

PRIVATE TRAINING MARKET INITIATIVE

(TC-97-08-25-9)

EXECUTIVE SUMMARY

REQUESTER: Government of Haiti

BENEFICIARY Government of Haiti.

EXECUTING AGENCY: Fondation des Industries d'Haiti (FONDIH)

FINANCING:	MIF (grantwindow 2)	US\$2,000,000
	Government of Haiti:	US\$ 550,000
	FONDIH:	US\$ 300,000
	Total:	US\$2,850,000

TERMS:	Execution period:	36 months
	Disbursement period:	42 months

ENVIRONMENTAL AND SOCIAL REVIEW: The project will include specific measures to encourage the participation of women and will not include any civil works. Special efforts will be made to increase access by small enterprises from the informal sector.

OBJECTIVES AND DESCRIPTION: This project will enhance productivity and contribute to economic growth through increased investments in training. The idea is to set up an incentive mechanism that encourages private enterprises to make more use of training that in turn contributes to efficiency and output.

This will be achieved by supporting a fundamental redirection of the Government's strategy for supporting the private training market. The new strategy will: (i) expand the market for in-service training by private enterprises; (ii) increase the scope of initiatives by NGOs to provide training to informal entrepreneurs; and (iii) enhance the quality of services rendered by training providers and their responsiveness to the needs of the clients.

SPECIAL CONTRACTUAL CONDITIONS:

- (i) As a prior condition to the first disbursement the Executing Agency will present, to the satisfaction of the Bank, evidence that it has contracted the core staff of the Executing Unit including the Project Director and a project officer.
- (ii) As a prior condition to the first disbursement, the Government and the Bank

will agree on the definitive benchmarks and indicators for the Project.

- (iii) As a prior condition to the first disbursement, the Executing Agency will present to the satisfaction of the Bank, evidence that it has adopted, in agreement with the Government, the final version of the Operating Manual.

PROCUREMENT: Acquisition of goods and services will be governed by the Bank's procurement procedures.

I. COUNTRY AND PROJECT ELIGIBILITY

- 1.1 Haiti was declared eligible for all modalities of MIF financing by the Donors Committee on September 11, 1995. The Project was declared eligible for MIF grant financing given that it is entirely consistent with the facility's goals of training workers and managers to meet the manpower needs of private sector investors and its emphasis on consensus building in productivity and competitiveness to complement the promotion of continuous education and training.

II. BACKGROUND

A. Demand for Training

- 2.1 **Formal Sector:** The private sector has only tenuous links to providers of training. Firms conduct ad hoc in-house training or just import skills, rather than run continuous training programs which are essential to improving production processes and enhancing efficiency. In addition, in-house training is limited by the risk of losing the investment if trained employees leave to work for other companies.
- 2.2 The nature of training currently required by enterprises is to increase the efficiency of existing workers however, providers are more focused on preparing new entrants. Haiti is not creating jobs fast enough to keep up with the influx of over 100,000 young people into the workforce annually. This is not expected to change in the foreseeable future so the type of training needs to adapt. The total number of small to medium sized enterprises is estimated at about 600 and there are about 50 larger ones that together employ approximately 70,000 people. The total active population in Haiti is estimated at 3.5 million. The difference between the two numbers mostly reflects those active in the informal sector.
- 2.3 **Informal Sector:** The informal sector is made up of many small and micro-enterprises that operate outside established normative structures. Although it provides over 75% of the employment for Haiti's labor force, it operates at relatively low levels of productivity and output. Except in a few sectors which have established foreign markets, the informal sector has experienced little improvement in its work methods in recent years. To a great extent, this is due to the inability to meet entry requirements and to lack of information. The sector relies mostly on a system of apprenticeships which is not the most effective way to teach many skills and whose impact is limited by the low quality of training received by employer/trainers.

B. Supply of Training

- 2.4 The providers of training pertain to both the public and private sectors with the private ones accounting for over 75% of the market. With regard to public providers, the Ministry of Education (MENJS) is the most important one but training is also offered by the Ministry of Social Affairs, the Ministry of Agriculture, the Tourism Secretariat and the Ministry of Public Works. Their activities are mostly uncoordinated. There are hundreds of private providers, but only a fraction are registered and most operate without effective oversight or standards.
- 2.5 Most of the providers only target the formal sector and face the following problems: (i) a supply-oriented approach characterized by a lack of relevance and responsiveness to the skill needs of the productive sector; (ii) the lack of relevant and effective quality standards, which results in inadequate certification and accreditation procedures; (iii) inefficient teacher training, primarily due to under qualified instructors, obsolete training programs and instructional methods; and (iv) insufficient financial resources to provide adequate facilities, up-to-date equipment and sufficient materials.
- 2.6 There are some NGOs that provide services to the informal sector but their efforts are limited in scope and coverage. They are often focused on only one economic activity and/or have such limited resources they can reach very few beneficiaries.

C. Policy Context

- 2.7 In acute awareness of the failings of the current system, the Government has decided to address the issue of worker competence through the implementation of a top-to-bottom overhaul of the training sector. The Government has requested Bank financing to support its new strategy. The Bank program (HA-0017) is in the final stages of preparation and will assist in forging new linkages with the private sector and with civil society to improve overall access, quality and efficiency of the delivery of training.
- 2.8 The policy change that has a direct bearing on the MIF project relates to the Government policy of supporting the private training market by subsidizing the salaries of teachers. However, the difficulty of relating these investments to results and the need to improve demand responsiveness led the Government to phase out this policy. The new approach is to introduce a demand driven strategy that means gradually shifting the decision point to the end users. The MIF project has been designed to spearhead the introduction of this new strategy to replace supply-side subsidies with demand-side matching grants.

III. PROJECT OBJECTIVES AND BASIC COMPONENTS

A. Project Objectives

- 3.1 At a general level, the project will enhance productivity and contribute to economic growth. The idea is to set up an incentive mechanism that encourages private enterprises to make more use of training that in turn contributes to efficiency and output.
- 3.2 This will be achieved by supporting the fundamental redirection of the Government's strategy for supporting the private training market. The policy shift will introduce new relevance and efficiency to the Government's efforts to support the training market. The project will inculcate the value of on-going training and help forge links between private enterprises and training providers. It will increase the quantity and quality of skills training available to formal sector employees and increase access for the numerous self-employed informal entrepreneurs.

B. Basic components

- 3.3 The first component will expand the market for in-service training in the formal sector by providing matching grants to enterprises. The second component will provide matching grants to NGOs that train informal entrepreneurs. The third component will enhance the quality of services rendered by private training providers. To ensure sustainability, the project will include the steady increase of Government and private sector financing for project activities.

1. Component One: In-service training (US\$1,305,000)

- 3.4 This component will support customized training programs for legally established private enterprises in the formal sector (including firms, associations and cooperatives) to train their employees. Training programs will be short term in nature and will be focused on improving the skills of existing employees.
- 3.5 Seminars already conducted to consult with possible participants from the private sector have identified the following potential areas of training: export activities, construction, mechanics (including maintenance), metal work, computer services, irrigation engineering, tourism, food service and transport. The list of participants in the seminars is included as part of the Technical Files for this project.
- 3.6 At an average cost of about US\$10,000.00, per training program, the component could support about 260 training programs for approximately 6,500 employees at an average of 25 employees per program and an average cost of US\$400.00 per employee. The MIF resources will cover up to half of this cost and the enterprises

will put up the rest. The possible beneficiaries represent only a fraction of the total number of employees in the formal sector and are expected to comprise those whose activities are most susceptible to benefit from improved skills.

2. Component Two: Informal Sector Training (US\$610,000)

- 3.7 This component will target informal entrepreneurs. To avoid the duplication associated with building a new structure to reach these entities directly, the component will work through existing NGOs that already focus their activities on providing the informal sector with training in productive activities.
- 3.8 The beneficiaries will participate in short-term training courses that do not have the restrictive entry requirements set by the traditional training providers. The NGOs are specialized in reaching people that have received very little formal education and therefore would not be able to access the formal training market. The component will co-finance specific programs already developed by the NGOs as well as new ones that meet the requirements for training informal sector entrepreneurs. To support the development of new instruments and mechanisms NGOs could also receive funds for specialized services to assist them to formulate new programs.
- 3.9 Given the very limited resources of the target population it has been decided to set the maximum level of subsidy at 75% of the cost of training programs for the first year of operation and to review it at the end of the year. The NGOs will contribute at least 15% of the total cost of each program and the final beneficiaries will contribute at least 10% as an incentive to value the training more highly. It is estimated that the component will benefit approximately 8,000 entrepreneurs since short term training will cost between US\$50.00 and US\$100.00 per beneficiary. Given that the component will cover only a very small percentage of the total workforce in the informal sector it will essentially serve to confirm the efficacy of this sort of training program. Success could lead to an expansion of these initiatives and an increase in the demand for training by informal entrepreneurs.

3. Component Three: Institutional Strengthening (US\$400,000)

- 3.10 To ensure an adequate supply of high quality training services and enhance competition, this component will provide technical assistance to private providers of training. It will target the second tier of providers who typically do not already have external sources of support. This will enable them to compete with the top-end providers if they receive targeted support in key areas. The third tier will not be targeted since they require more fundamental assistance that is beyond the scope of this project to provide.
- 3.11 Strengthening will either be as a complement to programs supported by one of the first two MIF components, or it will be stand-alone.

In the latter case, the executing unit will either arrange programs to strengthen several providers at the same time or will provide individualized assistance when the programs can be replicated for other providers. All stand-alone programs will have to demonstrate demand for the area of training.

- 3.12 The programs will include: management tools to better market services; teacher training modules, updated curricula and evaluation tools. Providers will also receive help to tailor courses to train employed people and offer on-the-job training. The MIF resources will cover up to 75% of the cost of each program.
- 3.13 At an average cost of US\$15,000 per program, it is expected that the component could support over 36 programs. The total number of providers that could participate could exceed 75 in light of the potential for grouping providers. This number could conceivably be higher given the benefits to be derived from replicating programs developed for individual providers.

C. Administration (US\$500,000)

- 3.14 **Executing Agency:** The Executing Agency will disseminate information; coordinate the hiring of specialized consulting services; review and approve proposals; supervise execution; carry out financial transfers; exercise control; and prepare reports. The private sector entity, FONDIH will execute the project on behalf of the Government and The contract governing this project will be signed by both parties. FONDIH will provide facilities, support staff and equipment to support project management.
- 3.15 The component will finance all operating costs including office space; two full time technical staff; a secretary; basic equipment and materials; operating costs; transport; and consulting services. The MIF resources will finance consultancies during the first two years and FONDIH will assume this cost in the third year. The FONDIH resources will also pay for the costs of financial control and reporting; administrative and support personnel; office space and equipment; and part of operating costs.
- 3.16 **Publicity Campaign.** The project will finance a wide reaching and sustained publicity campaign to inform employers and training providers about the program and encourage participation.
- 3.17 **Data Base.** This component also includes resources to create and maintain a data base including details of the specific competencies desired by enterprises in each productive area, gender aspects and the mechanisms used to measure the impact of training. The data base will also record innovations in serving the informal sector (particularly the efforts to train without literacy and the impact on the apprenticeship system). In addition, it will contain information on the qualifications of training providers and feed this data to the normative body in charge of certifying and registering providers. The data base will be very useful as a means

of tracking project benchmarks as well as a source of information for enterprises or providers to identify potential market partners.

- 3.18 The data base will also provide valuable information on the obstacles to more training by enterprises and the internal decision making dynamics of firms. This feed back will be incorporated into the execution of the reform program (HA-0017) in order to take advantage of the lessons learnt in the MIF project. It is also important to note the potential spin-off this information could have for developing other initiatives in the private sector in Haiti.
- 3.19 **Final Seminar.** The component will finance a seminar to be held at the end of the project to disseminate results to representatives from the public and private sectors, training providers and enterprises, as well as to other donors and agencies. In addition to the seminar, the Executing Agency, throughout project execution, will continuously seek alternative services of funding with which to expand and/or perpetuate this initiative. Some donors (the United States, Canada and the EU) have already expressed interest in cofinancing this project once there are indications of its viability.

IV. EXECUTING MECHANISM AND READINESS

A. Executing Mechanism

- 4.1 **Executing Agency.** The Fondation des Industries d'Haïti (FONDIH), will be the executing agency for the project. FONDIH represents the major trade associations and chambers of commerce in Haiti. FONDIH has agreed to contribute at least US\$300,000 to the administrative costs of the project. The Government has formally indicated its willingness for FONDIH to handle all the resources for the project. These include the MIF resources, the Government funds and the FONDIH contribution. In this sense, FONDIH has been delegated full responsibility for operational and financial management.
- 4.2 **Executing Unit.** FONDIH will maintain fiduciary responsibility but will delegate full operational autonomy to a special unit to be set up within FONDIH. The unit will be in charge of: the selection of consultants for marketing training programs; review and approval of proposals to be co-financed by the project; preparation of semi-annual progress reports; conducting the publicity campaign; setting up and maintaining the data base; and recommending payment by FONDIH to consultants and to project beneficiaries. FONDIH will sign all contracts and make all payments.
- 4.3 **Reports.** FONDIH will present semi-annual progress reports and a final report that evaluates the impact of the project. A budget of US\$40,000 has been set aside to finance the technical aspects of the final report. The Executing Unit will collect base line data and gather information during execution to serve as inputs to the

final report. If it is found that additional resources are needed to hire consultants to assist the Executing Unit, then a reallocation of funds could be considered during execution.

- 4.4 FONDIH will assign an accountant to prepare consolidated monthly and annual financial reports. Annual financial reports will be audited by an independent private accounting firm. In addition to the information gathered from its regular inspection visits, the Bank will use information from the progress reports to monitor ongoing achievement of the development objectives of the Project. Failure to adhere to the conditions of the MIF grant or severe problems in achieving its objectives could cause the Bank to suspend disbursements until the obstacles have been dealt with.
- 4.5 **Operating Manual.** The project will be executed according to an operating manual prepared in consultation with all stakeholders. It includes the eligibility criteria for enterprises, NGOs and providers. A copy is in the Technical Files for the Project. The Bank's standard procedures for procurement and disbursements will apply.
- 4.6 **In-service Training.** It is important to emphasize the pro-active stance to be taken by the executing agency in promoting training by enterprises. Rather than wait for enterprises to come to the unit, consultants with specialized knowledge of each productive area will be provided free of charge to the enterprises to help identify areas in which training would make a significant difference to output and efficiency. Execution of the component will start by using the services of the first tier of providers that already have the technical capacity to implement programs. The second tier providers, targeted by the third component are expected to participate only after they have been strengthened.
- 4.7 The experts who conceptualize training programs and the providers of training services may be either Haitian or from abroad. To maintain consistency with normal market dynamics, enterprises will be free to select providers and negotiate the terms of each program. The selection criteria for providers will be applied as part of the review of training proposals. In addition to presentation of the documentation needed to assess the technical merits of proposals, the main selection criteria include: legal constitution of both enterprises and providers; demonstrated competence of the provider; a cost that is in line with the market; and willingness to assist FONDIH in assessing the impact of training.
- 4.8 The decision to limit MIF co-financing to a maximum of 50% was based on consultations with stakeholders and with the international expert hired to assist in designing the project. It is considered to be adequate to overcome the reluctance to invest in training while at the same time requiring sufficient contribution from enterprises to weed out frivolous requests. Up to half of each

grant could be provided as an up-front advance. The final transfer will be no less than 25% of the cost of training.

- 4.9 It is important that smaller enterprises participate. These are the ones that need help to appreciate the potential benefits of training and do not already have the capacity to identify providers and prepare training programs. To this end, it was agreed with stakeholders to set a ceiling of US\$50,000 on the amount of project resources that a single enterprise can receive during the first year. In addition, the smaller firms will have priority in receiving assistance by the technical experts to be hired by FONDIH to promote training.
- 4.10 **Informal Sector Training.** All legally constituted NGOs with the requisite experience and competence will be eligible to participate. A preliminary list of 11 NGOs that operate in various parts of Haiti, has been developed as a result of seminars and publicity already carried out and the door will remain open throughout execution to the inclusion of others. Selection criteria for incorporating others as execution proceeds include a proven track record in the proposed area of training; ability to maintain financial records; and legal status. In order to ensure the participation of as many NGOs as possible it has been decided to set an initial limit to the proportion of the component that could be channeled to any single NGO. For the first year this limit would be US\$100,000 but this will be reviewed at the end of the year.
- 4.11 To ensure there is sufficient liquidity to get programs underway, up to half the matching grant could be provided as an advance at the outset of each program. In order to encourage completion of the training at least 25% of the MIF resources will be retained until after the program has been completed.
- 4.12 **Institutional Strengthening.** The part of this component that enables providers to perform services related to components one and two, is expected to get underway relatively quickly. However, the second part that deals with stand-alone strengthening will require more work by the Executing Unit to identify areas of common interest to several providers.
- 4.13 **Publicity Campaign.** This activity will include open workshops and dissemination via communications media. The MIF will finance the costs related to developing strategies, conducting conferences and seminars, and producing material. Participation by women will be promoted as will their training in traditionally male areas that are better paying. This is particularly important given the demonstrated fact that increases in the incomes of women have a greater impact on improving the quality of life of families than equal increases in the incomes of men. The orientation will also stress the need to consider environmental matters.

- 4.14 **Evaluation.** Given the innovative nature of the project a budget of US\$40,000 has been assigned to evaluate its impact. The evaluation would incorporate the results of information gathered during execution and would compare it with baseline data collected at the outset. The data collection methodology is described in Chapter VII. The results of the evaluation will be included in the final report.

B. Project Readiness

- 4.15 The execution period will be 36 months and the disbursement period will be 48 months. The Country Office will be responsible for all aspects of project administration.

V. COST AND FINANCING

- 5.1 The Government and FONDIH will provide the counterpart resources, at least 50% of which will be in cash. Together, FONDIH and the Government will continue to provide about US\$350,000 a year after the project is completed. The cost categories and sources of financing are shown below.
- 5.2 The resources to be provided by FONDIH will be assigned exclusively to cover administrative costs and will complement MIF resources. The counterpart provided by the Government will originate from the regular budget of the Ministry of Education. The Ministry has full authority over the use of its budgetary resources for this activity.

COSTS AND FINANCING (US\$000)				
Project Components	MIF	FONDIH	Government	Total
Administration	235	300	0	535
1. In-Service Training	1,155	0	150	1,305
2. Informal Sector	510	0	100	610
3. Instit. Strengthening	100	0	300	400
Total	2,000	300	550	2,850

VI. PROJECT JUSTIFICATION AND RISKS

A. Justification

- 6.1 It is expected that once firms and informal entrepreneurs experience the benefits of training they will be convinced of its potential contribution to their bottom lines and will continue to access the services of training providers of their own accord.

Likewise, by showing providers of training that widening the range and nature of their services can bring palpable positive results, it is expected that they will be likely to. continue to seek new and better ways to meet and generate demand. At the same time the incidence of training is increased so will the quality and scope of training offered.

- 6.2 Where similar incentive schemes have been deployed in other countries they have been very successful in causing sustained increases in productivity by stimulating subsequent investments in training. Enterprises typically continue to seek training without the incentive of matching grants, because it proves good for business.
- 6.3 The project will increase the access of informal sector entrepreneurs to training and thereby increase their productivity and competitiveness. Also, by improving the capacity of bosses, permanent improvements in the quality of training provided via the apprenticeship system could be attained.
- 6.4 The shift in policy from supply side subsidies to demand side matching grants will introduce new relevance and efficiency to the Government's efforts to support the training market. It will also support the overall reform program in that it encourages private provision and embodies the new partnership being sought between Government, end users and providers.

B. Risks

- 6.5 It is likely that the most competent training providers will be selected by enterprises to the exclusion of other less developed ones. This is entirely justified as a strong signal that providers who are demand-driven and pro-active in growing their markets can expand their businesses. Nevertheless, to also reach weaker providers it was decided to assign them priority to receive institutional strengthening resources and put a cap on the amount any one enterprise can receive.

VII. BENCHMARKS AND INDICATORS

- 7.1 The definitive benchmarks and indicators for the project will be agreed as a prior condition to the first disbursement. The indicators include the numbers of private enterprises, informal entrepreneurs and providers to benefit from and participate in the project. In addition, the benchmarks of success include the degree to which FONDIH is able to mobilize support from other donors and the extent to which the Government is able to meet and maintain the schedule for increasing financial support of the initiative. There will also be information provided on the effectiveness of the data

base and the publicity campaign; the participation of women and the consideration of environmental considerations.

- 7.2 The incorporation of training as a permanent fixture by enterprises and entrepreneurs will be measured using interviews and follow up visits. The impact of training on productivity and incomes will be harder to assess, but this information will also be tracked using the same means. Tracer studies will assess the degree to which training increases the likelihood of employees changing jobs to take advantage of their improved earning power. The indicators of the impact on the quality of training will be organized according to job classifications and will provide inputs for improving and expanding testing methods and classification procedures.

VIII. SPECIAL CONTRACTUAL CONDITIONS

- 8.1 Prior condition to the first disbursement: (i) the Executing Agency will present to the satisfaction of the Bank, evidence that it has contracted the core staff of the Executing Unit, including the Project Director and a project officer; and (ii) the Government and the Bank will agree on the benchmarks and indicators for the Project, and (iii) the Executing Agency will present to the satisfaction of the Bank, evidence that it has adopted, in agreement with the Government, the final version of the Operating Manual.

**BUDGET: REFORM OF THE PUBLIC SECTOR SUPPORT FOR THE PRIVATE TRAINING
MARKET**

	TOTAL	MIF	GOM	FONDIH
IN-SERVICE TRAINING				
Consultants	110,000	110,000	0	0
Grants	1,195,000	1,045,000	150,000	0
Sub-Total	1,305,000	1,155,000	150,000	0
INFORMAL SECTOR				
Grants	610,000	510,000	100,000	0
Sub-Total	610,000	510,000	100,000	0
INSTITUTIONAL STRENGTHENING				
Consultants	370,000	100,000	270,000	0
Materials	30,000	0	30,000	0
Sub-Total	400,000	100,000	300,000	0
PUBLICITY CAMPAIGN				
Advertising	30,000	15,000	0	15,000
Conference	20,000	20,000	0	0
Sub-Total	50,000	35,000	0	15,000
EVALUATION				
Semiannual evaluations	30,000	18,000	0	12,000
Final evaluation	10,000	10,000	0	0
Sub-Total	40,000	28,000	0	12,000
EXECUTING UNIT				
Project Director	108,000	72,000	0	36,000
Project Officer	90,000	60,000	0	30,000
Secretary	21,000	15,000	0	6,000
Sub-Total	219,000	147,000	0	72,000
EXECUTING AGENCY (1/4 time)				
Executive Director	48,000	0	0	48,000
Administrative Assistant	18,000	0	0	18,000
Accountant	42,000	0	0	42,000
Sub-Total	108,000	0	0	108,000
CONSULTANTS				
Legal Assistance	12,000	0	0	12,000
Database development	25,000	25,000	0	0

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Sub-Total	37,000	25,000	0	12,000
ADMINISTRATION				
Office materials	6,000	0	0	0
Operating Cost	18,000	0	0	18,000
Transportation	40,000	0	0	40,000
Sub-Total	64,000	0	0	64,000
EQUIPMENT				
Office Equipment	2,000	0	0	2,000
Computers and Software	15,000	0	0	15,000
Sub-Total	17,000	0	0	17,000
GRAN TOTAL	2,850,000	2,000,000	550,000	300,000

LOGICAL FRAMEWORK

	Verifiable Indicators (VI)	Means of Verification (MOV)	Important Assumptions
Goal Enhance productivity through increased investments in training			* Political and economic stability is maintained * Economic reforms continue * Inflation and bank interest rates hold steady or decline * Policy context is streamlined with the support of Bank financing
Objective Increase demand for high quality training through policy shift from supply-side support to a demand-driven strategy	By end of project: * More than 1/3 of formal enterprises will have increased investment in training * Approximately 5% of informal sector entrepreneurs will have increased investment in training * Approximately 10% of providers will have increased investments in quality of products and services being offered	* Progress Reports, including indicators * Disbursement requests * Annual financial reports * Tracer studies * Final report	* Government will reduce supply-side subsidies and increase demand-side grants in accordance with the agreed schedule * Normative authorities will update certification standards, evaluation methods and curriculum design based on results and materials developed by the MIF project

ANNEX II

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	Verifiable Indicators (VI)	Means of Verification (MOV)	Important Assumptions
Components 1. In-Service Training for the Formal Sector	By end of project: * Approximately 260 in-service training programs will have been conducted * Approximately 6,500 employees will have enhanced skills	* Progress Reports, including indicators * Disbursement request * Annual financial reports * Final report * Tracer studies	* Incidence of employee migration after training does not dissuade enterprises * Enterprises determine that ongoing training is a profitable investment
2. Informal Sector Training	By end of project: * Approximately 8,000 informal sector entrepreneurs will have been trained * Approximately 11 NGOs have developed new ways to train in the informal sector	* Progress Reports, including indicators * Disbursement request * Annual financial reports * Final report * Tracer studies	* Informal sector entrepreneurs determine that ongoing training is profitable
3. Strengthening for Training Providers	By end of project: * About 75 training service providers will have received technical assistance to enhance products and services	* FONDIH's Progress Reports, including indicators * Disbursement request * Annual financial reports * Final report	* Normative authorities will update certification standards, evaluation methods and curriculum design based on results and materials developed by the MIF project

PROPOSED RESOLUTION

HAITI. PRIVATE TRAINING MARKET INITIATIVE

The Donors Committee of the Multilateral Investment Fund

RESOLVES:

1. That the President of the Inter-American Development Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Multilateral Investment Fund, to enter into such agreements as may be necessary with the République d'Haïti and to take such additional measures as may be pertinent for the execution of the project memorandum referred to in Document MIF/AT- with respect to a technical cooperation project for private training market initiative.
2. That up to the amount of US\$2,000,000, or its equivalent in other convertible currencies, is authorized for the purpose of this resolution, chargeable to the resources of the Human Resources Facility of the Multilateral Investment Fund.
3. That the above-mentioned sum is to be provided on a nonreimbursable basis.