entities, of which 1,300 are active. The partnership developed with HIFIVE was to support The Federation of Cooperatives North (FECANO) by granting a revolving fund that would allow them to buy cacao via exportation cooperatives. The project also had a credit component, run directly with cooperatives to provide loans to women at a rate of 2% to 3% repayable over six months to enable them to have an income generating activity during the dry season.

Thanks to this support, the FECANO bought 60,000 tons of Cocoa, whereas before it was barely half that amount. The dividend paid to producers is higher than it was in previous years. The project is highly effective because it offers the possibility of exporting to the international market. Prior to HIFIVE support, KOFIP was not in cacao. Thanks to HIFIVE support, it is now not only involved in cacao, but could replicate activities in other regions. Additionally, through HIFIVE support, KOFIP now has a portfolio management software that facilitates the reporting process. HIFIVE support allowed KOFIP to increase its credit portfolio. KOFIP assets in the North are in the range of 1,500,000 Gourdes. The project reached 75% of FECANO's people and funds allocated to women reached between 40 to 50% of women within the FECANO organization. About 370 to 400 women have benefited directly from the project through the credit they were granted. The loan amount varies between 2500 and 7500 gourdes gourds. The delinquency rate recorded for the first loan was nearly 0%.

Recommendations: Everyone talks of agriculture, now the question is, is it truly agriculture? Do USAID and the people in food production speak the same language? Do they want the same thing? Consider the fact that that there is no training component for agriculture producers, people in the field, implementing these activities. For future projects to be more responsive, USAID should integrate a training component for producers. Furthermore, considering factors that limit access to credit, such as: a) The lack of insurance fund (only FONCOZE had a pilot initiative in this area), b) how to do agriculture, and c) the weather, KOFIP should implement more sustained technical support in order to be more effective in future projects. KOFIP should also consider an insurance fund, managed with the oversight of KOFIP officials. If indeed the support of HIFIVE is relevant and useful as KOFIP purports, it is also insufficient.

MCC

Micro-credit Capital (MCC) is a subsidiary of Capital Bank. It targets mid-size micro-lending, with average loan size around 8–10 times the amount of the smallest micro-loans. MCC considers itself to be one of the leading MFIs in Haiti, along with its main competitors, MCM, ACME, and SOGESOL.

MCC began operating in 2003, as an internal department of Capital Bank. It first considered microfinance to be nothing more than commercial banking with smaller amounts of capital. However, after a difficult start, it learned that micro-finance is an entirely different industry from commercial banking. As part of its learning process, it hired a consultant to review its strategy, and decided to focus on niche markets within microfinance.

Before the earthquake, MCC had the highest-quality micro-loan portfolio in the country; it now is in second place. Its doubtful accounts are only seven percent of its portfolio amount, which is better than its three main competitors. This also compares favorably to the worldwide benchmark of five percent. Before the earthquake, MCC's level of doubtful accounts was only three percent. However, after the earthquake they soared to 67 percent.

HIFIVE provided a grant that funded a study by MCC to analyze the possibility of expanding its network of branch offices into three additional locations in Haiti. With the support of HIFIVE, MCC conducted a market survey of eight different municipalities, from which it was reviewing the possibility of selecting three locations for expansion.

Since the study was only recently completed, MCC had not yet decided if the expansion of its branch offices would be a wise choice. However, the study showed that there would be strong competition in the potential new locations, and in view of an investment cost of around US \$100,000 for each new office, the profitability of the new offices was doubtful. MCC planned to discuss the outcome of the study with HIFIVE.

MAMEV

A credit union founded March 17, 1996, MAMEV receives technical support from the Le Levier Federation of credit unions, but is not yet affiliated with the federation. It uses money from its investors to make loans. MAMEV is a member of the ANACAF (the National Association of Credit Unions), and its assets are estimated at 103,000,000 gourds. It receives funding from HIFIVE to cover its project to support the production of members in the amount of 8,716,620 gourds, of which 4,230,000 gourds go directly to its credit portfolio.

MAMEV grants 10,000 loans to borrowers at an interest rate of 2% per month. Credit is granted for 12 months and renewed at maturity, with a possible increase in the amount from 10,000 to 20,000 gourdes. Because of this funding, MAMEV was able to extend credit to 185 new members without cash collateral, whereas other credits must have 33% cash collateral for the first loan, 25% for the second loan, and 20% for the third loan. After HIFIVE assistance is completed, MAMEV intends to continue with such loans because it saves on delinquency rate of less than 10% for this credit. Only 8% of borrowers have not repaid on time.

The project is very efficient, appropriate, and relevant because it assists many people, not only to improve their livelihoods given the lack of access to other funding sources, but also because it negated the need for small-scale producers to sell or mortgage their mango trees before the trees reach maturity. Furthermore, these activities are a plus for environmental conservation because the income generated from cutting up to 30% of their trees for charcoal is no longer necessary.

HIFIVE was particularly effective because the returns on income far exceeded the interest generated from the loans, thereby strengthening the project's capacity and enabling MAMEV to continue to increase agriculture loans even without the HIFIVE assistance. It is, however, unfortunate that the project does not permit MAMEV to provide direct technical assistance to the producers, even though it does on a small scale via CADD (Cooperative for Agriculture and Sustainable Development). CADD on the other hand has received several courses with the money of the project. The idea is to enable CADD to purchase crops to sell into local and national markets.

Moreover, prior to HIFIVE financing, MAMEV did not have a credit line devoted to agriculture. Because of this project, five professionals were hired, including one woman. All five have received training on agricultural credit.

Recommendations: Agriculture credit is a very risky sector considering the unpredictability of production on account of climate changes, poor quality seeds, and the like. Furthermore, there is no technical training for farmers. They lack support because they don't receive training on farming techniques. Thus, while HIFIVE's efforts are commendable, it is not ideal for HIFIVE to terminate operations at this juncture, they should continue to fund agriculture credit activities.

Other recommendations, there is no market to absorb production, nor mechanisms in place to guarantee the sale of production. HIFIVE should consider installing or financing a processing plant in the area.

Finally, HIFIVE could increase funding to enable MAMEV not only to reach more people but also to increase loan amounts, given borrower feedback that loan amounts are not sufficient enough.

FESO

FESO is a women's organization, founded on November 11, 2004, which invests in social and economic support to women. FESO has developed various partnerships with many organizations involved in small-scale projects in the areas of domestic violence, disabled women, and infant health (cholera and malnutrition). FESO's partners include: PADF, Oxfam, Terre des Hommes, IPSO and Handicap. FESO began in 2004 with 12 members and has since grown to 470 members that are grouped small cells. The FESO project that was supported by HIFIVE was developed in October 2011 and completed in April 2012. This has been FESO's largest project to date.

FESO works with other affiliated organizations in the region, including the Office of Legal Assistance, funded by USAID's Pro-Justice Project.

FESO is an apolitical organization and the majority of its funds come from its members who comprise four categories: the founders, members, benefactors, and donors. The organization also functions as a loan institution; however it has yet to acquire relevant legal coverage.

The women of FESO, after receiving training, set up a small credit program. The partnership with HIFIVE is through FESO's credit program. The HIFIVE's support increased FESO's credit program to 200 lenders, with each receiving loans as large as 25,000 gourdes.

This loan increase had a large impact. It not only increased the purchasing power of women, but also increased the volume of trade. This resulted in savings becoming more frequent and significant. The amount of money saved has since doubled. And with the interest earned on

loans, FESO was able to pay rent, staff, and cover more lenders. About 240 people now benefit from the program.

HIFIVE's support also impacted employment at FESO. Before the project, FESO had four employees, during the project FESO consisted of 14 employees, and now that the project has completed FESO has nine employees.

Under the project, the monthly interest rate was 3% but at the end of the cycle, FESO borrowers have a 1% interest rate. Another point to mention is that, no cash collateral has been required by beneficiaries of this loan. And, repayment delinquency is 0%; all borrowers repay regularly.

The HIFIVE partnership is not limited to the credit program however. FESO also received small business and management training, which enabled the organization to start conducting transaction via computer software designed for loans. FESO has also established a community store as part of the organization's contribution to the partnership with HIFIVE.

FESO for the project is very effective, relevant and appropriate. HIFIVE staff is highly qualified and collaborative. Thanks to the project's contributions, FESO is 85% ready to ensure continuity without the future assistance of HIFIVE. Besides, FESO is solicited by major banks ready to provide a credit program.

Recommendations: In addition to guarantees and commercial credit that a profitable business requires, another factor that limits access to credit, is the sheer accessibility. HIFIVE should consider how future projects can be closer to people, so that potential beneficiaries can reduce the transportation costs associated with trips to pay the lender interest. A mobile system such as "Cho-Cho" is one way beneficiaries can reduce travel costs.

Future projects should also have a systematic component of technical assistance that would allow borrowers to assess their options so as to make well-informed decisions. Follow-up questions are very important in this regard.

Finally, USAID tends to seek organizations working in targeted areas. USAID must reach out to organizations operating in remote areas. In other words, greater involvement in remote areas should be prioritized.

CODECREM

Caisse Populaire CODECREM commenced operations in 1991. At some point in its evolution it has seen its assets fall from 11,000,000 to 2,000,000 gourdes with the development of countless cooperatives that offered interest rates of up to 12%. Until 2005, the fund assets were estimated at 2,000,000 gourdes. With the arrival of several partners, including HIFIVE, assets increased to 39,000,000 gourdes, with a current loan portfolio of 26 million gourdes.

HIFIVE has funded two credit projects: Credit Mango and a credit for beans, both of which are successful. Credit Mango has a systematic increase, estimated at over 25%, allowing CODECREM to assist 150 new clients. Before this project, the fund had 4,000 members, today it has more than 5,000. This first project had a repayment delinquency rate of 0%. In financing beans, loans paid themselves after a single repayment for a period not exceeding four months at a monthly interest rate of 2.5%. The beneficiaries of Desvarieux, where the project is located, have also sung the benefits of this project that enabled them to earn much more on the production of Franciscan mangoes.

Because of HIFIVE financing, the credit union has about 200 members in agricultural credit, a credit line which was not available before because CODECREM could not support the peculiarities of agriculture credit. Thanks to both projects, the fund distributes credit lines at 15% for consumers, 25% for housing, 30% for marketing and 30% to agriculture credit. The minimum loan given to an individual varies from 20,000 to 25,000, gourdes and 100,000 gourdes if it is an organization. Mango Credit is a partnership developed between the Fund and the Evangelical Center for Agricultural Development (COEPDA).

The bean credit program has been equally successful; however, the delinquency repayment rate is estimated at 5%. While Mango Credit was credit to protect the existing mango crop, Bean Credit has considerably increased the amount of production. While 200 new customers benefitted from Mango Credit, 50 benefitted from Bean Credit.

Both projects are useful and effective. Though HIFIVE support has ended, 250 new clients continue to be CODECREM customers. Moreover, these two projects have generated seven new jobs at CODECREM, including five male and two female employees. Prior to HIFIVE, there were only four employees, three men and one woman. The credit portfolio increased by 2,250,000 gourdes under Mango Credit and 4,000,000 gourdes under Bean Credit. Before the two HIFIVE projects, 30% of the portfolio was dedicated to agriculture. In terms of value chains, 40% is now allocated and the number of customers (previously none) rose to 250.

The two projects are particularly relevant not only in terms of increasing access to credit, but also in terms of institutional growth. CODECREM was able to hire people, buy equipment and materials, and gain production benefits from increased fertilizer application. These projects are also fully consistent with the development of the country, given that agriculture is an integral part of development. Through agriculture, one can achieve growth.

The HIFIVE management team is a group of highly qualified, competent professionals, which made for easy collaboration.

In terms of project sustainability, there is no concern; CODECREM continues to increase the number and volume of loans because beneficiaries are enthusiastic. New customers continue to arrive.

Recommendations: HIFIVE's contributions are appropriate because it made credit funds but also because it increased access to credit for those previously lacking in access, reduced the chopping of mangoes, and made agronomists available to provide beneficiary training. However, HIFIVE lacked adequate consideration of factors that limit access to agriculture credit, such as lack of financial resources, technology gaps, lack of extension and fear of credit by the producers themselves who anticipate the seizure of their movable and immovable property if they fail to repay. Given these factors, HIFIVE should consider accentuating certain aspects of training and institutional strengthening, as well as revising allocations to the Fund. Because CODECREM would like to increase mango production in the region, it is passing a pilot Orchard Credit project.

SCOCENTER

The Credit Union SCOCENTER has two branches, one in Mirebalais and one in Sautd'Eau. This is a Cooperative of Savings and Credit founded November 6, 2000. It offers savings and loan services, including Consumer Credit, individual Commercial Credit, Solidarity Credit, Motorcycle Credit and Agriculture Credit. It has over 2000 members and the portfolio allocated

to each line of credit is as follows: 30% for commercial and partner credits, 25% for motorcycle credit, 5% for consumer finance, and 40% for agriculture credit.

The credit union used to have five employees, which increased to nine during the project. It now has seven. The project cost was 5,700,000 gourdes, 45% of which was allocated to the Portfolio Credit. The remaining 55% covered spending on hardware and supplies and six training sessions for 150 growers, conducted by agricultural technicians, or consultants engaged in the project. There were also accompaniments on the plantations. The project has ended but SCOCENTER continues providing technical assistance. The producers have already made four production cycles and 18,200 gourdes per cycle were granted at a rate of 3% quarterly. Reimbursement is made periodically during harvest. The productions are for the local market.

Thanks to the support of HIFIVE, peanut production has increased significantly in the region. Approximately 100 acres were cultivated by 150 farmers. Today there are 175 farmers, and 17 more acres. In other words, there are 25 new farmers. Thanks to this project, production increased by 20%. The project also facilitated the purchase of irrigation pumps that enable farmers to cultivate their land, year round and also stimulate the cultivation of vegetable and banana crops. The installation of pumps also creates two jobs per pump. All this must be measured when considering HIFIVE support.

In sum, the project has been very effective and beneficial for the growers. Funding is a constant need for farmers, especially since it's a highly neglected area. The project was established to help sustain crops in the area. SCOCENTER continues to increase agriculture loans. Because of HIFIVE, SCOCENTER's agriculture portfolio increased by 45%, whereas before it was just 1%.

From a more general point of view, the project has contributed to Haiti's economic growth. Agriculture investment has increased national production and implicitly the economic. The support of HIFIVE has increased lending capacity by 50%.

Recommendations: Certain factors limit access to agricultural credit and production risks, such as environmental degradation, the fact that the majority of the land is mountainous, and not easily irrigable, lack of training and equipment for farmers, subsistence agriculture, and the cost and solvency issue of fund restitution. Thus it would be great if there were a group of farmers that could facilitate the granting of loans. In addition, agriculture must exceed current, production by adding processing, mechanization, and conservation that would allow products to keep their freshness so as to facilitate sales. There should also be produce shops.

In regards to the obligation of USAID to purchase products from American companies, there are a limited number of U.S. suppliers. USAID should also be allowed to buy products from non-American vendors.

SOCOLAVIM

The Society of Cooperatives for Lavi Miyo, SOCOLAVIM, was founded on February 28, 1997, with 54 gourdes and 63 members. Thanks to the support of Desjardins Group, its assets increased to 2,000,000 gourdes, which, already in December 2000, had increased to 21,000,000 gourdes. Assets are expected to continue to rise to 362,000,000 gourdes. SOCOLAVIM has 54 employees and is a founding member of The Lever and ANACAF. It is one of the three largest funds in the Le Lever network and has a credit portfolio estimated at 218,000,000 gourdes and a capitalization rate of over 34%, while the BRH standard requirement is 12%. SOCOLAVIM has 54 employees, 14 of which are female, across six branches. In operations there are as many

women as men. Prior to HIFIVE funding, the credit union had 42 employees. With the funding, SOCOLAVIM was able not only to build two new branches but also increased its portfolio of 103,000,000 gourdes to 186,000,000 in 2011.

The partnership developed with HIFIVE consisted of support and office equipment. HIFIVE also put into place contacts with customers for DEED grant credits for their banana crops. Marchand Dessalines, an association called AJP4D benefits from agriculture credit. SOCOLAVIM does not provide technical assistance but rather credit training for its borrowers. In terms of technical assistance, SYFAAH (System Financing and Agricultural Insurance in Haiti), a joint project of IICA, Desjardins Financial and Agricultural Quebec will assist after December 2012, when the project will work with agricultural entrepreneurs.

Of the various lines of credit at SOCOLAVIM, agriculture credit is smallest after consumer credit. Indeed, 30% are allocated to production, 35% to trade, 25% to housing, 7% to agriculture credit, and 3% to consumer credit. However the goal for 2014 is to triple the portfolio amount. If for example, in 2012 it is 20,000,000 gourdes, it must reach 405,000,000 in 2013 and 60,500,000 million in 2014. The same goes for services: six points in 2012 to seven in 2013 and 2014.

SOCOLAVIM provides agricultural credit for 6 months with a single reimbursement rate of 30% declining balance, fixed it would be about 18%. The maximum loan allowed is 300 000 gourdes but if it is a group loan can be up to 3,000,000 gourdes.

The fund, compared to the profitability of agricultural credit has increased the allotted amount of the portfolio. Profits are at different levels:

- Diversification of the credit portfolio
- Specialization in a type of credit, employees received relevant trainings
- Reorganization of agriculture workers who facilitate reimbursement

In addition the project aligns with environmental regulations. Given HIFIVE's emphasis on respecting the environment, SOCOLAVIM had the idea to open a green box (battery converter) so generators would be needed less. SOCOLAVIM is not permitted to grant credits for making charcoal or to buy cigarettes for resale.

The project is successful; however, certain cases for reasons of funding, liquidity and issues related to the history of agricultural credit in Haiti have caused some reluctance. SOCOLAVIM is the only credit union that has not benefited from the Guarantee Fund and yet agreed to engage in agricultural credit. Banks like CAPOSAC in Camp Perrin, CAPAJ in Jeremie, COOPECLAS in Lascahobas, and more recently CAPOSOV in Verrettes have all received the Guarantee Fund of the European Union, with as much as 45,000,000 gourdes for the first 3 banks.

HIFIVE support is not only effective but also sufficient considering the three components of HIFIVE projects, namely, institution building, human capital development, and borrower training to borrowers. This last component is essential because there are large contractors that work in the informal sector, and they have no accounting or management systems, and business is conducted verbally.

Basically HIFIVE support is beneficial in many aspects. It not only allowed SOCOLAVIM to be more effective in its interventions, but also it is significant that objectives were achieved at a level of more than 80%. Additionally, the HIFIVE team is very dynamic and collaborative.

Recommendations: Certain factors limited access to agriculture credit, such as:

- Lack of information;
- The non-existence of guarantee funds;
- The lack of technical training for associations and institutions;
- The Haitian farmer is never considered an entrepreneur;
- The poor state of irrigation canals;
- Climate factors;
- Plant diseases (i.e. black straw)

USAID must take into account all limitations in order to effectively develop and encourage institutions to provide agriculture credit.

Moreover, technical assistance should not be limited to production; they must also take into consideration marketing, including product presentation and disposal of products. Support should be provided at the outset and directed at associations and producer groups while reinforcing them at the same time.

Another major weakness identified in the agriculture sector is that there are too few agricultural equipment suppliers. Artibonite has only two suppliers, Agro-Service and Gabel Production. The quality and services of these two providers leave much to be desired.

HIFIVE should also focus on how to benefit organized groups and also encourage landlords to their area of origin, so as to encourage them to invest in cultivating the land they own. Similar activities should also encourage the transformation of agriculture products. In the future, regional institutions should be a priority for USAID because the law requires credit unions to be departmental credit unions. So if USAID wants to increase agriculture and create jobs, it must direct support to regional institutions because there are very small and in need of financial support.

KEKAM

KEKAM was founded in December 1996 with 99 members. Today, despite the limitation that it is not yet federated, it has 5,000 members. KEKAM has assets totaling 27,000,000 gourdes and has a portfolio of 21,000,000 gourdes. At one time it was supported by Desjardins.

Prior to the partnership with HIFIVE, KEKAM had a repayment delinquency rate of 25%. Because of the loan with HIFIVE, people have considerably more assets to repay their debts and the delinquency rate has been reduced to 20%. In agriculture credit specifically, all lenders have repaid on time and the delinquency rate is 0%. It's important to recognize that, in addition to the awareness raised, the association played an important role in this reimbursement.

The HIFIVE Project permitted KEKAM to increase its number of employees from four males and one female to four males and two females. The portfolio increased from 18,000,000 gourdes to 21,000,000 gourdes. The portfolio is distributed as follows: 10,000,000 for production; 7,000,000 for housing; 600,000 for consumption; 2,800,000 solely for credit, and 4,000,000 for agriculture credit. The annual interest rate is 25% for agriculture credit, with a single reimbursement over a period of 12 months. It was also through HIFIVE that the credit union was able to grant agriculture loans, and in two years, the portfolio has increased to 5,600,000 gourdes.

The project also enabled KEKAM to have electricity.

Loans in the amount of 4,000,000 gourdes were made to three farming associations: APKABA, APCAP, and APKP, which total 2,700 members. The three associations formed a cooperative called COOPAIMAR, which handles loan processing.

Prior to the project, a container of coffee beans was 30 gourdes, with the arrival of HIFIVE, the market was liberalized, the price of coffee beans doubled to 100%. Moreover, HIFIVE enabled 70,000 seedlings to be distributed to farmers, which has facilitated a 30% increase in production.

Regarding the HIFIVE team, KEKAM views them as highly qualified, knowledgeable people. They are competent to carry out the work they did.

In regards to the sustainability of the project, there is no concern about activities to follow. The agriculture lenders continue activities because production is more important than profits.

While the project's objectives are effective and relevant, it's difficult to state that the allocated amounts are appropriate, given the number of farmers versus the number served by the project. On the other hand, the project was environmentally friendly because coffee plants have anti-erosion properties. In addition, this activity has generated enough income to reduce the need to cut trees and make charcoal. In sum, the support of HIFIVE simply permitted the existence of agriculture credit in the region. Because of the loans, agriculture increased; in particular the coffee industry became more popular.

Recommendations: Each type of product comes with its own inherent risks, some products being more risky than others. Given the lack of a guarantee fund, and the high interest rate resulting from agriculture risks, HIFIVE should have also had agriculture technicians and agriculture inputs. It's important to have such technicians who can train and accompany the farmers.

CPF

CPF is a cooperative financial institution, run under the Cooperative Law of July 2002. CPF was founded in 1993, but has flourished since 1998 with the arrival of Desjardins, which provided financial and technical assistance. In 2001, it had over 4,000 members, with assets totaling 9,000,000 gourdes; today it has only 19 members. The turning point for CPF took place in 2006, when the bank decided that that it would increase its ceiling loan amount of 40,000 gourdes. The maximum amount steadily increased to 100,000 gourdes and, today, a loan can be as much as 2,500,000 gourdes. The credit union computerized its operations in 2007, and, thanks to an aggressive advertising campaign, the bank currently enjoys a growth rate of 30%. In September 30, 2011, CPF's assets increase to 180,000,000 gourdes. By May 31, 2012 assets totaled an estimated 246,000,000, consolidated in two branches, one in Cap Haitien and the other in Lemonade. The total lending portfolio is 147, 000,000 gourdes.

One of the objectives of HIFIVE was to finance the artisans of Labadee in order to make them competitive, including training in marketing techniques. CPF thus worked with 90 artisans, 64 of whom received a 3,905,000 gourde loan. Several have already repaid the loan. The delinquency rate is less than 20%. This delinquency is largely due to the fact that not enough publicity was made surrounding the cruise ships in order to encourage tourists to buy local food, produced by free trade artisans.

The interest rate is 30% declining balance. The real rate is 17% and administrative fees are at 2%. Seventy to 80% of these artisans are new members.

Other costs covered by HIFIVE funding include:

- The purchase of component products;
- Market studies to contribute to the database;
- The installment of a kiosque;
- Greeters, receptionists, purchase of equipment, etc.
- Support for CPF to form legal associations

To address the difficulties some lenders face in repaying the loans, in December CPF organized a 3-day training covering business management and finance.

During project implementation, there were 8 employees, 3 women and 5 men. Now the employees of the bank manage activities and there are no more greeters or receptionists that serve the artisans to meet the tourists.

This project is very beneficial for the artisans because they received loans of between 25,000 to 75,000 gourdes. It also facilitated access to credit because before the lender needed to have 30% cash collateral and now CPR requires 15%. Additionally, lenders needed to be members for at least 3 months. Now customers can access loans as soon as they become members. Prior to HIFIVE, the cost of a case study was 3% and is now 2%. Finally, in order to be eligible for loans, inspections and monitoring are conducted and signed off by the president of CPF.

CPF intends to continue granting loans in the future, though guarantees may be required. Such guarantees have not been implemented yet because loans were made by groups, and not all of the groups have repaid.

In order to assist artisans in diversifying their product line and marketing, CPF has organized three exhibitions, featuring the work of artisans from around the country. Loans were made a couple days before trade fairs to assure that the loans were utilized to purchase products displayed at the fairs. CPF also installed a service outlet which allowed artisans to sell to tourists and be paid by credit card. This system was in place for four months, though CPF had to terminate this activity because it didn't have enough funds to cover transportation costs for employees to travel to Labadee every day a cruise ship arrived.

Recommendations: CPF would like HIFIVE to continue financing similar projects because without that assistance, it will be difficult to continue such activities. The credit union wishes also that HIFIVE would provide support in installing a credit card system.

Beyond HIFIVE, USAID should also listen to more Haitians to verify the relevance and need of specific projects prior to implementation. USAID should also be more publicized because many are not aware of the work USAID does. These USAID-supported activities merit publicity, so as to encourage other credit institutions to follow suit, even if there is a risk of non-repayment, when potential lenders discover that funds were provided by USAID.

FECANO

Federation of Northern Cooperatives (FECANO) was founded in 2011 and includes six cooperatives: CJBC, SOCOSPOC, CAPIP, UCAT, CAFUPBO, and CAPB. These cooperatives include about 2,700 cocoa farmers. The first objective of the Federation is to enable farmers to collaborate and make a living from growing cocoa. At one point, FECANO worked with unfermented cacao. From 2009, with the support of Agronomists and Veterinarians without Borders (AVSF), FECANO has worked with fermented cocoa. FECANO has been a certified organic organization since 2011. This certification enabled the farmers of the Federation to

receive better prices for their products in the international market, particularly with ETIQUAB and VALONA S.A. in France, NOULA in Canada.

The process is well established: The farmer harvests the crop and sells it directly to cooperatives who, in turn, oversee the process from fermentation to drying. Then FECANO packages the crop and exports it. At this final stage, FECANO negotiates the price, sells it to buyers, etc.

The cooperative pays the farmer, and if the sale was profitable, the farmer receives a rebate through the cooperative. FECANO also provides training for farmers and conducts quality control; however the cooperative is not involved in the production itself.

FECANO indirectly developed a partnership with HIFIVE via KOFIP with an 8,000,000-gourde project with two aspects:

- A working capital of 5,000,000 gourdes to buy cocoa
- A cooperative-issued credit for women

This project had a positive impact within the Federation. While 5,000,000 gourdes were provided to the working capital fund, FECANO received only 3,500,000 gourdes from KOFIP which enabled the Federation to increase its purchasing volume. Prior to the support of HIFIVE, the support of AVSF enabled FECANO to collect two 40-foot containers, about 125 tons, for the bi-annual production season. The support of HIFIVE permitted FECANO to buy one additional container. Admittedly, however, the annual amount has not changed because, with the arrival of HIFIVE, AVSF decided to redirect its funds from FECANO to other activities.

For the cooperatives the collection of cacao has generated employment for FECANO. During the exportation period there were about 15 employees.

KOFIP did not utilize FECANO to channel funds to the female beneficiaries, but rather go directly to the cooperatives. FECANO does not know how much is allotted to each cooperative.

Recommendations: HIFIVE support, though beneficial, was not efficient, because the funding provided only covered 35% of the amount FECANO needed to buy cocoa. It would be great if HIFIVE could provide a larger amount. Furthermore KOFIP provided no explanation for the 1,500,000 missing gourdes from the 5,000,000 initially allocated to implement the project. Thus it would be ideal if HIFIVE worked directly with the federation, rather than channeling funds through KOFIP.

The project came to an end and all the money KOFIP received to carry out the project was used. Of the 3,500,000 gourdes, FECANO had already reimbursed 1,000,000 to KOFIP. However, FECANO wants HIFIVE to facilitate a meeting between the three parties to clarify ambiguities, prior to repaying the full amount. According to project documents, it was expected that the funding would go to FECANO, however KOFIP turned out to be the sole channel for the funds provided. FECANO would like clarification on this matter.

1. MCN/Pont-Sondé (Agriculturalists)

Findings

MCN is based in Pont Sondé and grants loans to clients in neighboring towns. The loan amounts are between HTG 2,000 and HTG 6 million. MCN does not require cash collateral for loans greater than HTG 500,000. MCN makes solidarity loans to groups containing five borrowers, and claims land titles as collateral.

Business loans reach more women: 70% of business loan beneficiaries are women. On the other hand, females are only 40% of their agriculture loan beneficiaries.

Conclusions

Farmers primarily cultivate in beans and rice. A good harvest enables farmers to repay the loan principal and interest.

Recommendations

The bean and rice sectors are a good choice for value chain support. Linking major institutional buyers (the state, school feeding programs, warehouses that handle product inventory) with tractor companies can constitute as value chains profitable for farmers.

The expansion of machine-operated cultivation lending would be a great way to address the issue of labor scarcity.

Efforts to make fertilizer available to farmers, especially those who have already received loans, can greatly contribute to ensuring repayment.

Given that Artibonite Valley is prone to flooding during the cyclone season; it would be advantageous to consider crop insurance.

2. MAMEV

Findings

MAMEV is based in Gressier and is about 20 kilometers west of Port-au-Prince. This savings and loan cooperative grants loans to clients in neighboring towns (Carrefour and Leogane). It distributes 8.6% of its portfolio for agriculture lending. The repayment rate is 85-87% overall and 85% for agriculture loans. The portfolio is valued at HTG 35 million, of which HTG 3 million is for agriculture.

The loan amounts generally vary from HTG 2,500 to HTG 2 million. Agriculture loan amounts vary from HTG 10,000 to HTG 20,000.

The annual interest rate is between 30 to 36% for most loans and 24% for agriculture loans supported by HIFIVE. Blocked savings is 18 to 33%, and for HIFIVE-supported loans 0%.

Money for mango loans is invested to increase working capital for shorter-cycle crops (beans, bananas) and commercial property, and to allow for the wait time for mangoes to mature and be ready to sell.

Conclusions

Using mango credit to increase working capital for trade and other crops is a good strategy. In fact, selling mangoes at the harvest season rather than before provides an income of three to four times as much money.

Recommendations

Farmers would like to establish orchards. A credit to do so would improve production and quality of products.

Improve capital gains by working with mango export services (such as transportation service providers), intermediaries and drivers in the mango value chain.

3. FESO

Findings

Women in Solidarity (FESO), based in Petit-Goave, consists of 470 female members. They grant loans primarily for commercial activities. Loans are repaid at an interest rate of 3% and in one installment after six months. HIFIVE helped to increase the loan portfolio. Some beneficiaries were able to improve their working capital six fold as a result of their loans.

The market for clothing and footwear generate profits of between 50 to 60%.

Conclusion

FESO does not do agriculture lending, nor does it focus on value chains. However, it improves the economic conditions of its beneficiaries.

Recommendations

Financial institutions should increase their lending portfolio

Financial institutions should shorten the time between credit cycles

4. KNFP

Findings

KNFP received project funds and redistributed to GRAIFSI to provide credit to members of both Tèt Kole and MPGM mutual funds. Mango credit aims to enable beneficiaries to maximize profit by selling high-value Franciscan mangoes. Mango finance is also used to fund other activities (such as banana cultivation, bean production, motorcycle taxis, to purchase coolers for the sale of soft drinks) and also to enable the mango producer to wait until the mangoes are fully mature and ready for harvest before selling the crop, and therefore avoid having to sell the crop at a discount.

Loan amounts are 10,000 HTG per lender. The monthly interest is 2%, the fee is 1%, the monthly interest is 200 HTG and principal and interest is 10,600 HTG at 3 months.

Cash collateral is not required but credit is given to groups. Groups consisting of 433 people (of the total 2,400 members) received loans.

The loans helped double or triple working capital for crops and businesses. The benefits to businesses and agriculture range from 20% to 75% per cycle.

There are no new jobs, but 30% of crop expenses are used to pay for farm labor.

Conclusions

Mango loans are not directly invested in the mango industry but in trade and crops, such as beans and bananas. This is a good approach because it allows mango producers to obtain two to four times as much revenue by holding the crop until the fruit is mature before the fruit is sold.

Recommendations

Loans should be adapted to longer-cycle crops, such as bananas (which take 9 to 12 months). Loans to establish orchards could increase production while improving quality.

5. CPF/Artisans

Findings

The loan amounts are 75,000 HTG per borrower and savings is 10% blocked. The interest is a declining rate of 3.5% per month and loans are repaid over an eight to twelve month period.

The loans have increased working capital by 25 to 75% and diversified the stock of goods to sell. Profits on stocks have reached 100% or more. However, sales are limited because tourists cannot use credit cards and the cruise vessels do not permit the tourists to purchase products from the artisans with blue cards (ie. Caribbean Lines shipboard debit cards).

Participants don't know how many women have taken loans, but they know that women make up 10% of the 200 members of the association.

The project has organized trainings and fairs for the artisans to enable them to adapt and diversify their products to the shipboard tourist market. The products the merchants now sell take less space, have greater mobility, have greater utility, and are therefore more marketable. This has enabled the merchants and artisans to improve their marketing tactics and to expand their network of suppliers.

No new employment has been created, however an increase in sales has kept many people employed. Note that some suppliers of handicraft products have 20 employees.

Conclusions

Training has had a large impact on sales and also loans.

Sales are limited because the credit cards cannot be used by tourists (card facilities are not available) and tourists cannot purchase products from the artisans with blue, shipboard cards.

Women are underrepresented in this area of activities.

Recommendations

Project support is necessary to restore the use of credit cards and to negotiate for blue cards to be used when purchasing from artisans.

A higher amount of credit would provide more diversified products for sale, as well as complete sets of utility products (such as dining place mats), which are currently not available but frequently requested by tourists.

6. MCN/Taxi Drivers

Trouvailles / Findings

With the support of HIFIVE, MCN has made loans of between 100,000 and 150,000 HTG to drivers to purchase cars that are in better condition than those they had, prior to the loans.

According to the drivers met, the loans were between 100,000 and 150,000 HTG per lender. An annual interest rate of 50% is redeemable with the capital in monthly installments over 12 months.

There is no blocked savings, but three to four guarantors are required to sign on behalf of the loan applicant.

The purpose of the loan was to buy cars to replace those which were outdated. This effectively permitted a replacement of old cars by more recent cars (from 1997) for the purpose of transporting clients from other areas, such as from the northwest.

The competition between motorcycle taxis and ordinary non-associated automobile taxis limits the benefits of loans for drivers. As a result, some have had late payments. Associated drivers don't chase customers and don't take passengers along the way, as do their competitors. Non-associated drivers also invite the passenger waiting in areas reserved for association members.

There are neither female members of the taxi driver associations nor any female drivers of public transportation.

Conclusions

The decline in tourism has had a negative effect on the driving business.

The "newer" replacement cars are still pretty old themselves (1997).

Recommendations

It is crucial to manage access to the taxi passenger waiting areas at the airports and city hall of Cape Town, so as to better serve foreign visitors and passing customers.

7. KEKAM

Findings

The savings and credit institution of Marmelade (KEKAM) has over 15 years of lending experience. It provides business and housing loans. In 2010, supported by HIFIVE, it began providing loans to three coffee-making Associations: APKBA, APKAP and APKP.

KEKAM loans are repaid monthly, with an annual interest rate of 27 to 30%, and a lump sum to the associations. Repayment term is six to 12 months. The repayment rate is 100% for agriculture lending and 80% for other financial products.

KEKAM's portfolio is valued at 21 million HTG, of which 5 million is allotted to agriculture projects.

The minimum loan is 2,500 HTG and the maximum is 800,000 HTG. Loans to coffee associations are between 2 and 3 million HTG.

Business traders normally have working capital of between 10,000 to 15,000 HTG. With loans of 25,000 HTG, borrowers are able to increase cash flow by more than double. They achieve margins of between 6 and 15% per one rotation of stocks they sell. They sell 1 to 3-week stocks.

The coffee associations bought and exported 115,000 pounds of coffee last year with 5 million HTG worth of loans. Producers receive 80 HTG per pound of coffee sold, compared to 40 HTG per pound prior to HIFIVE support to the associations.

Profits from the trade and payments received by coffee farmers are used to pay school fees for children, improve family nutrition, invest in the purchase of livestock (goats, cattle, sheep) and in bean cultivation. The associations produced and distributed 70,000 coffee seedlings per year, which contributed to increasing coffee plantings as well as environmental protection.

These activities did not create many jobs, but transactions with the same value-chain actors increased. The construction loans generated new jobs. The coffee association which closed in 2009 was able to resume activities in 2010 and now provides 170 temporary jobs, including 120 women. In addition, 7,500 coffee grower association members were able to double their coffee income.

Conclusions

The loans to associations have had a large economic and environmental impact. It should be noted that the associations had a very low capacity, with only about 9,000 HTG in reserve. Maintaining a good relationship with the credit union makes the association's businesses viable by allowing it to annually renew its working capital.

Recommendations

KEKAM needs to make money available as early as August because the coffee harvest begins in September.

The increased funds will allow associations to buy coffee from producers in neighboring towns and increase their turnover.

It would be best to extend credit directly to the farmers and other coffee producers (instead of providing loans to the cooperatives for on-lending to the producers).

8. SCOCENTER

Findings

SCOCENTER in Mirebalais granted loans to clients from Mirebalais and Boucan square. The financial products offered are initially consumer loans, construction loans and

automobile loans. The project supported the bank to make agriculture loans (mango loans). The beneficiaries used the money to strengthen their trade and their agriculture activities, or less often to initiate new activities.

Loan amounts are between 1,000 and 100,000 HTG. Generally for agriculture loans the maximum loan amount is 10,000 HTG. Interest is 5-6% for auto insurance, reimbursable over 10 months; 3% for consumer credit, reimbursable over six to twelve months; 1% per month for agriculture loans, reimbursable over 3 months. Blocked savings: 25%.

Their loan portfolio is 3 million HTG, of which 1 million is for agriculture lending.

According to SCOCENTER's Manager, the loan repayment rate is generally 87-90% and 90% for agriculture loans.

For bean cultivation, for example, profits are about 70% and family consumption is about 10-20% of the bean harvest. Farmers who once sowed 50 kg of seed now sow 150 kg of seed – three times more, thanks to the loans.

Conclusion

Agriculture loans are sustainable and the approach of mango loans has provided favorable results. By the use of loans to increase working capital for trade and agriculture, the loans have allowed beneficiaries to earn two to three times more income by selling mangoes fully mature.

Recommendations

Provide long-term credit to establish mango orchards.

Adjust the repayment cycle in order to accommodate banana cultivation (which is 9 – 12 months).

Forge alliances with other projects to provide more services (plows, cultivators) and pumping for irrigation.

9. CODECREM

Findings

CODECREM provides commerce, consumption, and housing loans. The project has supported agriculture loans (mango loans). Loan beneficiaries used the money to strengthen their businesses and agriculture activities.

Loan Amounts: Generally 20,000 HTG for agriculture loans, but amounts have been as much as 500,000 HTG. Interest: 2.5% digressive per month. Blocked savings: 33% and a guarantor required.

The repayment rate is 94 – 95% overall and 100% for agriculture loans.

Mango loans had a reported profit of 20% on sales with a turnover rate of one time per week during the harvest season.

Bean harvest has a reported 70% profit, with personal consumption at about 10 to 20% of the amount harvested.

CODECREM's loan portfolio is 26 million HTG, 30% of which is for agriculture loans.

Conclusion

Agriculture credit is sustainable and the approach of mango loans has provided favorable results. Despite its use to increase working capital for trade and agriculture, the loans have enabled beneficiaries to earn two to three times more income by selling mangoes at maturity when fully ripe.

Recommendations

Create a credit facility to establish mango orchards.

Adjust the loan repayment cycle so as to accommodate banana cultivation (which is 9 –12 months).

Forge alliances with other projects to provide more services (plows, cultivators) and pumping for irrigation.

10. CECACHE

Findings

The HIFIVE project has enabled CECACHE to provide loans to merchant traders, particularly solidarity groups of two to three people, and individuals.

Loan amount to a small group: 5,000 to 8,000 HTG. Some shop owners received as much as 200,000 HTG.

Interest: 3-6% per month. Principal and interest is due every fortnight. The entire loan repayment period is three months.

Blocked savings: 20 – 30 %

Regarding the results, working capital increased 1.5 to 2 times, allowing for the purchase of food provisions on the Haiti-DR border for re-sale in Haiti. Cosmetics and food items yield 10% - 30% profits, whereas fruit purchases provide a profit margin of 20%.

There are other savings and loan cooperatives, such as Fonkoze and Acme that both have higher interest rates than CECACHE. Their interest rates are about 5% per month.

Conclusion

The loans do not support value chains per se. However the loans do help to increase the production and productivity of commercial trader. These loans were very welcome in the post-earthquake context.

Recommendations

Increase the amount of loans and borrowers to further improve productivity, particularly for products purchased at border markets.

Space payments out in order to require monthly repayments, rather than loan payments each fortnight. This will give the traders more time to obtain returns on their loans and to improve their margins.

11. SOCOLAVIM

FOCUS GROUP WITH THE BENEFICIARIES OF SOCOLAVIM

Thirteen people, all members of SOCOLAVIM participated in the focus group with the evaluators. Loans acquired in this group ranged from 10,000 to 75,000 gourdes. Those who received the minimum amount are part of a group of 80 new farmers, members of AJP4D, divided into 16 subgroups. The amount of 50,000 gourdes was awarded to each subgroup at a rate of 10,000 gourdes per producer. For the focus group participants, the arrival of SOCOLAVIM was a breath of fresh air compared to their experiences with loan sharks with fixed rates from 30% to 100%. With SOCOLAVIM, the interest rate was 15% for six months. Due to the SOCOLAVIM loans, participants were able to work their land, ensure crop production by buying fertilizers and quality seeds, to repay the debts to the fund, pay school fees for their children, pay their balance with the remaining money, and make a little money in the process. They claim that the SOCOLAVIM loan is unique, with its six month repayment period. They used all the loan money to cultivate their land. Twelve of the 13 members are in their second loan and one participant is on his third. All said that they repaid their loans within the required time. Thanks to the loans, production rose 25%.

However, the participants agreed that the process of acquiring a loan is not easy. First the lender must be a member of the financial institution, and then the lender conducts an investigation to verify use of the loan, and visits the land. After all this, a number of criteria must be met, including:

- One must have 15% cash collateral;
- One must have two guarantors;
- One must have two valid forms of identification;
- A copy of the land title or receipt of land donation

All participants found that the interest rate is very reasonable, particularly compared to those of loan sharks or instances where schools offer professors a salary advance of 3 months in return for 5 months' salary. However, of the 13 members of the focus group, only one had received a loan from another institution, which was CARITAS. CARITAS determined what to do with the loan money. In addition, it was a loan repayable monthly over six months with an interest rate of 6% (per month). Participants preferred the SOCOLAVIM loan over CARITAS because the rate was lower and because SOCOLAVIM didn't dictate how to use the loan money.

In terms of women's roles in lending, all participants agreed that women managed all the money. They allocate the amounts to purchase fertilizer, seed and the like and pay the workers. Women did not participate in the actual planting but prepared meals for workers, brought water, and other things.

To sell their products, participants not only sell local but also to wholesalers in Port-au-Prince and the Estere of Cap Haitien. The farmers themselves consume about 10 to 15% of their production for household use. They believe that high consumption is due to the fact there's no processing plant in the area and transportation costs are high. Thus the farmers

are sometimes obliged to sell at low prices or use agricultural products for their own household consumption.

Participants of the focus group were not keen on the idea of consolidating planters because it would mean that larger planters would receive the same loan amounts that small farmers received, although borrowing together would negate the need for guarantors. Nonetheless participants argued that it was the same process for consolidated and individual planters.

The participants identified the following key issues as hindrances to productivity and production: lack of irrigation, lack of appropriate equipment to work the land, low seed quality, non-availability of agro-processors that buy agricultural products, unavailability of fertilizer, competition in local markets by foreign agricultural products, lack of technical support and training.

Recommendations: All participants would like SOCOLAVIM to continue its support to small producers by providing loans because they are unable to grow their business without this assistance. However, they would like to see some small changes in the lending criteria. They argue that SOCOLAVIM should eliminate the requirement to have two loan guarantors because it's difficult to find people who want to be guarantors. They would also like SOCOLAVIM to give them at least 1% less interest when they complete repayment. They would also like SOCOLAVIM to install a sales outlet for agriculture inputs, or to facilitate the purchase of fertilizer and seed by small farmers. They also would have liked SOCOLAVIM to provide loans to enable them to purchase equipment, install a processing plant in the area, and facilitate the ability of members to transact with any commercial enterprise for agricultural inputs.

Despite all these recommendations for action that is badly needed, all participants were very satisfied with SOCOLAVIM's support that enabled the farmers to hire more people than usual to work the land.

12. KOFIP-FECANO

FOCUS GROUP WITH THE FEMALE BENEFICIARIES OF KOFIP-FECANO

The focus group conducted with 15 female beneficiaries of the Grande River of the North Project, who are commercial traders. The focus group members revealed that, to qualify for a loan, you have to be a member of the Jean Baptiste Chavannes Cooperative. This cooperative is one of six cooperatives that constitute FECANO. In order to become a member, one must pay 50 gourdes to register and 200 gourdes for social fees. The criteria to receive a loan are established by the Cooperative as follows: First one must attend member meetings where loan terms are discussed. Second, members must provide loan guaranties, including having two guarantors, owning property, having a valid form of identification, completing the loan application form, processed in PaP, and having a small business already in place. All participants of the focus group admitted that the loan money was insufficient to increase their business, but it was also a way for participants to be involved in the Cooperative's activities.

This support was very important because it allowed the borrowers to produce more profit that provides funds to cover other costs, including tuition for their children, to also buy the best quality products for re-sale, and sometimes to support their husbands by employing occasional contract labor for cacao production. All of the participants have already paid their original loan amounts to KOFIP and are now on their second loan cycle. They sell their goods at the local market and at the markets in other towns, such as Cap Haitian.

Prior to HIFIVE support, only three participants have had the opportunity to receive a loan from another financial institution. They consider these prior loans from the Jean Baptiste Chavannes Cooperative to be excessively expensive compared to those present loans with fixed interest rates (10%). However they acknowledge that the prior loans were better because with other cooperatives, particularly FONKOZE, one can increase the loan amount during the second application. In addition, it could lend up to 25,000 gourdes, while for those loans provided directly by the cooperative, the maximum loan amount is 5,000 gourdes.

The participants didn't personally produce cocoa for the cooperative, but they were in charge of its sale. Their husbands were in charge of production. The loan money was essentially used for the womens' small businesses and the amount of each loan was not sufficient for the borrower to hire people.

The participants all affirmed that they generally used 25% of the amounts traded for household consumption.

The women identified interest rates, late payment penalties, production risks (unproductive crops), and the methods of reimbursement (monthly) as factors that hindered the passion/desire of producers in the area to seek loans from cooperatives.

Recommendations: All the women attended the meetings provided through the cooperative covering loan management; however they determined that this was not sufficient. They would like to receive more substantial training. They would also like the interest rate to decrease, receive larger loan amounts, and adopt certain changes in the criteria for receiving a loan, particularly the requirement of owning property. Finally, they would like KOFIP officials to interact more with their beneficiaries, making frequent visits, not just on days when the loans are due.

13. ASAVIS

FOCUS GROUP WITH THE POULTY FARMERS OF THE SOUTH

Seventeen people, all members of the Association of Poultry Farmers of the South (ASAVIS), participated in a focus group with the evaluation team to discuss the business of raising chickens. The discussions revealed that, for each participant, both the source of motivation and the practice of raising chickens differed. However, one point common to all the poultry farmers was the cost of poultry farming activities. All participants agreed that this was a profitable business.

For all participants, this was the first time they received HIFIVE support. This support, provided through the association, consisted largely of showing the farmers how to develop

a business plan and assist in various stages of the poultry-raising process. Another objective of the support was to channel the farmers towards micro-finance institutions willing to provide loans to help the farmers conduct more competitive business.

Raising chickens is not an easy activity if one does not have sufficient money to increase business. Poultry feed costs represent the largest cost of this business, at 70% of costs. Additionally, this activity requires purchasing chicken coops. There are costs associated with ensuring the continued availability of water and money is needed to purchase and transport baby chicks. Thanks to the support of HIFIVE, the farmers benefited from the purchase, transport, and delivery of the chicks at a reduced price through a group called the Jamaica Broilers. Because of HIFIVE assistance, the cost amounted to 32 gourdes per chick, whereas before the support provided by HIFIVE, the cost per baby chick was nearly twice as much. In addition, the poultry farmers receive technical assistance on production methods from Jamaica Broilers.

All participants recognized the benefits of HIFIVE support. It enabled the farmers to prepare business plans, better understand the business so as to circumvent problems typical to the industry, have greater visibility, and reduce production waste by more than 3%. On the other hand, participants lamented the fact that HIFIVE was unable to make the farmers eligible for a loan from any institution. Of the 173 business plans submitted, only four poultry farmers have been visited by a financial institution to date. The farmers identified two main challenges in raising chickens: commercialization and the lack of financial institutions available to assist poultry farming. It would be advantageous to have funding available for installing cold rooms to store chickens. This would enable farmers to mass produce and thus more effectively sell their broilers while minimizing loss and spoilage.

Recommendations: HIFIVE should have greater oversight of the Jamaica Broilers firm, specifically in relation to the quality and quantity of chicken feed. The food provided by Jamaica Broilers contained too much powder. Of each sack of 25 kilograms of feed, there were actually only 19 or 20 kilograms of feed.

There should be more training for the poultry farmers.

It has been nearly six months since the last business plans were provided to HIFIVE. It would be great for the poultry farmers to know what happened to the loan applications and all those which have yet to be processed.

It would also be ideal if HIFIVE established contacts with other international institutions which are involved in poultry farming, so as to offer some competition and provide poultry farmers with more choice outside of Jamaica Broilers.

The few poultry farmers who are in contact with financial institutions have complained about the method of repayment and the rate of return these institutions claim. This rate is at 2.5% monthly, the same as that for commercial credit. Given that the period for raising a single chicken is 2 months, the rate and repayment methods are inadequate. Something should be done at banks and MFIs to ensure that repayments are made every three months and that the rate be reduced to a 2% ceiling.

ANNEX XII: SCOPE OF WORK



USAID
FROM THE AMERICAN PEOPLE

Issuance Date: December 08, 2011
Deadline for Questions: December 15, 2011 noon (Port-au-Prince Local Time)
Closing Date: December 22, 2011, noon (Port-au-Prince Local Time)

Holders of the IQC
Evaluation Services IQC

SUBJECT: Request for Task Order Proposal (RFTOP) No. SOL-521-12-000005
under the Evaluation Services IQC

USAID Haiti intends to award a Cost Plus Fixed Fee completion type task order to one of the holders of the Evaluation Services IQC to conduct a summative evaluation of the Haiti Integrated Financing for Value Chains and Enterprises (HIFIVE) program, a three-year \$37.2 million cooperative agreement implemented by FHI360.

The duration of the Task Order will be 36 days and project funding will be between \$70,000.00 and \$80,000.00.

Your firm is invited to submit a **Technical** proposal and a **Cost** proposal in accordance with the subject IQC and the following instructions:

- Proposals shall be submitted electronically on or before the closing date and time specified above to gcasimir@usaid.gov and oaahaiti@usaid.gov.

This request in no way obligates the U.S. Agency for International Development to award a Task Order, nor does it commit USAID to pay any cost incurred in the preparation and submission of your proposal. Should you have any other questions, you may contact the undersigned.

Please confirm receipt of this RFTOP.

Sincerely,

Philip Lamade
Contracting Officer

Attachments:

- Attachment 1: Scope of Work
- Attachment 2: Proposal Format & General Instructions to Bidders
- Attachment 3: Evaluation Procedures
- Attachment 4: Branding Strategy

Attachment 1

Scope of Work

Summative Evaluation of Haiti Integrated Financing for Value Chains and Enterprises (HIFIVE) Project

I. Purpose

The purpose of this Scope of Work is to conduct a summative evaluation of the Haiti Integrated Financing for Value Chains and Enterprises (HIFIVE) program, a three-year \$37.2 million cooperative agreement implemented by FHI360. This evaluation will determine the effectiveness of a *few key targeted* HIFIVE approaches and activities in building financial sector support to increase access to financial services for underserved households and enterprises in USAID-supported value chains. As a result, the evaluation is expected to help guide and optimize the effectiveness of future programming in the financial sector. The primary stakeholders for this evaluation include USAID, FHI360, and financial institutions.

II. Background

Haiti is in the process of rebuilding its economy after 25 years of political instability and stagnation. One of the critical factors in this rebuilding process is increasing the flow of financial products and services to businesses in value chains that have a good potential for growth, especially in the neglected rural areas. The enterprises which can spearhead the economic recovery need flexible and tailored products to meet their business needs. More often than not, however, these very enterprises are excluded from the formal financial system especially if they operate outside the urban centers. If economic recovery is to take place, the flow of commercially viable financial products and services must be readily available to the private sector, especially in those value chains which can make the greatest contribution to economic growth and job creation.

The Haiti Integrated Financing for Value Chains and Enterprises (HIFIVE) program was awarded in June 2009 for a three-year period. The main goal of the project was to increase the flow of commercially viable financial products¹ and services to productive enterprises. The program addressed both the supply side delivery as well as limited interventions to address the demand for financial products and services. The HIFIVE program draws on Haiti's financial institutions (both banks and non-banks) into financing businesses engaged in high-priority value chains as well as to increase the demand for these same financial products and services. This goal was to be achieved through five strategic project objectives:

¹ HIFIVE program encourages financial institutions to increase and diversify their lending to MSMEs by: assisting the financial institutions to grow and/or diversify their operations through the introduction of new financial products and services, including savings mobilization, as well as linkages to new potential clients such as input suppliers, traders and marketing agents (especially products adapted to the needs of rural communities).

1. Increase Availability of Value Chain Finance: Work with those MFIs and financial institutions best positioned to expand the delivery of financial services to priority geographic areas and productive micro, small, and medium enterprises (MSMEs) to develop and to introduce appropriate financial products for participants within different value chains, thereby supporting expansion of agricultural and other production;
2. Improve Access to Financial Products and Services in Rural Areas; Promote the expansion of coverage in rural zones and of the financial products and services available for rural enterprises;
3. Increase Effective Use of Remittances: Work with financial institutions and members of the Haitian Diaspora to develop innovative strategies for increasing the development impact of remittances, including increasing Diaspora investment in value chains;
4. Increase Use of Information and Communications Technology (ICT) Solutions for Financial Inclusion: Encourage use of ICT solutions to broaden and to deepen access to financial services for Haiti's poor and rural populations; and
5. Develop Effective Linkages with other USAID Programs: Create demand driven strategies for financial products and services based on the identified needs of other USAID programs focused on agricultural and other value chains.

The HIFIVE program contains four separate grant facilities to encourage an expansion of financial services. Grants are used to promote innovations and experimentation in the use of technology solutions; finance a wide range of capacity building initiatives; encourage linkages among different USAID-financed programs; and help mitigate a wide range of risks that impact the financial institutions and their clients. HIFIVE envisioned a seamless relationship between the grant facilities, technical assistance and training, and market facilitation to establish new linkages and to broaden and deepen Haiti's financial markets.

The program used a combination of direct technical assistance from project staff, as well as partnerships with local service providers and financial networks to work with the financial institutions. The number of Haitian firms providing business development services was limited but growing, and HIFIVE's aim was to provide them access to technical assistance to build their capabilities to deliver training and technical support to banks, financial cooperatives and microfinance institutions looking to expand their markets.

Finally, HIFIVE participated in the Inter-project Coordinating Committee on Finance, a working group of USAID projects addressing finance, and utilized existing networks (e.g., the Bankers Association, the national microfinance network, *Développement Internationale Desjardins* and others) to develop common solutions and pursue opportunities to improve financial access for MSME.

Now that HIFIVE is in the last year of its implementation, it is essential to examine how the original project objectives were achieved and also to guide the development of future programming in the financial sector.

III. Evaluation Questions

1. How effectively did HIFIVE work with financial institutions and other USAID projects to implement key initiatives that will strengthen USAID-supported value chains and to provide financial products that will improve the profitability and productivity of those value chains? What issues and gaps still need to be addressed in order to improve the access, use and quality of financial products and services in the areas targeted by HIFIVE?
2. To what extent has HIFIVE contributed to the improvement of access to credit in the agricultural sector? Factors to be examined include the availability of value chain finance, especially in the rural areas targeted by HIFIVE.
3. To what extent has HIFIVE (through the public-private partnership with the Gates Foundation) been able to establish commercial viability for mobile banking in the near, medium or longer term in Haiti? To what extent have HIFIVE interventions contributed to the viability of the mobile banking sector, ie, the level of interest of the cell phone companies and banks in maintaining and advancing the mobile banking sector?

IV. Suggested Methodology

The evaluation Team Leader will propose for USAID's review, the methodology to be used to address evaluation questions. This methodology (which is expected to be mainly **qualitative** through surveys, interviews, and focus groups) will specify the research design, as well as methods and procedures for sampling, data collection and data analysis. Efforts should be made to use multiple data collection methods and data sources to allow for triangulation of data and cross-validation of results.

V. Evaluation Team Composition

The Evaluation Team will be composed of two external consultants and two data collectors. One of the two consultants should be local, mainly for two reasons: a) because of local consultants' knowledge of the Haitian context and culture, and b) to further build local capacity in evaluation. The Team Leader will have significant knowledge in the financial sector. In addition, the Team Leader will have demonstrated experience in monitoring and evaluating finance-related projects. He/she will be responsible for planning the evaluation, coordinating the implementation of the evaluation, assigning evaluation responsibilities and tasks, and authoring the report, in particular findings, conclusions and recommendations.

The other consultant will have combined expertise that will best complete the Team Leader's profile to ensure that all the areas of expertise required for the evaluation are effectively covered. The two data collectors will assist the consultants with data collection activities such as conducting interviews. They should be fluent in French and Creole and have demonstrated experience in conducting interviews, preferably within the area of conflict management and mitigation.

Required qualifications for the two consultants include:

- Advanced degree (Master's or above) or equivalent in development economics-related field or in a field related to an area of expertise required for evaluations (e.g. quantitative and qualitative research, monitoring & evaluation);
- Minimum of five years' experience in the monitoring and evaluation of development activities;
- Demonstrated experience with and understanding of monitoring and evaluation of the financial sector;
- Excellent oral and written communication skills in English, as well as fluency in French and Creole for at least one of the consultants to be able to develop instruments and conduct interviews in French and Creole;
- Experience interacting with developing country governments, international organizations, other bilateral donors, civil society representatives, and senior level government officials;
- Ability to work with diverse international teams and excellent interpersonal skills.

VI. Schedule and Logistics

It is estimated that the Evaluation Team will spend a total of 6 weeks to plan and implement the evaluation and to write the report. All team members are expected to work six days a week. USAID/Haiti will provide basic logistics (clearances in liaison with the GOH and USAID partners, lodging recommendations, etc.) and some administrative support for the team. The Evaluation Team's primary contact person within USAID/Haiti will be Joyce Kim, the Mission Evaluation Point of Contact.

Proposed Schedule

Task	Number of working days
Meeting with relevant USAID staff and document review	4
Preparation of evaluation and logistics plan	3
Detailed Evaluation and logistics plan submitted to USAID for review	1
Hiring of data collectors and driver	1
Data collection and analysis	15
Briefing on key findings with USAID/Haiti	1
First draft report	8
Finalizing report	3
Total	36

VII. Deliverables

The Team Leader will submit the following deliverables to USAID/Haiti:

- 1) An evaluation plan that will include the overall evaluation design, methods for sampling, data collection and analysis, and data collection instruments. It will also include a logistics plan.
- 2) Summary key evaluation findings to be presented during a briefing to USAID/Haiti Mission staff.
- 3) A draft of the final report to be submitted to the USAID/Haiti Mission for review and feedback one week after the end of data collection and analysis.
- 4) The Team Leader will submit the final report within 3 working days after receiving feedback from USAID/Haiti. The final report should integrate USAID/Haiti's comments, and contain an executive summary, evaluation context, brief project description including approach, objectives and activities, evaluation methodology, evaluation findings. Based on evaluation findings, the consultant will present results achieved to date, draw conclusions and document lessons learned. Details about writing an evaluation report is available in the USAID publication *Performance Monitoring and Evaluation TIPS: Constructing an Evaluation Report* available at the following website:
<http://www.usaid.gov/policy/evalweb/documents/TIPS-ConstructinganEvaluationReport.pdf>
- 5) USAID/Haiti requests both an electronic version of the final report (Microsoft Word 2003 format) and 5 hard copies of the report. The report will be released as a public document on the USAID Development Experience Clearinghouse (DEC) (<http://dec.usaid.gov>)

ANNEX XIII: HIFIVE EVALUATION METHODOLOGY PLAN

Evaluation Methodology

Haiti Integrated Financing for Value Chains and Enterprises

HIFIVE

Introduction

This is an independent, external mid-term evaluation of the USAID/Haiti project: Haiti Integrated Financing for Value Chains and Enterprises (HIFIVE). The evaluation will provide information on the performance of the project in meeting its primary objectives, and its effectiveness in increasing the availability of financial products and services to USAID project beneficiaries and third parties, particularly in rural areas, and those engaged in USAID-supported value chains. In addition to providing USAID with an assessment of the current results of a high profile project, the evaluation is expected to help guide and optimize the effectiveness of future USAID programming in the financial sector.

The HIFIVE program is a three-year \$37.2 million cooperative agreement implemented by FH1360, with the support of two sub-contractors: Technoserve (TNS) and the World Council of Credit Unions, Inc. (WOCCU). HIFIVE was awarded by USAID/Haiti in June 2009 as a five-year project that was initially funded for a three-year period, with a possible additional funding to complete its five-year project life. In May 2012 the project life was extended until May 2014, until the end of the additional period. The main goal of the project is to increase the flow of commercially viable financial products and services to productive enterprises. The HIFIVE program addresses both the supply side delivery as well as limited interventions to address the demand for financial products and services. Project objectives for its initial three-year life were the following:

1. Increased Availability of Value Chain Finance
2. Improved Access to Financial Products and Services in Rural Areas
3. Increased Effective Use of Remittances
4. Increased Use of ICT Solutions for Financial Inclusions
5. Effective Linkages Developed with Other USAID Programs

The primary stakeholders for this evaluation include USAID, FH1360, its sub-contractors, and the HIFIVE project's beneficiary financial institutions.

Evaluation Questions

The evaluation will review the effectiveness of the HIFIVE program, as well as the sustainability and viability of its accomplishments to date. Of particular interest will be to analyze the permanence of the changes that have occurred in the availability of MSME finance, and in financial services that are provided to these organizations. In addition, evaluation intends to answer the following specific questions posed in the RFP:

1. How effectively did HIFIVE work with financial institutions and other USAID projects to implement key initiatives that will strengthen USAID-supported value chains and to provide financial products that will improve the profitability and productivity of those value chains? What issues and gaps still need to be addressed in order to improve the access, use and quality of financial products and services in the areas targeted by HIFIVE?

2. To what extent has HIFIVE contributed to the improvement of access to credit in the agricultural sector? Factors to be examined include the availability of value chain finance, especially in the rural areas targeted by HIFIVE.

3. To what extent has HIFIVE (through the public-private partnership with the Gates Foundation) been able to establish commercial viability for mobile banking in the near, medium or longer term in Haiti? To what extent have HIFIVE interventions contributed to the viability of the mobile banking sector, ie, the level of interest of the cell phone companies and banks in maintaining and advancing the mobile banking sector?

Evaluation Design

The methodology used for addressing the evaluation questions will be largely qualitative, through surveys, interviews and focus groups as described in the following paragraphs.

Background information: The evaluation team will review relevant documents such as USAID/Haiti country strategy and HIFIVE project reports including work plans, project monitoring plans (PMPs), quarterly progress reports, and technical reports generated by the project. A review of these documents will allow us to clarify the objectives of the project, to understand what activities have been carried out to date, and the results of these activities. The will analyze the information from the tracking system for microfinance institutions as well.

Key actors: The team will conduct semi-structured interviews with USAID and HIFIVE staff, its subcontractors, as well as key project partners and grantees. These interviews will provide information on the effectiveness of project implementation, project impacts, and synergies developed. The team will obtain additional information from documentation provided by those interviewed.

The evaluation team will interview these key actors through open-ended questions and responses. Those to be interviewed include representatives of international organizations, development foundations, HIFIVE development partners and collaborators, as well as banks and other financial institutions. These questions are designed to probe the respondents' depth of knowledge about problems and constraints that limit the access to credit and financial services by SMEs and value chain operators in rural areas; their knowledge of the work being carried out by the HIFIVE project, and their opinions on what additional work needs to improve the availability of finance for the targeted groups and sectors. These interviews will also probe for lessons learned and to determine the perceptions of those interviewed as to the effectiveness of the project, its main accomplishments, and for an indication of mid-course corrections that may be required. Furthermore, many of the team's conclusions and recommendations will be guided by the responses that are provided by those interviewed.

Key actors include USAID, HIFIVE, WOCCU, Technoserve, The European Union, The World Bank, CIDA; development foundations including Croissance, REBO, AgriDev, and SOGE Foundation; and commercial banks including Sogebank, Unibank, CitiBank, and BNC, as well as the Haiti Bankers' Association.

Mobile banking: In particular, the team will interview those key actors who have been involved in e-banking and mobile banking. These include those organizations in Haiti closely associated with the Gates Foundation; technology and telephone companies

associated with mobil money, as well as Mercy Corps and participating financial institutions. Mercy Corps has been involved in the distribution of relief supplies using mobile banking technology. Those specific organizations that the team plans to interview include Yellow Pepper, Transversal, Digicel, Voilà, and, of course, Mercy Corps. The participating banks are Unibank, the banking partner of Voila's TiCash, and Scotiabank, the banking partner of Digicel's TchoTcho Mobile.

The information provided by this group of respondents will be instrumental in formulating the team's response the third evaluation question that is shown in the previous paragraph.

Examples of the open-ended questions that have been developed for the different key actors as well as those involved in the mobile banking initiative are shown in Annex I.

Field interviews: During the second and third weeks of the evaluation, all four members of the evaluation team plan to make site visits to Port-au-Prince, Saint Marc, Marmelade, Mirebelais, Cap Haitien, Leogane, and Lapadee. The four members will divide into two sub-teams, each containing two persons. The first sub-team will meet and interview focus groups of 8-12 small farmers and participants in rural value chains who have who have obtained credit as a result of HIFIVE support provided to their respective financial institution. The second sub-team will interview the management and staff of micro-finance institutions, and a limited number (2-3) of focus groups that are composed of beneficiaries of other USAID-supported projects, such as the Labadee Handicraft Merchants, the Cap Haitien Taxi Association, and the female value chain participants who worked with the DEED project.

Micro-finance institutions: In its list of counterpart organizations, the HIFIVE project includes a total of 28 micro-finance institutions. The team plans to interview executives of 12 of the 28 microfinance providers that are HIFIVE counterparts, or approximately 45%. Those selected were chosen based on their importance to the HIFIVE project, the accessibility of their field locations, and the time they have worked with the project. These organizations were chosen by the evaluation team in collaboration with the HIFIVE Chief of Party (COP).

The names of the micro-finance institutions the evaluation team plans to visit, and their locations, are shown in the following table:

Team Visits to Micro-Finance Institutions	
Name	Location
CECACHE	Port-au-Prince
MAMEV	Gressier
MCN	Port-au-Prince
KEKAM	Marmelade
KOFIP	Port-au-Prince
SOCOLAVIM	Saint Marc
CPF	Cap Haitien

Team Visits to Micro-Finance Institutions	
Name	Location
SCOCENTER	Mirebalais
CREPES	Thiotte
Le Levier	Port-au-Prince
KNPF	Port-au-Prince
CODECREM	Mirebalais

For the micro-finance interviews, the sub-team will use a combination of open-ended and directed questions. The responses to the open-ended questions will serve to gauge the respondent's knowledge and response to the problems and constraints of rural credit, and agricultural lending in particular; their familiarity with the work carried out by HIFIVE, and their views on how to best overcome the deficiency of rural credit. They will also be used to define the issues and gaps still need to be addressed to improve the access, use, and quality of financial products and services in HIFIVE targeted areas. The information obtained from the directed questions will be used to track the amount of funding provided to the targeted groups and value chains, and to compare the proportion of the micro-finance institution's lending portfolio with the total portfolio, before as well as after the HIFIVE intervention. The directed questions will also help to track over time the number of financial products provided to the value chains to improve their productivity and profitability. Interviews with the management and staff of the micro-finance institutions will inform the team's response to the first evaluation question described above. An example of the questionnaire to be used for the interviews with the micro-finance organizations is shown in Annex II.

Micro-finance beneficiaries – farmers and value chain participants: The first sub-team will organize and interview focus groups of beneficiaries associated with each of the 12 micro-finance institutions that were selected by the evaluation team. The focus groups will be composed of around 8 - 12 people, and will include small farmers and members of USAID-supported value chains that have received loans from the respective micro-finance institution. Project beneficiaries to be interviewed by the evaluation team during the field interviews will be selected at random from the list of clients at the micro-finance institutions within the project areas where the surveys will take place. Group members will be selected to represent a diverse range of business ventures that have been supported through the credit provided to them, as well as those receiving different credit amounts (small, medium, large). To encourage women's participation, a minimum quota of 30% female beneficiaries will be invited to the focus groups. One focus group per day is scheduled for the twelve-day survey period, which is considered to be the maximum number that can be organized and held, in light of the available time and logistics difficulties. For these meetings, the first sub-team will conduct directed interviews using interview guides designed to gauge the impact of the loans received on the beneficiaries' livelihood and on their business activities. These directed questions are also designed to monitor the respondents' perceptions of the lending process, and of the services they were provided by the HIFIVE project. These responses will be tabulated and analyzed, and will

serve as input into the evaluation team's response to the second evaluation question, presented above.

As was the case for the meetings with microfinance institutions, the focus group discussions will focus on both qualitative and quantitative aspects of the HIFIVE project. The evaluation team will assess the beneficiaries' circumstances before and after the project to determine the amount of progress induced by the project and the satisfaction level of beneficiaries. The focus group discussions will give an indication of the lessons learned, as well as mid-course corrections to the extended project.

To ensure the participants' understanding of the process, the participants' guides will be designed in Creole.

After completing the visits and interviews with the micro-finance institutions, the second sub-team will, as time allows, meet with a few focus groups composed of beneficiaries of USAID-supported projects to be selected from different value chains such as of mango, cocoa, and handicrafts. The process of organizing and conducting the focus group sessions will be similar to those followed by the first sub-team.

Interview guides for the focus group meetings with farmers and other value chain participants are presented in Annex III.

Data Collection

New data will be obtained from field interviews and surveys, which will be supplemented by available data on project performance against its indicators from the HIFIVE project data base. Open-ended interviews will be carried out with the key players that are jointly selected by the evaluation team and the HIFIVE project staff. Project beneficiaries to be interviewed by the evaluation team during the field interviews will be selected at random from the list of clients at the micro-finance institutions (MFIs) within the project areas where the surveys will take place. The data provided by these respondents will be compiled from the information generated by the questionnaires. The data collection instruments and questionnaires will be designed by the two data collectors for their respective sub-teams, under the technical supervision of the Evaluation Specialist. They will be used for the specific purpose of responding to the three evaluation questions described above.

All four team members will participate in data collection. Raw data will be recorded on the individual questionnaires used for the interviews. The actual collection of data will be the responsibility of each data collector, for their respective sub-team.

The field surveys will cover a period of 12 days. The sampling method will involve the use of questionnaires, written in Creole. Since most of the questions used in the different survey instruments provide qualitative information, the responses will be transcribed onto the questionnaires in MS Word, and will be extracted and analyzed by using simple Excel spreadsheets.

Data Analysis

The Evaluation Specialist and one Data Collector will conduct the analysis of the quantitative data obtained through the field interviews, as well as the performance of the project toward meeting its targets for the different indicators. The Team Leader and the

second Data Collector will compile and analyze the responses to the open-ended questions by those interviewed during the field interviews..

Evaluation Management

The evaluation will be carried out under the responsibility of the team leader, with the support of the other team members. The field survey will be conducted by the Data Collectors, under the supervision of the Evaluation Specialist.

Evaluation Logistics Plan

The logistics plan for the evaluation is shown in the calendar contained in Annex IV. This calendar provides a time line for the tasks to be carried out.

METHODOLOGY PLAN
ANNEX I

EVALUATION QUESTIONS
KEY ACTORS AND KNOWLEDGEABLE THIRD PARTIES
INTEGRATED FINANCING FOR VALUE CHAINS AND ENTERPRISES
HIFIVE PROJECT

For development partners, foundations, and NGOs that work in collaboration with the HIFIVE project:

1. What is the nature of your business or profession? Can you please provide a brief description and background summary of your activities?
2. What is the relationship between your organization and the Integrated financing for Value Chains and Enterprises (HIFIVE) project? How did the relationship develop?
3. For organizations that have received grants or technical assistance from the HIFIVE project:
 - a. What support has your organization received from the project?
 - b. Was the assistance relevant to your needs? Was it timely?
 - c. What was the impact of this assistance on your organization? What was achieved as a result of the assistance?
 - d. How would you rate this assistance in terms of its effectiveness and impact on your organization, on a scale of 1 – 10 (10 highest)?
4. In your view, how effective is the HIFIVE project's work to increase the availability of agro credit, and to strengthen value chains? Do you believe that it has achieved what it set out to do?
5. Do you have any observations about the experience, qualifications, and effectiveness of the HIFIVE project management team?
6. How sustainable is the HIFIVE project's work? What do you think will happen when the program ends?
7. Do you see the support provided by the HIFIVE to increase the availability of credit the agricultural sector and USAID-supported value chains as being highly appropriate and relevant, in light of the current needs for this sector? Does the project mesh well with Haiti's regulatory and legal environment? Do you believe it fits well with Haiti's development needs?
8. What do you believe to be the project's greatest impact on agriculture?
9. From the point of view of USAID, the HIFIVE project has two important objectives:
 - a. To increase lending by banks and financial institutions to Haiti's agricultural sector
 - b. To stimulate the growth and expansion of USAID-supported value chains.

How well do you believe it has achieved these objectives?
10. What, in your view, are the main limiting factors to agro lending in Haiti?
11. What gaps need to be addressed to improve the availability of credit to agriculture and value chains?
12. In the event that a follow-on project might be developed by USAID, how, in your opinion, should it differ from the current HIFIVE project to encourage agricultural/agribusiness lending?

13. Do you have a specific recommendation for programs that the evaluation team could provide to USAID to help increase the availability of lending for agriculture and value chains? In light of your experience, what advice would you give USAID?
14. How would you rate overall, on a scale of 1 – 10 (10 highest), the Haiti HIFIVE project and its work to strengthen the agricultural sector?

METHODOLOGY PLAN
ANNEX II

EVALUATION QUESTIONS
BANKS AND MICRO-FINANCIAL INSTITUTIONS
INTEGRATED FINANCING FOR VALUE CHAINS AND ENTERPRISES
HIFIVE PROJECT

For banks and financial institutions in Haiti:

1. What is the relationship between your organization and the Integrated financing for Value Chains and Enterprises (HIFIVE) project? How did the relationship develop?
2. What support has your organization received from the project?
3. Was the assistance relevant to your needs? Was it timely?
4. What was the impact of this assistance on your organization? What was achieved as a result of the assistance?
5. How would you rate this assistance in terms of its effectiveness and impact on your organization, on a scale of 1 – 10 (10 highest)?
6. In your view, how effective is the HIFIVE project's work to increase the availability of agro credit, and to strengthen value chains? Do you believe that it has achieved what it set out to do?
7. Do you have any observations about the experience, qualifications, and effectiveness of the HIFIVE project management team?
8. How sustainable is the HIFIVE project's work? What do you think will happen when the program ends?
9. Do you see the support provided by the HIFIVE to increase the availability of credit the agricultural sector and USAID-supported value chains as being highly appropriate and relevant, in light of the current needs for this sector? Does the project mesh well with Haiti's regulatory and legal environment? Do you believe it fits well with Haiti's development needs?
10. What do you believe to be the project's greatest impact on agriculture?
11. From the point of view of USAID, the HIFIVE project has two important objectives:
 - a. To increase lending by banks and financial institutions to Haiti's agricultural sector
 - b. To stimulate the growth and expansion of USAID-supported value chains.

How well do you believe it has achieved these objectives?

12. Has your organization increased its agricultural and value chain lending program in response to HIFIVE support in this area? If so, can you provide the evaluation team with data to help us quantify the amount of increase?
Percent of agricultural loan portfolio compared to total loan portfolio for each of the last three years:
13. Has your organization increased the number of financial products available to small-scale borrowers (including agriculture) in response to HIFIVE support in this area?
Number of financial products available each of the last three years:
14. Do you view the HIFIVE project's support of financial institutions as a cost-effective way to increase the availability of credit to the agricultural/agribusiness sector? In your view, would there be other, more effective means to support agricultural lending by commercial banks and financial institutions?

15. The Haiti HIFIVE project has a substantial human capital development component and an institutional strengthening component for credit providers, as well as some amount of borrower training. In your opinion, is this support a) about right, b) too little, or c) too much?
16. What, in your view, are the main limiting factors to agro lending in Haiti?
17. What gaps need to be addressed to improve the availability of credit to agriculture and value chains?
18. In the event that a follow-on project might be developed by USAID, how, in your opinion, should it differ from the current HIFIVE project to encourage agricultural/agribusiness lending?
19. Do you have a specific recommendation for programs that the evaluation team could provide to USAID to help increase the availability of lending for agriculture and value chains? In light of your experience, what advice would you give USAID?

METHODOLOGY PLAN
ANNEX III

EVALUATION QUESTIONS

HIFIVE BENEFICIARIES – AGRICULTURAL PRODUCERS AND MSMEs INCLUDING BORROWERS

For beneficiaries of the HIFIVE project, including small-scale borrowers:

1. What is the nature of your business or profession? For how long have you been in this business / profession?
2. What is your relationship with the HIFIVE project? What services did the project provide to you or to your company? Please describe fully.
3. In case you received a loan with the assistance of the HIFIVE project, please answer the following questions:
 - a. Please advise the name of the financial institution, the loan amount, its terms and conditions, its repayment status, and the amount owed.
 - b. How did you connect with the financial institution to receive the loan? How did the loan process transpire?
 - c. What were the loan interest rate, and its collateral requirement?
 - d. What was the purpose of the loan? How did you use the funds?
 - e. What was the outcome of the investment you made with the loan funds? What results were achieved?
 - f. What have been the financial results to date? Has the loan been used for the intended purpose? Have you been able to pay back the principal + interest in time? Is the interest charged by the financial institution too high, or reasonable compared to other banks?
 - g. Did any females (wife; partner) participate in the investment? If so, what was their role?
 - h. Have you received a bank loan in the past, before the loan you received that was supported by HIFIVE? How do you compare these experiences?
 - i. Has the loan supported by HIFIVE had any impact on your business activity, in terms of increased sales, increased income, increased earnings, increased employment or increased productivity? Can you provide estimates of the amount of impact?
 - j. Had you not been able to obtain a loan with the support of HIFIVE, what financing alternatives would have been available to you? Would have these other financing alternative been more or less expensive than the loan you obtained?
 - k. Where do you sell your products? To a processor? To retail market? How much is for your own consumption?
 - l. What difficulties does a small farmer face in terms of financing business activities? If small farmers are gathered in some sort of producers' association would it ease the financing problem? Why you think it would (or would not)?

- m. In addition to receiving the loan through the support of HIFIVE, were you provided any training or technical assistance to help you with the loan process e.g., writing business plans, bookkeeping, cash management? If technical assistance was given to you, was it helpful? If technical assistance was not given to you, would have been useful?
 - n. In addition to receiving the loan, have you been provided any production technical assistance, training, or other support from any project, NGO, or the Ministry of Agriculture to help with your farming or business activity?
 - o. After you pay back your current loan, do you think you can finance your business with your own cash, or you believe that you will again need bank or other financing to help maintain your business?
 - p. If you were to receive a new loan from the same financial institution, what terms and conditions you would like to see in this new loan? For what purpose you would like the next loan be used? Working capital (crop production; new crop varieties) or capital expenditures (machinery, new technology, irrigation)?
 - q. On a scale of 1 – 10 (10 high) how would you rate your banking experience?
4. In case you received production technical assistance or marketing support from the HIFIVE project, please answer the following questions:
- a. Please describe the support received and the results obtained.
 - b. How relevant was this support to your actual needs? How satisfied are you with the outcome?
 - c. What was the impact of this support on your farm or business? What benefits did it provide?
 - d. Can you provide information that will help the team quantify the impact of the support you received in terms of a) investment, b) employment generated, and c) revenue?
5. Can you make any suggestions that would help HIFIVE improve the services it provides?
6. How effective do you view HIFIVE's work? Can you provide comments about the experience, qualifications, and effectiveness of HIFIVE's officers?
7. How would you rate your overall experience with the HIFIVE project on a scale of 1 – 10 (10 high)?
8. How about collateral asked by HIFIVE? Is it reasonable? Have you heard cases in your business sector where collateral has been taken by HIFIVE (or other banks)? Is this common or does it happen rarely?
9. Has the loan from HIFIVE helped you to start up the business or expand the business?
10. Have you hired new employees given the start up / expansion of your business? Are these employees member of your family / extended family? Are they seasonal employee? Have you hired more women or men? Please describe.

11. How satisfied are you with the experience with the HIFIVE's performance? How would you rate your level of satisfaction with HIFIVE on a scale of 1 – 10 (10 highest)? Explain the basis of your rating.
12. What measures should be taken by GOH to encourage agricultural/agribusiness development in Haiti? Should the agriculture sector be stronger than it is now? What needs to be done?

Q.1. Ki jan de relasyon nou genyen ap pwojè HIFIVE la ? Kijan de sèvis ke pwojè a te ofri nou ? Silvouplè esplike n an detay tout sa ki genyen nan kad pwojè sa.

Q.2 (*Kesyon nou pral poze konnye a la konsène tout moun ke pwojè HIFIVE te prete lajan pou fè ti aktivite yo*)

a. Silvouplè di nou non entitasyon ki te fè w jwenn lajan, ki kantite kòb yo te prete w, ki kondisyon ki te diskite, kouman ou te ranbouse kòb sa e, konbyen enterè w te peye.

b. Ki relasyon ou te genyen ak entitasyon ki fè w jwenn prè a ? Kouman prosesis pou jwenn prè a te deroule ? (*Fouye pou nou konnen si moun nan se manm entitasyon li te ye oswa se lòt relasyon ki fè l te jwenn prè a*)

c. konbyen tarif enterè sou prè a te ye e kilòt garanti yo te mande ? (*Fouye pou n konnen si kantite enterè a depann de kantite kòb moun nan prè a*)

d. Poukisa ou te fè prè a ? Kouman ou te itilize lajan yo te prete w nan ? Kisa w te fè ak lajan sa ? Eske w te itilize lajan pou sa yo te prete w li a ?

e. Kisa investisman lajan yo te prete w la te rapòte w ? Kouman rezilta yo te ye ?

f. Jiska jounen jodi a kouman rezilta yo ye sou pwendevè finansye ? Eske w te rive peye manman lajan an ak enterè yo a tan ? Eske w te trouve enterè ke entitasyon an mande w pou w te peye a twò wo, rezonab lè wap konpare ak sa lòt bank yo konn mande pou moun pye kòm enterè ?

g. Eske medam yo te patisipe nan aktivite w te fè ak lajan prè a ? Ki wol yo te jwe ?

h. Eske sa te rive déjà avan prè HIFIVE la ke w te jwenn lòt bank ki prete lajan pou w fè ti biznis ou ? Si wi, ki konparezon ou fè ant 2 esperyans sa yo ? (*Fouye sou kantite enterè, delè ranbousman, kantite kòb maksimum elatriye*)

i. Eske prè sa ke HIFIVE te fè w jwenn nan gen enpak sou biznis/aktivite w la ? (*Eske li pèmèt biznis lan vinn pi gwo ? eske li ogmante vant yo ? eske li ogmante revni w ? eske li ogmante benefis ou ? eske l te pèmèt ou bay plis moun travay ? eske l te ogmante prodiksyon ou ?*)

j. Eske w ka bay yon estimasyon de kantite enpak kòb prè sa genyen sou biznis/aktivite w ?

k. Si w pat ka jwenn prè nan men entitasyon ke HIFIVE sipòte yo kilòt posiblite de finansman ou tap genyen ? Eske w panse lòt altènativ /posiblite finansman sa yo tap pi chè oswa mwen chè ke prè w te jwenn nan ?

l. Ki kote w vann pwodwi w yo ? Bay moun ki vinn achte pou yo ale revann? Bay moun kap fè komès detay? Ki kantite nan pwodiksyon/machandiz ou an ke itilize pou laka y pa w?

m. Ki difikilte/pwoblèm ke ti fèmwe/kiltivatè bò isit ak konfronte nan jwenn finansman lajan pou yo ka fè ti aktivite yo ? Si ti fèmwe/kiltivatè yo mete tèt yo ansanm pou yo fòme yon asosiyasyon pwodiktè, eske w panse sa tap regle pwoblèm jwenn finansman ? Kisa ki fè w di sa ?

n. Anplis de prè ke w te jwenn a travè sipò HIFIVE la, eske w te jwenn fòmasyon oswa asistans teknik ki pou ede w nan tout chemimman prè a ? (*Tankou , kouman pou w ekri yon plan pou jere biznis ou an ;kouman pou w fè kontablite, jere ti lajan likid kir antre nan men ou elatriye*). Si yo te ba w asistans teknik, eske l te itil ou ? Si yo pat ba w asistans teknik, eske w panse ke se tap yon bon bagay pou yo ba w li ?

o. Anplis de laja yo te prete w la, eske w te jwenn asistans teknik sou pwodiksyon? Tankou fòmasyon, oswa nenpòt lòt sipò teknik de nenpòt lòt pwojè, Lòt Òganizasyon entènasyonal, oswa Ministè Agrikilti pou ede w ak fè m ou an oswa lòt ti aktivite w.

p. Lè w finn peye prè sa, eske w panse wap ka finanse biznis ou an avèk pwòp lajan ou oswa w panse wap bezwen yon bank oswa nenpòt lòt enstitisyon pou prete w lajan ankò pou w ka kenbe biznis lan ?

q. Si w ta gen pou w repretè lajan nan men menm enstitisyon ki sot prete w lajan an, ki tèm ak kondisyon ou ta vle pou genyen nan nouvo prè sa ? Kisa tap fè ak lajan nouvo prè a ? (Fè lajan roule/ fon roulman tankou ogmante rekòlt, ogmante varyete pwodwi wap kiltive oswa depansè l nan achte lòt machinn ak zouti, nouvel teknoloji, irigasyon elatriye)

r. Sou yon echèl de 1 a 10, kouman ou te ka evalye eksperyans ou nan zafè bank, prè ?

Q.3 (Si w te resevwa asistans teknik sou zafè pwodiksyon oswa sipò sou zafè komèsyalizasyon de projè HIFIVE, tanpri reponn kesyon sa yo)

a. Dekri sipò w te resevwa e rezilta w te jwenn

b. Eske sipò te vrèman itil/pètinan pa rapò a bezwen reyèl ou ? Eske w ka di w satisfè de rezilta final yo ?

c. Ki enpak ke sipò sa genyen sou fèm ou an oswa biznis ou an ? Ki benefis li pèmèt ou tire ?

d. Eske w ka bay enfòmasyon ki ka pèmèt ekip la kantifye enpak de sipò ke w te resevwa an tèm de : a) envestisman ; b) kantite moun li pèmèt ou bay travay e c) sa li rapòte antèm de revni.

Q.4 Eske w ka bay kèk sijesyon ki ka pèmèt HIFIVE amelyore kalite sèvis ke li ofri yo ?

Q.5 Kijan ou wè efikasite travay ke HIFIVE ap fè bò isit la? Eske w ka fè de twa kòmantè nan sa ki gen pou wè ak eksperyans, kalifikasyon ak efikasite ofisye HIFIVE yo ?

Q.6 Sou yon echèl de 1 a 10 kouman ou te ka evalye esperyans general ou ak Pwojè HIFIVE

Q.7 Konsènan garanti ke HIFIVE mande, kisa w te ka di ? Eske w trouve li rezonab ? Eske w tande déjà nan sektè aktivite kote HIFIVE oswa lòt bank ki konnfè prè sezi garanti ke yo te mande yo ? Eske se yon bagay ki rive souvan oswa yon lè konsa ?

Q.8 Eske prè w te jwenn nan men HIFIVE la te ede w monte yon ti biznis oswa agrandi biznis ke w te gen déjà ?

Q.9 Eske lè w tap lanse oswa agrandi biznis lan ou te angaje nouvo moun ? Eske nouvo anplwaye sa yo se manm fanmi w yo ye oswa fanmiy lòt fanmi w? Eske se moun ou angaje pou yon peryòd/sezon ? Eske w te angaje plis fanm ke gason ? Silvouplè di nou kouman ou te fè

Q.10 Ki degre satisfaksyon de eksperyans ou fè ak pèfòmans HIFIVE la ? Sou yon echèl de 1 a 10 kouman ou evalye nivo satisfaksyon avèk HIFIVE. Eksplike sou kisa ou baze pou w bay nòt sa

Q.11 Ki mezi GOH ta dwe pran pou ankouraje devlopman agrikilti/ agribiznis an Ayiti ? Eske sektè agrikilti a ta dwe pi gwo ke jan li ye konnye a ? Kisa ki ta bezwen pou fèt pou sa rive ?

Q.11 Ki dènye mo ak rekòmandasyon wap bay pou Pwojè HIFIVE la ta ka amelyore sèvis ke lap ofri ak popilasyon an a travè sèten enstitisyon.

MÈSI ANPIL

METHODOLOGY PLAN
ANNEX IV
LOGISTICS PLAN

Logistics plan – June 2012

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1 Document review Home	2 Prepare draft work plan Home Submit draft work plan
3 TL travel to Haiti Port-au-Prince	4 Meet with USAID; revise work plan Port-au-Prince	5 Meet with USAID; HIFIVE staff; revise work plan Port-au-Prince	6 Revise work plan; meet HIFIVE staff Port-au-Prince Submit revised work plan	7 Holiday; plan field trip Port-au-Prince	8 Meeting with Technoserve Port-au-Prince	9 Meet with project partners Port-au-Prince
10 Port-au-Prince	11 Meet with Mobil Money partners Port-au-Prince	12 Meet with Mobil Money partners Port-au-Prince	13 Team 1 CECACHE; Team 2 CECACHE, MCN Field	14 Team 1 MCN, Team 2 KOFIP, Le Levier Field	15 Team 1 KOFIP, Team 2 KNFP; CREPES Field	16 Team 1 Le Levier, Team 2 MAMEV Field
17 Field	18 Team 1 KNFP, Team 2 SOKOLAVIM, KEKAM Field	19 Team 1 CREPES, Team 2 CPF, SCOCENTER Field	20 Team 1 MAMEV; Team 2 CODECREM + Focus group Field	21 Team 1 SOKOLAVIM; Team 2 Focus group Field	22 Team 1 KEKAM; Team 2 Focus group Field	23 Team 1 CPF; Team 2 return to PAP Field
24 Port-au-Prince	25 Team 1 SCOCENTER; Team 2 meets with int'l organizations Port-au-Prince	26 Team 1 CODECREM; Team 2 meets with NGOs & foundations Port-au-Prince	27 Team 1 return to PAP; Team 2 meets with commercial banks Port-au-Prince	28 Team 1 Prepare data; Team 2 meets with Bank Association; Micro- finance Assn Port-au-Prince	29 Team 1 Prepare data, Team 2 prepare USAID presentation Port-au-Prince	30 Prepare USAID presentation Port-au-Prince

Logistics plan – July 2012

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 Port-au-Prince	2 USAID presentation Deliver presentation of findings Port-au-Prince	3 Write final report Port-au-Prince	4 Write final report Independence Day; Port-au-Prince	5 Write final report Port-au-Prince	6 Write final report Port-au-Prince	7 Write final report Port-au-Prince
8 Port-au-Prince	9 Write final report Submit draft report Port-au-Prince	10 TL departs Haiti Travel	11	12	13	14
15	16	17	18	19	20	21
22	23	24 Receive USAID comments	25	26	27	28
29	30	31 Submit final report				

ANNEX XIV: HIFIVE EVALUATION TEAM EXPERTISE

EVALUATION TEAM EXPERTISE

For the HIFIVE evaluation, Mendez England and Associates was joined by two subcontractors, LTL Strategies and Group Croissance, SA. LTL has conducted a number of similar evaluations and since 2010, has been the sole contractor on the Workforce for the Haiti Mission and the Office of the Response Coordinator (WHORC). Group Croissance, SA, is a well-known local consulting firm founded in 1994 by young Haitian professionals, with the purpose of contributing to the economic growth of Haiti through better governance and strengthening of competitiveness and productivity. The firm has conducted numerous evaluations, studies and surveys for USAID and other donors. For this evaluation, they provided two experienced data collectors.

The profiles of the evaluation team personnel are as follows:

Tom Easterling, Team Leader. Mr. Easterling has over 25 years of experience on a wide variety of technical assistance programs and project evaluation assignments for both public and private sector clients in many transitional countries. He has extensive expertise in conducting evaluation and impact analysis of agribusiness and economic growth activities as well as private enterprise development. Mr. Easterling has worked with many donor institutions - USAID, World Bank, DFID, Asian Development Bank – in numerous countries in Central America and the Caribbean, South America, Asia, Africa, and Eastern Europe.

Mr. Easterling has extensive evaluation experience. He has led and/or participated in the evaluation of numerous USAID or other donor-funded projects and has received excellent marks from the clients. Just recently, he led for ME&A the Evaluation of the Mid-term Performance Evaluation of USAID's Loan Portfolio Guarantee (LPG) Project with Raiffeisen Bank Kosovo JSC, which is entirely relevant to the work for the HIFIVE evaluation. He was team leader for the Employment and Enterprise Project in Nicaragua, a project similar in goals to HIFIVE that had a substantial credit component for micro, small and medium enterprises, including small producers. The evaluation assessed the effectiveness of the credit programs through commercial banks and microfinance institutions, and made recommendations for future action. According to the COTR of the project, “the team delivered a serious and comprehensive evaluation and made a favorable impression on all those they encountered.”

For the West Africa Institutional Assessment, he assessed the (Economic Community of West African States) ECOWAS Bank for Investment and Development (EBID) in Lomé, Togo, to determine that bank's capability for managing the ECOWAS Regional Fund for Agricultural and Food. For the evaluation of the USAID-Nigeria MARKETS project, he assessed its rural finance component for providing crop financing from commercial banks to small farmers who are linked to agro-processors through their respective producer associations. The triangular relationship between the commercial banks, agro-processors, and producer associations was a successful model.

For the MCC-funded Impact Evaluation of Agribusiness in Ghana, he prepared an evaluation methodology that included experimental and quasi experimental design. For USAID/Morocco and USAID/Tunisia he headed an evaluation team to determine the economic impact of technical assistance programs in Morocco and Tunisia on SMEs and exporters of wood, leather and agro industrial products.

For more than 25 years, Mr. Easterling has worked on enterprise development initiatives in developing markets. As a consultant with the Asian Development Bank, he formulated a comprehensive strategy for SME development within the East ASEAN Growth Area. As COP for the Guinea Agribusiness Market Linkages Activity, he worked to increase export of selected agricultural and forest products and designed a roadmap that USAID and other donors can follow for the continued development of pineapple, mango and shea butter value chains. As enterprise development specialist in Philippines, he assisted small farmers with seaweed farming ventures and the production and marketing of various marine animals. Mr. Easterling has an MBA from Stanford University.

Wasmith Francois, Team Member. Mr. Francois is a Haitian expert with more than 15 years in managing and evaluating programs and projects. He has worked with many donors including European Union, Oxfam, World Bank, Canadian Center for International Studies and Cooperation (CECI), Inter-American Development Bank (IDB), etc. During his career, he has supported more than 50 microenterprises by providing studies, diagnosis and business plans.

Mr. Francois has significant experience in evaluations and assessments. For SEFADES, he evaluated six cocoa cooperatives in the northside of Haiti. For IDB, he conducted a diagnosis and provided a business plan for five associations of coffee exporters. For Banamart-Strategie, he evaluated the possibility of producing bananas in Haiti for export to European markets and conducted an assessment of the demand for bananas in Port-au-Prince. For IDB, he evaluated rural small businesses able to provide local provisioning programs such as WFP and PNCS. He assessed the possibility of exploiting the informal market to export agricultural products to Turkey and the Bahamas as well as provide support to 6 mango producers in Jean Rabel. For SNC Lavalin, he assessed livestock impacts on agro-forest watershed Ennery-Quinte and recommended viable solutions.

Currently, Mr. Francois is working as Business Development Manager for CECI. In this capacity he is responsible for programming and monitoring development outcomes. Previously, he served as Senior Agronomist to support agricultural producers' organizations in developing their businesses and determining and controlling their cost of services.

Mr. Francois has a BS in Agriculture from the State University of Haiti, and a Masters in Management from the University of Sherbrooke, in Canada. He speaks fluent English, French and Creole.

Dominique Pierre Lenz, Data Collector. Mr. Lenz is a Haitian specialist with over 12 years of experience in project management, monitoring and evaluation, and data collection. He has participated in numerous surveys, research, and evaluations of projects funded by USAID, World Bank, UNICEF, CARE, etc. From September 2010 to June 2011, he has served as Community Development Officer for CORDAID's Shelter program, where he has worked to help the most vulnerable people.

Mr. Lenz is an experienced data collector. For the "Customer satisfaction survey regarding financial products and services provided in Haiti, Phase 2," conducted by Group Croissance, SA, he developed the survey protocol and planned and coordinated data collection and analysis. For the Rapid Evaluation of Monitoring Food Security Emergency Situation, he provided quality control of data and interviewed key informants. As the Team

Leader for the Evaluation of the Linkages Nutrition Program financed by CARE/HAITI, he designed data collection instruments and produced the final report. As a Supervisor for the Evaluation of Media Perception and Living Condition, he defined the data collection areas, completed planning activities and provided quality control of data collected. As the Coordinator for the Health Needs Survey, he reviewed the data collection instruments, established a timetable of data collection, pre-tested data collection instruments and facilitated focus groups. As a Supervisor for the Comprehensive Analysis of the Food Security and Vulnerability, he collected qualitative and quantitative data and designed the community questionnaire. For the Conditional Cash Transfer Survey, he conducted in-depth interviews and focus groups with key informants at community level and performed feasibility analysis of the study at the institutional level.

Mr. Lenz has participated in numerous projects that have required data collection. Some of them include: Car Industry Survey; Survey of Global Competitiveness; Impact Evaluation of the Sinema Anba Zetwal Project; Evaluation of SAVE health programs; Final Evaluation of the Program Development Assistance funded by USAID; DAP Mid-term Evaluation; Evaluation of Food Security in Emergency Situation in Urban Areas, etc.

Mr. Lenz holds a BS in Sociology and speaks fluent French, Creole and English.

Rodney Chevalier, Data Collector. Mr. Rodney Chevalier is a Haitian professional that has participated in many evaluations and surveys as data collector. For example, he has collected data for a study about conflict management and resolution in several zones such as Delmas 32, Solino and Bel-Air; for a study about the banking system in Haiti, conducted by Group Croissance; for an evaluation of a health program conducted by Global Fund, etc. He speaks fluent French and Creole and very good English and holds a BS degree in International Management.

The following table shows the positions held by the team members, their firm affiliation and their level of effort.

Name of Consultant	Name of Firm	Position	Level of Effort
Tom Easterling	Mendez, England, and Associates	Team Leader	37 days
Wasmith Francois	LTL	Team Member	34 days
Dominique Pierre Lenz	Group Croissance, SA	Data Collector	16 days
Rodney Chevalier	Group Croissance, SA	Data Collector	16 days