

TC ABSTRACT

I. Basic Project Data

▪ Country/Region:	HAITI/CID - Isthmus & DR
▪ TC Name:	Strengthening Public Management for Improved Service Delivery in Haiti II
▪ TC Number:	HA-T1304
▪ Team Leader/Members:	Konate, Takady Mamadou (IFD/ICS) Team Leader; Naranjo Bautista, Sandra (IFD/ICS) Alternate Team Leader; Mosqueira Medina, Edgardo (IFD/ICS); Jorge De Leon (IFD/ICS); Aguilar Blandon, Maria Alejandra (IFD/ICS); Albaret, Geraud (CSD/RND); Vila Saint-Etienne, Sara (LEG/SGO)
▪ Taxonomy:	Operational Support
▪ Number and name of operation supported by the TC:	Strengthening Public Management to Improve Service Delivery. - HA-L1131
▪ Date of TC Abstract:	31 Aug 2022
▪ Beneficiary:	Republic of Haiti
▪ Executing Agency:	INTER-AMERICAN DEVELOPMENT BANK
▪ IDB funding requested:	US\$200,000.00
▪ Local counterpart funding:	US\$0.00
▪ Disbursement period:	30 months
▪ Types of consultants:	Individuals; Firms
▪ Prepared by Unit:	IFD/ICS - Innovation in Citizen Services Division
▪ Unit of Disbursement Responsibility:	IFD/ICS - Innovation in Citizen Services Division
▪ TC included in Country Strategy (y/n):	Yes
▪ TC included in CPD (y/n):	No
▪ Alignment to the Update to the Institutional Strategy 2020-2023:	Productivity and innovation; Institutional capacity and rule of law

II. Objective and Justification

- 2.1 The objective of this technical cooperation is to contribute to the institutional strengthening of the Government of Haiti to improve public sector performance at the MARNDR, the pilot ministry, and to be replicated by other public entities. For this purpose, the TC will support academic research to understand the performance and motivation factors of civil servants and to support wage bill management, including proposals for the implementation of a mandatory retirement, and the implementation of a biometric registry for civil servants. The TC will also support the capacity-building strategy of civil servants in management and behavior improvements such as understanding conflicts of interest, ethics, effective communication, and building trust. The results from the research and other assessments will lead to the design of models the Government would use to expand and improve public service delivery at the national and decentralized level.
- 2.2 The TC will support the loan Strengthening Public Management for Improved Service Delivery (HA-L1131). The objective of this project is to improve public service delivery through more efficient administrative and financial processes and by enhancing the effectiveness, efficiency, and transparency of HR and salaries management.
- 2.3 The quality of public services continues to be a widespread public discontent in Haiti. In 2019, preliminary functional review at the MARNDR and MTPTC demonstrated that approximately 25% of the workforce is eligible for retirement and approximately 16% of the total workforce is eligible for retirement. In the 2018 Gallup Survey, only 37% of respondents had confidence in the Haiti central government, a one (1) point positive

change from the 2007 survey. The Government has been implementing several policy reforms aimed to improve key functions in transversal systems operation and performance of public entities. However, the implementation of these policies and plans has faced constraints. For instance, the implementation of civil service reforms to improve human capital quality is challenging due to a lack of data and analytics on the public workforce's number, composition, and cost. Tools to identify, dissect and address functions and services constraints are needed to enable the implementation of reforms. Furthermore, there is a need to build the capacity of personnel within civil service; however, a holistic approach is necessary to ensure that training needs are met and consistently given as processes and/or knowledge improved in targeted areas. Several methodologies provide solid evidence of tools aimed to improve government functions and services using problem-driven approaches.

- 2.4 The TC activities are justified not only by the weaknesses of the public sector and because of the selected areas of work as presented in the following characteristics:
- 2.5 - Transversal public management systems: An effective and efficient Civil Service is essential to the successful execution of any government's policies and programs. Currently, Haiti's civil service is characterized by weak incentives, low capability, and weak establishment management.
- 2.6 - Delivery of sector services: The Agriculture sector accounts for 47% of total employment and 75% of employment in low-income households and has an important impact on food security, demographic pressure, and income inequality. The public service delivery from the MARNDR is limited. For instance, agriculture, suffers from low and declining productivity levels, which further contributes to high levels of malnutrition and a low export base. A prevalence of subsistence farming with unclear property rights, inadequate regulatory and institutional framework, low levels of public funding. This situation worsened during the pandemic and with the recent earthquake in the southeast. Addressing MARNDR development constraints require improvements in its management capacities to implement its policies and services to farmers.

III. Description of Activities and Outputs

- 3.1 **Component I: Strengthening transversal public management systems in the area of human resources management and wage Bill.** The objective of this component is to strengthen public management systems in civil service. The component will finance: (i) the design and implementation of a survey to understand the patronage network within public service in Haiti; (ii) the data analysis for knowledge creation and dissemination; and (iii) the issuance of recommendations for the effective implementation of a mandatory retirement program.
- 3.2 **Component II: Designing a methodology for the implementation of a biometric registry of civil servants .** The objective of the component is to support the implementation of a biometric registry. This component will finance: (i) the design of a biometric registry, and (ii) the issuance of recommendations based on best practices and completed assessments for the implementation of the biometric registry. The recommendation will ensure the use of existing system at the Office of National Identification.
- 3.3 **Component III: Component 3. Capacity building strategy of civil servant in management and behavioral improvements .** The objective of this component is to strengthen the leadership capability of civil servants. This component will finance the drafting of a training strategy, thru a learning-by-doing approach, to enhance the skills of civil servants in management and behavioral improvements such as understanding conflicts of interest, ethics, effective communication, and building trust.

IV. Budget

Indicative Budget

Activity/Component	Total Funding (IDB)
Strengthening transversal public management systems in the area of human resources management and wage Bill	US\$110,000.00
Designing a methodology for the implementation of a biometric registry of civil servants	US\$40,000.00
Component 3. Capacity building strategy of civil servant in management and behavioral improvements	US\$50,000.00
Total	US\$200,000.00

V. Executing Agency and Execution Structure

- 5.1 The implementation of the TC will be carried out by the Bank through the Division of Innovation in Citizen Services (IFD/ICS). The IFD/ICS team will coordinate with the RND Division, and contract the consultants, organize the activities, and supervise the developed products. Coordination with the Haitian authorities will be carried out through technical and administrative coordination meetings and joint review of terms of reference and evaluations of technical reports.
- 5.2 IFD/ICS has specialized knowledge in providing technical assistance in the topics of interest related to the object of this TC.

VI. Project Risks and Issues

- 6.1 The main risk that could affect the implementation of the activities planned by this TC is related to the difficulties that arise due to the context of fragility and insecurity observed in Haiti since July 2018. To mitigate both risks, some activities will be carried out virtually. Additionally, the following risks are foreseeable with associated mitigation measures:
- 6.2 (i) Risk: Some of the activities are delayed due to a lack of coordination between the main actors. Mitigation: Bank executes the TC and takes contact with GoH agencies and donors. First, Government agencies and individuals responsible for the coordination of activities required for the execution of the analysis are identified. Thus, regular meetings will be held with the MARNDR. Coordination mechanisms will be implemented in the operations HA-L1131.
- 6.3 (ii) Risk: Change in leadership within the MEF. Mitigation: The Minister at the MEF is a reform champion. His departure may delay implementation of agreed activities.
- 6.4 (iii) Risk: The Office of National Identification (ONI) delays the use of the existing system for the implementation of the biometric registry. Mitigation: Coordination meeting with ONI and the signature of a partnership agreement between the MEF and ONI on the implementation of the biometric registry in civil service.

VII. Environmental and Social Classification

- 7.1 The ESG classification for this operation is "undefined".