

UNDG Haiti Reconstruction Fund 2021 Projects' update

- **Support to Technical and Vocational Education and Training in Haiti through the Establishment of a Vocational Training Center and Related Institutional Strengthening**
- **Strengthening the Management of Services and the Health System in Haiti**

May 2022

**SUPPORT TO TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING IN HAITI
THROUGH THE ESTABLISHMENT OF A VOCATIONAL TRAINING CENTER AND
RELATED INSTITUTIONAL STRENGTHENING**

**NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2020**

<p align="center">Programme Title & Project Number</p> <ul style="list-style-type: none"> • Programme Title: Support to Technical and Vocational Education and Training in Haiti through the Establishment of a Vocational Training Center and Related Institutional Strengthening • Programme Number: BRA/16/004 00095226 • MPTF Office Project Reference Number: UNDG/HRF-13 Vocational Training² 	<p align="center">Country, Locality(s), Priority Area(s) / Strategic Results¹</p> <p><i>Country/Region:</i> Brazil/LA</p> <p>UNDAF 4: South-South Cooperation in the Context of Sustainable Development and Eradication of Poverty.</p> <p>Country Programme Document/CPD: 4.1. Knowledge management mechanisms strengthened; 4.2 Expanding South-South cooperation agenda by including broad, planned and complementary themes.</p>
<p align="center">Participating Organization(s)</p> <ul style="list-style-type: none"> • UNDP Brazil 	<p align="center">Implementing Partners</p> <ul style="list-style-type: none"> • UNDP Haiti
<p align="center">Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: 17,000,000.00 MPTF /JP Contribution³:</p> <ul style="list-style-type: none"> • UNDP Brazil US\$ 16,830,000.00 <p>Agency Contribution:N/A</p> <p>Government Contribution:N/A</p> <p>Other Contributions (donors): N/A</p> <p>TOTAL: US\$ 16,830,000.00</p>	<p align="center">Programme Duration</p> <p>Overall Duration; 4 ½ years</p> <p>Start Date: ⁴ 13th July 2016</p> <p>Original End Date 31st December 2019</p> <p>Current End date: 31st December 2020</p>
<p align="center">Programme Assessment/Review/Mid-Term Eval.</p> <p>Assessment/Review - 1st Substantive Revision attached <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: 24/05/2018 Mid-Term Evaluation Report – N/A <input type="checkbox"/> Yes <input type="checkbox"/> No Date: dd.mm.yyyy</p>	<p align="center">Report Submitted By</p> <ul style="list-style-type: none"> ○ Name: Daniel Furst / Maria Claudia Cambraia ○ Title: Programme Officer / Project Manager ○ Participating Organization (Lead): UNDP Brazil ○ Email address: daniel.furst@undp.org/ maria.cambraia@undp.org

¹ Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

² The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page the [MPTF Office GATEWAY](#)

³ The MPTF or JP Contribution, refers to the amount transferred to the Participating UN Organizations, which is available on the [MPTF Office GATEWAY](#)

⁴ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

NARRATIVE REPORT

EXECUTIVE SUMMARY

- The terrible earthquake of January 12, 2010, which struck Haiti, had greatly affected the Haitian education system, particularly the vocational training sector. However, this devastating event served as a pretext for the Government of the Republic to begin the Re-foundation of the Educational System. The Vocational Training sector has been identified as a major area of intervention and the project “Support to Technical and Vocational Education and Training in Haiti through the Establishment of a Vocational Training Center and Related Institutional Strengthening” is part of this dynamic and responds to the need to promote the development of public provision of technical and vocational training, and the qualification of the workforce, with a view to generating employment and social promotion for young Haitians.
- The project rests on four pillars of intervention: (i) building (initially) one vocational training center (Les Cayes) (ii) performing institutional strengthening actions to support Institut National de Formation Professionnelle et Technique (INFP); (iii) offering a training and educational program for the target population, supported by a set of community outreach activities carried out by the National Services for Industrial Learning (SENAI), from Brazil, 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.
- As informed by the previously report this project was designed, elaborated and signed under the government of President Martelly in July 2016. At the end of May and the beginning of June 2017, the first project mission was held in PAP/Haiti with a new government established.
- During the first mission in Haiti, held in May 2017, the GoH, through its new director of the INFP, requested the revision of the project to increase the number of Vocational Training Centers from one to three. GoH also indicated the possible sites for the VTC’s installation: Les Cayes, St. Marc and Fort Liberté. After the 1st mission, four Steering Committee meetings were carried out to negotiate the construction of the three VTC, instead of one, leading to budget and workplan relocation, changing meaningfully the project and the budget allocation.
- In April 2018, in a bilateral meeting between GoB and GoH, a final agreement on the budget was reached to implement both the hard component (construction of three centers / equipment) and the soft component (methodology and training to teachers and to the general public). As a result, a 1st substantive revision of this project was designed by UNDP and approved by all partners and the project board (Institut National de Formation Professionnelle/INFP, Brazilian Agency Cooperation/ABC, UNDP Brazil, UNDP Haiti and SENAI) in May 2018.
- The strategy was, therefore, to build the three centers in Haiti and, during the final period of construction, to train Haitian teachers, allowing them to dominate the methodology and knowledge.
- After this decision, and despite the best efforts to move on, project faced several challenges that prevented its advance as expected, such as: political instability in Haiti, challenges on the chosen terrain to build the first VTC in Les Cayes, such as additional engineering studies were needed because of flood risk, the legal property title was obtained by INFP only in 2020, delays on the bidding process for Les Cayes (first bidding on September 2018 was unsuccessful, the second was launched in December 2018 and contract was signed in June 2019) and the delay on Les Cayes construction because of turmoils/riots. Considering these difficulties, and the lack of time for bidding and constructing the 2nd and 3rd center, the bidding process for those centers were not yet released. Finally, in the end of first quarter of 2020, the unprecedented and unexpected impact of COVID 19 hit hard Brazil and Haiti, delaying even more the construction progress with the corollary of hitting heavily the soft component implementation plan.

- Given all these obstacles in the field, just one of the three VTCs is currently under construction, and some delays were observed due to the Pandemics. Works are around 90% as of December 2020. The forecast is that the VTC will be ready in the first semester of 2021.
- Considering all the actual and planned expenses, resources available on the hard component would be enough to build a second center and, considering all the project budget (hard + soft), there is enough resources to build the three centers. Considering this situation, a request to extend the Haiti Reconstruction Fund and the project until December 2022 was prepared. UNDP is currently waiting for a decision so that the project steering committee can decide about the activities for the following 2 years regarding the soft and the hard component.
- The soft component (training) strategy was designed to be implemented after the VTCs were built and fully equipped. Also, for the soft component implementation, the professional teams (managers and teachers) of the VTCs had to be identified and ready to receive the training sessions at new facilities. The construction delay prevented the implementation of this strategy, and due to the challenges imposed by the Covid-19 pandemic, the alternative was to develop online training courses which were fully implemented until 31 December 2020 for the Haitian professional teams. The proposal was approved at the Fifth Steering Committee Meeting, held on July 29, 2020. The activities include:
 - 1. Creation of a distance training platform in French for managers, instructors and administrative staff;
 - 2. Realization of a distance education module for managers, instructors and administrative staff, on pedagogical matters;
 - 3. Preparation of guidelines in 5 areas of professional training;

INFP provided the physical structure to conduct the distance training courses and the project was responsible for the provision of internet connection and computer equipment. UNDP Brazil and SENAI signed a Letter of Agreement so that activities could be carried out.

I. Purpose

- The project aims at supporting the 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, particularly the youth. Expected impact 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 addresses the imperative to pursue the expansion of technical and vocational education, job generation and social promotion.

II. Results

i) Narrative reporting on results:

The project has three operational components. UNDP-Haiti is responsible of the "Hard component" of the project which concerns the construction of the three vocational centers and the provision of equipment for the Vocational school of Les Cayes:

- Outputs 1.3 Vocational training center built or upgrade to offer initially vocational training center;
- Outputs 1.4 Vocational training center equipped with tools, machinery and furniture for development of vocational training courses; and
- Outputs 4.1 Project managed, monitored and evaluated.

Initially the project aimed to build a vocational school in the city of Les Cayes, but following the request of INFP, approved by the Steering Committee, the number of VTC increased to three as follows:

- Les Cayes (4500 m2) with the following sectors: metal mechanics, information technology, civil construction, refrigeration, automotive
- Fort Liberté (1280 m2) : Civil construction, refrigeration, information technology
- St-Marc (1080 m2): Information technology and civil construction.

- **Outcomes:**

Outcome 1 - Vocational training centers establish with a capacity to train about 3000 students.

ACTIVITIES CARRIED OUT ON THE BASIS OF THE EXPECTED RESULTS FOR THE PERIOD

Preliminary studies were completed during the period:

- 1- Call for tenders for the construction of the vocational school in Les Cayes,
- 2- Call for tenders for the supervision of school's construction in Les Cayes,
- 3- Awarding of the construction contract to the firm Emco S.A ,
- 4- Awarding of the supervision contract to the firm WE Architect,
- 5- Issuance of start order and start of construction work in June 2019,
- 6- Follow-up of the works by the project team with missions to Les Cayes on average twice a month,
- 7- Preliminary Studies for the construction of the VTC in Saint-Marc and Fort-Liberte were completed.
- 8- Recruitment of a legal expert in order to regularize the title deeds of the construction site of VTC les Cayes which were not in the name of the INFP or the Ministry of Education in Haiti. The title deed is now regularized, according to the information provided by the Haitian Government and UNDP Haiti.

The situation in December 2020 was as follows:

- 1) Just one of the three VTCs is currently under construction (90% completed).Due to turmoil/riots and the pandemic of Covid -19 the conclusion date is estimated for the first semester 2021.
- 2) The bidding processes for the 2nd and 3rd VTC were not yet released, considering lack of remaining time to build them. In order to make the construction possible, it was requested to the Haiti Reconstruction Fund an extension of the project until December 2022, which is under evaluation.
- 3) Equipment for Les Cayes were not procured yet. The bidding process was launched but could not be concluded as there was no valid proposals. The bidding process was re-launched and the purchase will be accomplished if the project is extended.

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

02 (two) Outputs and some activities are expected to be carried out after the Vocational Training Centers/VTCs are delivered to the Government of Haiti, i.e., after construction and after equipping them. These outputs aim to qualify INFP trainers to work into the VTCs, and to prepare INFP's management team to work into the VTCs. A first online training was accomplished after the development of an online platform in French.

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

03 (three) Outputs and some activities were previously expected to be carried out after the Vocational Training Centers/VTCs are delivered to the Government of Haiti, i.e., after construction and after equipping them. These outputs apply to the development of teaching resources (materials for classes), vocational training courses in the selected areas developed at VTCs and actions to promote Gender Equity, environmental sustainability and entrepreneurship. Nonetheless, considering the delay of the VTC building, the proximity of the project end date, and the Covid19 pandemic, alternative options were being discussed such as online training courses for the Haitian professional teams. This alternative was presented and approved at the Fifth Steering Committee Meeting held on July 29, 2020, and was concluded in 2020, in parallel to the construction of Les Cayes.

Outcome 4 - Project adequately managed, monitored and evaluated.

01 (one) Output carried out which refers to management activities of this project both from UNDP Brazil and UNDP Haiti staff and project personnel. During 2019, project was dully monitored, and best efforts were made to accelerate its development, but the sequence of challenges above-mentioned prevented the project to perform as expected along that year. Nevertheless, at the beginning of 2020, UNDP-Brazil, SENAI and ABC held discussions in order to find an alternative that would speed up project execution amid the Covid-19 pandemic. The alternative was the distance training courses conducted by SENAI until 31 December 2020 in parallel to the construction of Les Cayes. On July 29, 2020, the proposal was presented and approved at the Fifth Steering Committee Meeting. To carry out the distance training courses, UNDP-Brazil and SENAI signed a Letter of Agreement. The Steering Committee decided that INFP will provide the physical structure to conduct the distance training courses and the project will be responsible for the provision of internet connection and computer equipment and all technical content of the courses.

- **Describe any delays in implementation, challenges, lessons learned & best practices:**

A negotiation began in the first mission to Haiti in 2017 to review the hard component of the project (construction and supply of equipment for the Vocational Training Center) and the soft component (SENAI professional training methodology), and in May 2018 the 1st substantive revision of BRA/16/004 was approved. Two INFP and UNDP Haiti missions to Brazil were held, in addition to four meetings of the Project Steering Committee, to negotiate the substantive revision. In this sense, the negotiations to change from one to three centers – and continuous request by the GoH to keep renegotiating the financial terms and the balance between the hard and soft component - were relevant reasons for the initial delays in the execution of the project.

Despite the best efforts to move on, after the first substantive revision, the project faced several challenges that prevented its advancement as planned, such as: political instability in Haiti, challenges on the chosen terrain to build the first VTC, additional engineering studies were needed because of flood risk, delays on the bidding process for Les Cayes (first bidding on September 2018 was unsuccessful, the second was launched on December 2018 and contract signed in the June 2019) and lack of documentation of land ownership. Because of these challenges, the building of the 1st VTC is not ready yet, which consequently resulted in in delays of the soft component implementation. Additionally, the bidding process for the 2nd and 3rd center was yet not initiated due to lack of time for bidding and construction under the project duration. And finally, the rise of the Covid19 pandemic brought new challenges to the project, not only causing further delays on the construction of Les Cayes, but also forcing the project to develop creative alternatives to implement both the hard and soft components, specially the “on line” training.

As lessons learned, it is important to highlight the risk of continuous renegotiation of the objectives and of the program budget, as it prevents the implementation to be delivered on time and properly; and the need to have a conservative analysis of the keys issues such as timing and capabilities of implementing the project under a challenging environment, availability of resources and inputs needed for the project in that environment and the risks of turmoil and political challenges.

- **Qualitative assessment:** Provide a qualitative assessment of the level of overall achievement of the Programme. Highlight key partnerships and explain how such relationships impacted on the achievement of results. Explain cross-cutting issues pertinent to the results being reported on. For Joint Programmes, highlight how UN coordination has been affected in support of achievement of results.

Although the best efforts were made, several challenges prevent the project to perform as expected within the timeframe. It is important to notice that all the key partners - UNDP Brazil, UNDP Brazil, ABC – Brazilian Agency of Cooperation, SENAI, and INFP are engaged in finding alternative solutions to speed up proper implementation of the project, even under the existing challenges, considering that the financial resources are still available and that all partners are committed to reach the objectives of the project and ensure the full transfer of knowledge from Brazil to Haiti. However, that would only be possible with a project extension.

ii) Indicator Based Performance Assessment:

		<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1 Vocational training centers establish with a capacity train about 3000 student a year Indicator:3000 students learning Baseline:0 Planned Target: 3				
Output 1.3 Vocational training center built or upgrade to offer initially vocational training courses	Indicator nr.1: Administrative building build and/or upgrade Baseline:0 Planned Target:3	90%	The calls for tenders was launched for the construction and supervision of the Vocational School of Les Cayes since the end of the previous year. Work began in June/2019. Political turbulence between September and November created a delay and at the beginning of 2020. Despite the pandemic of the Covid -19, the work has progressed and in the end of December 2020 the estimate work is 90%	Project reports, monthly reports from the construction supervision firm, pictures.
Output 1.3 Vocational training center built or upgrade to offer initially vocational training courses	Indicator nr.1: # of theoretical classroom build and /or upgrade Baseline:0 Planned Target:4	90%	The calls for tenders was launched for the construction and supervision of the Vocational School of Les Cayes since the end of the previous year. Work began in June/2019. Political turbulence between September and November created a delay and at the beginning of 2020. Despite the pandemic of the Covid -19, the work has progressed and in the end of December 2020 the estimate work is 90%	Project reports, monthly reports from the construction supervision firm, pictures.

	<p>Indicator nr.2: # of pavilions for workshop and laboratories built and or upgrade Baseline:0 Planned Target:4</p>	90%	<p>The calls for tenders was launched for the construction and supervision of the Vocational School of Les Cayes since the end of the previous year. Work began in June/2019. Political turbulence between September and November created a delay and at the beginning of 2020. Despite the pandemic of the Covid -19, the work has progressed and in the end of December 2020 the estimate work is 90%</p>	<p>Project reports, monthly reports from the construction supervision firm, pictures.</p>
<p>Output 1.4 Vocational training center equipped with tools machinery and furniture for development of vocational training courses</p>	<p>Indicator nr.1: # of sets of tools(one for each technological area) purchased Baseline:0 Planned Target:8</p>	10%	<p>During the 3rd steering committee meeting held in July 2018 it was decided that this output could not be envisaged since the construction had not started.. In 2020 the bidding process was launched but no valid proposal was received. The process was re-launched.</p>	<p>-Launch of the call for tender -Delivery and installation of equipment on the school site</p>

	<p>Indicator nr.2: # of equipment for workshops and laboratories purchased and installed Baseline:0 Planned Target:8</p> <p>Indicator nr.3: # of rooms furnished to administrative areas and lecture Baseline:0 Planned Target:20</p>	10%	<p>During the 3rd steering committee meeting held in July 2018 it was decided that this output could not be envisaged since the construction had not started.. In 2020 the bidding process was launched but no valid proposal was received. The process was re-launched.</p>	<p>-Launch of the call for tender -Delivery and installation of equipment on the school site</p>
<p>Output 2.1 - INFP trainers qualified to work in Vocational Training Centre and able to disseminate new knowledge</p>	<p>Indicator: nr.1: # of INFP trainers qualified teaching practice, disaggregated by gender. Baseline: 0 Planned target: 50</p> <p>Indicator nr.2: # of INFP trainers trained to practice technique, disaggregated by gender. Baseline: 0 Planned Target: 32</p>	20%	<p>As the construction of the VTC delayed, the training could not start – it was planned to start when the construction of the VTC of Les Cayes reaches near 100% of its execution. However, alternative methodologies, such as distance training courses, was analyzed and approved at the Fifth Steering, Committee Meeting, held on July 29, 2020. Activities were executed in parallel to the construction of Les Cayes to speed up implementation of component 2.</p>	<p>Project reports, monthly reports from the construction supervision firm, pictures.</p>

<p>Output 2.2 - INFP technicians trained to identify demands, job profiles, curriculum design and certification</p>	<p>Indicator nr.1: # of INFP technicians trained to identify demands and develop curricula, disaggregated by gender. Baseline: 0 Planned target: 10</p>	<p>20%</p>	<p>As the construction of the VTC delayed, the training could not start – it was planned to start when the construction of the VTC of Les Cayes reaches near 100% of its execution. However, alternative methodologies, such as distance training courses, was analyzed and approved at the Fifth Steering, Committee Meeting, held on July 29, 2020. Activities were executed in parallel to the construction of Les Cayes to speed up implementation of component 2.</p>	<p>Project reports, monthly reports from the construction supervision firm, pictures.</p>
<p>Output 2.3 - Managers and administrative support staff of INFP prepared to act in Vocational Training Centre</p>	<p>Indicator nr.1: # of INFP technicians trained in office practices of vocational training centers, disaggregated by gender. Baseline: 0 Planned target: 6</p> <p>Indicator nr.2: # of INFP managers trained in vocational training centers management, disaggregated by gender. Baseline: 0 Planned target: 6</p>	<p>20%</p>	<p>As the construction of the VTC delayed, the training could not start – it was planned to start when the construction of the VTC of Les Cayes reaches near 100% of its execution. However, alternative methodologies, such as distance training courses, was analyzed and approved at the Fifth Steering, Committee Meeting, held on July 29, 2020. Activities were executed in parallel to the construction of Les Cayes to speed up implementation of component 2.</p>	<p>Project reports, monthly reports from the construction supervision firm, pictures.</p>
<p>Output 3.1 - Teaching resources (printed) of selected areas (R2.1) developed for application in professional</p>	<p>Indicator nr.1: # of booklets developed for courses in the HBVTC. Baseline: 0 Planned target: 24</p>	<p>20%</p>	<p>Some online teaching resources were developed and delivered through the online training platform.</p>	<p>Project reports, monthly reports from the construction supervision firm, pictures.</p>

training courses at HBVTC				
Output 3.2 - Vocational training courses in the selected areas (R2.1) developed at HBVTC	Indicator nr.1: # of courses conducted in the HBVTC. Baseline: 0 Planned target: 24	0%	Activities have not started as VTCs are not ready. The online training resources in 2020 were implemented regarding teaching methodologies and resources.	Project reports, monthly reports from the construction supervision firm, pictures.
Output 3.3 - Actions to promote Gender Equity, Environmental Sustainability and Entrepreneurship developed	Indicator nr.1: # of promotion actions for gender equity held. Baseline: 0 Planned target: 01 Indicator nr.2: # of promotion actions for environmental sustainability held. Baseline: 0 Planned target: 02 Indicator nr.3: # of promotion actions for entrepreneurship held. Baseline: 0 Planned target: 02	5%	As the project and the build of the VTC delayed, most of these actions haven't start yet. Nevertheless, some content was shared during the online training sections.	Project reports, monthly reports from the construction supervision firm, pictures.
Output 4.1 - Project managed, monitored and evaluated	Indicator nr.1: # of administrative technicians hired to support the project. Baseline: 0 Planned target: 02 Indicator nr.2: # of technical coordinator	0%. 0 technicians were contracted for SENAI to general and operational project's support at PAP/Haiti.	No missions were held in 2019 because of the turmoil in Haiti and in 2020 because of the Covid-19 pandemic. Yet, continuous exchanges were maintained among all project members and partners, aiming to map and overcome project challenges	Project reports, monthly reports from the construction supervision firm, pictures, exchanges of emails among UNDP Brazil, UNDP Haiti, SENAI, ABC and INFP.

	<p>to implement the project. Baseline: 0 Planned target: 01</p> <p>Indicator nr.3: # of senior coordinator hired to implement the project. Baseline: 0 Planned target: 01</p> <p>Indicator nr.4: # of administrative technicians hired to support the project. Baseline: 0 Planned target: 02</p> <p>Indicator nr.5: # of project analysts hired for monitoring and evaluation. Baseline: 0 Planned target: 01</p> <p>Indicator nr.6: Carry out quarterly missions to monitoring and mid-term evaluation. Baseline: 0 Planned target: 4</p> <p>Indicator nr. 7: Auditing Exercises. Baseline: 0 Planned target: 1</p> <p>Indicator nr. 8: Carry out final evaluation. Baseline:0 Planned target: 1</p>	<p>100%. 01 project manager was hired for UNDP Haiti to manage the project and liaison with the Counterparts.</p> <p>0%. 0 team contracted to support the Brazilian Embassy at PAP/Haiti</p> <p>100%. 02 project's analysts were hired for ABC to monitor and co-ordinate the project.</p> <p>0%. 0 project analyst was hired to monitoring and evaluating the project.</p> <p>0 % missions occurred in 2019 and 2020</p> <p>N/A to 2019 and 2020</p> <p>N/A to 2019 and 2020</p>		
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Problem / Challenge faced:

The project faced several challenges in 2019 and in 2020, as above-mentioned. Among them, one can highlight the unexpected delay to conclude the bidding process for Les Cayes' VTC, together with land title problems, geotechnical challenges and delays in the construction works because of the turmoil in Haiti.

Indeed, a relevant obstacle was the political instability of the country: from September to November 2019 the activities were practically paralyzed and to up to December 2019 the progress rate of the Les Cayes construction was 10 - 15 %. Delays are therefore accumulated and prevent the achievement of the project objectives.

On top of that, the Covid19 pandemic brought new challenges to project implementation, as it is forcing further delays on Les Cayes' construction and making the strategy of the soft component (face-to-face training) unfeasible in the short term. In this sense, UNDP-Brazil, SENAI and ABC discussed alternatives such as distance training courses to be carried out in parallel to the construction of Les Cayes to speed up project implementation. This alternative was approved at the Fifth Steering Committee Meeting held on July 29, 2020 and a Letter of Agreement between UNDP-Brazil and SENAI was signed to implement the online courses. The online platform was delivered and the first online training held in 2020.

It is important to notice that, considering all the actual and planned expenses, resources available on the hard component would be enough to build a second center and, considering all the project budget (hard + soft), there is enough resources to build the three centers. Nonetheless, there is not enough time left to build the other two centers, as project is expected to be operationally closed in December 2020. According to UNDP Haiti, with a bidding process being released in the next months, in a regular scenario Saint Marc could be ready by September 2021 and Fort Liberté by December 2021.

That said, even with the best efforts, the project has not reached its objectives yet for reasons that were beyond control. Considering the proximity of project end date, the observed delays and the pandemic, the chances of reaching project's objectives by the end of year are really low. If more time was available for project implementation, the balance amount would be enough to execute project outputs/activities to achieve project goals.

Programme Interventions: How was the problem or challenged addressed through the Programme interventions?

Result: Several meetings and discussions were held, aiming to find alternatives to improve project execution. Examples include the possibility of buying mobile training centers as alternative to the 2 VTC, and to develop online training courses for Haitian professional teams using local facilities in Haiti. UNDP-Brazil, SENAI and ABC carried out distance training courses in 2020, in parallel to the construction of Les Cayes to improve project execution. Nonetheless, availability of time for project execution is still the major challenge to implement pending outputs/activities, since the project ends on December 31, 2020. A petition was presented to the Haitian Minister of Economy and Finance proposed by the project's Steering Committee to instruct the convening of a Meeting of the FRH Steering Committee in order to extend the project's deadline for an additional period of 24 months.

Lessons Learned: What did you (and/or other partners) learn from this situation that has helped inform and/or improve Programme (or other) interventions?

An important learning is to try to avoid design and initiate a project during a transitional government. In addition, it is important to be extreme conservative and cautious—both in term of budget and timing - when considering the political and social cohesion risk. Another lesson learned is the importance of ensuring with all partners, that all legal documents are ready and that the Government have the land property, as it can delay the works and the project. Finally, the importance of shielding the project from continuous renegotiation and redesign, as it will - undoubtedly - affect the project execution.

III. Other Assessments or Evaluations

It is important to analyze the possibility of a new project extension, on an exceptional basis, that would allow its orderly and complete conclusion. Indeed, there are enough funds for its completion and both the Brazilian and the Haitian Governments support project implementation. The Covid19 pandemic brought new challenges that added to previous obstacles/difficulties, pushing the project to new delays and in need of extra time for full execution. Without the extension, the project will end, even with the best efforts, without reaching fully its objectives.

IV. Programmatic Revisions: See below the summary of the 1st substantive revision of this project as document attached:

This project revision has the following objectives:

- i) Extend project duration until December 31st, 2020;
- ii) Expand the number of Vocational Training Centers from 1 to 3, upon availability of funds. They will be located in Les Cayes Center, Fort Liberté and Saint Marc.;
- iii) Update the PRRF;
- iv) Update the Annual Workplan;
- v) Redefine the responsible party for each output of the project, taking into consideration that UNDP Haiti and INFP will be responsible for the “hard” components (equipment, construction, furniture) and SENAI and UNDP Brazil will be responsible for the “soft” components (knowledge building and transfer, training, project overall management);
- vi) Reflect the new project budget presented in the Project Steering Committee on December 14, 2017;
- vii) Reflect the expenses incurred in 2017;
- viii) To relocate the unspent balance of 2017 for the year 2018.

The Unprogrammed/Unfunded amount of USD 132,101.88 refers to vouchers HTI10-00111770-1-1 and HTI10-00111770-2-1 (budget date: 2017, payment date: 2018).

1ST BUDGET REVISION – SUBSTANTIVE REVISION

Award ID:		00095226									
Project ID:		00099222									
Project Title:		Support to Technical and Vocational Education and Training in Haiti through the Establishment of a Vocational Training Center and Related Institutional Strengthening									
Executing Agency:		FHR - DIM - UNDP Brazil									
Outcome/Atlas Activity	Responsible Party (Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Expenses realized until December 31st, 2017	Amount (USD) 2018	Amount (USD) 2019	Amount (USD) 2020	Total Budget US\$	Total Budget (2018, 2019 and 2020 +expenses until 2017)
Output 1.1 - Site for the Implementation of the Haiti-Brazil Vocational training Center (HBVTC) Identified	UNDP Haiti Dpt. ID 50803	30000	11502	72100	Contractual Services-Companies	-	-	-	-	-	-
				71600	Travel	-	-	-	-	-	-
				SUBTOTAL OUTPUT 1.1		-	-	-	-	-	-
GMS						-	-	-	-	-	-
TOTAL OUTPUT 1.1						-	-	-	-	-	-
Output 1.2 - Technological areas to develop training courses in HBVTC defined	UNDP Brazil Dept. ID 48801	30000	11502	72100	Contractual Services-Companies	33,653.13	-	-	-	-	33,653.13
				71600	Travel	-	-	-	-	-	-
				SUBTOTAL OUTPUT 1.2		-	-	-	-	-	-
GMS						2,355.72	-	-	-	-	2,355.72
TOTAL OUTPUT 1.2						-	-	-	-	-	-
Output 1.3 - Vocational Training Centre built or upgraded to offer initially vocational training courses	UNDP Haiti Dpt. ID 50803	30000	11502	72100	Contractual Services-Companies	-	4,663,434.25	2,116,666.68	-	6,780,100.93	6,780,100.93
				74100	Professional Services UNDP HAITI	-	130,000.00	170,000.00	-	300,000.00	300,000.00
				74200	Audio Visual&Print Prod Costs	-	1,920.00	-	-	1,920.00	1,920.00
UNDP HAITI SUBTOTAL OUTPUT 1.3						-	4,795,354.25	2,286,666.68	-	7,082,020.93	7,082,020.93
GMS						-	335,674.80	160,066.67	-	495,741.47	495,741.47
TOTAL OUTPUT 1.3						-	5,131,029.05	2,446,733.35	-	7,577,762.40	7,577,762.40

Outcome/Atlas Activity	Responsible Party (Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Expenses realized until December 31st, 2017	Amount (USD) 2018	Amount (USD) 2019	Amount (USD) 2020	Total Budget US\$	Total Budget (2018, 2019 and 2020 +expense until 2017)
Output 1.4 - Vocational Training Center equipped with tools, machinery and furniture for the development of vocational training courses	UNDP Haiti Dpt. ID 50803	30000	11502	72200	Equipment and Furniture	--	860,224.60	--	--	860,224.60	860,224.60
	UNDP Brazil Dpt. ID 48801	30000	11502	72100	Contractual Services-Companies (SENAI)	--	173,600.00	353,850.00	--	527,450.00	527,450.00
UNDP HAITI SUBTOTAL OUTPUT 1.4						--	860,224.60	--	--	860,224.60	860,224.60
GMS						--	60,215.72	--	--	60,215.72	60,215.72
UNDP BRAZIL SUBTOTAL OUTPUT 1.4						--	173,600.00	353,850.00	--	527,450.00	527,450.00
GMS						--	12,152.00	24,769.50	--	36,921.50	36,921.50
TOTAL OUTPUT 1.4						--	1,106,192.32	378,619.50	--	1,484,811.82	1,484,811.82
UPL 72100						--	8,000.00	--	--	8,000.00	8,000.00
UPL 72100						--	8,000.00	--	--	8,000.00	8,000.00
Total GMS						--	409,162.52	184,836.17	--	593,998.69	593,998.69
TOTAL OUTPUT 1						--	6,254,341.37	2,825,352.85	--	9,079,694.22	9,079,694.22
Output 2.1 - INFP trainers qualified to work in Vocational Training Centre and able to disseminate new knowledge	UNDP Brazil Dept. ID 48801	30000	11502	72100	Contractual Services-Companies (SENAI)	--	9,362.32	366,600.00	--	374,962.32	374,962.32
				71600	Travel	237.68	237.68	222,750.00	--	222,987.68	223,225.36
SUBTOTAL OUTPUT 2.1						--	9,600.00	588,350.00	--	597,950.00	597,950.00
GMS						16.64	672.00	41,184.50	--	41,856.50	41,873.14
TOTAL OUTPUT 2.1						--	10,272.00	629,534.50	--	639,806.50	639,806.50
Output 2.2 - INFP technicians trained to identify demands, job profiles, curriculum design and certification	UNDP Brazil Dept. ID 48801	30000	11502	72100	Contractual Services-Companies	--	--	--	--	--	--
				71600	Travel	--	--	--	--	--	--
SUBTOTAL OUTPUT 2.2						--	--	--	--	--	--
GMS						--	--	--	--	--	--
TOTAL OUTPUT 2.2						--	--	--	--	--	--
Outcome/Atlas Activity	Responsible Party (Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Expenses realized until December 31st, 2017	Amount (USD) 2018	Amount (USD) 2019	Amount (USD) 2020	Total Budget US\$	Total Budget (2018, 2019 and 2020 +expense until 2017)
Output 2.3 - Managers and administrative support staff of INFP prepared to act in Vocational Training Centre	UNDP Brazil Dept. ID 48801	30000	11502	72100	Contractual Services-Companies (SENAI)	--	--	94,600.00	--	94,600.00	94,600.00
				71600	Travel	--	--	70,944.00	--	70,944.00	70,944.00
SUBTOTAL OUTPUT 2.3						--	--	165,544.00	--	165,544.00	165,544.00
GMS						--	--	11,588.08	--	11,588.08	11,588.08
TOTAL OUTPUT 2.3						--	--	177,132.08	--	177,132.08	177,132.08
UPL 72100						--	--	4,000.00	--	4,000.00	4,000.00
UPL 71600						--	--	4,000.00	--	4,000.00	4,000.00
Total GMS						--	672.00	53,332.58	--	54,004.58	54,004.58
Total Output 2						--	10,272.00	815,226.58	--	825,498.58	825,498.58
Output 3.1 - Teaching resources (printed) of selected areas (R2.1) developed for application in professional training courses at HBVTC	UNDP BRAZIL Dept ID 48801. Expenses executed by UNDP Haiti Dept. ID 50803	30000	11502	72100	Contractual Services-Companies (SENAI)	--	--	676,300.00	--	676,300.00	676,300.00
				64300	Staff Mgmt Costs - IP Staff	306.22	--	--	--	--	
				74200	Audio Visual&Print Prod Costs (74220)	891.61	--	--	--	--	
				74500	Miscellaneous Expenses (74596)	131.24	--	--	--	--	
UNDP BRAZIL SUBTOTAL OUTPUT 3.1						--	--	676,300.00	--	676,300.00	676,300.00
GMS						--	--	47,341.00	--	47,341.00	47,341.00
UNDP HAITI SUBTOTAL OUTPUT 3.1						1,329.07	0.00	--	--	0.00	1,329.07
GMS						93.03	0.00	--	--	0.00	93.03
TOTAL OUTPUT 3.1						--	0.00	723,641.00	--	723,641.00	723,641.00
Output 3.2 -Vocational training courses in the selected areas (R2.1) developed at HBVTC	UNDP Brazil Dept. ID 48801	30000	11502	72100	Contractual Services-Companies (SENAI)	--	--	32,000.00	1,098,390.60	1,130,390.60	1,130,390.60
				72300	Materials & Goods	--	--	--	480,227.32	480,227.32	480,227.32
				73100	Rental & Maintenance-Premises	--	--	--	180,000.00	180,000.00	180,000.00
SUBTOTAL OUTPUT 3.2						--	--	32,000.00	1,758,617.92	1,790,617.92	1,790,617.92
GMS						--	--	2,240.00	123,103.25	125,343.25	125,343.25
TOTAL OUTPUT 3.2						--	--	34,240.00	1,881,721.17	1,915,961.17	1,915,961.17

Outcome/Atlas Activity	Responsible Party (Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Expenses realized until December 31st, 2017	Amount (USD) 2018	Amount (USD) 2019	Amount (USD) 2020	Total Budget US\$	Total Budget (2018, 2019 and 2020 +expense until 2017)
Output 3.3 -Actions to promote Gender Equity, Environmental Sustainability and Entrepreneurship developed	UNDP Brazil Dept. ID 48801	30000	11502	72100	Contractual Services-Companies (SENAI)	-	-	-	45,351.00	45,351.00	45,351.00
				61100	Salary Costs - NP Staff	-	-	-	9,600.00	9,600.00	9,600.00
				71400	Contractual Services - Individ	-	-	-	108,000.00	108,000.00	108,000.00
				74200	Audio Visual&Print Prod Costs	-	-	-	50,960.00	50,960.00	50,960.00
				71600	Travel	-	-	-	11,463.00	11,463.00	11,463.00
SUBTOTAL OUTPUT 3.3						-	-	-	225,374.00	225,374.00	225,374.00
GMS						-	-	-	15,776.18	15,776.18	15,776.18
TOTAL OUTPUT 3.3						-	-	-	241,150.18	241,150.18	241,150.18
UPL 72100						-	-	-	20,000.00	20,000.00	20,000.00
Total GMS						-	-	49,581.00	140,279.43	189,860.43	189,860.43
Total Output 3						-	-	757,881.00	2,144,271.35	2,902,152.35	2,902,152.35
Output 4.1 - Project managed, monitored and evaluated	UNDP Brazil Dept. ID 48801	30000	11502	71600	Travel	76,641.45	53,797.15	18,961.39	-	72,758.54	149,399.99
				72100	Contractual Services-Companies (SENAI)	8,971.56	442,512.00	666,974.00	795,440.00	1,904,926.00	1,913,897.56
				71400	Contractual Services - Individ	74,587.82	129,725.22	110,137.39	154,737.39	394,600.00	469,187.82
				72400	Courier Charges	30.38	-	-	-	-	30.38
				72300	Materials & Goods	137.31	-	-	-	-	137.31
				72100	Contractual Services-Companies	780.38	-	-	-	-	780.38
				74500	Miscellaneous Expenses (74515 - Claims)	300.75	-	-	-	-	300.75
				74110	Audit Fees	-	10,000.00	10,000.00	10,000.00	30,000.00	30,000.00
				73500	Reimbursement Costs (73505)	1,661.80	-	-	-	-	1,661.80
				73100	Rental & Maintenance-Premises	7,284.00	-	-	-	-	7,284.00
				76100	Foreign Exchange Currency Loss (76135)	(35.93)	-	-	-	-	(35.93)
Outcome/Atlas Activity	Responsible Party (Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Expenses realized until December 31st, 2017	Amount (USD) 2018	Amount (USD) 2019	Amount (USD) 2020	Total Budget US\$	Total Budget (2018, 2019 and 2020 +expense until 2017)
	UNDP Haiti Dpt. ID 50803	30000	11502	64300	Local Consultants	-	75,618.28	72,617.89	72,617.89	220,854.06	220,854.06
				71600	Travel	11,548.70	142,318.73	-	-	142,318.73	153,867.43
				74700	Transport, Shipping and Handle	-	15,000.00	-	-	15,000.00	15,000.00
				73400	Rental & Maint of Other Equip	-	38,000.00	26,000.00	26,000.00	90,000.00	90,000.00
				72500	Supplies (72510 Publications)	902.73	-	-	-	-	902.73
				72200	Equipment and Furniture	-	133,000.00	-	-	133,000.00	133,000.00
UNDP BRAZIL SUBTOTAL OUTPUT 4.1						170,359.52	636,034.37	806,072.78	960,177.39	2,402,284.54	2,572,644.06
GMS						11,927.68	44,522.41	56,425.09	67,212.42	168,159.52	180,087.60
UNDP HAITI SUBTOTAL OUTPUT 4.1						12,451.43	403,937.01	98,617.89	98,617.89	601,172.79	613,624.22
GMS						871.60	28,275.59	6,903.25	6,903.25	42,082.10	42,953.70
UPL 72100						-	53,000.00	48,000.00	40,074.80	141,074.80	141,074.80
UPL 71400						-	18,000.00	10,000.00	8,925.20	36,925.20	36,925.20
UPL 74110						-	13,000.00	2,500.00	2,500.00	18,000.00	18,000.00
UPL 64300						-	-	-	-	-	-
DPC 64300						-	47,000.00	47,000.00	25,000.00	119,000.00	119,000.00
DPC 71400						-	33,000.00	33,000.00	17,359.31	83,359.31	83,359.31
DPC 64100						99,189.96	20,450.73	20,000.00	-	40,450.73	139,640.69
Total GMS						22,207.97	85,709.55	74,563.35	80,685.82	240,958.72	263,166.69
Total Output 4						-	1,310,131.66	1,139,754.02	1,233,340.41	3,683,226.09	3,987,434.97
TOTAL						339,428.76	7,574,745.03	5,538,214.44	3,377,611.77	16,490,571.24	16,830,000.00

Finished reinforcement awaiting the pouring of concrete



Finished reinforcement awaiting the pouring of concrete



Putting in place concrete of cleanliness and starting of the reinforcement



Finished reinforcement awaiting the pouring of concrete



Second layer of backfill in classrooms awaiting compaction test by the building laboratory (LNBTP)



Les Cayes Works – Feb/2020



Les Cayes Works – Feb/2020



Les Cayes Works – Feb/2020



Les Cayes Works – Feb/2020



Les Cayes Works – Feb/2020



Les Cayes Works – Feb/2020





Gabion protective wall in the river









Les Cayes Work – Early 2021







STRENGTHENING THE MANAGEMENT OF SERVICES AND THE HEALTH SYSTEM IN HAITI

NARRATIVE PROGRESS REPORT REPORTING PERIOD: JANUARY-DECEMBER 2020

<p style="text-align: center;">Programme Title & Project Number</p> <ul style="list-style-type: none"> • Programme Title: Strengthening the Management of Services and the Health System in Haiti • Programme Number: 00098088 • MPTF Office Project Reference Number: 	<p style="text-align: center;">Country, Locality(s), Priority Area(s) / Strategic Results</p> <p><i>Country/Region</i> Haiti / Port-au-Prince</p> <p>The purpose of this project is to improve the health conditions of the Haitian population having access to the network of health services implemented through two strategic priorities directly related to the priorities of the government.</p>
<p style="text-align: center;">Participating Organization(s)</p> <ul style="list-style-type: none"> • Organizations that have received direct funding from the MPTF Office under this programme UNDP 	<p style="text-align: center;">Implementing Partners</p> <ul style="list-style-type: none"> • National counterparts (government, private, NGOs & others) and other International Organizations UNDP Brazil
<p style="text-align: center;">Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: USD 19.800.000,00</p> <p>MPTF /JP Contribution:</p> <ul style="list-style-type: none"> • <i>by Agency (if applicable)</i> <p>Agency Contribution</p> <ul style="list-style-type: none"> • <i>by Agency (if applicable)</i> <p>Government Contribution <i>(if applicable)</i></p> <p>Other Contributions (donors) <i>(if applicable)</i></p> <p>TOTAL: USD 19.800.000,00</p>	<p style="text-align: center;">Programme Duration</p> <p>Overall Duration <i>(months)</i> 36 <i>months</i></p> <p>Start Date 23/06/2017</p> <p>Original End Date 22/06/2020</p> <p>Current End date 31/12/2020</p>
<p style="text-align: center;">Programme Assessment/Review/Mid-Term Eval.</p> <p>Assessment/Review - if applicable <i>please attach</i></p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i></p> <p>Mid-Term Evaluation Report – <i>if applicable please attach</i></p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i></p>	<p style="text-align: center;">Report Submitted By</p> <ul style="list-style-type: none"> ○ Name: Maria Teresa Amaral Fontes ○ Title: Programme Analyst ○ Participating Organization (Lead): UNDP ○ Email address: maria.teresa.fontes@undp.org

I. Purpose

Haiti is the poorest country in the Americas and its perverse indicators of health, specially life expectancy and infant mortality rate, reflect that serious problems still plague the health sector, such as:

- Low reception capacity of the existing health services;
- Low sanitary coverage characterized by a lack of sanitary facilities in comparison with the size of the population;
- Lack of equipment in many health institutions;
- Lack of infrastructure to accommodate the few existing equipment.

Although the right to health is a fundamental right that the Government of Haiti (GoH), through its Ministry of Public Health and Population of Haiti (MSPP), must ensure, the well-being of the population is dependent on improvements in the health service. Aware of this reality and faithful to its mission, the MSPP sought the financial support of the Haiti Reconstruction Fund (HRF) to promote the capacity of health management in the country.

This project gives continuity to NIM Project BRA/10/005, known as Tripartite Cooperation, a cooperation in health in Haiti under the Brazil-Cuba-Haiti Tripartite Memorandum of Understanding, signed in 2010 and implemented directly by UNDP Brazil with resources from the Government of Brazil (GoB). Project BRA/10/005 resulted a very successful experience of South-South Cooperation, promoting the strengthening of the health authority in Haiti and providing the country with three full equipped community reference hospitals, a rehabilitation center and one prosthesis and orthoses lab.

Project BRA/17/018 was designed around two strategic outcomes, in accordance with the guidelines of the Action Plan for the Recovery of Haiti (PARDH), especially with reference to its Pillar 3: social reconstruction; and program 3.3: increase access to health services. The outcomes are: 1: Strengthening management, services, and governance in public health in Haiti; 2: Development and implementation of a plan for the management of the Tripartite Cooperation health services, with the aim of enabling sustainability and preservation of structures by the Haitian government.

Activities foreseen in the project are acquisition of strategic health products, professional training and strengthening primary health care and emergency services in Haiti. It also envisions the transfer of full management of the maintenance of health services built by Brazil in its previous cooperation to the responsibility of the MSPP. The actions to be performed are based on cross-sectional values that govern the South-South Cooperation and provide the key elements to improve the access to and quality of care in the health services network and, in the end, have an impact on the entire health system of Haiti.

II. Results

Projects' Initial Revision was signed on August 3rd, 2017. Aiming to attend the MSPP demands, UNDP Brazil was expected to conduct several activities in a quick manner, such as: organizing field missions, hiring project team, designing a detailed workplan with experts from MSPP and UNOPS Haiti, among others.

Narrative reporting on results:

- **Outcomes:**

The purpose of Project BRA/17/018 is to improve the health conditions of the Haitian population having access to the network of health services. As described above, the main outcomes of the project are:

- Strategic Axis 1: Strengthening of management, services, and governance in public health in Haiti;

- Strategic Axis 2: Development and implementation of a plan for the gradual transfer of the Tripartite Cooperation health services management in order to enable sustainability and preservation of structures by the Haitian government.

As stated in the Project Document, UNOPS Haiti (UNOPS) was selected as an implementing partner. Justification for that is that through the original NIM Project BRA/10/005 (Improvement and reinforcement of the Haitian Health Sector), financed by the Ministry of Health of Brazil (MoH), UNOPS was appointed by UNDP Brazil (UNDP) in 2011 to build and equip 3 Community Reference Hospitals (HCRs) and 1 Haitian Institute of Rehabilitation (IHR). Results of the previous cooperation were held as very satisfactory and for that, UNOPS was invited by GoB and UNDP to give continuity to the services also under Project BRA/17/018. For the achievement of the listed outcomes for Project BRA/17/018, an UN to UN Agreement was signed in 2017 with UNOPS in order to optimize the operations of the health facilities (3 HCRs and 1 IHR) and assets; to establish sustainable capacities within the MSPP maintenance units; to guarantee the offer of medical services to the local population; and to implement a progressive handover plan so that the hospitals and a rehabilitation center become under the MSPP full control and financial support.

Similarly, the partnership with PAHO/WHO was also foreseen in the scope of the Project and an UN to UN Agreement was signed with the agency in August 2019. Through this collaborative agreement, PAHO/WHO was expected to provide capacity-building and technical support to health managers, professionals and technicians of the MSPP in Haiti to improve the management of medical and health emergencies in three hospitals, while ensuring the continuity of health care services through the strengthening and expansion of the community health model.

Main activities of the signed Agreement are: provide technical support to the MSPP for the preparation of routine manuals, standardization of care and operational protocols to be used in emergency departments; promote capacity building and provide technical support for MSPP managers, health professionals and technicians; support the expansion and consolidation of the Community Health Model (ASCP / ESF / RISS) to ensure continuity of health care and community participation.

- **Outputs:**

Under the Output 1. Perform diagnostic assessment of the management model of urgency and emergency services in Haiti, all activities were completed in 2017 and 2018:

- 1.1. Map the public health services that make up the urgency and emergency health services network in Haiti, at the community, reference community, and department levels.
- 1.2. Map work processes in the services involved that make up the in urgency and emergency health care network in Haiti.
- 1.3. Map the flow among the services that make up the urgency and emergency health care network in Haiti.
- 1.4. Identify the epidemiological profile of urgencies and emergencies in Haiti and the profile of references of the major treatment centers.

Activities foreseen in Output 2 - Provide technical support to the Ministry of Public Health and Population (MSPP) in defining the organizational structure, organizational chart, professional profile, and positions regarding the Management of Urgencies and Emergencies in the country” were conducted by GOH itself and will not be necessary under the scope of this Project anymore.

Referring to Output 3 “Provide technical support to the development of optimal flow of emergency care procedures, referencing and counter referencing, and the preparation of an Improvements Action Plan”, the GoB presented a proposal of implementing the Lean methodology in the HCRs in Haiti. The Lean Project in emergencies is a Brazilian Ministry of Health Project implemented by Hospital Sírio Libanês, to reduce

overcrowding in emergencies of public and philanthropic hospitals. A procurement process was conducted, but due to the pandemic of the new coronavirus and the necessity to implement the contract *in loco*, the contract was cancelled in 2020. The completion of this output was also foreseen in the Agreement signed with OPAS and was achieved through capacity building and trainings activities.

Outputs 4, 5 and 6 were implemented through the Agreement with PAHO/WHO, signed in 2019. The key achievements under the 3 expected outcomes of the Agreement are:

- (i) Improved management of three hospitals in Haiti through capacity-building: Up-to-date National Diagnostics and Therapeutics Guide; Medical Directors, Administrators and Head Nurses of the three hospitals targeted by the project trained in Management of Health institutions during crisis situations; Haiti Node on the Virtual Campus of Public Health of PAHO/WHO established as a platform for the implementation of regional courses translated to French and adapted to the Haitian context. Currently, the regional course on Maternal and Perinatal Death Surveillance and Response (MPDSR) of the Latin American Perinatal Center (CLAP) is translated to French and available in the Haiti Node.
- (ii) Integrated health services established around the three hospitals through strengthened governance: Community health model expanded; Draft theoretical framework of the Unité d'Arrondissement de Santé (UAS) developed; Equipment donated to UAS and hôpitaux communautaires de référence (HCR) targeted by the project to ensure the continuity of health services at the first level of care.
- (iii) Improved individual emergency care: Medical regulation tool developed; Surveillance and alert and response systems for epidemic-prone diseases strengthened; Public health personnel trained on emergency case management; National Plan for the Response to Exceptional Sanitary Situations developed and implemented, as well as department-level versions; Elaboration, training, and training platform for Plans blancs (Mass Casualty plans).

Please see the final report of the Agreement with PAHO/WHO on **Annex 1**.

Under Output 7 were organized missions from the Brazilian team to Haiti with a view of monitoring the implementation of the Project. The last mission was held in January 2020 (please note travel report on **Annex 2**) and further visits were suspended due to covid19 pandemic. Nevertheless, monthly meetings were organized throughout 2020 with the counterparts of the project: GoB, GoH, ABC, UNOPS, PAHO/WHO and UNDP Brazil.

Outputs 8, 9 and 10 are referred to the Agreement signed with UNOPS:

8. Support access to the provision of health care in urgencies and emergencies through the physical structuring of services and the technology park of the hospitals covered.
9. Support the operationalization on, and the follow-up of, the three HCRs (Bon Repos, Beudet and Carrefour) and the Haitian Rehabilitation Institute;
10. Transfer the total management of the HCRs and of the IHR to the MSPP.

The Agreement signed with UNOPS had the objective to implement a project in which both transactional and capacity building activities related to the maintenance and operation of the HCRs and the HRI are included. In collaboration with the MSPP, UNDP Brazil and the MoH, four levels of activities have been identified in order to continue operations and guarantee the sustainability of the project investments: (1) to optimize the operations of these health facilities and assets, and (2) to establish sustainable capacities within the MSPP maintenance units, (3) to guarantee the offer of medical services to the local population and (4) to implement a progressive handover plan so that the three hospitals and IHR become under the MSPP full control and financial support.

In December 2019, the third Amendment to the Agreement with UNOPS, in the amount of USD 400,000, was signed and activities related to it were implemented in the beginning of 2020. Justification for the inclusion of the new activities is that MSPP launched its National Health Emergency Response Plan where blood

transfusion and the *Programme National de Sécurité Transfusionnelle* - PNST constitute an integral component of the overall response in the event of sanitary emergency crises. The National Blood Transfusion Center works to guarantee and improve the supply of blood and blood products in country, figuring to be the only center to provide this critical product in the metropolitan area of Port-au-Prince. Until that time the PNST was supported by donors, principally the Red Cross, but with the withdraw from the donors the center faced challenges on many levels, including financial and technical to name a few. UNOPS was solicited urgently to support the PNST in the acquisition of three critical equipment as well as associated start up kits and connected services, essential to the correct functioning of assays and laboratory procedures.

Please find in **Annex 3** the Quarterly Progress Reports from the Agreement signed with UNOPS.

- **Delays in implementation, challenges, lessons learned & best practices:**

Projects' Initial Revision was signed on August 3rd, 2017. Implementation started right after the signature of the Prodoc and was on time with schedule. Nevertheless, a delay in the construction of the administrative buildings in the HCR of Bon Repos and Carrefour conducted by UNOPS was identified. Political turmoil in the country in 2019 also led to a delay in the implementation of field activities conducted by PAHO/WHO. Because of that, an extension of the project duration from October 2020 to December 2020 was required to complete actions foreseen in the Agreements signed with the referred agencies (**Annex A**).

In August 2019, the MSPP sent a request to the GoB regarding additional funding to broaden the scope of work for strengthening the response to individual and collective emergencies, with the renovation of the emergency services of the La Paix hospital in Port-au-Prince, and the implementation of the National Plan for the Response to Exceptional Sanitary Situations at department level. For the signature of the 1st Amendment with PAHO/WHO in March 2020, the initial workplan was revised and the budget increased in USD 750,000 to accommodate this request. (**Annex 4**)

In March 2020, the global community was taken aback by the covid-19 pandemic. Immediately after the identification of community transmission of the virus in Haiti, the Project Steering Committee began to reprogram activities previously agreed with partners, eliminating actions that would imply risk to the population, to service providers and partners. Additionally, it directed efforts and resources to the acquisition of individual protection equipment and training focused on combating and controlling the new corona virus.

In direct dialogue with the GoH, the Steering Committee began the negotiations with UNOPS and PAHO/WHO to reprogram project's activities to address national emergencies to combat the pandemic. At the end a total amount of USD 2,4 million has been reprogrammed to include activities such as:

- a. Strengthening the coordination capacity at national and departmental levels to support the response to covid-19.
- b. Purchase of personal protective equipment (PPE) and medical equipment.
- c. Adaptation of the therapeutic diagnostic guide to COVID-19 and the training on the revised guide.
- d. Staff training at UAS and community level.
- e. Covid-19 monitoring.
- f. Personnel training on case management, prevention and infection control.
- g. Strengthening medical regulatory capacity to guide quickly.
- h. Technical evaluation of potential Covid-19 treatment centers. The technical assistance also includes the preparation of technical specifications, as well as the technical evaluation of the offers received by the Ministry (the UNOPS team is part of the MSPP Crisis Management Group to coordinate and harmonize all efforts to combat covid-19).
- i. Market research / sourcing and support in identifying potential suppliers which can provide Personal Protective Equipment / Oxygen Concentrators, cylinders, accessories.

In view of that, new Amendments to the Agreements with UNOPS and PAHO were issued:

- Amendment 2 with PAHO-WHO signed in May 2020 with the objective of reprogramming activities to combat covid-19 in Haiti. Please see **Annex 4**.
- Amendment 4 with UNOPS signed in June 2020 with the objective of increase budget total amount in USD 200,000 and reprogram activities before aimed at the reform of La Paix Hospital to combat covid-19. **Annex 5**.

Despite the reprogramming of the Project's activities, some ongoing commitments had to be maintained, being severely impacted by exceptional circumstances related to the advancement of the covid-19 pandemic in Haiti. The outbreak of the pandemic caused a considerable delay in the construction of the administrative centers at the Bon Repos and Carrefour hospitals, which were commissioned under the Agreement signed with UNOPS in November 2019 and initially scheduled to end in December 2020.

Therefore, it will be necessary to extend the project's deadline to complete these works in Bon Repos and Carrefour. Furthermore, the extension is required to ensure the continuation of provisions relating to the closure of the Project and the formal transfer of the HCRs and the IHR to the Haitian Government. This was a challenge for 2020 but couldn't be implemented due the delays caused by covid19 pandemic.

In view of that, on October 2020 the Steering Committee sent a correspondence to the Haitian Reconstruction Fund, represented by the Haitian Finance Minister, requesting the extension of the Fund and also of the project (**Annex 6**).

Since then, a series of meetings and exchanges were held between the parts and the donors to decide the new arrangements needed for the Fund extension. The updated situation of the negotiations with the 18 signatory countries of the Fund are:

- i. 13 have signed the document "Amendment to the Administration Agreement";
- ii. 3 signed a document to shut down the Fund (including Sweden, which had already withdrawn from the FRH in 2017); and
- iii. 2 are concluding their internal procedures relating to the issue.

It is still necessary to finalize the internal procedures of the 2 countries pending response to formalize the extension of the Fund and only after this stage it will be possible to submit a project revision and extend the duration of the project. Meanwhile, UNDP Brazil is preparing for the continuity of the project and holds permanent contact with the members of project's Steering Committee in order to approve a workplan for 2021 (activities and disbursements were suspended at the end of 2020).

In view of the delay in the constructions of the administrative buildings in Bon Repos and Carrefour, UNOPS Haiti presented an amendment proposal, which is being analyzed by the Steering Committee. (**Annex 7**). Currently UNDP Brazil is planning a meeting with the Steering Committee to follow up the negotiations on the extension and to approve UNOPS proposal.

- **Qualitative assessment:**

Dialogue and transfer of knowledge between MSPP, GoB and UNDP teams were essential to the positive results achieved and to surpass the pandemic period. The risk matrix was brutally impacted by the unexpected crisis and had to be updated. A project review will be submitted for approval as soon as the Fund is extended and, so far, there is no Programmatic revision foreseen.

The main challenges faced during 2020 were:

- The covid19 pandemic and the necessity of reprogramming activities with UNOPS and PAHO/WHO to attend to the Haitian population.

- Negotiations between the parts (GoB, GoH, UNPD, UNOPS, PAHO/WHO) viewing the reprogramming of activities.
- Changes in the management of the Ministry of Health in Brazil.
- Political instability in Haiti.
- Transfer of HCR and IHR management to GoH/MSPP.
- Implementation the Workplan with PAHO/WHO, which was mostly focused on presential trainings, leading to the adaptation and/or reprogramming of activities of the Agreement.
- Cancelation of the process of the Lean system due to the pandemic and reprogramming of activities.
- Delay in the construction of the administrative buildings in Bon Repos e Carrefour by UNOPS, due mostly to the pandemic of covid19.
- Monitoring of the project through monthly online meetings.
- Necessity to extend project duration in order to finalize project's activities.
- Conduction of diplomatic negotiations to request the HRF extension involving consultations to 28 donors countries.

Taking into consideration the challenges faced in 2020, the results achieved are very satisfactory. The reprogramming of activities was conducted on time and with the cooperation of the parts. There is still the need to extend project duration to finalize activities conducted by UNOPS in Bon Repos and Carrefour and also to conclude monitoring and evaluation processes.