



## CASE STUDY

# Targeting Rural Poverty in Northern Haiti

### Providing Extension Services and Irrigation Technology to Small-Scale Farmers



USAID IMAGES

**USAID Training Case Study**  
Course: Cost-Benefit Analysis for  
Agricultural Project Design  
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### 1.1 Underlying Challenges

In 2010, Haiti experienced a 7.0 magnitude earthquake, which caused extraordinary damage to its people, infrastructure, and economy. Official reports estimate that there were “316,000 people killed, 300,000 injured, 1.3 million displaced, 97,294 houses destroyed and 188,383 damaged in the Port-au-Prince area and in much of southern Haiti” (USGS, 2011). The devastating effects of the earthquake exacerbated the underlying problems that exist in the country, including poverty, food security, malnutrition, declining agricultural productivity, and high population growth.

Haiti is the poorest country in the Western Hemisphere. In 2010, more than 70 percent of Haitians were living on less than \$2 per day and 55 percent were living below \$1.25 a day (Disasters Emergency Committee, ND; USAID, 2011).

In addition to its poverty problem, much of the population faces food security challenges. Average caloric intake among Haitians was only 75 percent of the daily minimum recommended by the World Health Organization in 2011. Even before the quake, food security was a major issue. An estimated 40 percent of households were undernourished in 2010, and the number of daily meals fell from 2.48 to 1.58 after the earthquake. Undernourishment remains a problem despite greater international emphasis on assistance to Haiti since the earthquake.

Another major issue facing the country relates to the agriculture sector. Agricultural productivity has been stagnant or declining over the past 50 years. Today, agriculture accounts for 25 percent of Haiti’s GDP, which is down from 40 percent in the 1990s. While this pattern is often seen in developing countries as a result of industrialization, in Haiti’s case, the reduction was not due to significant growth in other sectors of the economy. Haiti’s food productivity and other related food issues are “closely linked to a combination of mountainous topography, powerful storms, and severe environmental degradation” (USAID, 2011). Additionally, rapid population growth compounds the challenges to food security in Haiti caused by the declining productivity of the sector.

## 1.2 Agriculture

In Haiti, agriculture generates a quarter of the country's GDP, and more than 60 percent of the population is dependent on incomes from agriculture. Multilateral donor organizations and the Haitian government recognize the importance of agriculture to the country.

After the earthquake, the Government of Haiti placed agriculture as its top priority as a means to rebuild Haiti's economy. In the 2010 "National Agriculture Investment Plan," the Ministry of Agriculture rested the foundations for recovery in increasing local production of staple crops, including yams and maize, to ensure food security; increasing incomes for farmers; creating jobs in rural areas; improving health; and decreasing vulnerability to natural disasters.

Multilateral donor organizations have supported Haiti's vision for rebuilding the economy through agriculture. Seeing the importance of agriculture for the country's recovery, the U.S. Government has provided \$110 million in assistance to Haiti via its agriculture focused Feed the Future (FTF) initiative (USAID, 2010).

Among the many factors contributing to the decline in Haitian agricultural sector, environmental degradation poses one of the most significant obstacles. USAID (2011) estimates that approximately 85 percent of the country's watersheds are degraded due to deforestation and erosion from poor farming practices. The land degradation contributes to flooding damage to human life and crops, resulting in further erosion and depletion of basic nutrients – continuing the cycle of agricultural decline.

Haiti's mountainous landscape poses another key challenge for agriculture. Nearly 60 percent of Haiti's land has a slope of at least 20 percent. Thus, agricultural productivity depends significantly on controlling and managing water runoff.

According to USAID (2011) some additional factors that compound the low levels of productivity include "...lack of investment in agricultural research and technology, a lack of enforceable property rights, scarcity of credit, and poor or non-

existent rural infrastructure." Farms in Haiti tend to be fairly small-scale, averaging 1.5 hectares (ha). To further exacerbate the limited production of crops, farms tend to rely on polyculture rather than one or two dominant crops. Growing a variety of crops with different production seasons and susceptibilities help farmers weather risks of flooding, hurricanes, and soil erosion, and depletion in addition to other sources of risk related to market forces including price swings and input availability.

## 1.3 Nutrition

In addition to the agricultural issues faced by Haiti, the country must also cope with nutrition concerns. Malnutrition or undernourishment "develops when the body does not get the proper amount of energy (calories), proteins, carbohydrates, fats, vitamins, minerals, and other nutrients required to keep the organs and tissues healthy and functioning well" and is associated with poverty, lack of food, repeated illnesses, and poor hygiene (UNICEF, 2010). Individuals who are undernourished have lower levels of energy, impaired brain function, weakened immune systems and have increased the risk of infections and infectious diseases.

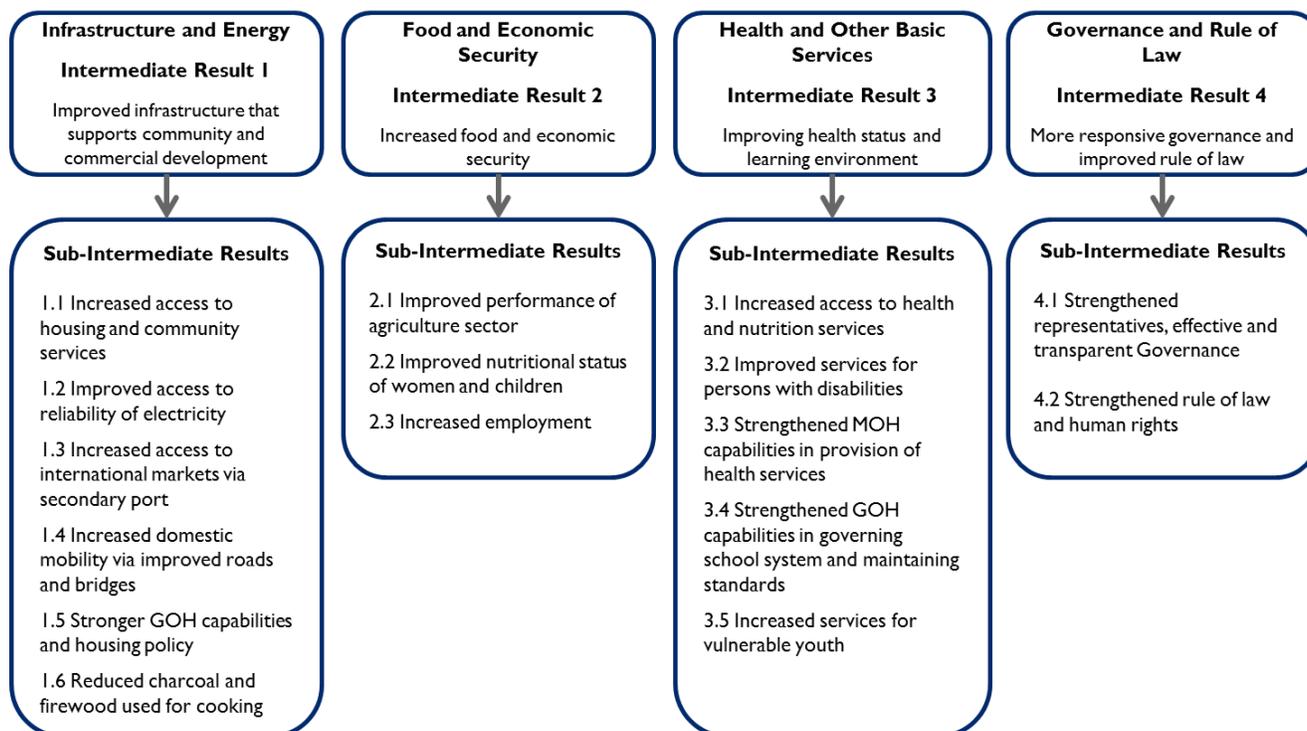
According to a recent report, "More than 44 percent of Haiti's population is undernourished..." (IFPRI, 2013). Although the rate of undernourishment in Haiti is high and its level of hunger is considered "alarming" by the International Food Policy Research Institute's Global Hunger index, it has fallen by nearly one-third between 1990 and 2013 (IFPRI, 2013).

Undernutrition can have major consequences on the development and growth of children. Data from 2007-2010 in Haiti show that almost one out of every three children under five years of age was stunted, or chronically undernourished, and a quarter of all children were born with low birth weight (UNICEF, ND).

Food security is a major concern for the USG's development strategy for Haiti. USAID provided \$38 million for emergency and development food assistance in FY 2013 for Haiti and has recently begun a security project to improve nutrition and access to locally produced foods for the most vulnerable households (USAID, 2013b). The project,

## U.S. Government Haiti Strategy: Results Framework

### Assistance Objective: A Stable and Economically Viable Haiti



the Kore Lavi Project, works with the Haitian government to establish a voucher-based safety-net system to increase poor households' access to food and prevent malnutrition in children and aims to reach 250,000 households (USAID, 2013b).

#### 1.4 Development Strategies for Haiti

In the wake of the 2010 earthquake, the U.S. Department of State developed a new reconstruction strategy for tackling Haiti's endemic problems. This strategy identifies "creating a stable and economically viable Haiti" as the main objective for U.S. efforts. Under this goal, the U.S. Department of State (2011) laid out four core development pillars critical to achieving economic growth in the country (as seen in the figure above):

1. Infrastructure and energy
2. Food and economic security
3. Health and other basic services
4. Governance and rule of law

While each of these focus areas is important, the Department of State (2011) emphasized that "Without a quick infusion of resources into Haiti's agricultural sector and associated infrastructure, the economic development of the country risks bypassing the majority of Haitians who make their livelihoods in agriculture."

To address this concern, USAID crafted a five-year FTF strategy for Haiti (seen in the figure on the next page). FTF seeks to "substantially reduce global poverty and hunger" through inclusive agricultural sector growth and improved nutritional status of women and children. This initiative recognizes that agriculture can serve as the engine for economic recovery and employment opportunities in Haiti and around the globe.

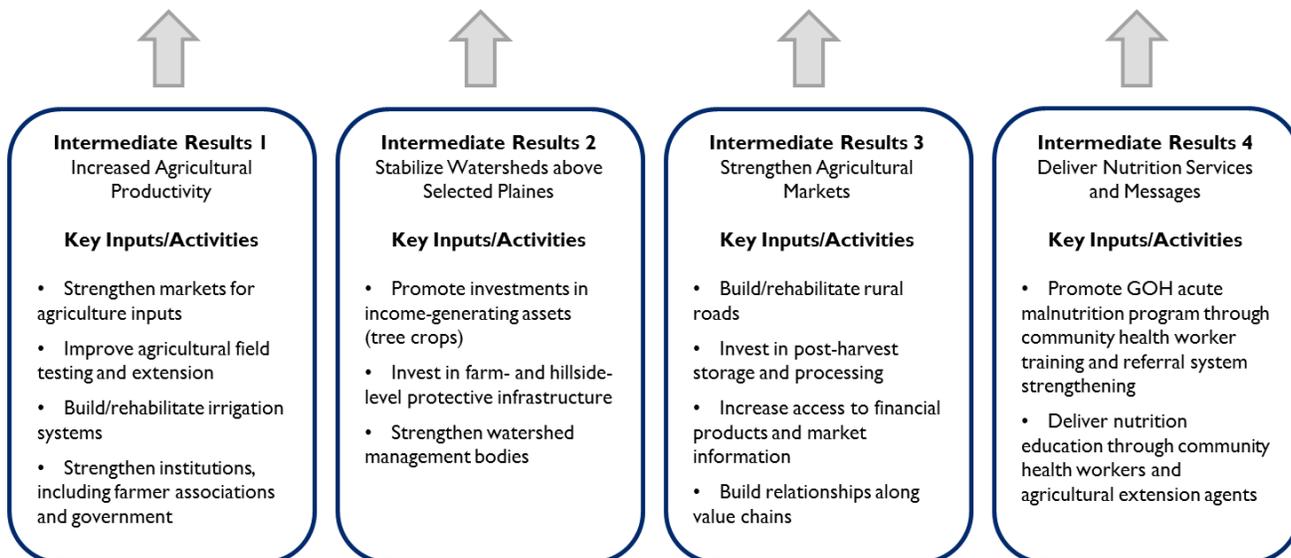
FTF has already made a significant difference in Haiti as a result of the FTF West project. The targeted interventions in FTF West have increased the availability and reliability of irrigation, enabled sustainable multi-year harvests, rehabilitated rural

## Feed the Future/Haiti Results Framework

### Feed the Future Objective: Increase Food Security

**Outcomes:**

- Incomes raised for 100,000 rural households
- Reduce the prevalence of underweight children under 5 to 20%



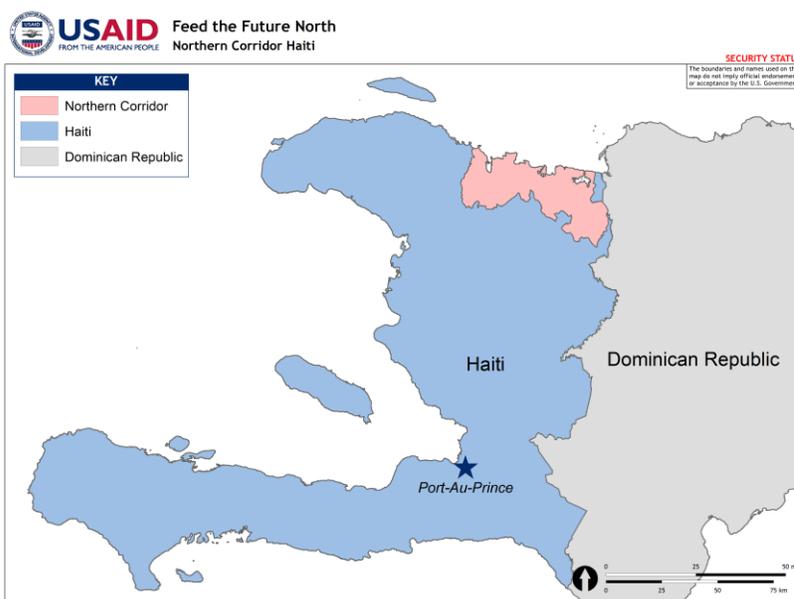
roads, and improved the output of farm lands by an average of 75 percent through technical assistance for 9,000 famers (USAID, 2011; USAID 2013a).

### 2.1 Proposed Intervention: FTF North

Using the information and lessons gathered from these previous efforts, USAID is planning a new project: Feed the Future North. FTF North will focus its attention on two regions in the North – *Masif du Nord* and *Plaine du Nord* – due to the interconnection of natural and economic factors between the uplands and lowlands of the watershed. The purpose of FTF North is to increase the agricultural incomes in Haiti’s Northern Corridor.

To achieve the USG and the FTF goals, USAID/Haiti has proposed the following activities for the FTF North project: provide extension services and water irrigation technology to small-scale yam farmers in the north. The extension services will teach farmers more efficient

farming practices to increase crop yields. These practices include using improved, hybrid seeds and fertilizer, and enhanced planting/harvesting techniques. The project introduces farmers to new water irrigation technology. This technology requires a substantial investment on the farmer’s part, but will increase effective water use by crops while reducing water loss.



## 2.2 Project Targets: Crops and Population

The proposed intervention will focus on yams, one of the main staple crops grown throughout Haiti's Northern Corridor.<sup>1</sup>

Yams are a relatively inexpensive crop to produce and sell, and provide Haitians with a large portion of their daily value of vitamins and nutrients including Vitamin C, potassium, fiber, and Vitamin B6.

The target population for the mission's intervention strategy is small-scale farms in *Massif du Nord* and *Plaine du Nord*, consisting of about 4.5 family members each. The small-scale farms average around 1.5 hectares (ha) in size, on which they grow yams. The USAID Mission in Haiti aims to increase the incomes of 40,000 rural households in this area.

## 3.1 Evaluating the Intervention

As a member of the project design team for FTF North, the Mission Director in Haiti has come to you to develop and appraise this project. She needs to you review the results frameworks from the DOS and FTF strategies for Haiti, and to develop a logical framework for the proposed Feed the Future North Project. That will be a critical component of the Project Approval Document (PAD). In addition to these items, she also needs to know if the proposed agricultural portion of FTF North project will provide enough benefits to the farmers and the economy as a whole to make the investments worthwhile. To evaluate the agricultural portion of the FTF North Project, you will construct a CBA model to measure the impact of technical assistance and new irrigation technology on yam production in Haiti's Northern Corridor with a ten year time horizon. Your Mission Director has asked you to report back on the following indicators:

- Per capita income
- Number of rural households benefiting directly from the intervention
- Gross margin (net revenue) per hectare

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<sup>1</sup> *Disclaimer: Although the FTF North project does exist, the intervention outlined above and subsequent data in this case has been fabricated for pedagogical purposes.*

- Yield per hectare
- Number of farmers who have applied new technologies or management practices
- Value of incremental increases in sales (additional sales compared to base year)
- Number of additional jobs associated with the project
- Number of hectares under improved technology

## 3.2 Analytical Approach

The methodology used for putting together this CBA model involves creating a table of parameters and constructing cash flow statements for key-stakeholders, including USAID and the farmers.

### *Table of Parameters*

The information provided in the table of parameters includes a list of all variables, data points, and assumptions that are used to calculate the proposed impact of the intervention. Where possible, it is important to distinguish between the “with” and “without” project scenarios. The data were derived from recent experience and studies are based on current or empirical data. Examples of the factors included in this section involve harvest yields, operational costs, and various farm characteristics.

### *Farm Budget Analysis*

The farm budget analysis determines what the bottom line impact of an intervention on farmers, how much the intervention will cost them, as well as the value of the increased benefit/production – in order to determine if this project is viable and attractive for the farmers. Costs of production and value of production are incorporated in farm budget analysis. The farm budget analysis is computed for both “without” and “with” USAID intervention. The farm budget analysis estimates the gross margin (GM), incremental sales, new private investment, and full time job equivalents (FTE) as a result of the project intervention. The results of budget analyses are useful to understand the costs and returns of farming activities. Additionally, the farm budget can estimate FTF indicators.

### *Cash Flow Statements*

One reason CBAs are conducted on projects is to measure the financial and economic incentives of

different stakeholders to participate in the project. If the project is not financially viable from the farmer's perspective, or the improved seed provider's perspective, the project is at great risk of failure. Financial cash flow statements are constructed from the perspectives of particular types of stakeholders, such as the economy, banks and the farmer. The decision-making criteria for determining if an investment is viable are the net present value (NPV) and the internal rate of return (IRR). For the purpose of this exercise, you will only calculate the cash flow from the perspective of the farmer and the project (USAID in this case).

#### *Farmer Perspective*

The cash flow statement from the farmer's perspective allows the analyst to determine whether the "with" intervention yam scenario is financially viable from the point of view of a participating farmer. The analysis also considers the farmer's perspective for the "without" intervention scenario in order to compare the incremental benefits/costs of the "with" intervention.

#### *Project Perspective*

The cash flow statement from the project's perspective enables the analyst to estimate the incremental benefits to the entire economy of a specific intervention. Three tables are collectively used to evaluate the financial viability of the yam intervention from the project's perspective – the cash flow statement for the "without" intervention option, the cash flow statement for the "with" intervention option, and the incremental cash flow statement obtained by netting the difference between the "without" and the "with" intervention cash flows.

## **4.0 Constructing the Cost-Benefit Analysis**

Now, armed with some understanding of what is needed to conduct the analysis, it is time to turn the reins over to you. We will walk you through a number of exercises, each one building on the last until you have put together a full CBA to evaluate the FTF North project.

### **4.1 Cell Reference (Intro to Excel)**

We will start by reviewing a few of the functions that will be instrumental to completing your cost-benefit analysis. Let's start by looking at some of

the operational costs of an average household farm.

#### *Relative Cell Reference*

When copying and pasting formulas in Excel, the default of the program will move the relative position of the arguments in the formula with the relative movement of the position of the formula.

1. In cell G10, type in a formula to calculate the total value (in local currency, Haiti Gourde, HTG) of the fertilizer (=Haiti Gourde\*Amount).
2. Drag that cell down (from the bottom right hand corner of the cell) through the end of the list.

You can see that the arguments in the formula move relative to the placement of the formula.

#### *Absolute Cell Reference*

Now let's try anchoring. Anchoring cells in formulas allows you to fix an argument in a formula regardless of the location.

1. In cell I10, we want to convert the total cost in HTG to total cost in dollars. To anchor an argument in a formula, you add "\$" to the cell reference. In this case we want to anchor cell E6: the exchange rate. In the formula we should type in  $\$E\$6$ . *note: you can also use the **F4** command to anchor the cell.*
2. Drag the formula down to the other relevant cells

#### *Mixed Cell Reference*

Sometimes you don't want to anchor a cell, but you want to anchor a column or a row. To anchor a *row only*, you place a "\$" in front of the row number. For example, if you want to anchor the second row, in a formula, you would type in  $E\$6$  into your formula.

*note: you can also press **F4** twice.*

To anchor a *column only*, you place a "\$" in front of the column letter. For example, if you want to anchor column E, you would type  $\$E6$  into your formula.

note: you can also press **F4** three times.

1. In cell F17, we want to calculate how much it would cost to buy different quantities of each item. We need to anchor the column for the price and the row for the quantity.
2. Copy the formula in F17 to the whole matrix.

## 4.2 Farm Budget

Now that you have reviewed some of the basic Excel functions, you can start to answer some of the questions the Mission Director asked of you. You should start by looking at the FTF indicators. The spreadsheet already has calculated the farm budget (“without” and “with” the yam intervention) for the first three years (Y0-2) based off the table of parameters.

Take a few minutes to think about how each of the M&E indicators are calculated. Now, try your hand at calculating the indicators in year 2+ for both the “without” and the “with” project.

How does the income per capita per day compare across the with and without project scenarios? What do the rest of the indicators tell you about the project?

## 4.3 Basic Cash Flow

The indicators you just calculated provide a sense of the impact of the FTF North intervention on farm households. It’s time to take this evaluation a step further and look at the project’s cash flow. We do this by using some data from the previous FTF West intervention. Farmers made investments of \$750 and saw \$500 of returns for the next four years.

Take the data provided and enter it in the key parameters and then input this into the cash flow statement on the Excel worksheet.

To see the Net Cash Flow over this time frame, net the benefits and costs (=Benefits – Costs) for each year.

## 4.4 Cash Flows without Project

It is time now to return to the FTF North project. To determine the baseline for the project, you will now set up a cash flow statement for the farm without the project, i.e. the counterfactual cash flow. Just as you did in the basic cash flow, you will now need to add the inflows (benefits) and the outflows (costs) to the counterfactual cash flow statement. This time, however, you can see that we have inflows and outflows from a variety of different sources. For this step, you will need to take the information provided in the table of parameters and add these benefits/costs to each year of the projects.

For example, let’s look at yam revenue. To calculate this amount for Year 0, you will need to multiply the price of yams by the yield for sale (total yield less household consumption) and by the total number of hectares it was grown on.

$$\text{Gross Revenues from Yam} = \text{Price} * (\text{Yield} - \text{Household Consumption}) * \text{Farm Size}$$

Complete this task for the remaining highlighted inflows and outflows and sum up the total for each. For help with the calculations, you can reference the notes listed by each item. After you finish, you will need to sum up the total inflows and outflows.

With the total inflows and outflows in hand, calculate the total net cash flow.

## 4.5 Cash Flows with Project

The information you just put together will provide you with the baseline with which to compare the intervention. We want to see how much better off our proposed yams project will make the farmers. To do this, you will need to calculate the incremental cash flow after you put together a cash flow for the project.

To construct the cash flow for the FTF North project, you will need to repeat the same calculations as you did with the counterfactual cash flow. The only difference will be that you need to pull you information from the right hand side of the table of parameters, i.e. “WITH PROJECT – YAMS” instead of from the left side. These figures reflect the changes made to the farming inputs and outputs as

a result of the project. The farms in the project see their yields increase as a result of investing in new irrigation technology, purchasing improved (and more expensive) seeds and fertilizer, as well as more irrigation. To support this increase in yield size, the family must hire additional labor to support their planting and harvest.

Once you have calculated your cash flow statement, create the incremental cash flow which compares your “without” and “with” project cash flows. To do this, subtract the “without” net cash flow from the “with” project cash flow as seen below:

$$\text{Incremental Cash Flow} = \text{“With Project Net Cash Flow”} - \text{“Without Project Net Cash Flow”}$$

What does the incremental cash flow look like for this project?

#### 4.6 Discounting

As you may have noticed when you were creating your cash flows, the amount stayed constant across the time horizon of the project. Before you can determine if this yams project is beneficial, you need to discount the cash flow to determine the value in present terms. Discounting is the method used to figure out how much these future cash flows are worth today, based on the time value of money – a dollar today is worth more than a dollar one year from now.

For this step, you should evaluate the project with a 12 percent discount rate. For each year, you will need to calculate the present value of the incremental cash flow with the following equation:

$$\text{Present Value} = \text{Incremental Cash Flow} / ((1 + \text{Discount Rate})^{\text{Year}})$$

Once this is complete, sum up the present value for all 10 years of the project to get the net present value.

Does this intervention seem like a worthwhile investment? Would you invest in FTF North?

#### 4.7 Discounting Rates Evaluation

Excel can actually make your life a little easier; the equation for net present value is already programmed (type “=NPV(” into the cell). You will need to link to the discount rate and the incremental cash flow the function. This function will allow you to easily calculate the NPV and compare the value of different discount rates.

It’s your turn to evaluate the project using different discount rates, ranging from 8 - 30 percent. To compute the net present value for 8 percent, you will need to complete the following function in the highlighted cell.

$$=\text{Cash Flow Year 0} + \text{NPV}(\text{Discount Rate}, \text{Incremental Cash Flow Years 1-9})$$

Following this method, evaluate the project at the remaining discount rates. At any discount rate, would it be unwise to proceed with the project?

#### 4.8 Point of View

While you have just been focusing the FTF North from the perspective of the farmer, it is important to note that this project will affect a wider audience than just the individual farmer. The following information describes a different, short term intervention in the north that impacts all direct project beneficiaries, including the bank that will finance the farm’s activities, the farm, government, and the economy as a whole. Use the information below to fill out the impacts of each cost and benefit on the different stakeholders in the accompanying table.

- This project will last two years labeled years 0 and 1. The project will be built during year 0, start in the beginning in year 1 and liquidate at the end of year 1.
- During year 0, \$500 will be invested in the purchase of irrigation technology. In addition, a tax of \$50 is added to the purchase of this technology.
- To finance the project, the owner will require a loan from a private bank equivalent to \$100. The interest paid in year 1 is \$20.
- The project generates \$1800 in sales in Year 1 and receives a subsidy of \$350.

- Operating costs are \$325 in year 1.
- The project sells its equipment at the end of Year 1 for \$150.
- The project creates pollution. The cost of cleaning up the area contaminated by the project is roughly \$50 in year 0 and \$25 year 1. The Government must bear this cost.
- The land for the project currently owned by the developer of the project could have been rented out to others for \$750 per year.

What does the net resource flow tell you about the project?

#### 4.9 Farm to Project (FTP)

So far, you have been looking at the project's impact on a single farmer. However, the FTF North project aims to target 40,000 households by Year 4 in the Northern Corridor. Over these years, the project does not have a 100 percent success rate in having farmers adopt the intervention strategy. In the first year they are targeted with the project, there is a 30 percent adoption rate; the adoption rate falls to 15 percent in the second and third years for the farmer with no adoption in the last two years. Additionally, there is also a 5 percent dropout rate in Year 3. Therefore, the intervention needs to target 73,583 Haitians over the first five years (Year 0 – Year 4). Sum up the number of total beneficiaries, the total farm cash flow, and the total net project cash flow.

In the previous cash flows you calculated the net present value and internal rate of return at the farm level. It is important to look at these criteria at the project level to make sure it makes economic and financial sense to conduct the intervention. Compute the Net Present Value and IRR, of the project as a whole to determine if the project is financially viable.

In Year 4, how many female beneficiaries are estimated to have adopted the intervention? *note: you will need to toggle cell 324 to "Year 4" to get this number. Be sure to change it back to "Year 9" afterward.*

What happens to the total number of beneficiaries and your NPV if the adoption rate is only 25% in the first year a farm is targeted for the intervention? What happens to your NPV if the dropout rate increases to 15 percent in year three?

#### 4.10 Decision Criteria

In a previous step, you looked at whether the FTF project made sense given the net present value. It's important to understand that there are different parameters on which to evaluate the project. Instead of evaluating the project on the net present value solely, you can also look at the internal rate of return and the gross benefits/costs ratio for the project.

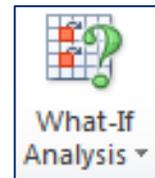
You should look at how the yams project stacks up against some other alternatives that have been proposed. For each, you will need to calculate the net present value, internal rate of return, and gross benefits/cost ratio. The equations are listed below. (When discounting, you should use the 12 percent rate from the table of parameters.)

- $NPV = \text{Net Cash Flow Year 0} + NPV(\text{Discount, Net Cash Flow Years 1-9})$
- $IRR = IRR(\text{Net Cash Flow Years 0-9})$
- $\text{Gross Benefits/Gross Costs Ratio} = \frac{(\text{Benefits Year 0} + NPV(\text{Discount, Benefits Years 1-9}))}{(\text{Costs Year 0} + NPV(\text{Discount, Costs Years 1-9}))}$

How do the different indicators compare? Is there a clear project to choose?

#### 4.11 Sensitivity Analysis

Cost-benefit analyses are based on a series of assumptions. You have relied on some assumptions throughout the analysis that may not necessarily be correct or may change by the time the project is implemented. To see how sensitive the results of your analysis are, you are going to alter some of assumptions provided in the table of parameters.



First start with the yield per hectare. It's possible that the yield may have been too high or too low. Test to see the effects on the NPV if you alter this

assumption. To do this, you will need to construct a What-If Analysis in Excel. This can be found under the data tab in Excel.

Before running the analysis, make sure to select the table you want to run the analysis on including the function; in this case, you will need to highlight cells from D370 to G378. When you click on the What-If Analysis, select “Data Table.” You will be given a pop-up window asking you to put in the desired field(s) (rows and/or columns) for the variable you want to change. Since you have the alternate yields listed in a column, you should fill out the column field with the original yield cell, L12. This should populate all the cells with what the net present values would be if the yields were different.

Try this again with price, new investment, and land rent. You will need to make sure to add the original cell into either row or column field in the What-If Analysis depending on the direction of your one-way table.

Finally, you should see how the sensitive your answers are if you do a two-way sensitivity analysis, looking at changes in both the yield and price. How sensitive is your net present value if the assumptions of the yield or prices are slightly off?

For this exercise, you have simply looked at the sensitivity at the farm level. Following the same steps, attempt the same tasks, this time looking at the sensitivity analysis for the project level.

Another function of the What-If Analysis is to run what’s called “Goal Seek.” This can be a very useful tool to determine input values to achieve your objective. Consider that your Mission Director has asked what the lowest the average annual yield could be for the farms to still break even, i.e. the NPV would be equal to zero. To help her answer this question, you can use the Goal Seek function. Select the cell you want to perform the goal seek on (the NPV cell highlighted in orange). Now click on the What-If Analysis, select Goal Seek. The cell

should be entered for you already and you will need to set the “To value” equal to zero (since you want to set the NPV to zero) and in the “By changing cell” select the with-project yield. The Goal seek will go through your spreadsheet and change all the values related to the yields to give you a NPV of zero. *Note: you will need to undo this (ctrl+z) to set the all the changes values back to their original amounts.*

Try this again by looking at what the minimum the additional yields would need to be for the farmer to break even.

## 5.0 Review

**Congratulations, you have completed your first CBA!** Now that you are done with the model, would you recommend this project to your Mission Director?

Before taking your answer to the Mission Director, you might ask yourself the following questions to prepare for any concerns or inquiries that may come up in your meeting:

- What factors seem riskiest?
- What factors seemed the riskiest?
- How can you design your project to mitigate these risk factors?
- Anything you would want to change about the project design after you’ve seen the results of the analysis?
- How much will households incomes increase?
- How much inputs are needed for this project to be successful? Can the project ensure these inputs are available in Haiti?
- Are there any other factors that have not been considered in the analysis (e.g. farm to market roads)?

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