

SUPPORT FOR INSTITUTIONAL STRENGTHENING IN THE TRANSPORT SECTOR

HA-T1204

CERTIFICATION

I hereby certify that this operation was approved for financing under Institutional Capacity Strengthening Thematic Fund (ICS) through a communication dated March 27, 2015 and signed by Goro Mutsuura, ORP/GCM. Also, I certify that resources from said fund are available for up to US\$400,000 in order to finance the activities described and budgeted in this document. This certification reserves resources for the referenced project for a period of six (6) calendar months counted from the date of eligibility from the funding source. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this operation. Amounts greater than the certified amount, may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, for which the Fund is not at risk.

Original Signed

June 2, 2015

Sonia M. Rivera
Chief
Grants and Co-financing Management Unit
ORP/GCM

Date

APPROVAL

Approved:

Original Signed

June 3, 2015

Nestor Roa
Division Chief
Transport Division
INE/TSP

Date

TC DOCUMENT

I. BASIC INFORMATION

Country/Region:	Haiti
TC Name:	Support for Institutional Strengthening in the Transport Sector
TC Number:	HA-T1204
Team Leader/Members:	Carlos Mojica (INE/TSP), Team Leader; Olivia Désinor (TSP/CHA), Alternate Team Leader; Reinaldo Fioravanti, Elkin Bello and Giovanna Mahfouz (INE/TSP); Louis-François Chretien (LEG/SGO)
Taxonomy	Operational Support (OS)
If Operational Support TC, give number and name of Operation Supported by the TC:	(HA-L1099) Institutional Strengthening And Reform Of The Transport Sector II
Date of TC Abstract:	March 27, 2015
Beneficiary:	Republic of Haiti
Executing Agency and contact name:	Inter-American Development Bank (IDB) through its Transport Division (INE/TSP)
IDB Funding Requested:	US\$400,000 Institutional Capacity Strengthening Funds (ICSF)
Local counterpart funding, if any:	N/A
Disbursement period:	24 months
Required start date:	May, 2015
Types of consultants (firm or individual consultants):	Firms and individuals consultants
Prepared by Unit:	INE/TSP
Unit of Disbursement Responsibility:	INE/TSP
Included in Country Strategy (y/n); TC included in CPD (y/n):	Yes Yes (GN-2805)
GCI-9 Sector Priority:	(i) reducing poverty and inequality; and (ii) address the special needs of the less developed and smaller countries

II. DESCRIPTION OF THE ASSOCIATED LOAN/GUARANTEE

- 2.1 This Technical Cooperation (TC) has been outlined to provide technical support to operation HA-L1099 – Institutional Strengthening and Reform of the Transport Sector II: the second in the series of three programmatic Policy Based Grants (PBG). These programs will support the Government of Haiti (GoH) on implementing policy, legal and institutional reforms in the transport sector. These second phase reforms are designed to continue the process of institutional modernization and reforms for the road and port sectors initiated by the first PBG (HA-L1088). Specific objectives include: (i) modernization and strengthening of the road sector management in its functions of planning, maintenance, road safety and construction/rehabilitation; and (ii) reform and modernization of port sector management, including policy and legal reforms of the ports institutions. It is important to note that the associated operation HA-L1099 was approved by the IDB's Board of directors in May 20th 2015

and that INE/TSP team is currently initiating the preparation phase for the third and final program for year 2016.

III. OBJECTIVE AND JUSTIFICATION

- 3.1 Transport infrastructure in Haiti endures a series of critical limitations in terms of quality and coverage reflected in high transportation cost and travel time for both individual users and firms, most of those limitations stem from the dual impact of historic low levels of investment in the sector and the chronic weakness of its institutions and legal frameworks.
- 3.2 Due to the insular geographic characteristic of Haiti, **maritime transport** is a key factor in the economy, since it is the door to 85% of international foreign trade. There are two seaports in the country that serve international maritime transport: Port-au-Prince and Cap Haitian. Freight movement through Port-au-Prince's seaport has increased considerably over the last few years concentrating approximately 98% of the country's international trade. However it is underutilized due to outdated equipment, inefficient operations, and high port fees.¹ In addition, there are 17 smaller terminals along the country's seacoast, equipped only for short distance maritime travel vessels. The 2010 earthquake destroyed the north wharf (currently under reconstruction) and caused severe damages to the one on the south. A temporary barge arrangement has been effective in restoring cargo throughput and should suffice until May 2016, when a permanent solution will be in place.
- 3.3 **The institutional framework** for maritime transport is comprised by the following institutions: (i) the Ministry of Public Works, Transport and Communications (MTPTC) which is responsible for developing public policies, regulations and setting technical standards; (ii) the Ministry of Economy and Finance (MEF), which is responsible for preparing and obtaining approval of the country's budget, and as so is responsible for collecting all transport-related taxes and surcharges, especially those levied on fuels; and (iii) the National Port Authority (APN), an autonomous agency in charge of managing and exploiting all public ports in the country, as well as overseeing private ports. The MEF is, by statutory mandate, the chair of APN's board of directors.
- 3.4 A comprehensive modernization program for the transport sector is on course of implementation supported by the IDB through operation HA-L1088, the first operation in a series of three PBGs for the transport sector.² Regarding the maritime sector and as a result of this initial phase, a Policy Note was prepared and approved by the MEF in 2014, providing the guidelines for the reform of the port sector and its corresponding legal and institutional framework. This Policy Note includes: (i) the institutional structure and the mandate for the entities responsible of the port sector; and (ii) the port development strategy. The Policy Note proposes to reassign APN's responsibilities into two new entities: (i) a regulatory entity whose essential task is to ensure impartial regulation of the port sector, ensuring fair competition, avoiding oligopolies and enforcing consumer protection; (ii) an operational entity with the mission of managing public ports while protecting the public interest. This entity will plan new

¹ Currently, the total cost for commercial importers are the largest among regional peers: Up to US\$690 per container versus an average among peers of US\$145. While the port has a capacity to operate 14 containers per hour, peers record up to 25. Source: APN and benchmarking with "*Diagnóstico sobre el desempeño de los puertos en Centro América y la Rep. Dominicana*" (Guerrero y Abad, 2013)..

² Approval date for Operation HA-L1088: May 2014.

port developments and manage the provision of infrastructure construction and maintenance. Implementing this institutional reorganization and regulatory modernization will enable the improvement of port sector's governance and competitiveness while inducing and attracting investment from the private sector (shipping companies and port operators) and other important stakeholders and donors (e.g. International Finance Corporation (IFC), United States Agency for International Development (USAID), and local chambers of commerce).

- 3.5 **Bank support:** To continue the effort and guarantee the sustainability of investments in transport sector in Haiti, the Bank is supporting the government in undertaking a multi-year strengthening plan for the sector institutions. As explained in the previous section, a three-tranche, multiyear PBG was approved in 2014 including actions to support the institutional and legal reform of the road sector and the modernization of the port institutions. The first phase of this project was successfully executed and all resources were subsequently disbursed upon the approval of the conditions.³ The Bank is preparing the second phase of the PBG in 2015⁴ and will prepare the third and final phase for 2016; this final operation will build on the reforms and actions developed by its predecessors, following the policy actions and related conditions approved by the Bank during the program's definition.
- 3.6 The objective of this Technical Cooperation (TC) is to support the Bank's efforts in the country's institutional strengthening by providing technical assistance for the reform, modernization and functional optimization of the maritime sector, based on the new institutional arrangements approved by the MEF in 2014. Specifically, the support of this TC is crucial to meet the goals set by operation HA-L1099 which the modernization of this important sector, critical for Haiti's economic and social development.

IV. DESCRIPTION OF ACTIVITIES AND BUDGET

- 4.1 This TC will finance the following activities:
- 4.2 **Component 1: Support for the Institutional Strengthening and Reform of the Maritime Sector.** This component will contribute to the adjustment of the institutional arrangements of the port sector such as: (i) managerial guidelines to improve the delivery of services (documentation of disembarking passengers; loading and discharging of goods, among others); (ii) manuals to strengthen cross cutting processes such as environmental risk management and preparedness management⁵; and (iii) an action plan for the reassignment of assets and liabilities between the new regulatory and the operational entities based on the comprehensive inventory regarding APN's financial and commercial functions, real estate ownership, contract obligations, legal commitments, and environmental liabilities.
- 4.3 **Component 2: Preparation of a human resources reassignment plan for the port institutions.** This component will support the process of personnel re-organization into the new

³ HA-L1088 achievements in the maritime sector: (i) a multi-disciplinary task force, composed by members of the APN and the MEF, was appointed to lead a reform process under the APN General Director; (ii) sector reform policy note (¶3.4); (iii) an independent financial audit for the 2009-2012 period; (iv) a comprehensive inventory regarding APN's financial and commercial functions, assets, liabilities, land ownerships, contract obligations, legal commitments, and environmental liabilities; and (v) an inventory of personnel including a comprehensive list of employees, functions and skills.

⁴ expected approval date for Operation HA-L1099: May 20th 2015

⁵ Will include the Disaster Risk Management (DRM) and social aspects.

organizational framework upon the implementation of the port reform. This component will build on the findings of the comprehensive human resources inventory completed for APN. Among the key activities to be financed are: (i) detailed analysis of the necessary human resources (professional profiles) for the new entities; (ii) development and implementation of a training and certification program for existing staff and new employees; and (iii) a personnel reassignment action plan, including a salary and incentive structure and the improvement of personnel selection processes.

4.4 Component 3. Support to the strategic planning process of Port-au-Prince port authorities.

This component will prepare a plan to guide the strategic development of the port and will provide a framework for it, which will: (i) identify the port's main markets and principal traffic by detailed analysis of the existing commercial throughput in combination with the expected short term growth. For this subcomponent, cooperation and information exchange with existing port operators and commercial facilitators will be crucial to define a market baseline; (ii) forecast expectations for future traffic growth following the cooperative methodology used in the previous subcomponent, and (iii) propose a plan for expansion of the port estate or changes in the way it operates through modernization, update and innovation of methodologies and procedures, whichever combination is judged necessary to cope with the requirements given the forecasted trade scenarios. All of the above mentioned products will take into account social, environmental and disaster risk management aspects.

4.5 Component 4. Communication and dissemination of results. This component will structure a communication and dissemination strategy to actively inform any relevant and/or interested stakeholders (e.g. MEF, MTPTC, APN, public and private port operators, multilateral and cooperation agencies) about the activities and results achieved or in course of development resulting from the execution of the activities proposed for components 1 to 3. With the clear goal of disseminating the results through strong communication channels⁶, the team will prepare and conduct a special mission to present, discuss and evaluate achievements, shortcomings and difficulties through participatory and integrative workshops, presenting experiences within the purview of local and international perspectives. The dissemination strategy will adopt the best practices identified during previous successful processes⁷ and will magnify its scale to cover a broader audience. This will assist the preparation, and help improve the quality of future linked operations and technical cooperations by enriching the experiences and lessons learned with which the objectives are set.

⁶ Complemented through INE/TSP communication strategy including (but not limited to) workshops and available social media tools in which the Transport Division currently participates. (Blog: Moviliblog, and Twitter: @BIDtransporte)

⁷ The task force has previously conducted private sector consultations during the preparation stages of the legal reform.

Table 1. Results Matrix

	Unit	Base	Goal	Estimated date of completion
Product 1 Institutional Strengthening and Reform of the Maritime Sector:	Number	0	2	
Output 1A Consultancy report on (i) managerial guidelines to improve the delivery of services; and (ii) manuals to strengthen cross cutting processes	Number	0	1	December 2015
Output 1B Consultancy report on action plan for the reassignment of assets and liabilities between the new regulatory and the operational entities	Number	0	1	December 2015
Product 2 Human resources reassignment plan for the Port Institutions	Number	0	1	December 2015
Output 2 Consultancy report	Number	0	1	
Product 3 Strategic planning process of Port-au-Prince Port authorities	Number	0	1	December 2016
Output 3 Consultancy report	Number	0	1	
Product 4 Communication and dissemination of results	Number	0	2 to 3	
Output 4A Workshop	Number	0	1	May 2016
Output 4B Blog entries and/or articles	Number	0	1 to 2	March 2017

V. BUDGET

Components	IDB	TOTAL
Component 1. Support for the Institutional Strengthening and Reform of the Transport Sector	200,000	200,000
Output 1A	60,000	60,000
Output 1B	140,000	140,000
Component 2. Preparation of a human resource reassignment plan for the Port Institutions.	75,000	75,000
Component 3. Support to the strategic planning process of Port-au- Prince Port authorities.	110,000	110,000
Component 4. Communication and dissemination of results	15,000	15,000
Output 4A	13,000	13,000
Output 4B	2,000	2,000
TOTAL	400,000	400,000

- 5.1 **Expected impact:** The proposed TC will support: (i) preparing and developing parallel regulatory frameworks and managerial tools essential to ensure the sustainability and efficient operation of the new established port entities; (ii) preparing the human resources reorganization plan following the enacting of the port reform law; and (iii) supporting the strategic planning process of the Port-au-Prince's Port authorities. These activities will support the implementation of policy actions that will substantially improve the performance of the maritime transport sector operations while providing the means to comply with the PBG's conditions. The completion of the above mentioned components and the related reforms are crucial to the modernization of the Port au Prince's Port and the maritime sector.

VI. EXECUTING AGENCY AND EXECUTION STRUCTURE

- 6.1 Given the time constraints to execute this TC in association with the PBG operation, the GOH has requested that the Bank execute this TC (as stated in the CPD document GN-2805). The Bank will be responsible for the execution of the TC activities and its supervision. The Bank will ensure that the government agencies involved such as APN and the MEF are part of the decision-making process throughout the execution of the TC. The TC is included in the Haiti CPD for 2015 (GN-2805).
- 6.2 The Bank will contract individual consultants, consulting firms and non-consulting services in accordance with Bank's current procurement policies and procedures (GN-2349-9 and GN-2350-9). However, it is important to indicate that for the selection and contracting of goods and services, suggestions and/or recommendations from the government agencies involved will be taken into account in order to ensure a greater ownership during the follow up and implementation of the consultancies' results. As provided under paragraph 3.10 (a) and (d) of GN 2350-9, a direct contracting is contemplated⁸ for the hiring of the consulting firms that will carry out the execution of the activities required for Outputs 1B and 2 in Components 1 and 2. These firms were contracted in 2014 and have performed the existing studies very satisfactorily, providing a quality product on time and within budget. Its hiring will provide continuity to the process since very few firms have this kind of expertise and these consulting firms have renowned reputation in Haiti. In addition, the project is already under preparation and it is, therefore, urgent that the firms be contracted. Finally, given that there is no market for this service in Haiti, a call for bids would give worse results than a proper negotiation process with the sole potential bidder.

VII. RISKS

- 7.1 Since the TC relies on the preparation of consultancy studies and recommendations in support of the port sector reform, there are no risks directly associated with the implementation of this TC. However, there are risks associated with the TC's studies recommendations such as: (i) the potential lack of commitment by APN, among other priorities, in supporting the Bank's execution of this TC's components; (ii) the lack of engagement of main stakeholders in the public sector; and (iii) a potential delay in the approval of the new port legislation. At the execution level the potential risks are associated primarily with: (i) resistance and/or reluctance to assume new positions from existing staff members due to proposed hierarchy, job description and salary considerations defined in the new institutions; and (ii) potential conflicts originated from terminated or unable personnel to fulfill expectations once the training process

⁸ As of the time of preparation of this document (May 2015). It is likely that the remaining activities will be contracted following the same procedure.

is achieved. To mitigate the risks related to execution capacity, the Bank will assume the role of executor of the TC in close coordination with APN. Additionally, dissemination activities will be implemented with the objective of engaging and integrating key stakeholders ultimately gaining their support. Specific to the third institutional risk above mentioned, the GoH anticipates it as a low level risk due to the strong commitment and political will showed by the Executive Branch towards the approval of this new port legislation. Moreover, in terms of risks identified on the execution instances, the strategy and action plan for personnel reassignment (Component 2) should foresee all potential outcomes, both positive and negative, that could result from this kind of transition initiatives and prepare compensation and alleviation measures accordingly.

VIII. ENVIRONMENTAL AND SOCIAL CLASSIFICATION

- 8.1 This technical cooperation has no environmental or social implications since the products are studies and action plan proposals for the reform and modernization of government institutions. Given the nature of technical cooperation and in compliance with the Environment and Safeguards Policy (OP-703), this operation is classified as "C" ([SSF/SPF](#)).

IX. ANNEXES

- 9.1 Annexes required:

ANNEX I: [Terms of Reference](#)

ANNEX II: [Procurement Plan](#)

TERMES DE REFERENCE I

ELABORATION D'UN PLAN DE REALLOCATION DES ACTIFS ET PASSIFS DE L'APN AUX NOUVELLES ENTITES PORTUAIRES PREVUES (EBAUCHE)

I. CONTEXTE ET JUSTIFICATION

- 1.1 Dans le cadre de la réforme du secteur portuaire haïtien, la Direction Générale de l'Autorité Portuaire Nationale (APN), avec l'assistance de la Banque Interaméricaine de Développement (BID), a réalisé une étude sur l'état des lieux de l'APN en matière légale, financière, commerciale, environnementale et sociale (Réf. **Programme d'Appui au Secteur des Transports en Haïti II - Don No : 2794/GR-HA Contrat No : ED/ 2794 / 2014-CF002-1**).
- 1.2 Les informations et données recueillies dans le cadre de cette étude ont permis de faire l'inventaire objectif des actifs et passifs de l'Entreprise. La séparation de l'APN au terme de cette réforme en une entité de régulation et une d'exploitation implique du coup la répartition sur chacune d'elles des actifs et passifs inventoriés. La présente mission vise la réalisation de cette répartition.

II. MISSION DE LA FIRME DE CONSULTATION

- 2.1 L'identification des actifs et passifs de l'APN ayant déjà fait l'objet de la mission de l'étude dans le cadre de l'état des lieux en matière légale, financière, commerciale, environnementale et sociale, il s'avère maintenant opportun :
 - a. D'approfondir et clarifier la valorisation des actifs et passifs ;
 - b. De proposer à l'APN, sur cette base, la répartition des actifs et passifs entre les deux entités à naître ainsi que la clé de ladite répartition.

III. RESULTATS ATTENDUS

- 3.1 Les résultats seront :
 - a. Un bilan prévisionnel des deux entités sur la base des éléments de l'état des Lieux et d'une clef de répartition
 - b. Un approfondissement et clarification de la valorisation des actifs et passifs de l'APN.
 - c. Un bilan détaillé des deux entités sur la base de l'approfondissement et clarification réalisées ou la répartition effective des actifs et passifs de l'APN sur les deux entités

IV. METHODOLOGIE

- 4.1. Les résultats seront obtenus par la Firme, en étroite collaboration avec la Direction Générale de l'APN, en exécutant les activités suivantes:

- Définir les ressources nécessaires aux deux entités sur la base des organisations, rôle et objectifs pré définis ;
- Identifier les actifs et ressources disponibles au bilan de l'APN (source état des Lieux réalisé) ;
- Déterminer la clef de répartition entre les deux futures entités suivant les besoins prévisionnels et les actifs disponibles ;
- Etablir un premier bilan prévisionnel des deux entités avec toutes les réserves nécessaires telles que mentionnées dans l'Etat des Lieux ;
- Approfondir l'analyse et clarifier la valorisation des Actifs de l'APN ;
- Suite à cette clarification et cet approfondissement établir les bilans prévisionnels des deux entités.

V. DOCUMENTATION DE BASE

- 5.1. Outre le rapport final sur l'état des lieux du personnel de l'APN réalisé par le Grand Port Maritime du Havre (GPMH) et celui réalisé, la liste indicative déjà à la disposition du consultant pourra être complétée, le cas échéant, par l'APN :

VI. LIVRABLES

- 6.1 La Firme soumettra à l'APN :
- Le bilan prévisionnel des deux entités ou un plan provisoire de répartition des actifs et passifs de l'APN entre les deux entités ;
 - Le bilan prévisionnel détaillé des deux entités ou un plan définitif de répartition des actifs et passifs de l'APN entre les deux entités ;
 - Une note explicative des hypothèses et méthode utilisée pour l'élaboration des bilans prévisionnels.

VII. FORMAT DE PRESENTATION DES LIVRABLES

- 7.1. Le consultant aura soin de présenter ses rapports à la Direction Générale de l'APN sur support électronique et en trois (3) copies en français sur papier Bond de format 8½ X 11.

VIII. DELAIS

- 8.1. Cette étude se réalise en deux temps :
- Le bilan prévisionnel des deux entités sur la base de l'Etat des lieux (fin Avril 2015)
 - Le bilan détaillé des deux entités suite à l'approfondissement et clarifications des actifs (fin Juin 2015). Ce délai reste conditionné à la disponibilité des éléments de clarification des actifs notamment concernant le foncier portuaire.

IX. COUT

- 9.1 Un montant d'US \$ 200,000 est alloué à ce projet de répartition des actifs et passifs de l'APN entre les deux entités à naître de sa scission.

TERMES DE REFERENCE II

ELABORATION D'UN PLAN DE REALLOCATION DES ACTIFS ET PASSIFS DE L'APN AUX NOUVELLES ENTITES PORTUAIRES PREVUES (EBAUCHE)

I. CONTEXTE ET JUSTIFICATION

- 1.1 Dans le cadre de la réforme du secteur portuaire haïtien, la Direction Générale de l'Autorité Portuaire Nationale (APN), avec l'assistance de la Banque Interaméricaine de Développement (BID), a réalisé une étude sur l'état des lieux du personnel (Réf. Programme d'Appui au Secteur des Transports en Haïti II - Don No : 2794/GR-HA Contrat No : ED/ 2794 / 2014-CF002-2).
- 1.2 Les informations et données recueillies dans le cadre de cette étude permettent d'anticiper objectivement les deux nouvelles entités qui naîtront de la réforme du secteur portuaire voulue par l'Etat Haïtien. Elles ont toutefois permis de comprendre la nécessité d'un travail complémentaire afin de parachever l'état des lieux du personnel. En effet, ce travail complémentaire ne pouvait pas être mené dans le cadre de la première mission car la définition des deux nouvelles organisations était, à ce moment-là, trop succincte, rendant de ce fait difficile l'élaboration d'un plan de réaffectation et de formation de l'ensemble du personnel sur les deux nouvelles entités.

II. MISSION DU CONSULTANT

- 2.1. Pour mettre en place les deux nouvelles entités à naître de la scission de l'APN, il est nécessaire d'approfondir les travaux déjà réalisés sur les 4 axes suivants :
 1. **Finaliser l'organigramme** des 2 entités : Il s'agit de définir les 2 organigrammes sur 3 niveaux (Direction – Service - Section), et de **définir les missions** de ces niveaux en relation avec celles des niveaux supérieurs. Pour cela, les cadres actuellement en charge des directions doivent être impliqués dans la démarche d'organisation et de définition des effectifs nécessaires dans les entités qu'ils auront à diriger.
 2. **Elaborer des modèles organisationnels**, pour **déterminer/justifier les effectifs requis** dans les nouvelles entités jusqu'aux niveaux 'sections'. Ces travaux seront menés avec les hiérarchies concernées. Cette partie vise à **déterminer les postes des nouvelles entités**. Elaborer les **compétences nécessaires et formations associées** par poste.
 3. **Affecter le personnel actuel** de l'APN dans les postes des futures organisations.
 4. **Etablir les plans de formation nominatifs** pour l'ensemble du personnel des 2 entités.
- 2.2. Il est important que ces travaux soient menés par le personnel de l'APN avec l'accompagnement du consultant, présent pour former les personnes appelées à déployer la démarche.

III. RESULTATS ATTENDUS

3.1 Les résultats attendus de cette seconde mission :

1. une organisation complète des 2 entités (Régulation et Exploitation) est clairement définie en 3 niveaux (Direction – Service – Section) avec des missions élaborées pour chaque niveau des organigrammes ;
2. les effectifs requis sont déterminés pour chaque future entité en fonction des modèles organisationnels définis durant la mission ;
3. une répartition nominative du personnel actuel sur les futurs postes est réalisée ;
4. un plan de formation nominatif pour les cadres, et par fonction pour les autres personnels est élaboré ;
5. une équipe formée est constituée aux fins de répartir le personnel de l'APN sur les 2 entités futures à l'aide d'outils simples (basés sur Excel) ; et
6. un outil de gestion des effectifs basé sur Excel, permettant d'affecter, de suivre l'historique des affectations et de gérer le personnel (Fichier central et fichiers par service) est conçu et mis en œuvre.

IV. METHODOLOGIE

a) Conditions préalables

- 4.1 La méthodologie appliquée est fondée sur un travail avec les équipes concernées de l'APN. Il est essentiel que ces équipes aient la disponibilité nécessaire pour travailler avec le consultant dans un premier temps, puis mettre en œuvre, avec un accompagnement même à distance du consultant, les méthodes mises en place.
- 4.2 Par ailleurs, afin de faciliter le déroulement de la mission il est souhaitable que l'APN désigne un référent interne, contact disponible pour assurer le lien entre le consultant en charge de la mission et l'APN.

b) Présentation de la démarche dans son ensemble

- 4.3 La démarche proposée consiste à :
 1. Constituer les organigrammes et missions détaillés des 2 entités.
 2. Préciser les effectifs requis des organisations définies.
 3. Former une équipe Ressources Humaines aux méthodes et outils qui seront utilisés ensuite pour décrire les organisations et gérer le personnel.
 4. Affecter le personnel aux postes des 2 futures entités et établir le plan de formation de l'ensemble du personnel.
 5. Préparer une synthèse finale du travail réalisé.

c) ETAPE 1 : Constituer les organigrammes et missions détaillées des 2 entités

- 4.4 Le travail consiste à définir toutes les composantes de l'organigramme des futures entités.

d) ETAPE 2 : Préciser les effectifs requis des organisations définies

- 4.5 Cette étape intervient après validation par la Direction Générale des organigrammes et missions des entités définies précédemment.

- 4.6 Le travail à réaliser consiste à définir et justifier les effectifs requis pour l'organisation future. Cette démarche sera initiée par le consultant avec les équipes formées et les hiérarchiques concernés.
- e) **ETAPE 3 : Former une équipe Ressources Humaines aux méthodes et outils qui seront utilisées ensuite pour décrire les organisations et gérer le personnel.**
- 4.7 Au cours de cette phase, le consultant se rendra sur place pour une durée d'une semaine.
- 4.8 La formation aura pour objectif de :
- Rendre l'équipe formée autonome pour définir les organisations futures.
- 4.9 Pour cela il leur sera fourni des outils et méthodes simples permettant d'exécuter cette tâche.
- 4.10 Cette formation de type 'formation action' alternera les apports théoriques et la mise en application immédiate des méthodes enseignées. Cette mise en application portera sur les travaux de finalisation des organigrammes et mission des services et sections des 2 organisations. Cette mise en pratique se fera sur une base réelle, et ce travail sera mené en collaboration entre les personnes de l'organisation concernée, l'équipe formée et le consultant.
- f) **ETAPE 4 : Affecter le personnel aux postes des 2 entités et produire un plan de formation pour l'ensemble du personnel :**
- 4.11 Cette étape consiste à pourvoir les postes des futures organisations en y affectant le personnel existant à l'APN. Ce travail permettra de mettre en évidence d'éventuels sureffectifs, et des besoins éventuels de reconversion.
- 4.12 A l'issue de cette étape, un plan de formation nominatif de l'ensemble du personnel affecté aux nouvelles entités sera établi.
- g) **ETAPE 5 : Synthèse finale.**
- 4.13 Les travaux réalisés seront présentés à la Direction Générale. L'ensemble des travaux réalisés sera formalisé dans un rapport à l'attention de l'APN.

V. DOCUMENTATION DE BASE

- 5.1 Outre le rapport final sur l'état des lieux du personnel de l'APN réalisé lors de la première mission, la liste indicative déjà à la disposition du consultant pourra être complétée, le cas échéant, par l'APN.

VI. LIVRABLES

- 5.1 Dans le cadre de la consultation à fournir à l'Autorité Portuaire Nationale, les livrables ci-après sont attendus :
- Rendre l'équipe formée autonome pour définir les organisations futures.
 - Le plan détaillé de l'Organisation des deux nouvelles entités (organigramme, mission et postes) ;

- Le plan de réaffectation des postes et fonctions des Employés de l'APN aux nouvelles entités prévues ;
- Le plan de formation par poste et fonction ;
- L'outil de gestion des effectifs basé sur Excel, permettant d'affecter, de suivre l'historique des affectations et de gérer le personnel (Fichier central et fichiers par service)
- Le document de formation des cadres de Ressources Humaines aux méthodes et outils de la Gestion Prévisionnelle des Effectifs et Compétences (GPEC) ;
- Les nouveaux manuels de procédures administratives et opérationnelles des deux nouvelles entités ;
- Le Plan de réaffectation du personnel de l'APN aux 2 nouvelles entités ;
- Le plan de formation nominatif pour les cadres et par fonction pour le reste du personnel ;

VII. FORMAT DE PRESENTATION DES LIVRABLES

- 7.1. Le consultant aura soin de présenter ses rapports à la Direction Générale de l'APN sur support électronique et en trois (3) copies en français sur papier Bond de format 8½ X 11.

VIII. DELAIS

- 8.1. Cette étude doit se réaliser dans un délai maximum de trois (3) mois et le consultant devra soumettre à l'APN un rapport préliminaire sur l'état d'avancement de l'étude, lequel rapport devra permettre de mesurer la performance de la méthodologie et de s'assurer que les objectifs finaux de la mission sont bien envisagés et poursuivis. Des rencontres et discussions éventuelles entre l'APN et le consultant devront permettre d'effectuer les accommodations qui paraîtront nécessaires.
- 8.2. Toutefois, l'APN doit soumettre au Consultant le document de nomination du personnel des 2 nouvelles entités pour que ce dernier puisse finaliser le plan de réaffectation du personnel de l'APN aux 2 nouvelles entités et le plan de formation nominatif pour les cadres et par fonction pour le reste du personnel.

IX. COUT

- 9.1 Un montant d'US \$ 75,000 est alloué à ce projet de Plan de réaffectation du personnel de l'APN aux 2 nouvelles entités à naître de sa scission et du Plan de formation de ces personnels.

PROCUREMENT PLAN

Country:	Haiti
Beneficiary:	Republic of Haiti
Executing Agency:	Inter-American Development Bank (IDB) with the support of National Port Authority (APN)
Brief Description of the TC objective and main activities/components:	The objective of this TC is to support the Bank's efforts in the country's institutional strengthening by providing technical assistance for the reform, modernization and functional optimization of the maritime sector, based on the new institutional arrangements approved by the Ministry of Economy and Finance (MEF) in 2014. Specifically, the support of this TC is crucial to meet the goals set by operation HA-L1099 which the modernization of this important sector, critical for Haiti's economic and social development.
Estimated Date for the TC Approval:	May 2015
Estimated Date for the Last Disbursement:	March 2017
Unit in Charge of the TC:	INE/TSP

No.	Description of the Contract and Estimated Cost	Procurement Methodology (*)	Source of Financing (%)		Status	Comments
			IDB	Local Counterpart		
1	Support for the Institutional Strengthening and Reform of the Maritime Sector. This study will provide: i) managerial guidelines to improve the delivery of services; and (ii) manuals to strengthen cross cutting processes.	QCBS	100.0%	0.0%	Pending	To be hired by IDB in close coordination with APN.
2	Support for the Institutional Strengthening and Reform of the Maritime Sector. This study will develop an Action Plan for the reassignment of functions and responsibilities between the new regulatory and the operational entities.	DC ¹	100.0%	0.0%	Pending	To be hired by IDB in close coordination with APN.

¹ Single-source selection may be appropriate only if it presents a clear advantage over competition: (a) for tasks that represent a natural continuation of previous work carried out by the firm (see next paragraph); (b) in emergency cases, such as in response to disasters and for consulting services required during the period of time immediately following the emergency; (c) for very small assignments; or (d) when only one firm is qualified or has experience of exceptional worth for the assignment.

No.	Description of the Contract and Estimated Cost	Procurement Methodology (*)	Source of Financing (%)		Status	Comments
			IDB	Local Counterpart		
3	Preparation of a human resources reassignment plan for the Port Institutions. This study will: (i) prepare a detailed analysis of the necessary human resources (professional profiles) for the new entities; (ii) develop and implement a training and certification program for old and new employees, and (iii) develop a personnel reassignment action plan, including a salary and incentive structure and the improvement of personnel selection processes.	DC	100.0%	0.0%	Pending	To be hired by IDB in close coordination with APN.
4	Strategic planning process of Port-au-Prince Port authorities. This study will prepare a plan to guide the strategic development of the port and will provide a framework for it. It will: (i) identify the port's main markets and principal traffic; (ii) forecast expectations for future traffic growth following the cooperative methodology used in the previous subcomponent; and (iii) propose a plan for expansion of the port estate or changes in the way it operates through modernization, update and innovation of methodologies and procedures.	QCBS	100.0%	0.0%	Pending	To be hired by IDB in close coordination with APN.

Goods and Works: ICB: International competitive bidding; LIB: limited international bidding; NCB: national competitive bidding; PC: price comparison; DC: direct contracting; FA: force account; PSA: Procurement through specialized agencies; PAs: Procurement agents; IA: Inspection agents; PLFI: Procurement in loans to financial intermediaries; BOO/BOT/BOOT: Build, own, operate/build, operate, transfer/build, own, operate, transfer; PBP: Performance-based procurement; PLGB: Procurement under loans guaranteed by the Bank; PCP: Community participation procurement; Consulting Firms: QCBS: Quality- and cost-based selection; QBS: Quality-based selection; FBS: Selection under a fixed budget; LCS: Least-cost selection; CQS: Selection based on the consultants' qualifications; SSS: Single-source selection; Individual Consultants: QCNI: Selection based on comparison of qualifications of national individual consultants; QCII: Selection based on comparison of qualifications of international individual consultants.