

FONDS POUR LA RECONSTRUCTION D'HAÏTI
du Groupe des Nations-Unies pour le Développement (FRH GNUM/UNDG HRF)
DOCUMENT DE PROGRAMME

Organisation des NU bénéficiaire : Programme des Nations Unies pour le développement (PNUD)	Domaine Prioritaire/Secteur : Appui au cycle électoral
Directeur du Projet : Resident Representative UNDP Brazil Nom : Niky Fabiancio Adresse : Casa das Nações Unidas no Brasil Complexo Sergio Vieira de Mello, Módulo I, Prédio Zilda Arns Setor de Embaixadas Norte, Quadra 802, Conjunto C, Lote 17 CEP: 70800-400 Brasília Téléphone : + +55 (61) 3038-9300 Courriel : niky.fabiancio@undp.org	Ministère ou autre entité nationale : Ministère de l'Éducation Nationale et de la Formation Professionnelle (MENFP) Nom : M. Jean Beauvois Dorsonne Adresse : 5, Ave Jn-Paul, Port-au-Prince, Haïti Téléphone : (509) 2813-0273 Courriel : Jeanbdorsonne@yahoo.fr
N du Programme : TBD	Durée du Programme : 3,5 ans Date de démarrage estimée : 4 July 2016
Nom du Programme : Support to Technical and Vocational Education and Training in Haiti through the Establishment of a Vocational Training Center and Related Institutional Strengthening	Lieu(x) couvert(s) par le Programme : TBC
Description du Programme : The project aims at supporting efforts by the Haitian government to rebuild the country in a way that addresses longstanding, structural challenges that have delayed social and economic development for the last past years by contributing to the employability of the country's population, particular the youth. Expected impacts will include income generation through employment and self-employment. The project will also enable an expansion of the private sector by increasing the supply of qualified labor, thus contributing to a reduction of poverty over the longer term.	Coût total du Programme : US\$ 17,000,000 UNDG HRF : US\$ 17,000,000 TOTAL : \$US 17,000,000

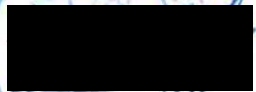





Objectifs General et Immédiats :



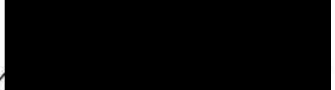
The project addresses the imperative to pursue the expansion of technical, occupational and vocational education, job generation, and social promotion. Its expected results include:

- i) a vocational training center established with a capacity to train about 3000 students a year;
- ii) an long-term institution strengthening program in place for *Institut National de Formation Professionnelle et Technique/INFP* focusing on further developing its capacity to fulfill its institutional mandate to promote technical and occupational education in Haiti;



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iii) training programs for the general population on occupations with a high potential for employability or self-employment; iv) The project will also promote exchange of good practices in education between Brazil and Haiti. Being as it is a multi-partner initiative involving the Haitian government, the Brazilian government, and UNDP, the project will put in place mechanisms for monitoring and evaluation in order to make needed adjustments along the life of project, document lessons learnt and best practice and ensure transparency.		
Au nom de :	Signature :	Date :
Gouvernement de la République d'Haiti : M. Jean Beauvois Dorsonne, Ministre de l'Education Nationale et de la Formation Professionnelle	 	06-07-16
Organisation des NU bénéficiaire M. Niky Fabiancie Resident Representative, UNDP Brazil	 	01-08-16
Coordinateur Résident des Nations Unies, M. Mourad Wahba, Haiti	 	13 July 2016

Observers:	Signature :	Date :
Agência Brasileira de Cooperação M. João Almino Diretor Agência Brasileira de Cooperação Ministério das Relações Exteriores:	 João Almino Diretor da ABC	
SENAI: M. Robson Braga de Andrade Presidente da Confederação Nacional da Indústria - CNI e Presidente do Conselho Nacional do Senai	 	



I. DEVELOPMENT CHALLENGE

Haiti is the poorest country in the Latin America and the Caribbean region, and one of the poorest in the world. The World Bank estimates its GDP per capita for 2014 at US\$820. In January 2010, the country was hit by a magnitude 7 earthquake that caused the loss of an estimated 200,000 lives, destroyed a significant amount infrastructure and built capital, paralyzed public services and unleashed one of the worst humanitarian crisis in history.

Six years after the disaster, Haiti's economy is on its way towards recovery. As a result of reconstruction efforts supported by international aid, there was in the aftermath of the earthquake a surge of activity in the construction sector, which contributed to raising employment and income levels. An expansion of the textile and agriculture sectors also reinforced this positive trend. Yet Haiti economic growth slowed down from 2.7% in 2014 to 1.7% in 2015.

Haiti being, a country with scarce and under-explored natural resources and insufficient infrastructure, its best bet for economic growth and social development lies in investing in its human capital. The UNDP's Human Development Report estimated Haiti's Human Development Index (HDI) for 2014 at 0.483, which places the country in the low human development category, ranking at 163 out of 188 countries and territories. Investments in education contribute to improve economic growth and human development. In particular, investments in occupational training can have a direct impact on employment and income.

The earthquake severely impacted on Haiti's capacity to provide education to its population. A significant part of the infrastructure for education, both public and private, was destroyed or damaged, and many teachers lost their lives, as did staff from the Ministry of National Education and Professional Training. Educational records were also lost at schools and in the Ministry. Rebuilding national capacity for education was identified as a priority objective in the *Strategic Plan for Haiti's Development (Plan Stratégique pour le Développement d'Haiti)*, drawn by the Haitian government in the wake of the 2010 earthquake. The document highlights the need for occupational and vocational education and training, with a focus on the role played by the National Institute of Professional Education (Institut National de Formation Professionnelle et Technique, INFP).

Haiti's mostly young population faces the dual challenge of unemployment and low qualifications. Most Haitians earn a living with subsistence agriculture or, in the case of city dwellers, in the informal economy. Jobs in the formal economy often have low requirements in terms of training and pay low wages.

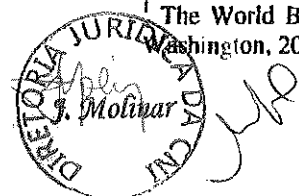
An important and promising sector for Haiti is its apparel industry. It accounts for nearly 90 percent of Haiti's exports and the sector is making efforts to diversify its products. Contrary to widely held assumptions, a significant part this industry to require skilled labor, such as needlework for tailored men's suits. It is an industry with a potential to develop capacity for other, higher value-added manufacturing activities, such as footwear, automobile components, toys, and sporting goods¹.

However, in order to reap the full benefits that Haitian workers can offer, sizable investment must be made in their preparation. The project contributes to this objective by pursuing a twofold goal: providing INFP with an array of institutional strengthening and capacity building actions and concretely showcasing gains in institutional development on a new vocational training center. The center can either be established in existing INFP facilities or be built from scratch, depending on how these two alternatives would fit in INFP's plans.

II. STRATEGY

The project aims to contribute to an increase in qualification in the Haitian work force that will improve their chances of finding a job or starting a business. The project will draw on a thorough analysis of the Haitian labor market that will identify current demand and map future demand for skilled workers by local industry and the potential for self-employment. The project will draw from Brazilian experience with its nationwide network of vocational schools offered by SENAI (National Services for Industrial Learning). Brazil is also a developing country with a large percentage of the population composed of young people, and a country with a highly unequal income distribution. For more than seventy years, SENAI has helped young people with low qualifications develop their skills and find a job or start a business.

¹ The World Bank: Bringing HOPE to Haiti's Apparel Industry: Improving Competitiveness through Factory-level. Washington, 2009.



A mission that took place in 2011 by the CoB and SENAI inspired the lines of work of the proposed project. During this mission, the major project components were identified and preliminary contacts established with local authorities. In 2016, a new mission took place to update and adjust the previous project design. The current project is designed with enough flexibility to carry on a consultation process to better serve the needs of the country.

The project will contribute to social and economic development in Haiti by strengthening capacity for skills development based on a strategy that combines fully equipped physical facilities and substantive knowledge building and sharing with INFP. As part of this strategy, the project will lead institutional strengthening actions together with the INFP, with a sharp focus in developing managerial and administrative capacity to more effectively accomplish its institutional mission of promoting skills development in Haiti.

The project will deliver a fully equipped vocational training center, provisionally named Brazil-Haiti Vocational Training Center, to actually provide job training for the population conforming to SENAI's service standards and INFP demands. The Center can either be located at an existing facility, possibly requiring some adaptation works, or it can require the construction of a new facility.

In line with the objectives of the Plan Stratégique de Développement d'Haiti, INFP has expressed its interest in locating a training center in the country's Département du Sud. The proposed location will be object of a specific feasibility study to be conducted at the start of the project.

The project will rest on four pillars of intervention: (i) building a fully equipped vocational training center; (ii) performing institutional strengthening actions to support INFP; (iii) offering a training and educational program for the target population, supported by a set of community outreach activities carried out by SENAI with the support of INFP and other partner entities with a view to raise boys' and girls' interest to pursue technical and vocational education; and (iv) project management, monitoring and evaluation.

The fourth pillar is a "meta-result" in that it ensures that the project is adequately managed. It includes time-limited support for maintenance of the Center.

Short description

The project aims at supporting efforts by the Haitian government to rebuild the country in a way that addresses longstanding, structural challenges that have delayed social and economic development for the last past years by contributing to the employability of the country's population, particular the youth. Expected impacts will include income generation through employment and self-employment. The project will also enable an expansion of the private sector by increasing the supply of qualified labor, thus contributing to a reduction of poverty over the longer term.

The project contributes to a number of strategic objectives spelled out in the Strategic Plan for Haiti's Development (Plan Stratégique pour le Développement d'Haiti), drawn by the Haitian government in the wake of the 2010 earthquake. Specifically, the project relates directly to the third pillar of the Plan, addressing to social reconstruction, program 3.1: strengthening higher education and technical and occupational education; sub-program 3.1.2: install regional networks of technical and vocational training centers.

The project addresses the imperative to pursue the expansion of technical, occupational and vocational education, job generation and social promotion. The project has four outcomes:

- Outcome 1. Vocational training center established with a capacity to train about 3000 students a year;
- Outcome 2. INFP institutionally strengthened focusing on further developing its capacity to fulfill its institutional mandate to promote technical and occupational education in Haiti;
- Outcome 3. Training programs offered for the general population on occupations with particular focus on youth and high employability and/or self-employment potentials;
- Outcome 4. Project adequately managed, monitored and evaluated

The project will also promote exchange of good practices in education between Brazil and Haiti. Being as it is a multi-partner initiative involving the Haitian government, the Brazilian government and UNDP, the project will put in place mechanisms for monitoring and evaluation in order to make needed adjustments along the life of project, document lessons learnt and best practice and ensure transparency.



The project's implementation strategy comprises: (i) the validation by Haitian authorities of the priority areas for the education program to be offered to the target population identified jointly by project partners, in particular the INFP; (ii) the identification of site and definition of infrastructure needs followed by construction or renovation; (iii) the training of Haitian teachers in technology/occupational areas such as: construction; industrial sewing; domestic, commercial and industrial electrician; automobile mechanic; motorcycle mechanic; industrial machinery mechanic; office/home computer operator; and/or others; (iv) the preparation of INFP staff to manage vocational training centers; and (v) the preparation of managers for the development of occupational education programs. Participatory approach and consultation processes are key elements of the implementation strategy. INFP will have a protagonist role in leading and facilitating the dialogue with local beneficiaries and stakeholders. Also UNDP Haiti, with vast knowledge on the country's context, will play a key role in the dialogue with CoH and local communities and its interfaces with UNDP Brazil and its Brazilian partners.

Finally, it is important to stress that the success of this initiative depends on the engagement of all participating institutions, namely, ABC, SENAI, UNDP, INFP, the Brazilian Embassy in Haiti, the Municipality of Les Cayes and other Haitian Government agencies.

Areas of intervention

The project contributes to the objectives of Pillar No. 3 of the *Strategic Plan for Haiti's Development*, aimed at social reconstruction, and more directly to those of program 3.1 — strengthening higher education and occupational and vocational education and training, 3.1.2 — establish regional networks of vocational training centers.

The project will also indirectly contribute to the objectives of Pillar No. 2, addressing economic reconstruction, program 2.4 — supporting industrial development, subprogram 2.4.3, developing the construction industry, as well as to the objectives of program 2.8 — promoting employment, subprogram 2.8.3 — enhancing labor productivity and workforce employability.

Location

The location of the center will be decided by the Government of Haiti based on a technical recommendation provided by SENAI and UNDP Haiti, which by its turn will be based on a shortlist of sites prepared by CoH during the implementation phase.

Project beneficiaries

Direct beneficiaries of the project include the Institut National de Formation Professionnelle et Technique (INFP) and the Ministry of National Education and Occupational Training (Ministère de l'Éducation Nationale et de la Formation Professionnelle, MENFP).

Indirect beneficiaries comprise primarily of young people aged sixteen to twenty-five of both sexes and local enterprises, which will be able to count on a greater availability of qualified workers.

III. RESULTS AND PARTNERSHIPS

Outcome 1. Vocational training center established with a capacity to train about 3000 students a year

Output 1.1: Site for the implementation of the Haiti-Brazil Vocational Training Center (BHVTC) identified

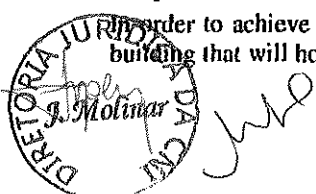
Activities required to achieve this result include (i) the preparation of technical requirements for the installations, such as area, access, population served etc.; (ii) setting up a technical committee to select the site, based on a recommendation by INFP; (iii) carrying out a technical mission to assess the site; and (iv) calling a meeting of the technical committee to reach a decision on the site.

Output 1.2: Identify occupations/technologies for which courses are to be provided at the BHVTC

Activities required to achieve this result include developing a plan for identifying demand for occupations/skilled workers in the area of influence of the BHVTC. The offer of technology areas will be narrowed down to eight. A technical committee will be set up to select the technology areas for which courses will be offered. An assessment mission will be dispatched to review the demand and the technical committee will meet to select the technology areas and/or occupations for which courses are to be offered at the BHVTC.

Output 1.3: BHVTC premises built or adapted to provide training courses

In order to achieve this result, SENAI will develop the technical guidelines for the construction or adaptation of the building that will house the BHVTC and validate technical guidelines with INFP and UNDP. UNDP Haiti will prepare



the bidding process for procuring the required works, launch the bid and hire a successful contractor. UNDP Haiti and SENAI will jointly monitor the execution of the works, based on an agreed monitoring plan. Upon completion of the works, UNDP Haiti and SENAI will validate the delivery. Sustainability criteria and earthquake resilient standards will be taken into consideration for construction or adaptation of the physical facility

Output 1.4: BHVTC supplied with equipment, tools and furniture to ensure its proper operation

Activities required to achieve this result include: (i) drawing up a list of equipment, machines, tools, measuring instruments and furniture; (ii) preparing technical specifications for procurement of said equipment; (iii) preparing bidding documentation for procurement; (iv) carrying out procurement; (v) receiving and installing said equipment; (vi) drawing up an inventory list; (vii) specify and procure technical library. All equipment to be procured will be delivered in Port-au-Prince and properly installed and tested in the BHVTC.

Outcome 2. INFP institutionally strengthened focusing on further developing its capacity to fulfill its institutional mandate to promote technical and occupational education in Haiti;

Output 2.1: INFP trainers qualified to work at vocational training centers

Activities required to reach this result include: (i) drawing job profile for teachers to teach at the Haiti-Brazil Vocational Training Center; (ii) selecting INFP teachers for specialized training; (iii) draw up training plan; (iv) run teacher training program; (v) select teachers for further training in Brazil; (vi) carry out training in Brazil; and (vii) select teachers to work at the BHVTC. The hiring of teachers will be the responsibility of the INFP.

Output 2.2: Job market analysis and curriculum development

Activities required to reach this result include: (i) drawing up job descriptions for staff to perform job market analysis and curriculum development; (ii) selecting INFP staff for specialized training; (iii) draw up training plan; (iv) run staff training program; (v) select staff to undertake an internship at SENAI in Brazil; (vi) carry out internship; and (vii) select staff to work at the BHVTC. The hiring of staff will be the responsibility of the INFP.

~~Output 2.3: INFP managers and administrative staff trained to achieve effective performance in vocational education~~

Activities required to reach this result include: (i) drawing up job descriptions for managers and administrative staff to take up training in management of training centers; (ii) selecting managers and administrative staff to receive specialized training; (iii) draw up training plan; (iv) run training program; (v) select staff to undertake an internship at SENAI in Brazil; (vi) carry out training in Brazil; and (vii) select managers and administrative staff to work at the BHVTC. The hiring of manager and administrative staff will be the responsibility of the INFP.

Outcome 3. Training programs offered for the general population on occupations with high employability and/or self-employment potentials;

Output 3.1: Development of teaching resources for the occupations/technologies to be provided at the BHVTC (R.2) up and running

Activities required to reach this result include: (i) selecting BHVTC staff to prepare and/or adapt teaching resources for selected technology areas/occupations; (ii) prepare teaching resources; (iii) print teaching resources.

Output 3.2: BHVTC running the occupational training courses identified in R.2 in outcome 2

Activities to achieve this result include: prepare course plans; validate course plans with INFP; spell out requirements in terms of teaching materials and consumables; procure required materials and consumables; select students to attend the courses at the BHVTC; and run courses at the BHVTC. An ongoing activity would be to ensure maintenance of the premises and its equipment. Although the project provides for a time-limited contribution towards this end, it is expected that over project implementation period, responsibility for the maintenance of the premises lies with the Haitian Government.

Output 3.3: Gender equity, environmental sustainability, and entrepreneurship actions up and running

Activities required to achieve this result include: prepare action plan for gender equity promotion; procure materials and hire services for the execution of the actions of gender equity promotion; carry out actions; In addition, prepare action plan for promotion of environmental sustainability; procure materials and hire services for the execution of the actions for promotion of environmental sustainability; carry out actions.

Outcome 4. Project adequately managed, monitored and evaluated



Activities required to achieve this result include: selecting the Brazilian team for assuming managerial and technical advice functions; setting up the Brazilian team in Haiti; selecting local team for administrative support in Haiti; setting up local team; carrying out quarterly monitoring missions and mid-term evaluation; procuring two vehicles for project implementations; and carrying out ex post evaluation. A team to be placed on the Brazilian Embassy at PAP/Haiti and at ABC in Brazil will be selected and set up to monitor and co-coordinate the project activities in the field.

Resources Required to Achieve the Expected Results

Project implementation will require sizable capital investment to either build training facilities or adapt existing physical infrastructure for the establishment of the Brazil-Haiti Vocational Training Center. Supplying the Center with equipment, tools and furniture will also demand significant capital investment.

The project will also rely on current expenditure for the maintenance of the project team (fees, per diems, air travel, lodging); for the supply of materials and consumables, including fuel, and for the maintenance of equipment. Current expenditure for utilities (water, electricity), security and cleaning of the Center will be provided on a declining basis, with a view to ensuring ownership by INFP and future sustainability. Providing for travel expenses for INFP staff on training will also be an important cost item in the project, with longer training events in Brazil taking up to three months.

Partnerships

The project will rely on coordinated work of a number of partners to achieve its goals. UNDP Brazil will be in charge of overall project co-ordination, together with ABC. UNDP Brazil is fully responsible for management and acting as an implementing partner/partner entity. Brazil's National Service for Industrial Training (SENAI) will be the provider of technical expertise. The Brazilian Cooperation Agency (ABC) will also provide support to project monitoring, evaluation and project co-ordination. UNDP Haiti will be the responsible party for outputs 1.1, 1.3 and 1.4. UNDP Haiti will also act as Liaison, providing support to the dialogue and articulation with local authorities, civil society and beneficiaries.

Risks and Assumptions

The project faces a number risks on different areas. Extreme weather events such as hurricanes and heavy storms and geological events, such as earthquakes, are not rare in Haiti and bear the potential for causing severe damage to infrastructure and equipment and to safety of personnel. Earthquakes being unpredictable, the only risk management measure applicable in a country with high risk of earthquakes is building earthquake resistant structures and providing people with earthquake preparedness training.

The risk of extreme weather events is high in Haiti, but such events can be predicted over a week in advance, giving people a chance to take precautions.

In recent years Haiti has seen a number of episodes of political turmoil, sometimes with occasional acts of violence and vandalism. While experience indicates that public goods such as schools are usually spared damage during such occurrences, it is recommended that project team leaders keep informed of security intelligence gathered by the United Nations Department of Safety and Security (UNDSS) and implement security measures as appropriate.

Political instability also impacts on the level of political will to implement long-term interventions. In particular, lack of political will can give rise to a budgetary risk should the Haitian Government, faced competing demands for public resources, allocating less than what is required for the financing of current expenditures for the operation of the vocational center. Similarly, there is a risk that the number of INFP staff participating in the planned training program offered by the project is less than what is ideal for the project to have a real institutional impact. In view of this, it will be important for project management to periodically report project progress and results to INFP management so that the Haitian Government can have a clear and up-to-date information of its relevance and pursue corrective measures.

Additionally, political instability often causes high personnel turnover in government agencies. In such a context, project implementation risks can be negatively affected by changes in counterpart staff at INFP, and the attainment of project objectives of capacity building may be hindered by loss of trained teacher and administrative staff and managerial personnel. In managing this risk, the same approach as discussed above for ensuring political will would be applied, namely providing periodic reporting of project progress and results to INFP management.

At the operational level, procurement of goods and materials often constitute a major cause for delays in project implementation. To minimize this, it is recommended that all procurement be done in line with annual and semi-annual procurement plans.



Other operational risks include inadequate infrastructure and communications failure, e.g. caused by lack of access to the internet. A non-negligible risk concerns the availability of Haitian creole-Portuguese translators and interpreters to translate teaching materials and provide training sessions. While there certainly is no shortage of French-Portuguese translators and interpreters, it is understood that teaching resources should be prepared in Creole.

Stakeholder Engagement

Key stakeholders will be identified with the support of INFP and a strategy to ensure stakeholders engagement detailed. Vulnerable youth will be targeted beneficiary population. Participatory approaches and consultation processes will be held with the potential beneficiaries, business communities and government institutions with vested interest in the project. Support from UNDP Haiti in the dialogue and articulation with local authorities and communities will be fundamental for successful targeting.

Project is expected to impact positively on social conditions in Haiti, by providing means to vulnerable youth to engage in employment or self-employment. Sustainability criteria will also be taken in consideration during the construction or adaptation phase, as well as in implementation period. Civil society concerns about social and environment impacts can be channelled through the consultation processes and the establishment of a permanent mechanism of participation.

South-South and Triangular Cooperation (SSC/TrC)

Brazil implements South-South cooperation with the purpose of promoting the exchange of experiences and knowledge among institutions from both countries. In this sense, the project meets Brazilian cooperation criteria for its ultimate goal which is to implement technology sharing activities. In addition, the project will stimulate the strengthening of relations among institutions involved, under the auspices of a foreign policy based on solidarity in the field of development cooperation between Brazil and Haiti.

Knowledge building and sharing

Being, as it is, an intervention focusing on capacity development, the project will involve a great deal of knowledge transfer sharing/building in the form of training activities intended for INFP teachers, administrative staff and managers. The project will also produce a significant amount of knowledge tangible products, including teaching materials, syllabuses, teaching methodologies and methodologies for curriculum development.

Sustainability and Scaling Up

The project's sustainability approach will rest on three pillars: (1) institutional strengthening for INFP; (2) stronger links to the labor market; and (3) a calibrated phasing-out of external support.

Institutional strengthening actions will address the needs of the INFP as a whole, not only the BHVTC. It will be based on an institutional assessment of INFP's strengths and weaknesses (using a SWOT analysis) and a transfer of relevant best practices in SENAI's management of its own system, with a view to adapt to INFP's reality in field. Experienced SENAI project managers will be entrusted with the management of the technical cooperation activities and will promote the dialogue with Haitian authorities in all relevant domains, including vocational and occupational training policies and the Center's own work strategy with the support of UNDP.

Capacity building efforts will rely on training programs for teachers, administrative staff and managers, each focusing on specific knowledge and/or skills requirements, with duration varying from two days to three months. In the case of managers and administrative staff, an internship in SENAI in Brazil will be offered.

The second pillar of sustainability involves strengthening the links between INFP and the labor market. This aims at making the institution more responsive to the demands of the national economy so that it is better positioned to supply trained workers in quantity and at the quality standards required by employers and investors.

The third pillar consists in a calibrated phasing-out of external support by SENAI. This involves launching a gradual approach to INFP more responsibilities in a higher standard of performance, aiming at ensuring that towards the end of the project INFP conducts all the functions in the management of a modernized occupational/technical educational system.

Through the life of the project, INFP's managerial staff will be trained in modern management of training centers in all its scope of influence, from the relationship with industry (employers), other government agencies (making the case for adequate budgeting) to the daily operation of the Center (planning for procuring materials, maintenance of installations, etc.). All along the three years of its duration, INFP managers will assume more and more tasks with less and less support from SENAI. Periodical reviews will be conducted to assess difficulties faced in the process. A similar approach to sustainability was successfully used by SENAI in other training centers elsewhere in the world.



SENAI has two decades of experience in similar projects in Latin America, Africa and East Timor. Experienced project leaders stationed in Haiti and in Brazil will provide for effective project management and substantive, ongoing dialogue with UNDP Haiti and Haitian counterparts on all topics related to INFP's mandate, whether at the policy, strategic, managerial or operational level.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency and effectiveness in project implementation will be assured by careful project planning; the development of short term work plans; the definition of management procedures addressing issues such as communications, quality and risk management; adherence to procurement rules; and the implementation of sound financial management practices and controls, including financial reporting and analysis.

Quality and relevance of outputs will be ensured by regular monitoring missions involving the Brazilian Cooperation Agency as well as Haitian authorities. These missions will also provide an opportunity for identifying any required project adjustments.

Project Management

The intervention will focus on INFP. The project will ideally share an office at INFP's headquarters and keep an office at the Brazil-Haiti Vocational Training Center, the location of which will be decided during implementation. Technical support will also be provided by the Brazilian Embassy in Port-au-Prince as needed. Three professionals will be hired to support ABC's role in the project; two of them will be based in the Brazilian Embassy at Haiti and one at ABC headquarters in Brasilia. These professionals will be responsible for facilitating, supporting, monitoring and co-ordination during the project's implementation and the ones based on Haiti will act as representatives of ABC locally.

In addition, two project leaders will be assigned to the project on a full time basis, with managerial and technical roles. Their work will be supported by SENAI's offices in Brazil, UNDP Brazil and the Brazilian Cooperation Agency. UNDP Haiti will count with one dedicated professional to support the project coordination and implementation in the field. This professional, based at INFP, will be responsible for managing UNDP Haiti components and also support UNDP Brazil in executing activities as needed, including the liaison functions with the local government.

Project implementation will require the participation of not only INFP staff working at the vocational training center, but also INFP managers and staff (comprising both teachers and administrative staff) working for targeted capacity development actions. SENAI, together with UNDP Brazil, will play the role of a broker in facilitating dialogue and an exchange of experiences and best practices with kindred institutions in other developing countries, with a view to diversifying perspectives aimed at contributing to INFP's institutional strengthening.





RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: UNDAF 4: South-South Cooperation in the Context of Sustainable Development and Eradication of Poverty



Outcome indicators as stated in the Country Programme National policy framework includes lessons learned from Brazilian SSC

Baseline: (a) 200 Brazilian SSC initiatives under implementation in 2010 with UNDP support;

Targets: (a) At least 300 BSSC initiatives completed with UNDP support;

Applicable Output(s) from the UNDP Strategic Plan: S.S. & Tri. Cooperation - output 7.5: Innovative development solutions and partnerships - output 7.6

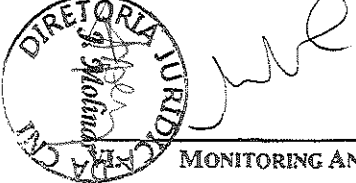
Project title and Atlas Project Number: BRA/16/004 00095226 (Proposal) Support to Technical and Vocational Education and Training in Haiti through the Establishment of a Vocational Training Center and Related Institutional Strengthening

EXPECTED OUTPUTS	OUTPUT INDICATORS ²	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
1.1 Site for the implementation of the Haiti-Brazil Vocational training Center (HBVTC) identified	site to house the HBVTC	UNDP Haiti	0	2016	1	---	---	---	---	1	Project Report, on site collection
1.2 Technological areas to develop training courses in HBVTC defined	# of technological areas identified and selected to be worked on HBVTC	UNDP Brazil Project Management/PM	0	2016	6	2	---	---	---	8	Project Report, on site collection
1.3 Vocational Training Centre built or upgraded to offer initially vocational training courses	administrative building built and/or upgraded	UNDP Haiti	0	2016	1	---	---	---	---	1	Project Report, on site collection
	# of theoretical classrooms built and / or upgraded	UNDP Haiti	0	2016	1	---	---	---	---	1	Project Report, on site collection
	# of pavilions for workshops and laboratories built and / or upgraded	UNDP Haiti	0	2016	3	1	---	---	---	4	Project Report, on site collection
1.4 Vocational Training Center equipped with tools, machinery and furniture for	# of sets of tools (one for each technological area) purchased	UNDP Haiti	0	2016	6	2	---	---	---	8	Project Report, on site collection

the development of vocational training courses	# of equipment for workshops and laboratories purchased and installed	UNDP Haiti	0	2016	6	2	---	---	---	---	Project Report, on site collection
	# of rooms furnished to administrative areas and lectures	UNDP Haiti	0	2016	16	4	---	---	---	20	Project Report, on site collection
2.1 INFP trainers qualified to work in Vocational Training Centre and able to disseminate new knowledge	# of INFP trainers qualified teaching practice, disaggregated by gender	UNDP Brazil PM	0	2016	---	50	---	---	---	50	Project Report, on site collection
	# of INFP trainers trained to practice technique, disaggregated by gender	UNDP Brazil PM	0	2016	---	32	---	---	---	32	Project Report, on site collection
2.2 INFP technicians trained to identify demands, job profiles, curriculum design and certification	# of INFP technicians trained to identify demands and develop curricula, disaggregated by gender	UNDP Brazil Project Management	0	2016	10	---	---	---	---	10	Project Report, on site collection
2.3 Managers and administrative support staff of INFP prepared to act in Vocational Training Centre	# of INFP technicians trained in office practices of vocational training centers, disaggregated by gender	UNDP Brazil PM	0	2016	---	6	---	---	---	6	Project Report, on site collection
	# of INFP managers trained in vocational training centers management, disaggregated by gender	UNDP Brazil PM	0	2016	---	6	---	---	---	6	Project Report, on site collection
3.1 Teaching resources (printed) of selected areas (R2.1) developed for application in professional training courses at HBVTC	# of booklets developed for courses in the HBVTC	UNDP Brazil Project Management	0	2016	---	16	8	---	---	24	Project Report, on site collection



3.2 Vocational training courses in the selected areas (R2.1) developed at HBVTC	# of courses conducted in the HBVTC	UNDP Brazil Project Management	0	2016	---	16	8	---	---	24	Project Report, on site collection
3.3 Actions to promote Gender Equity, Environmental Sustainability and Entrepreneurship developed	# of promotion actions for gender equity held	UNDP Brazil Project Management	0	2016	---	---	1	---	---	1	Project Report, on site collection
	# of promotion actions for environmental sustainability held	UNDP Brazil PM	0	2016	---	---	1	1	---	2	Project Report, on site collection
	# of promotion actions for entrepreneurship held	UNDP Brazil PM	0	2016	---	---	1	1	---	2	Project Report, on site collection
4. Project managed, monitored and evaluated	# of administrative technicians hired to support the project	UNDP Haiti	0	2016	2	---	---	---	---	2	Project Report, on site collection
	# of technical coordinator to implement the project	UNDP Brazil PM	0	2016	1	---	---	---	---	1	Project Report, on site collection
	# of senior coordinator hired to implement the project	UNDP Brazil PM	0	2016	1	---	---	---	---	1	Project Report, on site collection
	# of administrative technicians hired to support the project	UNDP Brazil	0	2016	2					2	Project Report, on site collection
	# of project analysts hired for monitoring and evaluation	UNDP Brazil	0	2016	1					1	Project Report, on site collection



MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Ref.	Monitoring Activity	Responsible person	Target audience	Type of report required	Frequency
1.	Monitor and Manage Risk	Project Manager	Project Board	Quarterly progress and financial report (QPR)	At the end of every quarter
2.	Project Report	Project Manager	Project Board	Annual progress and financial report	At the end of the calendar year
3.	Project Quality Assurance	Project Assurance	Project Board & Project Manager	Annual Quality Assessment Report	Upon completion of milestones/targets and outputs as per AWP

Within the annual cycle

- On a yearly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- Based on the initial risk analysis submitted (see annex 3), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using UNDP standard report format available.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events



Evaluation Plan³

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	UNDP Brazil	7.5	4/32	31/03/2018	SENAI/Ministry of Education in Haiti/INFP/ABC	UNDP Brazil
Final Evaluation	UNDP Brazil	7.5	4/32	01/12/2019	SENAI/Ministry of Education in Haiti/INFP/ABC	UNDP Brazil

³ Optional, if needed

VII. MULTI-YEAR WORK PLAN⁴⁵

OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
1.1 Site for the implementation of the Haiti-Brazil Vocational training Center (HBVTC) identified	Develop technical description of the requirements for the establishment of a vocational training center	4,800	---	---	---	UNDP Haiti	IDA/WB	72100	4,800.00
	Establish technical committee for the selection of the site to houses the HBVTC	---	---	---	---	UNDP Haiti	IDA/WB	---	---
	Carry out technical mission to analyze the site to houses the HBVTC	25,865	---	---	---	UNDP Haiti	IDA/WB	71600 72100	25,865.00
	Meet the technical committee to define the site	---	---	---	---	UNDP Haiti	IDA/WB	---	0,00
1.2 Technological areas to develop training courses in HBVTC defined	Develop demand identification plan to confirm the technological areas (up to 8 areas) of HBVTC	9,600	---	---	---	UNDP Brazil	IDA/WB	72100	9,600.00
	Establish technical committee to confirm the areas of HBVTC	---	---	---	---	UNDP Brazil	IDA/WB	---	---
	Carry out diagnostic mission and analysis of the demands to	31,208	---	---	---	UNDP Brazil	IDA/WB	71600 72100	31,208.00

⁴ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁵ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.



	confirm the areas of HBVTC								
	Meet the technical committee to confirm the areas of HBVTC	---	---	---	---	UNDP Brazil	IDA/ WB	---	---
1.3 Vocational Training Centre built or upgraded to offer initially vocational training courses	Carry out mission to inventory of space to house CFPBH	22,725	---	---	---	UNDP Brazil	IDA/ WB	71600 72100	22,725.00
	Develop technical description for construction of the site to house the HBVTC	9,600	---	---	---	UNDP Haiti	IDA/ WB	72100	9,600.00
	Validate with INFP, ABC and UNDP the technical description	40,650	---	---	---	UNDP Haiti	IDA/ WB	71600 72100	40,650.00
	Hiring company or institution for the execution of the building (construction and / or upgrade)	---	---	---	---	UNDP Haiti	IDA/ WB	---	---
	Provide local support for monitoring and technical of the project (construction and / or site upgrade)	130,000	170,000	---	---	UNDP Haiti	IDA/ WB	72100	300,000.00
	Carry out the construction	2,371,257.01	---	---	---	UNDP Haiti	IDA/ WB	72100	2,371,257.01
	Monitoring the construction	---	---	---	---	UNDP Haiti	IDA/ WB	---	---
	Carry out mission to monitoring the construction	37,966	---	---	---	UNDP Brazil	IDA/ WB	71600 72100	37,966.00
	Technically validate the delivery of the building	0	---	---	---	UNDP Haiti	IDA/ WB	---	---
1.4 Vocational Training Center equipped with tools	Develop list of equipment, machines, tools, instruments and furniture	38,400	---	---	---	UNDP Haiti	IDA/ WB	72100	38,400.00



machinery and furniture for the development of vocational training courses	for HBVTC as selected areas								
	Develop technical description of equipment, machines, tools, instruments and furniture for the purchasing process	76,800				UNDP Haiti	IDA/ WB	72100	76,800.00
	Carry out purchase of equipment, machines, tools and furniture	1,278,685	1,227,991			UNDP Haiti	IDA/ WB	72100	2,506,676.00
	Install equipment, machines, tools and furniture	84,000	101,864			UNDP Haiti	IDA/ WB	71600 72100	185,864.00
	Make a list for collection and equipment for the library	0,00	76,800			UNDP Haiti	IDA/ WB	72100	76,800.00
	Purchase collections and equipment to library	---	32,500			UNDP Haiti	IDA/ WB	72100 72200	32,500
Sub-total for Outcome 1		4,161,556.01	1,609,155	---	---			---	5,770,711.01
2.1 INFP trainers qualified to work in Vocational Training Centre and able to disseminate new knowledge	Design trainers profile to work in Vocational Training Centre	4,800	---	---	---	UNDP Brazil	IDA/ WB	72100	4,800.00
	Select INFP trainers for training in teaching practice	---	---	---	---	UNDP Brazil	IDA/ WB	---	0,00
	Develop technical training program for teaching	72,000	---	---	---	UNDP Brazil	IDA/ WB	72100	72,000.00
	Run the technical training program in teaching practice	---	1,625,262	---	---	UNDP Brazil	IDA/ WB	71600 72100	1,625,262.00
	Develop material for training	---	48,000	---	---	UNDP Brazil	IDA/ WB	72100	48,000.00



	Select INFP trainers to operate in the BHVTC	---	---	---	---	UNDP Brazil	IDA/ WB	---	---
2.2 INFP technicians trained to identify demands, job profiles, curriculum design and certification	Design profile for training technicians in identifying demands, job profiles, curriculum design and certification	---	4,800	---	---	UNDP Brazil	IDA/ WB	72100	4,800.00
	Select INFP technicians for training in identifying demands, job profiles, curriculum design and certification	---	---	---	---	UNDP Brazil	IDA/ WB	---	---
	Develop training program in order to identify demand, professional profiles, curriculum design and certification	---	9,600	---	---	UNDP Brazil	IDA/ WB	72100	9,600.00
	Carry out training program in order to identify demand, professional profiles, curriculum design and certification	---	54,102	---	---	UNDP Brazil	IDA/ WB	71600 72100	54,102.00
	Develop material for training	---	9,600	---	---	UNDP Brazil	IDA/ WB	72100	9,600.00
	Select INFP trainers to operate in the BHVTC	---	---	---	---	UNDP Brazil	IDA/ WB	---	---
2.3 Managers and administrative support staff of INFP prepared to act in Vocational Training Center	Design profile for training managers and administrative support staff to act in Vocational Training Center	---	4,800	---	---	UNDP Brazil	IDA/ WB	72100	4,800.00
	Select INFP team for training in Vocational	---	---	---	---	UNDP Brazil	IDA/ WB	---	0,00

	Training Center management								
	Develop training program in training center management	---	19,200	---	---	UNDP Brazil	IDA/ WB	72100	19,200.00
	Carry out training program in training center management	---	54,102	---	---	UNDP Brazil	IDA/ WB	71600 72100	54,102.00
	Develop material for training	---	10,600	---	---	UNDP Brazil	IDA/ WB	72100	10,600.00
	Carry out training in Brazil to management team in training center management and best practices	---	78,706	---	---	UNDP Brazil	IDA/ WB	71600 72100	78,706.00
	Select INFP managers and administrative support staff to operate in the HBVTC	---	---	---	---	UNDP Brazil	IDA/ WB	---	---
Sub-total for Outcome 2		76,800	1,918,772	---	---			---	1,995,572 .00
3.1 Teaching resources (printed) of selected areas (R2.1) developed for application in professional training courses at HBVTC	Define the HBVTC team to design and adaptation of educational materials for selected areas	---	---	---	---	UNDP Brazil	IDA/ WB	---	---
	Develop educational materials for selected areas	---	940,800	---	---	UNDP Brazil	IDA/ WB	72100	940,800.0 0
	Provide educational material for the development of courses to be offered in HBVTC	---	100,000	100,000	40,000	UNDP Brazil	IDA/ WB	72100	240,000.0 0
3.2 Vocational training courses in the selected areas (R2.1) developed at HBVTC	Develop courses plans	---	200,000	200,000	58,864	UNDP Brazil	IDA/ WB	71600 72100	458,864.0 0
	Validate courses plans	---	---	---	---	UNDP Brazil	IDA/ WB	---	---
	Define teaching resources and consumables necessary for the courses in HBVTC	---	---	---	---	UNDP Brazil	IDA/ WB	---	---



	Purchase consumables for courses in HBVTC	---	160,000	300,000	300,000	UNDP Brazil	IDA/ WB	72100	760,000.00
	Enrolling students in HBVTC	---	---	---	---	UNDP Brazil	IDA/ WB	---	---
	Develop course in HBVTC	---	284,000	284,000	284,000	UNDP Brazil	IDA/ WB	72100	852,000.00
	Contribute to the maintenance of facilities, equipment and machines	---	275,000	275,000	275,000	UNDP Brazil	IDA/ WB	72100	825,000.00
3.3 Actions to promote Gender Equity, Environmental Sustainability and Entrepreneurship developed	Design action to promote gender equality	---	---	12,000	---	UNDP Brazil	IDA/ WB	72100	12,000.00
	Purchase resources and services for activities in gender equity	---	---	15,000	---	UNDP Brazil	IDA/ WB	72100	15,000.00
	Develop actions to promote gender equality	---	---	47,758	---	UNDP Brazil	IDA/ WB	71600 72100	47,758.00
	Design actions to promote environmental sustainability	---	---	7,200	---	UNDP Brazil	IDA/ WB	72100	7,200.00
	Purchase resources and services for activities in environmental sustainability	---	---	45,000	---	UNDP Brazil	IDA/ WB	72100	45,000.00
	Develop actions to promote environmental sustainability	---	---	57,358	57,358	UNDP Brazil	IDA/ WB	71600 72100	114,716.00
	Design actions to promote entrepreneurship	---	---	7,200	---	UNDP Brazil	IDA/ WB	72100	7,200.00
	Purchase resources and services for activities in entrepreneurship	---	---	45,000	---	UNDP Brazil	IDA/ WB	72100	45,000.00
	Develop actions to promote entrepreneurship	---	---	57,358	57,358	UNDP Brazil	IDA/ WB	71600 72100	114,716.00
Sub-Total for Outcome 3		---	1,959,800	1,452,874	1,072,580				4,485,254.00



4.1 Project managed, monitored and evaluated

Select Brazilian team for general and operational coordination of the project in Haiti to SENAI					UNDP Brazil	IDA/ WB		
Provide Brazilian team for the general and operational coordination in Haiti to SENAI	379,242	379,242	379,242	379,242	UNDP Brazil	IDA/ WB	71600 72100	1,516,968 .00
Select one dedicated professional to support the project implementation	3,000.39				UNDP Haiti	IDA/ WB		3,000.39
Provide one dedicated professional to support the project implementation and in the field on UNDP Haiti	52,213.42	55,213.42	55,213.42	55,213.42	UNDP Haiti	IDA/ WB	72100	217,853.6 8
Select and provide a team to be place on the Brazilian Embassy at PAP/Haiti to set up to monitor and co-ordinate (the project activities in the field	55,213.42	55,213.42	55,213.42	55,213.42	UNDP Brazil	IDA/ WB	72100	220,853.6 8
Select and provide a team to be place on the ABC headquarters to support project activities	36,000	36,000	36,000	36,000	UNDP Brazil	IDA/ WB	72100	144,000.0 0
Carry out quarterly missions to monitoring and mid-term evaluation	78,890	78,890	78,890	78,890	UNDP Brazil	IDA/ WB	71600 72100	315,560.0 0
Purchase vehicles to support HBVTC	120,000	90,000	90,000	90,000	UNDP Haiti	IDA/ WB	72100 72200	390,000.0 0
Auditing Exercises	10,000	10,000	10,000	10,000	UNDP Brazil	IDA/ WB	74110	40,000.00

	Carry out final evaluation	85,274	UNDP Brazil	IDA/ WB	71600 72100	85,274.00
Sub-Total for Outcome 4		734,558.84	704,558.84	704,558.84	789,832.84				2,933,509.36
Direct Project Costs		57,000.00	114,000.00	114,000.00	57,000.00	UNDP Brazil	IDA/ WB		342,000.00
Universal Price List		60,000.00	60,000.00	60,000.00	60,000.00	UNDP Brazil	IDA/ WB		240,000.00
General Management Support (7%)		348,104.07	433,460.01	151,020.30	130,368.91	UNDP Brazil	IDA/ WB	75100	1,062,953.28
Subtotal		5,438,018.92	6,799,745.85	2,482,453.14	2,109,781.75				16,830,000.00
MPTF (1%)		54,863.08	68,579.78	25,179.47	21,377.66		IDA/ WB		170,000.00
TOTAL		5,492,882.00	6,868,325.63	2,507,632.61	2,131,159.41			...	17,000,000.00

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP Brazil with the implementation shared between UNDP Brazil and UNDP Haiti under the guidance of the Project Board (PB). This shared implementation reflects the underlying understanding and commitment between UNDP and the partners to coordinate efforts and actions.

UNDP Haiti will be responsible for implementation of activities related to the outputs 1.1, 1.3 and 1.4 all related to identification of the site for implementation of HBVTC, construction or refurbish of HBVTC and the provision of goods, equipment and furniture for the HBVTC. UNDP Haiti also will act as Liaison coordinator providing support to dialogue and articulation with local authorities, civil society and beneficiaries.

UNDP Brazil will be responsible for implementation of all activities related to the outputs 1.2, 2.1, 2.2, 2.3, 3.1 and 3.2.

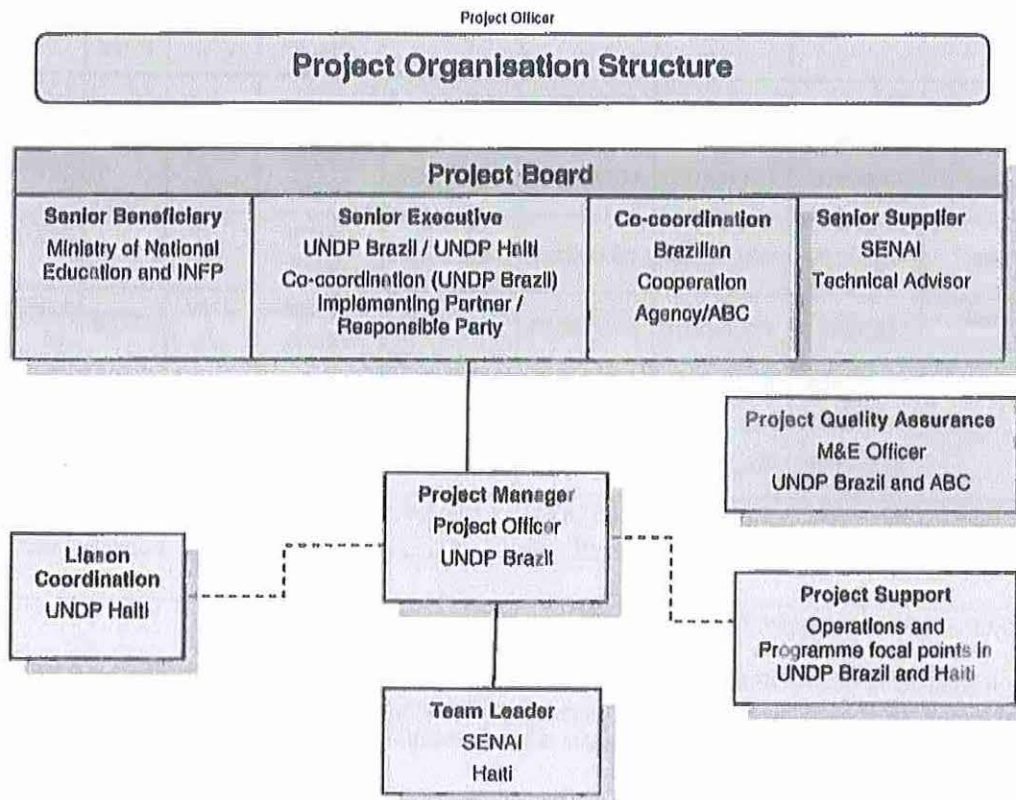
UNDP Brazil, ABC and UNDP Haiti will share responsibilities regarding Project Management (activities under output 4.1). Additionally UNDP Brazil together with ABC, will be responsible for the overall quality assurance of this project.

The Project Board, chaired jointly by UNDP Brazil and ABC, aside from bearing responsibility for supervision, will also play the role of providing strategic guidance for the project. It will be comprised of the following members, the Ministry of National Education and Occupational Training, INFP, Brazilian Agency of Cooperation (ABC), SENAI, UNDP Brazil, and UNDP Haiti. If necessary, and depending upon specific contexts, other formal members may be included in the group. The board is responsible for making executive management decisions for the project when guidance is required by the Project Manager, including approval of project plans and revisions.

It is worth mentioning that the Brazilian Cooperation Agency (ABC), under the Brazilian Ministry of External Relations (MRE), is the institution with the mandate to coordinate and monitor Brazilian technical cooperation and South-South programs and projects, which are implemented in accordance with agreements Brazil enters into with other countries and international organizations. Hence, ABC's role in this project refers to the co-coordination and monitoring of the project activities.

On behalf of the Project Board, the designated UNDP Brazil M&E officer and ABC representatives will act as project quality assurance and will be responsible for carrying out objective and independent project oversight and monitoring functions. The project assurance reports to the PB, as established in the M&E plan or as requested.





IX. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:

- ☐ Country has signed the Standard Basic Assistance Agreement (SBAA)
- ☐ Country has not signed the Standard Basic Assistance Agreement (SBAA)
- ☒ X Regional or Global project – South South Cooperation between Brazil and Haiti

2. Implementing Partner:

- ☐ Government Entity (NIM)
- ☒ X UNDP (DIM)
- ☐ CSO/NGO/IGO
- ☒ X UN Agency (other than UNDP)
- ☐ Global and regional projects

Or [click here](#) for the MS Word version of the standard legal and risk management clauses.

X. ANNEXES

1. Project Quality Assurance Report

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*



3. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**





Annex 3. OFFLINE RISK LOG

Project Title: Support to Technical and Vocational Education and Training in Haiti through the Establishment of a Vocational Training Center and Related Institutional Strengthening						Award ID: BRA/16/004 00095226		Date: 7/4/2016	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Complex Design: large project with 2 countries involved Brazil and Haiti, multiple stakeholders GoH, INFP, UNDP Haiti, GoB, ABC, SENAI, and UNDP Brazil	7/4/2016	Operational	P = 3 I = 4	Local team will be hired to manage project comprising 5 professionals. including technical and operational staff. Quarterly missions will be carried out by ABC, SENAI and UNDP Brazil to monitor project implementation and support project and stakeholders' coordination.	Project Manager	Project Assistant		
2	Governance: Project implementation depends on Government of Haiti actions. such as definition of site for the implementation of Vocational Training Center.	7/4/2016	Organizational	P = 2 I = 3	Establish technical committee to select the site of Vocational Training Center building.	Project Manager	Project Assistant		
3	Change in Government: Government of Haiti political transition, future government might reject project.	7/4/2016	Political	P = 5 I = 5	UNDP Brazil and UNDP Haiti to follow up on Haiti political situation.	Project Manager	Project Assistant		
4	Natural Disasters, such as hurricanes and earthquakes might delay or derail project implementation.	7/4/2016	Environmental	P = 3 I = 4	Build the Vocational Training Center to resist to Natural Disasters. such as hurricanes and earthquakes.	Project Manager	Project Assistant		
5	Co-financing difficulties from beneficiaries to attend the courses	7/4/2016	Financial	P = 2	Project will buy a vehicle to transport beneficiaries and provide meals and uniforms.	Project Manager	Project Assistant		



			I = 3				
Security and Safety	7/4/2016	Environmental	P = 2 I = 3	Security firm will be hired to take care of Vocational Training Center building, equipment, trainers and trainees.	Project Manager	Project Assistant	

