

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

**HAITI**

**Strengthening Public Management to Improve Service Delivery  
(Reformulation)**

**(HA-L1131)**

**PROJECT PROFILE**

This document was prepared by the project team consisting of: Takady Konate, Team Leader; Alexandre Veyrat-Pontet, Alternate Team Leader; Edgardo Mosqueira, Mariano Lafuente, Katia Rivera (IFD/ICS); Sara Vila Saint-Etienne (LEG/SGO); Angel Sanabria, Ana Gonzalez, Jean Figaro (VPC/FMP); Gaston Pierri (SPD/SPD); Ghislaine Pierre, Abdel Suire (CID/CHA).

Under the Access to Information Policy, this document is subject to Public Disclosure.

## PROJECT PROFILE HAITI

### I. BASIC DATA

<b>Project Name:</b>	Strengthening Public Management to Improve Service Delivery (Reformulation)		
<b>Project Number:</b>	HA-L1131 ( <a href="#">4820/GR-HA</a> )		
<b>Project Team:</b>	Takady Konate, Team Leader; Alexandre Veyrat-Pontet, Alternate Team Leader; Edgardo Mosqueira, Mariano Lafuente, Katia Rivera (IFD/ICS); Sara Vila Saint-Etienne (LEG/SGO); Angel Sanabria, Ana Gonzalez, Jean Figaro (VPC/FMP); Gaston Pierri (SPD/SPD); Ghislaine Pierre, Abdel Suire (CID/CHA).		
<b>Beneficiary:</b>	Republic of Haiti		
<b>Executing Agency:</b>	Ministry of Economy and Finance (MEF)		
<b>Financial Plan:</b>		<b>Reformulated</b>	<b>Approved</b>
	IDB Grant Facility:	US\$55,000,000	US\$55,000,000
	Total:	US\$55,000,000	US\$55,000,000
<b>Safeguards:</b>	Policies enabled:	(OP-703) B1; B2; B3; B4.	
	Classification:	"C"	

### II. GENERAL JUSTIFICATION AND OBJECTIVES

- 2.1 **Original Grant.** The operation [4820/GR-HA](#), “*Strengthening Public Management to Improve Service Delivery*” (the Program) for US\$55,000,000 was approved in July 2019, with the objective of expanding coverage of services provided by two ministries, through the implementation of reforms aimed to improve the quality and management of the public sector human talent and salaries, as well as to improve conditions required to deliver services. The project included four components: (i) Component 1: Strengthening of the Transversal Regime of the Civil Service and Human Resources Management (US\$8,943,000); (ii) Component 2: Strengthening of IT Systems for Human Resources and Salary Management (US\$14,214,000); (iii) Component 3: Strengthening the capacity to deliver services in selected ministries and entities (US\$27,419,000); and (iv) Project Management (US\$4,324,000).
- 2.2 **Challenges of Reforming a Fragile State.** During the last three years the program implementation was progressively confronted with three major challenges: (i) the departure from the government of key reform leaders supporting the program; (ii) the diminished value of the incentive framework set by the program to give impulse to the reforms and to garner buy-ins from various stakeholders; and (iii) the role of the two executing agencies -pertaining to different ministries- with divergent agendas and weak institutional capacity which led to misalignment, miscommunication and misappropriation of roles and responsibilities.

- 2.3 The program design addressed some of the key shortcomings of fragile states like Haiti, however, risks mitigation measures were not sufficient.** At the program design stage: (i) strong leadership (The President, Prime Minister, Minister of Finance and Line Ministers ) for the implementation of reforms<sup>1</sup> supported by the program was in place to ensure buy-ins among targeted stakeholders with vested interests , and evidence of their strength was shown through the approval and implementation of several reforms<sup>2</sup> supporting the project (including the Government's Modernization of the State Program PME-2023<sup>3</sup> with an ambitious plan to reform the public administration). With a volatile political economy, the change in leadership is more recurrent. The remedial actions as proposed by the reformulation aim to consolidate activities at the MEF and to identify and build relationships at technical and managerial levels, often composed of team members who are champions of the reforms and who are anchored within the MEF as permanent civil servants. This includes working with teams with a diverse technical background within the MEF (Treasury, Budget, Pay & Pension, and IT Departments<sup>4</sup>) to ensure a cohesive and holistic approach in the implementation of the targeted reforms; (ii) The program incentives framework had solid measures aimed to increase the motivation and performance of civil servants as well as to incentivize permanent public servants eligible for retirement to leave the workforce. In the proposed reformulation, the retirement program, which has been designed and is being implemented by civil servants at the MEF, will be increased threefold and is driven by requests from line ministries to improve public service delivery in their sectors; as a result, the MEF has taken full ownership of the process and centralized the coordination of the program for a speedy and coordinated implementation. And finally, although project management capacities were considered a risk, (iii) the program proposed coordination arrangements to address them. However, mitigation measures for risks were not sufficient. As a remedial action, the number of activities will be reduced to optimize stakeholders' involvement and project implementation will be centralized at the MEF; hence reducing the number of executing agencies to one.
- 2.4 Progress Status and Request for Reformulation.** After three years of implementation the program has only disbursed 21.41%.<sup>5</sup> While results are yet significant, a payroll audit, which conditions the use of the US\$10 million that were disbursed in March 2022, is currently underway. In a communication dated [February 8, 2021](#), the MEF requested a reformulation of the program within the approved investment grant amount of US\$55,000,000, with the aim to focus the program objectives on activities under the direct control of MEF -which has a

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<sup>1</sup> World Bank Institute - Capacity Development Brief, May 2007, Number 21, p.1-4.

<sup>2</sup> The consolidation of the Single Treasury Account, the design, and implementation of the IFMIS, the progressive deployment of Public Accountants at the Departmental level to improve public service delivery at the local level, the evaluation of the institutional capacity of the Supreme Audit Institution (CSCCA) which included a 5-yr operational plan, the drafting of several organic laws to improve public financial management systems.

<sup>3</sup> [http://www.omrh.gouv.ht/Media/2-DocumentsStrategiques/fp/PME-2023\\_20190313\\_09h31.pdf](http://www.omrh.gouv.ht/Media/2-DocumentsStrategiques/fp/PME-2023_20190313_09h31.pdf).

<sup>4</sup> Roles and responsibilities of each Department will be included in the MOP.

<sup>5</sup> The disbursements of US\$11,774,785 were distributed as follows: Component 1: US\$391,838 or 3.3% of amount disbursed, Component 2: US\$583,785 or 5% of amount disbursed, Component 3: US\$10,009,703 or 85% of total disbursed and Project Management: US\$789,459 or 6.70% of amount disbursed.

demonstrated commitment with the implementation of the program-:<sup>6</sup> (i) the implementation of a voluntary retirement program; and (ii) the strengthening of the IT systems through the incorporation of the Pay and Pension Modules into the Integrated Financial, Management and Information System (IFMIS), the implementation of a biometric registry and the electronic management of documents. Moreover, the requested changes will support the MEF's effort toward macroeconomic stability by reducing short to medium-term public expenditures. The retirement program and the payroll audit, which aims to eliminate duplicates in the civil service database and to account for contractors on a timely basis, will provide savings in the highest expenditure category as the Wage Bill in Haiti represents approximately 53% of the operational expenditures<sup>7</sup>.

**2.5 Rationale of the Reformulation.** The original program objectives rationale and theory of change were to improve public agencies' operations and service delivery through the implementation of civil service and salaries reforms aimed to improve public sector motivation and incentives. The MEF and the Office of Management and Human Resources (OMRH) were the leaders in the implementation of these reforms. As of today, only the MEF leadership has demonstrated its commitment to reform and program objectives<sup>8</sup>; hence, the value of bringing the reforms under one roof, where political commitment and technical expertise are easily aligned. The rationale of the proposed reformulation is to put more emphasis in the civil service and salaries reforms under the control of the MEF leadership, with the aim to improve public human talent productivity and service delivery. This will be achieved through the reduction and consolidation of activities at the core of the restructured proposal including: (i) strong control of the wage bill and public finances through the identification and elimination of irregular payments, and through stronger IFMIS wage management modules; (ii) reduction of inefficiencies in the public workforce composition through an early retirement program which will allow closing obsolete posts and open opportunities for the recruitment of personnel with the skills required by public agencies; (iii) and better control of public workers performance through the implementation of a biometric system to be utilized in the payment of salaries and workers assistance. The proposed reformulation will translate into a change in the distribution of the grant amount among the components as follows: Component 1 will decrease by 57%; Component 2 will decrease by 15%; Component 3 will increase by 28.5%; and Project Management costs will decrease by 13.74%. The changes will be reflected in the Result Matrix.

**2.6 Lessons learned during execution.** Identified as plausible during the early stage of the program, the lessons learned that support the decision to restructure the program are: (i) the implementation by two executing agencies in different institutions became cumbersome because defined roles and responsibilities were not accepted by the fiduciary agency; (ii) too many activities involving multiple stakeholders,

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<sup>6</sup> The activities implemented in collaboration with the MEF have continued without major delays including the planning of the voluntary retirement program for which US\$10 million was disbursed in March 2022, the assessment for the implementation of the biometric registry, the approval of the technical specifications regarding inter-ministerial communication and the drafting of terms of reference to define technical requirements for the Pension and Pay Modules.

<sup>7</sup> Official Journal "*Le Moniteur*", Year: 176 (May 16, 2022), Special N. 13, Decree establishing the National Budget for the 2021-2022 Fiscal Year.

<sup>8</sup> The operation only disbursed 3.21% as of February 28<sup>th</sup>, 2022. Thanks to the leadership of the MEF, the amount disbursed increased to 21.41% in March 2022.

requiring organized and sustained interinstitutional communication; (iii) the lack of qualified civil servants to implement the project; (iv) the lack of accountability to produce expected results; and (iv) champions do not have the political capital to push forth the reform agenda and need the support of the donors to find alternative or creative solutions within the existing system. Considering all the above, the proposed reformulation is aligned with the current priorities to improve macroeconomic stability and to establish a better and transparent control of the Wage Bill. This alignment will ensure a more agile and rationalized implementation.

2.7 **Revised Objective.** The revised objective of the program is to improve public service delivery through more efficient administrative and financial processes by improving the effectiveness, efficiency, and transparency of government HR and salaries management. The program components will be:

- **Component 1. Strengthening of the Civil Service Control System (US\$3,850,000).** This component will support the MEF in improving its control of the Wage Bill. It will finance: (i) the design of the early retirement program; (ii) the payroll audit of the population of permanent civil servants and contractors; and (iii) a communication and change management program to support ongoing administrative and financial reforms.
- **Component 2. Strengthening of Information Systems for Administrative and Financial Management (US\$12,088,000).** This will be accomplished by strengthening the IFMIS of the Government. The following will be financed: (i) the design and implementation of the Pay and Pension Modules; (ii) the design and implementation of a biometric registry system of permanent civil servants and contractors; (iii) the strengthening of inter-ministerial connection at the central and departmental level; (iv) the implementation of an electronic management system; and (v) the capacity building of the MEF IT Department.
- **Component 3. Strengthening of the efficiency and effectiveness of the HR at the MEF and Line Ministries (US\$35,246,000).** This objective will be accomplished by a set of activities, some of which are already underway: (i) the implementation of a voluntary retirement program across the government, these activities are complemented by activities in Component 1 (payroll audit) and Component 2 (biometric registry), both activities allow for a reliable database of public servants, including contractors currently excluded from SYSPAY; and (ii) the roll-out of a training program for the administrators and end-users of the implemented systems. The retirement program will be supplemented by a recruitment program to be implemented by the government with the aim to replace every two retirees with the recruitment of a staff member with the skills and qualifications needed to improve public service delivery.
- **Project Management (US\$3,816,000).** It will finance: (i) the strengthening of the executing unit at the MEF, and (ii) the design of a monitoring and evaluation system.

2.8 **Execution Mechanism.** The executing unit of the program will be the MEF. The MEF has the capacity to execute the reformulated operation. During the current execution, the MEF has deployed a team to manage the design and implementation of the voluntary retirement program and the IFMIS. The MEF will be supported by a

project team with experience in the implementation of donor-funded projects.<sup>9</sup> The team of contractors, primarily in Finance and Procurement, will be financed by the operation.

- 2.9 **Results and Beneficiaries.** The expected impact will focus on strengthening the HR management across the government: (i) better control and efficiency in wage expenditure to reduce fiscal pressure in the short to medium term; and (ii) reduction of inefficiencies due to the introduction and consolidation of digital technologies in the financial and administrative processes. This will allow identifying civil servants who are not currently working but still receiving salaries. The main beneficiaries are citizens receiving better service delivery, savings from the efficiency invested in social programs, and companies that use the public services; public officials for the improvements in their working conditions; and the agencies for the improvement of their management systems.
- 2.10 **Strategic Alignment.** This program is aligned with the Second Update of the Institutional Strategy (UIS) (AB-3190-2) through the development challenge of Productivity and Innovation by implementing a result-based management system; and the cross-cutting areas of: (i) Institutional Capacity and Rule of Law, and Gender Equality as it supports the strengthening of the GOH by providing training and capacity building with a gender lens, with the aim to increase core skills necessary to work in a digital government (GN-2800-8). The program is aligned with the IDB 2025 Vision (AB-3266) as it supports spending efficiency, fiscal sustainability, transparency and integrity, and digital government for a more effective and efficient public management. This includes the full implementation of the IFMIS across governmental agencies, the availability of reliable information on the status of civil servants, and the access to electronic documents throughout the public expenditure value chain. It will contribute to the IDB Group Corporate Framework (CRF) 2020-2023 (GN-2727-12), with the following output indicator: government agencies benefiting from technological and management instruments to improve public service delivery. The program is aligned with the strategic objectives of the IDB Group's Country Strategy with Haiti 2017-2021 (GN-2904) by improving administrative processes (Strategy "Modernizing Government Organizations").
- 2.11 **Execution Period.** The execution of the reformulated program requires an extension of one (1) year, for a period of six (6) years, to provide sufficient time for the procurement of IT systems and equipment which will be done through an international competitive process and the communication needed to motivate eligible civil servants to enlist in the voluntary retirement program. The new disbursement period will be extended to August 7, 2025.

### III. TECHNICAL ISSUES AND SECTOR KNOWLEDGE

- 3.1 **Sector Work.** This program draws on the Bank's experience in Jamaica: Support for the Public Sector Transformation Program ([4373/OC-JA](#)); Ecuador: Projects to Modernize Public Administration to Improve Citizen Service Management ([2487/OC-EC](#); [2653/OC-EC](#); [3073/OC-EC](#)); Nicaragua: Project to Extend Health Care to Communities in the Dry Corridor Region ([2986/BL-NI](#)). In addition, the program

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<sup>9</sup> During the transition period, the Bank offered to support the MEF with the hiring of consultants to reinforce the executing capacity of the ministry.

collects lessons from other projects implemented in Haiti and seeks to consolidate their progress: Support for Human Resources Management in the Public Sector ([2396/GR-HA](#)); and Private Sector Development through Investment Promotion ([2879/GR-HA](#)).

- 3.2 **Lessons Learned.** From the interventions carried out by the Bank and other donors, a series of lessons learned are identified and included in the reformulation of the program. These are: (i) the implementation of measures to ensure better management of the Wage Bill; (ii) the use of a biometric registry to control personnel movement; (iii) the integration of the Pay and Pension Modules to the IFMIS system for use by HRD for an active and reliable civil servant database; and (iv) the cooperation and alignment with other donors to develop synergies and generates higher yields.
- 3.3 **Sustainability.** The MEF, the owner of the project, has designed the IFMIS, which will integrate the Pay and Pension Modules. The system is deployed in selected ministries and in use by administrative personnel, an essential step to bring a more efficient administration closer to the beneficiaries. The biometric registry will be connected to the IFMIS to facilitate the exchange of information between the Office of National Identification (ONI) and other governmental entities, with the aim to replace the yearly manual verification of active permanent civil servants required by the MEF and the OMRH. The sustainability of the registry is granted as the payment of staff compensation is a regular operation the Government executes.

#### IV. ENVIRONMENTAL SAFEGUARDS AND FIDUCIARY SCREENING

- 4.1 As per the OP-703 - Environment and Safeguards Compliance Policy the operation is classified as Category C. No environmental or social risks are foreseen, since the reformulation will not finance infrastructure or civil work, and the minimal rehabilitation works were not initiated from the original operation. Therefore, there are currently no works underway, and no environment and social liabilities from the original operation.
- 4.2 The project is expected to have high financial risk, given the current experience of MEF in planning, contract management, and approval of work to be performed by service providers. As remedial actions, a fiduciary team will be recruited to support the MEF in the program implementation.

#### V. OTHER ISSUES

- 5.1 **Donor Coordination.** This program is part of the reform program initiated by the government and supported by international donors to improve governance. In particular, mention should be made of the government's plans to improve public financial management and HR systems including the strengthening of the HR system (USAID and European Union), improving financial governance, and reporting through an IFMIS (World Bank), and improving decentralization of public services (Canada via UNDP).
- 5.2 **Risks.** The main risks are (i) economic and financial environment as a result of

bureaucratic procedures and inadequate or insufficient regulatory framework, and (ii) human resources with the high turnover of authorities or officials and the lack of technical and political support for reform champions. The description of these risks is presented in Appendix II.

## **VI. RESOURCES AND TIMETABLE**

- 6.1 The distribution of the Development Proposal for the Operation to the Quality and Risk Review (QRR) is expected by July 6, 2022, the distribution of the Draft Reformulation to the Operations Committee by August 23, 2022, and the presentation of the reformulated project to the Board of Executive Directors of the Bank by September 30, 2022. The total transactional resources needed for preparation are estimated at US\$28,500. Time needed for project preparation will be 0.66 FTEs.



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<sup>1</sup> The information contained in this Annex is confidential and will not be disclosed. This is in accordance with the "Deliberative Information" exception referred to in paragraph 4.1 (g) of the Access to Information Policy (GN-1831-28) at the Inter-American Development Bank.

## Operation Information

Operation		
HA-L1131 Strengthening Public Management to Improve Service Delivery.		
Environmental and Social Impact Category	Disaster Risk Rating	
C	Low	
Country	Executing Agency	
HA	MINISTERE DE L'ECONOMIE ET DES FINANCES	
Organizational Unit	IDB Sector/Subsector	
IFD/ICS	REFORM AND PUBLIC SECTOR SUPPORT	
Team Leader	ESG Primary Team Member	
TAKADY MAMADOU KONATE	MAURICIO TAPIA ALBA	
Type of Operation	Original IDB Amount	% Disbursed
GRF	\$55,000,000.00	
Assessment Date	Author	
2022-04-11	Tapia Alba, Mauricio Alejandro	
Operation Cycle Stage	Completion Date	
ERM	2022-05-26	
QRR	2022-07-06	
Board Approval	2022-09-23	
Safeguard Performance Rating		
Rationale		
Reduce: other (enter details in comments)		

## Safeguard Policy Items Identified

### B.1 Bank Policies

The Bank will only finance operations and activities that comply with the directives of this policy, and are consistent with the relevant provisions of other Bank policies. The Bank will make the relevant project documents available to the public.

### B.2 Country Laws and Regulations

The operation is expected to be designed and carried out in compliance with environmental laws and regulations of the country where the operation is being implemented, including national obligations established under ratified Multilateral Environmental Agreements (MEAs).

### B.3 Screening and Classification

The operation (including associated facilities) is screened and classified according to its potential environmental and associated social impacts



# Safeguard Screening Form

## Operation Information

Operation		
HA-L1131 Strengthening Public Management to Improve Service Delivery.		
Environmental and Social Impact Category	Disaster Risk Rating	
C	Low	
Country	Executing Agency	
HA	MINISTERE DE L'ECONOMIE ET DES FINANCES	
Organizational Unit	IDB Sector/Subsector	
IFD/ICS	REFORM AND PUBLIC SECTOR SUPPORT	
Team Leader	ESG Primary Team Member	
TAKADY MAMADOU KONATE	MAURICIO TAPIA ALBA	
Type of Operation	Original IDB Amount	% Disbursed
GRF	\$55,000,000.00	%
Assessment Date	Author	
2022-04-11	Tapia Alba, Mauricio Alejandro	
Operation Cycle Stage	Completion Date	
ERM	2022-05-26	
QRR	2022-07-06	
Board Approval	2022-09-23	
Safeguard Performance Rating		
Rationale		
Reduce: other (enter details in comments)		



## Safeguard Screening Form

### Operation Classification Summary

Overriden E&S Category	Overriden E&S Category Justification
C	Reduce: other (enter details in comments)
Comments	
Esta es un reformulación bajo las antiguas salvaguardas y solamente se están actualizando los filtros ya que el alcance de la operación no ha variado.	

Overriden Disaster Risk	Overriden Disaster Risk Justification
Comments	

### Summary of Impacts / Risks and Potential Solutions

#### Assessment and Management of Environmental and Social Risks and Impacts

The operation will implement a grievance mechanism accessible to all stakeholders.

The operation will not provide a grievance mechanism for communities. The client will need to ensure that a grievance mechanism is in place

#### Labor and Working Conditions

The operation will provide a grievance mechanism for workers (and their organizations, where they exist) to raise workplace concerns.

The operation will not provide a grievance mechanism for workers. The client will need to ensure that a grievance mechanism is in place

#### Stakeholder Engagement

The operation will carry out stakeholder consultation processes during preparation and implementation (including the equal participation of women and men).

The operation will not carry out stakeholder consultation processes during preparation and implementation. The client will need to prepare a stakeholder engagement plan to ensure adequate consultations are done

If Indigenous Peoples have the potential to be affected, the operation will carry out a socio-culturally appropriate consultation process during preparation and implementation

The operation will not carry out a socio-culturally appropriate consultation process during preparation and implementation. The client will need to prepare a socio-culturally appropriate engagement plan to ensure adequate consultations are done



## ESRR Report

### Operation Information

Operation		
HA-L1131 Strengthening Public Management to Improve Service Delivery.		
Environmental and Social Impact Category	ESRR	
C	Moderate	
Country	Executing Agency	
Haiti	MINISTERE DE L'ECONOMIE ET DES FINANCES	
Organizational Unit	IDB Sector/Subsector	
IFD/ICS	REFORM AND PUBLIC SECTOR SUPPORT	
Team Leader	ESG Primary Team Member	
TAKADY MAMADOU KONATE	MAURICIO TAPIA ALBA	
Type of Operation	Original IDB Amount	% Disbursed
GRF	\$0.00	
Assessment Date	Author	
2022-04-11	Tapia Alba, Mauricio Alejandro	
Operation Cycle Stage	Completion Date	
ERM	2022-05-26	
QRR	2022-07-06	
Board Approval	2022-09-23	
Current Last Disbursement Expiration	2024-08-07	
Safeguard Performance Rating		
Rationale		

## Risk Assessment

Cause	Value
Largely related to direct impacts of project footprint, and inherent sector risk including contribution to cumulative risks	Low
Comments: The objective of the Program is to expand coverage of the services provided by the Ministry of Finance (MEF) by improving (i) the effectiveness of government HR management; (ii) the efficiency of HR management; and (iii) the productivity of HR management. None of its components includes infrastructure.	
Contribution	Value
Largely related to indirect and induced impacts, third party actions, associated facilities, supply chain aspects, and indirect contribution to cumulative impacts	Low
Comments: No associated indirect or induced impacts nor indirect contribution to cumulative impacts have been identified from the operation's activities or components.	
Context	Value
Largely related to influence and impacts from external operating environment on project setting, including legal framework and practice, vulnerability risk, political and social conflict, cultural context, legacy issues, etc	Moderate
Comments: The legal framework for environmental and social issues and its enforcement is weak in Haiti. The socio-political situation and COVID-19 can have an impact on the operation during preparation and execution and supervision in the future.	
Performance	Value
Directly related to borrower capacity and organizations, commitments, resources and overall performance during project	Moderate
Comments: The MEF experience in planning, contract management, and approval of work to be performed by service providers. However, risks for (i) macroeconomic and fiscal sustainability; (ii) development and (iii) governance, including intersectoral coordination remain.	
Overall Environmental and Social Risk Rating	Value
Please indicate the overall ESRR of the project according to your professional judgement at this point in time	Moderate
Comments: The operation will finance the improvement of the effectiveness of government HR management, the efficiency of HR management; and the productivity of HR management of the Ministry of Finance of Haiti. None of its components includes infrastructure.	

## **ANNEX III**

### **Environmental and Social Strategy**

- 1.1 The objective of the program is to improve public service delivery through more efficient administrative and financial processes by improving the effectiveness, efficiency, and transparency of government HR and salaries management.
- 1.2 According to the results of the IDB “Safeguards Policy Filter Report”, and the safeguard and Environmental Policies (OP-703), this operation is classified as Category “C”, given the low impact on environmental and social issues.



## ANNEX IV

### Index for completed and proposed sector work

Issues	Description	Expected Dates	References & hyperlinks to technical files
Country Strategies	Décret – Statut General de la Fonction Publique	Completed	<a href="http://www.omrh.gouv.ht/Media/Publications/3-Decrets/D%c3%a9cretStatutG%c3%a9n%c3%a9ralFonctionPubliqueHa%c3%aftienne.pdf">http://www.omrh.gouv.ht/Media/Publications/3-Decrets/D%c3%a9cretStatutG%c3%a9n%c3%a9ralFonctionPubliqueHa%c3%aftienne.pdf</a>
	Post Covid-19 Recovery Plan	Completed	<a href="https://mef.gouv.ht/docs/latest/prepoc_2020_2023.pdf">https://mef.gouv.ht/docs/latest/prepoc_2020_2023.pdf</a>
	Public Financial Management Plan (2020-2022)	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-23">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-23</a>
Technical options and design	Biometric Registry Assessment	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-18">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-18</a>
	Retirement Program	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-21">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-21</a>
	Payment Processes for the Retirement Program	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-20">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-20</a>
	Approved Incentive Computation	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-24">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-24</a>
	Terms of Reference for Pay and Pension Modules	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-22">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-22</a>
	Technical Specification for Inter-Ministerial Communication	Completed	<a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-19">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=EZSHARE-964499132-19</a>

Issues	Description	Expected Dates	References & hyperlinks to technical files
IDB Strategies	Haiti Country Strategy 2017-2021	Completed	<a href="#">Haiti Country Strategy</a>
Economics Documents	Updated Cost Benefit Analysis	June 2022	In preparation
	Economic Analysis	June 2022	In preparation

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