

## APPLICATION FOR USAID/BHA AWARD

### FOOD VULNERABILITY REDUCTION IN LA GONAVE Phase II – PREVAG 2

#### SUMMARY TABLE

Applicant	INTERAMERICAN INSTITUTE FOR COOPERATION IN AGRICULTURE
Request Type	New Request
Activity Title	FOOD VULNERABILITY REDUCTION IN LA GONAVE Phase II – PREVAG 2
Country	HAITI
<b>Submission Date</b> <b>Resubmission Dates</b>	<b>November 30, 2023</b> <b>December 13, 2023; December 29, 2023 and January 9, 2024</b>
Funding Source	International Disaster Assistance (IDA)
Total Funding Level Requested Total (in MT if applicable)	USD 1.5M N/A
Overarching Appeal or Project Document + Duration Total Operation Funding Level Budget Revision <sup>1</sup> (if applicable)	IICA Country Strategy: Plan a Moyen-Terme (PMT) pour 2022 – 2026 N/A
Confirmation of Multi-Donor Support to Appeal or Project	NO
Proposed Interventions <sup>2</sup> (if applicable)	1. Agriculture <ul style="list-style-type: none"><li>• Improving Agricultural Production</li></ul> 2. Food Assistance <ul style="list-style-type: none"><li>• Unconditional Food Assistance</li></ul>
Proposed Time Frame for Award	March 2024 to February 2024 (12 months)
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<sup>1</sup> Budget Revisions are specific to IICA Country Strategic Plans/Country Portfolio Budgets.

<sup>2</sup> Interventions refer to actions and implementation details carried out under a specific activity. Activity refers to the overall project being funded.

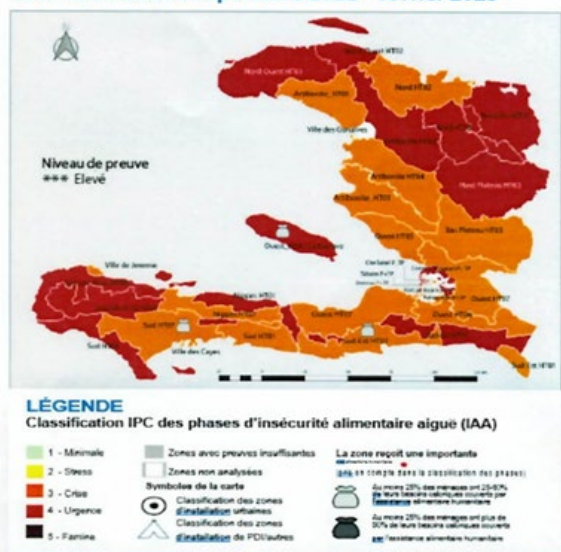
## 1. Emergency and Current Needs

La Gonave Island, located off the west coast of Haiti, faces economic, environmental and social challenges that have a direct impact on the food security and nutrition of its inhabitants. Agricultural production on the island, like in most of the country, is mostly rain fed, and the majority of farmers and agricultural producers generally cannot produce enough to live on and feed their family all year around. The high incidences of prolonged droughts and natural shocks, soil erosion and infertility, pest attacks and infestation, poor-quality and inadequacy of inputs, low-productivity techniques, and high exposure to production and market risks have created a situation of high vulnerability and near permanent food insecurity. As a result, the island is highly dependent on food imports from the mainland and on food aid.

IICA is currently implementing a 15-month Food Vulnerability Reduction Project in La Gonave (PREVAG) with BHA-IDA funding in 4 communal sections Picmy and Titans in Anse à Galets commune, and Trou Louis and Pointe à Raquette in Pointe à Raquette commune. The current Project (PREVAG) has an expected completion date of February 23, 2023. To date, it has successfully reached about 24,000 beneficiaries, including 4,800 beneficiaries of Good Agricultural Practices (GAP) training sessions and of post-harvest support activities, contributing to improving their food security and their resilience to shocks. Specifically, it assisted with the distribution of 16,000 food kits to 8,000 households, i.e. about 40,000 beneficiaries and supported 2,000 farmers, including 30% women, in the production of sorghum, pigeon peas and lima beans, including the provision of seeds adapted to the agro-ecological conditions of the target areas. The Project also facilitates the production and planting of 20,000 seedlings of fruit and forest trees for the establishment and management of family woodlots. It also organized a series of conferences on improved nutrition in collaboration with the Ministry of Public Health (500 participants, including school children), and trained 5,000 farmers, including 38% women, in integrated pest management, agricultural crops harvesting and post-harvest techniques. Project’s success has stimulated the interest of neighboring non-target families who are also in needs of support and assistance, especially the breeders.

Unfortunately, the positive impacts of the Project are overshadowed by the country’s continued insecurity with the increasing and pervasive gang activities that disrupt economic activities and market functioning, which contribute to maintaining widespread food insecurity in the country.

Situation actuelle: septembre 2022 – février 2023



Source : CNSA et Partenaires, Analyse IPC Septembre 2022

Situation actuelle: août 2023 – février 2024



## 2. Objectives, Purposes and Proposed Interventions

### ○ **Objective:**

The objective of the Project “Food Vulnerability Reduction in La Gonave Phase II (PREVAG 2)” is to reduce the food vulnerability of target populations in Palma and Grand Lagon (Commune of Anse à Galets) and in La Source and Gros Mangle (Commune of Pointe à Raquette).

Specifically, PREVAG 2 aims to increase the availability of foodstuff, including animal protein particularly goat through increased agricultural production and the distribution of food kits to vulnerable families. It builds on the foundation set by the current Project, including the results achieved and the lessons learned. It also rests on IICA’s strategic approach to empower communities for active participation and involvement in the improvement of their livelihood. Such a strategy provides for bridging the planned development and humanitarian assistance interventions, a cornerstone of our exit strategy.

PREVAG 2 will contribute to USAID/BHA mission “*To save lives, alleviate human suffering, and reduce the physical, social, and economic impact of rapid and slow-onset disasters by supporting at-risk populations to build stable foundations*”. It is also aligned with Development Objective (DO) 1 of USAID/Haiti’s December 2020 – December 2024 Strategic Framework (SF) “*Haiti is more resilient to shocks and stresses*”, specifically Intermediate Result (IR) 1.1 “*People and households better able to weather shocks and stresses*”.

The Theory of Change and the Protection Principles remain the same as for the current PREVAG.

**Theory of Change (statement):** If the target communities have a better understanding of the causes of food deficit and gap and adopt appropriate improved measures; If agricultural producers have increased access to improved seeds and adopt improved agricultural practices; Then, food insecurity and vulnerability will be significantly reduced in La Gonave.

### ○ **Protection Principles and Accountability to Affected Populations:**

PREVAG 2 will continue to incorporate the **Protection Principles** in all its interventions, including training and capacity building, and will consider the following four elements:

- a. **Prioritize Safety and Dignity, and Avoid Causing Harm:** We will establish protocols and work with the target populations to improve access to assistance, and prevent, minimize and mitigate as much as possible any unintended negative socio, environmental and health impacts of the interventions;
- b. **Meaningful Access:** We will improve access to assistance by paying special attention to the most vulnerable individuals and groups, specifically women, youth, older individuals and other at-risk populations;
- c. **Accountability:** We will establish communication mechanisms for community members and stakeholders to voice their concerns, issues and grievances on potential negative impacts of the Project, and to participate in the redress or mitigation measures;
- d. **Participation and Empowerment:** We will continue to build the capacity of the target communities to be effective partners and nurture their sense of ownership and engagement in the Project. With the active involvement of the key stakeholders’ groups and local partners participatory in the development of this Project, we are ensuring their buy-in and appropriation.

PREVAG 2 will continue to engage in cross-sectoral activities like protection mainstreaming, gender analysis and integration, and age and disability inclusion. We will continue with culturally and socially competent strategies that speak to the needs of each group. **For example, based on our observations, to accommodate**

the need of vulnerable people who have difficulties traveling, the team will assess the feasibility of making special arrangement with the suppliers for home delivery or adjusting the delivery frequency. The regular and direct consultations with the beneficiaries provide meaningful feedback and inputs for program's adjustment. In May 2023, the Project conducted a formal post food distribution survey<sup>6</sup> *"to verify that actual beneficiaries have received rations as planned in terms of quantities and households; and that all eligible beneficiaries are able to access their rations."* Hundred percent (100%) of the survey participants *"attested that the registration exercise was transparent because those who were conducting it did not skip or omit any most vulnerable household."* The survey report also stated that the participants confirmed *"that food assistance was directed to the most vulnerable and needy households"* and that *"none of the participants was victimized after distribution because she/he received assistance"*. Gender and age groups segregation of the beneficiaries will be provided during implementation.

**Accountability to Affected Populations:** PREVAG 2 will continue to integrate the key stakeholders' groups and local partners in the implementation and monitoring of the interventions and will strengthen the communication mechanisms established under the current Project for local communities and stakeholders to voice their concerns, issues and grievances on negative impacts, and participate in redress or mitigation measures.

- **Monitoring and Feedback Mechanisms:**

**Monitoring, Evaluation and Learning (ME&L) Plan:** As defined in ADS 200.6, PREVAG 2 will systematically monitor Project's achievements, collecting and analyzing performance information to track progress toward the planned results. The **ME&L Plan** will be developed within 45 days of the agreement signing, using a participatory approach that will involve the technical team, USAID BHA and selected local partners. It will discuss the indicators (performance and context indicators) that will serve as metrics for the Project to monitor and evaluate its progress, effectiveness and performance. It will ensure that comparable data is collected on a regular and timely basis. It will help the Project to stay on track with its workplan, identify needed adjustments, report to USAID BHA, and share lessons and successes with the larger community.

The team will routinely review the indicator metrics, along with feedback received from the various stakeholders and beneficiaries, and will implement a continuous learning and adaptive management agenda, aimed at improving overall Project interventions. The Project will produce and submit to USAID BHA regular reports detailing implementation progress against the approved yearly work plan as well as progress against intended results using performance monitoring. These reports will provide details about challenges and issues encountered that may affect the achievement of intended results and solutions proposed to address them, where appropriate.

**Adaptive Management:** The ME&L system will be used for incremental learning and continuous improvement through adaptive management. Data collected through the system and information gathered through the various consultations, focus group sessions and meetings with stakeholders and partners will be regularly used to adjust interventions, adapt and respond to changes in external shocks, assumptions, situation and environment. Project's performance information or reports will be shared with the relevant stakeholders to facilitate their effective participation in the adaptive activity management processes. We will strengthen the Executive Technical Committee established under the current Project to assess interventions and review changes in assumptions, environment and external shocks and recommend adaptation measures, as appropriate.

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<sup>6</sup> The survey was conducted after food distributions and was carried out through administration of questionnaire and broad-based discussions through focus groups organized with targeted participants in each food distribution point.

## Exit Strategy:

The development and implementation of the current Project and of PREVAG 2 rest on the empowerment of the local communities, stakeholders and beneficiaries for their active participation and involvement in Project activities and monitoring. The approach to implement community-based and centered interventions will ensure a sense of ownership. Coupled with our strategy to bridge the planned development and humanitarian assistance interventions, these will ensure local ownership and buy-in beyond the project's end, thereby contributing to fostering a sound exit strategy. Nevertheless, the success of that strategy is significantly linked to the country's socio-political situation.

### ○ Interventions:

PREVAG 2 will cover the following Sectors and Sub-sectors:

1. Agriculture: Improving Agricultural Production
2. Food Assistance: Unconditional Food Assistance

### ○ Beneficiaries:

PREVAG 2 plans to target the following beneficiary groups:

Total number of Individual Beneficiaries			
1. Agriculture <sup>7</sup>			
Communal Sections	Agricultural Production	Agroforestry	Animal Production
Anse à Galets	500	75	200
Pointe à Raquette	500	75	200
2. Food Assistance			
Anse à Galets	2,000		
Pointe à Raquette	2,000		

### ***Agriculture Interventions:***

These interventions aim to increase the availability of foodstuff through the continued promotion and production of selected higher yield and drought resistant crops and support for agroforestry and goat production. Specifically, PREVAG 2 will contribute to:

#### **a. Improving Agricultural Production:**

The agricultural production interventions will contribute to Disaster Risk Reduction by improving the availability of grain and protein, particularly during off-seasons, thereby strengthening the beneficiaries' and communities'

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<sup>7</sup> Note that several of these beneficiaries may participate in all three aspects of the agriculture component

capacity to resist to food shortage shocks and recover more rapidly. They will also contribute to lighten the domestic load of women responsible for the feeding of their family.

PREVAG 2 will promote and support the production of a shorter cycle drought-resistant variety of sorghum (*Sorghum bicolor*) and manioc (yuca) – sweet cassava adapted to the agro-ecological conditions of the target areas. This includes:

- 1) Procurement of 3.5 Tons of **Sorgho** (*Sorghum bicolor*), a shorter cycle, drought-resistant sorghum variety that is also resistant to the prevalent pests, namely *Aphid melanaphis*;
- 2) Procurement of 1,000 cuttings of yuca (manioc) – sweet cassava (***Manihot esculanta***) (Ti Bok and Mantietas varieties) higher yield varieties than the ones generally used by the farmers;
- 3) Promotion and distribution of the sorghum seeds and the yuca (manioc) cuttings to about 1,100 farmers. **Each farmer will receive about 2.6 lbs. (1/2 marmite – the local measure) and 50 cuttings of sweet cassava. With the mixed cropping systems practiced in the target areas, over 350 hectares are expected to benefit from this project component<sup>8</sup>;**
- 4) Training of 1,900 beneficiary farmers in improved production practices, including soil and water conservation;
- 5) Training of the beneficiaries in food products storage and conservation. The training program will be practical and field oriented, focusing more on demonstration activities, i.e. learning by doing; and
- 6) Training of the beneficiaries in harvest and post-harvest techniques and practices, including artisanal seed conservation. **The team will use the training materials developed under the current Project, like the “Gid Pou Pwoudui Semans Pa Nou” to guide and encourage the farmers to use tarpaulin for grains and seeds drying, and tightly sealed easily available recipients like plastic buckets for their storage.**

The plant materials are already adapted to the targeted agro-ecological conditions. The sorghum seeds will be procured from University Quisqueya (UNIQ), **which has a good quality control system**, and the yuca (manioc) cuttings from known suppliers in the Departement du Sud. **The team will continue to work very closely with the National Service of Seeds of the Ministry of Agriculture to further control the quality of the sorghum seeds and a tuber specialist will go to the field to select the sweet cassava cuttings before their procurement, building on the relationships developed under the current Project. Their packing and transportation will follow the recommendations of UNIQ and of the National Service of Seeds.**

The tree seedlings will be procured directly in La Gonâve from tree nurseries managed by AAPLAG (Asosyasyon Animate Peyizan Lagonav), DIFEJA and eventually by the nurseries established by the project. The beneficiaries are also familiar with these crops and trees, which are part of their regular agricultural production system and diet. The main differences are the performance and resistance of the promoted varieties, and their off-season availability.

#### **b. Supporting Agroforestry and Goat Production:**

The expected outcomes are increased areas in agroforestry and agrosylvopastoral systems for fruits and tree crops production, and animal feeding, that also contribute to reducing water runoff. **The target areas will expand over several plots, as many of the trees will be planted in the “Jaden Lakou” (farmers residence expanded yards) or in their farms, benefiting more than thirty (30) hectares.** The interventions include:

- 1) Training and support of farmers to establish small agroforestry plots for wood, fruit and forage production;
- 2) Working sessions and consultations with beneficiaries to discuss and decide on tree species and plots management types adapted to the targeted agro-ecological conditions that respond to their needs. **The**

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<sup>8</sup> **When submitting the Restricted Goods Procurement approval request after award, IICA will submit the dully filled out Seed Grower Declaration of Quality for the sorghum seeds as well as the declaration of quality for the cassava cuttings.**

preliminary list includes (i) fruit trees like sweet orange (*Citrus sinensis*), lime (*Citrus aurantiifolia*), lemon (*Citrus limon*), grapefruit (*Citrus grandis*), guava (*Psidium guajava* L.), mango (*Mangifera indica*), soursop (*Annona muricata*), sugar apple (*Annona squamosa*) and guinep (*Melicoccus bijugatus*); and (ii) forest trees like cedar (*Cedrela odorata*), mahogany (*Swietenia mahogany*), acacia (*Acacia spp.*) and Tcha Tcha (*Albizia lebbek*);

- 3) Procurement of the selected tree species from local nurseries (including those established by PREVAG 1);
- 4) Distribution of the selected tree species seedlings (about 9,500) to over 150 beneficiaries for planting in their individual plots;
- 5) Provision of technical assistance for tree planting and care **in close collaboration with AAPLAG, which has been working with La Gonave farmers for several years in agroforestry production and woodlots management. Among other aspects, the promoted technical package includes tree spacing, pruning, species selection, nursery establishment and management, energetic plantation management. A didactic material has been published and distributed to farmers: “Dokiman fomasyon sou teknik pwodiksyon plantil, Rebwazman ak Jesyon plantasyon (lo bwaze oswa plantasyon enèjetik). AAPLAG plans to continue to accompany the farmers beyond the life of PREVAG 2;**
- 6) Promotion of and training in nutritional blocks and improved forage production and management to foster a more efficient use of local resources for goat production;
- 7) Training of and supporting 400 goat producers on forage management to improve the availability of forage, particularly during dry seasons;
- 8) Training of livestock producers on the need to limit livestock’s movement near domestic water points, and on compost preparation using animals’ waste to help reduce the levels and risks of contamination of water points by animals’ waste.

### 3. Anticipated Results

The anticipated results presented in the table below are also output indicators that will be used to track the performance of this Project.

<b>INDICATOR TABLE – FOOD VULNERABILITY REDUCTION IN LA GONAVE – 2 (PREVAG 2)</b>		
<b>SECTOR: AGRICULTURE</b>		
A01	Number of individuals (beneficiaries) directly benefiting from improving agricultural production	1,900
A03	Number of individuals (beneficiaries) who have applied improved management practices or technologies with BHA assistance	2,700
A04	Number of beneficiary households using improved post-harvest storage practices	1,100
<b>A13</b>	<b>Number of individuals (beneficiaries) benefiting from livestock activities</b>	<b>400</b>
A15	Average number of animals owned per individuals <sup>9</sup>	

<sup>9</sup> This number is not available at this stage. It will be provided during implementation based on assessment results.

A16	Number of individuals (beneficiaries) trained in livestock	400
<b>SECTOR: FOOD ASSISTANCE</b>		
F01	Number of beneficiaries receiving food assistance	20,000
F02	Percent of households where women/men reported participating in decisions on the use of food assistance	30%
F03	Percent of food assistance decision-making entity members who are women	30%

### 5. Food assistance, nutrition and RUFs

The planned interventions fall under the Sub-Sector of Unconditional Food Assistance and aim to alleviate food deficit of selected beneficiaries, particularly the most vulnerable individuals and groups, specifically women, youth, disabled and at-risk populations, through the provision of essential food packages. **The food assistance component will not address the full food deficit need of the beneficiaries. With the resources available, this component will only cover consumption gaps of the beneficiaries between harvest periods when foodstuffs are scarce and at higher prices, and until the promoted shorter cycle crops are harvested. The food kits will mostly provide for the gaps the beneficiaries cannot meet through their food reserve, their purchase in the**



market or the generosity of others. To address their unmet food needs, generally families would send one or more household members to live elsewhere, move to cheaper housing, reduce education spending, send their children to a less expensive school or buy food or other basic necessities on credit. The 2 rounds of distribution aim at facilitating the management of the food received and encouraging people to store food for bad season.

- **Gender and Protection Mainstreaming:**

Women contribute to the country’s socio-economic development through the management of the “jaden lakou”, provision of labor for agricultural products harvesting and processing, in addition to their regular household activities and community works. From the 4,000 households’ beneficiaries of food distribution in February 2023, 2,750 are headed by women. However, their contribution is rarely recognized. This situation is a general source of conflicts at household and community levels, including gender-based violence (GBV). The situation in La Gonave reflects that of the country.

The team will continue to promote optimal participation of women and women's organizations in all activities and will ensure that women have an equal voice in the relevant decision-making process. For the During Among those who gave consent and were interviewed; women were slightly more represented than men. Women represented 75.7% of the interviewees in the post food distribution survey of FY23 Q3, and among them 69.6% are the head of the household.

Building on the foundation set by and the lessons learned from the current Project, PREVAG 2 will continue to promote social inclusion and equity, and to ensure that the issues facing women, youth, disabled, vulnerable and at-risk populations and their concerns are taken into consideration. **The team will reinforce the food distribution support committee as beneficiaries in some areas complained about their poor effectiveness. It will continue to** focus on both the needs and perspectives of women, youth, older individuals and individuals with disabilities, as marginalized populations are often the most overlooked while simultaneously being the most affected by and vulnerable to food insecurity, **including the long traveling distance of some participants to receive their kits.** It will use culturally and socially competent strategies that speak to the needs of each group for the design and implementation of the essential food packages development and distribution process.

The team will:

- Ensure that women have an equal voice in the decision-making process and the selection of beneficiaries;
- Work to reduce risks of tension between beneficiaries and non-beneficiaries, and to mitigate them if or when tension arises;
- Establish communication mechanisms for beneficiaries to voice their concerns, issues and grievances, including intra-household tension for the control of the package;
- Tailor the program to respond to the specific needs of the various groups (men, women, older individuals and individuals with disabilities) in terms of modalities and mechanisms of distribution; and
- Take steps to reduce and/or address potential safety, security and protection risks that could be related to accessing, receiving and transporting the packages.

The Food Assistance Sector Overview Table is presented in Annex 3.

**a. Needs Assessment Summary**

Based on the results of the implementation of the current Project, discussions with local partners and stakeholders, the August 2023 IPC Analysis, and FEWSNET’s October 2023 – January 2024 projections<sup>10</sup>, IICA

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<sup>10</sup> FEWSNET. November 2023, [Haiti Acute Food Insecurity Classification October 2023 – May 2024](#)

estimated the projected food gaps for the target population and the solutions to address them. Note that La Gonâve moved from crisis phase 3 in 2020 to emergency phase 4 in 2021 and 2022, 'and is now back into crisis phase 3 in 2023, still requiring urgent food assistance interventions in specific communities and for specific segments of the population.

## **b. Technical Design**

Marginalized populations are often the most overlooked while being the most vulnerable to and affected by food insecurity. PREVAG 2 food distribution program will focus mostly on the needs of women, youth, older individuals and individuals with disabilities in the target communities. However, it will not be able to target all the individuals in need due to the levels of resources available, **although no other institution is providing food assistance to the target populations.** Therefore, a preliminary beneficiaries-list will be developed in close collaboration with the relevant local authorities, community-based organizations (CBOs), faith-based organizations (FBOs) and civil protection committees. This list will be filtered through GOH's SIMAST system for the final selection.

The Project will provide 2 rounds of distribution to 4,000 families each for a total of 20,000 beneficiaries benefiting from the food assistance program. **Using the adaptive management process and lessons learned from the current Project, the team will schedule the food kits distribution to align with the period of highest needs in the target communities.** It will continue to use the "Voucher" system, with vouchers valued at US\$100 each. As needed, the team will work with the relevant GOH Ministry of Social Affairs representatives, local authorities, community-based and faith-based organizations leaders, and civil protection committees to refine the food assistance program implementation.

In compliance with USAID BHA Modality Decision Tool for Humanitarian Assistance, the "Voucher" system is considered:

- The most appropriate for the current environment;
- Feasible with a reasonable chance of success;
- Best suited to meet the Project's Goal and sector objectives; and
- Cost-efficient relative to the others.

The essential food package will include commodities like oil, brown sugar, rice, black beans, maize, enriched flour, iodized salt, cod, and herring (**illustrative prices in Attachment 2**). Yet, such composition will not remain static. It will be revised and/or adjusted as needed to respond to changing needs, circumstances, environment, **and products costs.** The team will continue to **monitor the market prices of the different commodities before procurement and** use adaptive management with learning loops for regular adjustments. The commodities will be locally procured to promote local production and businesses.

The current Project has already established arrangements and agreements with selected suppliers. PREVAG 2 will reassess them and will also assess other well-supplied and respected épiceries and boutiques to ensure the most reasonable costs and further reduce beneficiaries' traveling time and distance. Agreements with the suppliers will include, among other aspects, specific lists of targeted beneficiaries, prices of the selected products, average composition of the various packages, maximum cost of a single package, and frequency of distribution per beneficiary. The arrangement will also include means of verification, monitoring and others to reduce the risk of fraud or abuse.

The interventions include:

- 1) Preliminary selection of beneficiaries focusing on the needs of women, youth, older individuals and individuals with disabilities;
- 2) Final selection of beneficiaries using GOH's SIMAST system;
- 3) Consultations with local partners, authorities, leaders and GOH Ministry of Health representatives to

decide on the exact composition of individual households’ packages based on specific food gaps of the target households;

- 4) Assessment of suppliers and agreements with the same for the provision of selected household packages;
- 5) Focus groups with beneficiaries and partners to discuss and finalize the implementation structure and modalities of the food assistance program;
- 6) Establishment of communication mechanisms for beneficiaries and stakeholders to voice their concerns, issues and grievances, and participate in redress or mitigation measures; and
- 7) Distribution of vouchers, and management and monitoring of the food distribution activities. **To reduce plastic packaging, the project provides reusable bags for the food kits and the rice. However, for the already packed items, the team encourages the suppliers and beneficiaries not to dispose of the package haphazardly, as there are no waste disposal facilities on the island.**

The expected results are:

- At least 8,000 essential food packages distributed during the Activity; and
- About 4,000 households benefited from the Food Assistance Program.

#### 6. Food Assistance Modality Overview Table

Modalities	Transfer Costs	Support & Operating Cost	Total Modality Costs
Voucher	800,000	560,664	1,360,664
Local Procurement			

#### 7. Risk Assessment and Management Plan (RAMP)

The Risk Assessment and Management Plan (RAMP) assesses the foreseeable threats and vulnerabilities as well as their likelihood and impact, determines the project’s risks, and presents a risk mitigation strategy with specific measures to reduce, transfer, or avoid risks that the project should not accept.

As a PIO, IICA’s approved Guide to Risk Management is the basis for PREVAG II RAMP. A first regular action was taken by IICA’s office in Haiti, building its own risk matrix, where national crisis and violence have been identified as mayor threads. Based upon the risk valued, the office is mandated to build a risk response plan to all its operations in the country.

IICA’s Country team will ensure that the Project complies with IICA’s security policy and best practices, including the mitigation and management of risks associated with the potential misuse of U.S. Government and Project resources, staff safety and security, procurement integrity, sexual exploitation and abuse prevention, and data protection and integrity. There are no known US government sanctioned groups, armed groups or individuals in the proposed Project area. During the implementation of the current Project PREVAG in 2023, there were not sanctioned groups and/or individuals’ attempts to interfere with or influence supplies, equipment (including vehicles), buildings, warehouses, other forms of shelter, or infrastructure required for program implementation or program beneficiaries.

In the formulation of a RAMP, IICA’s guide mentions:

Only those risks that are priority (those at the highest level) will be included in the response plan, along with the respective corrective actions, where possible, and a proposed reserve budget to deal with them. Risks with costs that cannot be budgeted will be considered inputs to be included in the contingency reserve.

Four basic management strategies are proposed for this phase, with respect to each risk:

- I. **Prevent.** Ensure that the risk no longer affects the project, usually by modifying some of the basic restrictions of the project.
- II. **Transfer.** Make a third party completely or partially assume the risk.
- III. **Mitigate.** Reduce or limit the impact of the risk on the project, normally in exchange for a financial contribution or additional work.
- IV. **Accept.** When it is not possible to apply any of the above strategies, the risk will have to be accepted, and should therefore be accounted for within the schedule and the costs, in order to safeguard the project.

So, it is essential to identify risks in advance, so that as they occur, they can be tackled and managed in a timely manner. The speed with which risks are handled is a critical factor in their effective management.

IICA has mechanisms for the prevention, detection, denunciation and sanctioning of prohibited practices, fraud and corruption, money laundering and financing terrorism, as an integral part of its good governance and administrative practices. Consistent with its Code of Ethics and values, and the laws in force in the countries in which it operates, IICA maintains a policy of zero tolerance with respect to prohibited practices, fraud and corruption.

IICA counts with a “Policy for the prevention of money laundering and financing of terrorism” and a “Policy on Prohibited Practices, Fraud and Corruption” both applies to the Institute’s personnel and to the individuals and organizations with which it engages in different activities.

The Institute is highly committed to undertaking all institutional efforts required to effectively and efficiently prevent such criminal activities. To this end, it will work together with high-level authorities, partners and allies in the field of international cooperation to coordinate the efforts of its Member States to comply with laws and policies aimed at preventing and managing any risk associated with these activities.

Furthermore, IICA is committed to upholding the highest ethical standards in undertaking measures to prevent money laundering and the financing of terrorism, in keeping with the efforts of its Member States as well as the provisions of the Charter of the Organization of American States (OAS), the Charter of the United Nations (UN), and international law, including the recommendations of the OAS and the Financial Action Task Force (FATF).

#### - **Know your Client Form (KYC)**

The Inter-American Institute for Cooperation on Agriculture (IICA) has established a Policy for the Prevention of Money Laundering and Financing of Terrorism, which is designed to strengthen mechanisms to facilitate transparency, as well as the detection and prevention of illicit activities (money laundering, trafficking of drugs or narcotics, smuggling of weapons, corruption, fraud, prostitution, extortion, piracy, financing of terrorism, concealment of sources of funding, among others) by suppliers of goods and services with which IICA has established a business relationship. To this end, IICA has incorporated a Know Your Client (KYC) Form into its Policies.

**Individuals or legal entities that are conducting business with IICA as suppliers of goods or services to the Institute, whether by way of a contract, delivery of various services or purchase orders, inter alia, shall be required to complete the KYC.**

## Project Risks identification

Prioritized Risk	Level of risk	Probability	Level of impact	Management strategy/Response action	Responsibilities	Associated cost?
Increase of social insecurity and political instability	High	High	High	Regularly evaluate the socio-political climate for the technical team to adapt its planning and activities whenever necessary	IICA	In the transportation of materials and personnel
Beneficiaries could feel left out of the process	Low	Medium	High	The project will use a participatory approach with regular feedback and inputs from the beneficiaries	Technical committee	N/A
Timely arrival of inputs and materials	Medium	High	High	Planning on time	IICA	Depending on the product/subject to change
Limited capacity of stakeholders	Medium	Low	High	The team will continue to train and guide the key stakeholders' groups	IICA	Cost related to new training session needed
Risks of natural disasters like hurricane, flood, drought	Medium	Medium	High	The team will coordinate with the Directorate for Civil Protection (DPC) to guide the beneficiaries and local partners with prevention measures recommendations	IICA	In case of drought, may be necessary to distribute other inputs
Rise in the price of food or fuel	High	High	High	It is impossible to predict when such an event will occur so the economic situation will need to be closely monitored	IICA	The price of the food kit to be adjusted
Turnover and significant changes in technicians and consultants	Low	Low	Medium	Train newcomers and assess reasons for turnover	IICA	Depending on the case/the budget planned will be adjusted

Prioritized Risk	Level of risk	Probability	Level of impact	Management strategy/Response action	Responsibilities	Associated cost?
USA Sanctioned groups and/or individuals' attempts to interfere with or influence program activities in the proposed geographic areas, including the distribution of resources or commodities such as food, non-food items, shelter, water, and others	Low	Low	High	<p>Close monitoring</p> <p>There are no known USA sanctioned group or sanctioned individuals in the island. However, the project has continuous meetings with the local committees and the local team on the field to address the issue of insecurity and will act depending on the case.</p> <p>In the Food Assistance, the project uses the methodology of frequency list and SIMAST list, where available. The distribution is organized one communal section after another, allowing all the team to be present for monitoring, as well as members of the local committee</p>	IICA	Price of the products to be adjusted
Sanctioned groups and/or individuals interfering with, or influencing, beneficiaries identification, selection, and verification processes	Low	Low	High	The project implementation will not operate in areas where sanctioned groups have presence. IICA will establish a monitoring system to prevent, detect and respond to sanctioned groups or individuals attempting to interfere, in collaboration with local committees and partners on the field	IICA	N/A

Prioritized Risk	Level of risk	Probability	Level of impact	Management strategy/Response action	Responsibilities	Associated cost?
A sanctioned group and/or individual may receive an intangible benefit from program activities, including reputational benefit (e.g., by claiming credit on social media for the assistance or services you provide)	Low	Low	High	IICA through their Directorate of External and Institutional Relations and Communication Division, will verify and ensure all the relations and public events are held out with unrelated partners with sanctioned groups.	IICA	None
Risk of engaging in payment fees (direct or indirect) or transactions with or providing material support to sanctioned groups and/or individuals, when moving, storing, and/or managing equipment, supplies, or other commodities	Low	Low	High	To be mitigated/The project has no contact with the areas where the gangs operated. For recruitment, verification process, through partners or advertising looking for best vendors, contractors or consultants. For consultancies, the institute, in the process, verifies with the last employers. The Delegation will apply and keep register KYC form and verify the information of all the transactions through the Audit Unit when necessary, as stated in the Policy for the prevention of money laundering and financing of terrorism.	IICA	Our food suppliers in the island increase the price by avoiding most accessible areas for the kits, where armed groups are operating