

DOCUMENT OF THE INTER-AMERICAN BANK
MULTILATERAL INVESTMENT FUND

HAITI

CARIBBEAN TOURISM CAREER ACCELERATOR

(HA-T1280)

DONORS MEMORANDUM

This document was prepared by the project team comprised of: Jean Emmanuel Desmornes, DIS/CHA Adrien Dewalque (DIS/CDR), Smeldy Ramirez Rufino (DIS/CDR); Gabriela Aparicio Linale (DSP/DVF), Dora Moscoso (LAB/IEN), Olga Gomez Garcia (CSD/RND), Jossette Hernandez (DIS/CCR) Daisy Ramirez Ruiz (FML/LAB), Geraud Albaret (CSD/RND), Nastasia Keurmeur (CSD/RND)

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CONTENTS

I.	The Problem	1
A.	Problem Description:	1
II.	The Innovation Proposal	4
A.	Project Description	4
B.	Project Components	7
C.	Project Results, Measurement, Monitoring and Evaluation	11
III.	Alignment with IDB Group, Scalability, and Risks	11
A.	Alignment with IDB Group	11
B.	Scalability	13
C.	Project and Institutional Risks	14
IV.	Instrument and Budget Proposal	15
V.	Executing Agency (EA) and Implementation Structure	16
A.	Executing Agency(s) Description	16
B.	Implementation Structure and Mechanism	18
VI.	Compliance with Milestones and Special Fiduciary Arrangements	19

PROJECT SUMMARY

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The objective of the project is to implement a tourism workforce reskilling program that engages multiple local and international stakeholders that improves the quality of the Haitian's labor market workforce that is prepared for the shift in Tourism post the pandemic. Outcomes include the training of 1000 participants for the tourism sector and providing at least 50 tourism operators with an improved readily available workforce. This project also advances the Sustainable Development Goal #4 of decent work and economic growth within the region.

The industry is currently undergoing a digital transformation and experiencing an increased demand for smart sustainable tourism. Several key governments and private sector stakeholders are hosting digital reskilling initiatives to prepare the tourism workforce for post pandemic travel. Google recently launched a UN & Google Tourism Acceleration Program to prepare the tourism workforce of Africa and Europe Commission announced a [European Skills Agenda](#) for sustainable competitiveness with Tourism being a top 4 priority. And a surge in conferences like the [AFTA Future Skills in Travel and Tourism](#) are raising awareness on the need for a workforce overhaul that provides skills retraining for the future of travel.

The Caribbean Tourism Career Accelerator and remote training program will adopt global best practices in tourism reskilling and training to address the talent pipeline scarcity and preparedness. Due to the stakeholder ecosystem engagement of the initiative (where there are tourism operators who partner to source talent for hire and tourism partners who facilitate live training for development) this initiative will also address industry development issues around limited data and case studies analysis on talent development and recruitment and financial prosperity issues as more people find job placements over time. The training program will be completely virtual using automation, artificial intelligence, and connectivity tools to fast-track tourism workforce career development for 1,000 applicants.

The executive agency (EA), Global Startup Foundation, has demonstrated the capacity to carry out such an initiative by successfully launching a digital career accelerator pilot in Haiti in the middle of a pandemic in July 2020 with 200 Haitian Citizens and 20 partner companies. Its wide network and ecosystem of international partners such as Airbnb, Amazon, Google, LinkedIn and others, alongside its local partnership network with (CFI) Center for Financial Investment, Conatel, Access Haiti Internet, Digicel, NH El Rancho Hotel and more, provide a big boost to the quality of the content and service offered. Its business model is also strong as it will generate income for the company to be sustainable and it is easy to replicate/scale in other Caribbean countries.

This initiative is relevant for a country like Haiti as it is trying to solve three big issues:

1. Contribute to Reducing the high youth unemployment in the tourism sector that's

been leading to social unrest.

2. Increasing tourism operator digitization readiness and increasing the skilled talent pool at a lower cost of training while improving local skills.
3. Invigorate and structure the local tourism ecosystem while bringing together local private actors, schools, and international payers.

Main beneficiaries will be the young and vulnerable¹ population (between 18 and 35), high school graduates living at home, and looking for temporary employment opportunities through informal sector activities. Priority will be given to locals who are active in volunteer and youth-based programs in their Community. The project will also engage local and international business owners in the tourism sector, looking to increase their access to a wide talent pool.

In all, the potential impact of this initiative is huge and can provide IDB Lab valuable lessons learned on the implementation of digital career acceleration programs across the region and other emerging market countries around the world.

This project is one of the eight applications selected through the Beyond Tourism Challenge, launched by IDB Lab in partnership with the United Nations World Tourism Organization in June 2020 to support the revitalization of the tourism sector in C&D and S&I countries.

¹ Low-income individuals are identified as earning \$0 to \$50 a month.

ANNEXES

ANNEX I	Results Matrix
ANNEX II	Detailed Budget Summary
ANNEX III	Project iDelta Summary

APPENDICES

Draft Resolution

AVAILABLE IN THE TECHNICAL DOCUMENTS SECTION OF IDB LAB PROJECT INFORMATION SYSTEM

ANNEX IV	GSF Application Document to the Beyond Tourism Challenge
ANNEX V	Diagnostic of the Executing Agency's Integrity and Institutional Capacity (DiCi)
ANNEX VI	Reporting Requirements and Compliance with Milestones and Fiduciary Arrangements
ANNEX VII	Annual Operation Plan
ANNEX VIII	Operative Regulations for Innovation

ACRONYMS AND ABBREVIATIONS

AI	Artificial Intelligence
DiCi	Diagnostic of the Executing Agency's Integrity and Institutional Capacity
EA	Executive Agency
EDU	Education Division of IDB's Social Sector Department
GSE	Global Startup Ecosystem
GSF	Global Startup Foundation
IDB	Inter-American Development Bank
IDB Invest	Inter-American Investment Corporation
IDB Lab	Innovation Laboratory of the IDB Group (formerly, Multilateral Investment Fund)
PREPOC	Post-Covid Economic Recovery Plan
SDG	Sustainable Development Goal
Wi-Fi	Wireless Fidelity

PROJECT INFORMATION
HAITI
CARIBBEAN TOURISM CAREER ACCELERATOR
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Country and Geographic Location:	Haiti		
Executing Agency:	Global Startup Foundation		
Focus Area:	Knowledge Economy, and the subarea of Skills for the Future		
Coordination with Other Donors/Bank Operations:	<p>The project is aligned with IDB Lab's efforts under the "fAIr LAC" initiative which work to create tools for entrepreneurs that want to apply best practices in AI/data (+responsible use of tech in general), complementing what the IDB Social Sector team is doing in terms of public policy.</p> <p>The project is also aligned with various projects under IDB Lab's Skills for the Future subarea, most notably drawing lessons learned from the project The Crystal Ball for Jobs of the Future (CR-T1174).</p> <p>Furthermore, the proposed model supports SCL's innovative 21st Century Skills Initiative which is spearheaded by EDU. The team will closely coordinate with EDU to ensure that the project will contribute to the SCL overall vision of providing young people with non-traditional skills needed to face the globalized and digitized world.</p>		
Project Beneficiaries:	<p>The project will fast-track a tourism workforce career development for 1,000 applicants, thus reducing the high youth unemployment in the vulnerable population.</p> <p>The project will also benefit a target of 40 companies active in the tourism sector, by increasing their access to a wide talent pool that will reduce the high cost of training and improve local skills.</p>		
Financing:	Technical Cooperation:	US\$ 350,000	50%
	Equity:	US\$ 000,000	
	Loan:	US\$ 000,000	
	Other (explain):	US\$ 000,000	
	TOTAL IDB Lab FUNDING:	US\$ 350,000	
	Counterpart:	US\$ 350,000	50%
	Co-financing (if available; include a separate line for IDB Co-financing if applicable):		00%
	TOTAL PROJECT BUDGET:	US\$ 700,000	100%
Execution and Disbursement Period:	36 months of execution and 42 months of disbursement.		

Special Contractual Conditions:	<p>Special conditions precedent to first disbursement will be:</p> <ul style="list-style-type: none"> • Expressions of interest in writing of at least 10 companies active in the tourism sector who will commit to remote intern programs and/or hire from talent pool.
Environmental and Social Impact Review	<p>This operation was screened and classified as required by the IDB's safeguard policy (OP-703). Given the limited impacts and risks, the proposed category for the project is C.</p>
Unit responsible for disbursements	<p>Country Office in Haiti (CHA)</p>

I. The Problem

A. Problem Description:

1.1. **Tourism is a critical industry for economic activity in the Caribbean region.**

The tourism sector is a main component of economic vitality for any country, but with the COVID-19 pandemic, it has taken a huge hit². “Travel & Tourism was responsible for 330 million jobs (one in ten jobs globally) and 10.3% of global GDP (USD 8.9 trillion) in 2019. Over the past five years, one in four of all new jobs created across the world in all sectors and industries, have been in Travel & Tourism. The sector plays an important role in poverty and inequality reduction by providing opportunities regardless of gender, education, nationality, and beliefs, with 54% of the sector’s workforce being women and over 30% are youth” ([WTTC COVID-19 Report](#)). In the Caribbean region specifically, the tourism industry is the dominant industry for work where up to 70% of the GDP is brought in by Tourism” ([OECD Library](#)).

1.2. **There is a lack of digital and other critical skills for Haiti’s tourism workforce.**

In Haiti, the tourism labor force is not adequately prepared for local industry needs. According to the [Travel and Tourism Competitiveness Report 2019](#), Haiti ranks 133 out of 140 countries in its overall tourism competitiveness index; but it ranks even lower in terms of the ease of finding skilled employees to fill vacancies (136), the extent to which private sector companies invest in staff training and employee development (139), the degree of customer orientation (137), and the extent of ICT use for business-to-business transactions which partly reflects limited digital skills (138). Though Haiti’s tourism industry faces multiple structural barriers, human capital upgrading could certainly improve its performance.

1.3. **The lack of digital skills for the tourism industry is driven by inadequate educational opportunities, which have not yet adapted to the changing needs of the industry.**

Haiti faces limitations in formal educational attainment, as well as limited private sector involvement in upgrading human capital through business investment in training. Moreover, it is common knowledge that the Caribbean has one of the highest levels of brain drain in the world “where countries have lost 10-40 percent of their labor force due to emigration to OECD member countries” ([IMF Working Papers](#)). Moreover, industry needs are changing due to a rise in digitalization that has been accelerated as a result of the COVID-19 pandemic. Consequently, when local operators try to hire talent, they face a labor pool with a substantial skills gap.

1.4. **Shift in labor force needs due to rising digitalization.**

The tourism industry

² Haiti’s tourism industry is 8.3% of GDP (Knoema) with less than 938,00 arrivals as of 2019 (The World Bank). Dominican Republic’s tourism industry is 17% of GDP (Knoema Stats) with over 6.6 million visitors in 2018 which is roughly 6X the sector size of Haiti. And in English speaking countries such as Barbados, its tourism industry is 36 % of GDP (Statisca). Overall, the Caribbean region is highly dependent on tourism with low averages of 13.9% and high end of 70% + (Statisca). The pandemic has certainly affected tourism stats for 2020 and 2021 where “estimates suggest that Caribbean visitor arrivals fell by 75% in the final three quarters of 2020 causing overall Caribbean economic growth to contract by 6.2% for the year”.

faces the challenge of an unskilled workforce at a time when digital skills are becoming more relevant to meet global consumer needs. The World Economic Forum (WEF, 2017), has estimated that in the decade to 2025, digitalization will create up to USD 305 billion of additional value for the tourism sector alone through increased profitability ([OECD Library](#)) and “On the demand side, this will be driven in part by the consumption habits of Millennials (born in the early-1980s to mid-1990s) and Generation Z (born in the late-1990s to early-2010s), who along with other emerging generations will comprise the bulk of domestic and international tourists by 2040 (OECD, 2018a)”.

- 1.5. “According to the United Nations World Tourism Organization (UNWTO, 2019a), the most demanded profiles by companies in the tourism sector over the next five years are expected to be: digital/IT, customer focus, data analytics, operations, commercial, leadership/ management and administration/finance. Hence, investment in human capital upgrading for the sector is now more important than ever. Yet, tourism businesses may not have the financial or management capacity to employ tech experts or invest in workforce training. They may instead rely on consulting services which can be expensive and ad hoc, and higher education institutions are often not incentivized to engage in small practical capacity-building projects” ([OECD Library](#)).
- 1.6. **The tourism industry post Pandemic has shifted.** The Pandemic accelerated a global problem and industries such as tourism are facing some of the highest levels of unemployment due to travel restrictions and social distancing norms. The UNWTO projects that global travel declined by 70% in 2020. As one of the world’s most tourism-dependent region, the Caribbean has been particularly battered by the coronavirus shock to international travel. Most industry experts project that recovery will begin in the second half of 2021, with the global travel industry regaining 2019 booking volumes by 2023. UNWTO adds that, “Most experts do not see a return to pre-pandemic 2019 levels happening before 2023. By regions, the largest share of experts pointing to a return to 2019 levels in 2023 or later are in Europe (74%) the Americas (71%) and Asia and the Pacific (66%), ([OECD Library](#)).
- 1.7. While it is clear that the pandemic has put a temporary pause on the tourism industry, many influencers agree that the exponential bounce back that will occur post pandemic (2022 and beyond) will require a reskilled workforce. In a race to open the economy safely around the world, many believe that countries that embrace Smart Tourism will have the capacity to reopen faster during the COVID-19 crisis ([WTB Global Hub](#)). Moreover, according to the UN World Tourism Organization COVID-19 Policy Report, one of the top 5 priorities for tourism to restart and become more sustainable is to “Advance innovation and digital transformation of tourism, including promotion of innovation and investment in digital skills, particularly for workers temporarily without jobs and for job seekers” ([UNWTO COVID-19](#)). It is evident that a trained tourism workforce is essential for the sector to bounce back.
- 1.8. **Around the world, governments are supporting the digitalization of the tourism industry.** In addition to the macroeconomic shifts in the industry, at a localized level, more tourism operators and companies are also shifting their priorities and are now aware of the need for automation and digitization or face

- elimination. The transition is hard, so governments are stepping up to provide support. “Digitalization of SMEs has been identified as a particular challenge... In an effort to help bridge this gap, the European Commission developed the Digital Tourism Network, an informal and flexible forum designed to bring relevant public and private stakeholders around the table to discuss common challenges and opportunities associated with the EU tourism industry's digital transformation, and exchange good practices for boosting the innovation capacity of tourism entrepreneurs, especially SMEs” ([OECD Library](#)).
- 1.9. Additional examples includes similar workforce training initiatives in Jamaica ([Sficon Jamaica](#)), Singapore, and New Zealand ([OECD Library](#)). Yet, governments like Haiti do not have the current capacity to do such a scheme which presents an opportunity for IDB programs such as the Caribbean Tourism Accelerator Program to fulfill this industry need. Haiti can learn from other countries that are currently implementing future tourism schemes and programs to prepare their workforce.
 - 1.10. **There also needs to be a priority on reskilling a target demographic that is already ripe for the investment of reskilling.** “Traditionally, tourism is a labor-intensive industry with a higher-than-average multiplier effect on employment in other sectors (e.g. agriculture, food processing, construction, transport, etc.), which also benefits categories of workers experiencing disadvantage in the labor market such as youth, women and migrants and, more generally, is capable of absorbing workers with limited skill levels”. A study by the United Nations World Tourism Organization (UNWTO) (2009) reflects as much as 39% of all tourism related jobs are filled by youth employees between 15 and 24 years, with most economies ranging between 15-30% ([Griffith Data](#)).
 - 1.11. **Why Haiti and Why Now?** Despite the limited data specific to Haiti’s tourism industry, many institutional stakeholders are investing in Haiti and the Caribbean’s digital future in a huge way due to the pandemic³.
 - 1.12. An increase in investment in digitalization and tourism despite the regional setback in tourism arrival levels, as a result of the pandemic, poses a great opportunity.
 - 1.13. Digitalization and tech innovation have shown promise in the World. Online marketplaces for lodging and tourism activities, for example, show annual growth rates for the global Peer to Peer accommodation, estimated at 31 percent between 2013 and 2025, six times the growth rate of traditional bed and breakfasts and hostels ([World Bank Digital Platforms](#)). Assuming that this trend holds true in the Caribbean, these growth rates will surely attract more tourists to the country and as a result require more digital savvy tourist experiences within the country.
 - 1.14. In addition to the growth in the digital infrastructure investment and shift in tourism diversification, Haiti is facing an unemployment crisis which is causing huge pressure on both private and public stakeholders to generate sustainable employment opportunities. In 2019, the World Bank estimates that Haiti had an

³ The World Bank approved \$94 million in June 2020 for a regional Caribbean Digital Transformation Project (World Bank) and specifically allocated a separate \$60 million as of October 2020 for Haiti called the Haiti Digital acceleration program (World Bank Project Info). The IMF also approved \$111.6 million to Haiti under the Rapid Credit Facility (RCF) in COVID-19 aid to work on both relief and digitization efforts ([IMF](#)). Therefore, this is the perfect time to introduce a digital reskilling program due to the massive amount of stakeholder engagement in the country.

unemployment rate of 13.5% ([World Bank Digital Platforms](#)). However, with approximately 75% of workers evolving in the informal sector, it is estimated that 60% of the population is either unemployed or under-employed ([Agence de Développement Economique](#)). This translated into Haiti being the country with the lowest share of employees in its workforce with approximately only 27% of the employed population with “paid employment jobs” ([Statista](#)). Unemployment and underemployment were already rising at an unprecedented rate prior to the 2019 pandemic due to several macro factors such as political instability, economic inequality, agricultural scarcity, and new trends in job automation. The PREPOC reports that unemployment hits the youngest hardest with an estimation of 220,000 young people entering the labor market every year. According to statistics dating back to 2012, unemployment is at 61.9% for the age-group 15-19, and at 50% for the age-group 20-24.

- 1.15. **Tourism potential in Haiti.** Haiti is one of the largest, most populated islands in the Caribbean with the longest tenured history of existence, so tourism represents a crucial gateway industry to support the growth of financial, culture, textile, commerce, and other industries. Annually, half a million tourists travel to Labadee, where Royal Caribbean Cruise ships dock in North Haiti; but only less than 85,000 of these tourists visit Cap Haitians city center and the National History Park. Port-au-Prince has less than 100,000 tourists annually ([World Bank](#)). To spark growth in the tourism industry, Haiti needs an educated and prepared workforce that supports reframing the narrative and brand of Haiti and kick off the tourism economy.
- 1.16. There is also a tendency to hire from foreign sources due to the notion that locals are not skilled enough to take on jobs. Those tourism employees who are hired locally are trained by external consulting companies that are expensive and not inclusive of personal development and cohort community support. The proposed program will be tailored to continuously incorporate the training elements of these expensive training programs to become the ultimate talent pipeline program for tourism workers in the future.

II. The Innovation Proposal

A. Project Description

- 2.1. The objective of the project is to implement a remote career training program to reskill a new wave of tourism workforce and create employment opportunities with stakeholders in the tourism sector in Haiti.
- 2.2. The Tourism Career Accelerator is the first multi-week program created to train, develop, and prepare young citizens for the digital economy of the future with an industry focus on tourism. Selected participants undergo a multi week digital training program, career development coaching and remote internship experience that will equip them to work with top local tourism sector companies in their home country or remotely with international companies. Internship placements will be at any of our 100+ partner network of startups, SMEs, corporate, and government institutions.

- 2.3. The project targets young and vulnerable population, living at home and looking for temporary employment opportunities through informal sector activities. Priority will be given to people with a prior experience in the Tourism sector, and also to locals who are active in volunteer and youth-based programs in their Community. The project will also engage local and international business owners in the tourism sector, looking to increase their access to a wide talent pool by reducing the high cost of training and improving local skills.
- 2.4. Like many post pandemic industry recovery scenarios, the tourism sector is facing low demand (due to travel restrictions) but will face huge skills gap shortages amongst workers as industry requirements will shift for more digital first travel experiences. The Tourism Career Accelerator not only provides three core offerings of workforce preparation (training, coaching, and work experience), it also features exposure to future skills needs of the sector.
- 2.5. **Solution Program Innovation:** Career development programs are a common practice for workforce development initiatives especially in industry sectors that need a reskilling overhaul like the tourism industry.
- 2.6. However, Haiti does not have a similar program to compete with the growing shift in global tourism programs. Currently, Haiti relies on one basic annual program by [The Hotel School of Haiti \(EHH\)](#) which has a one-year training that focuses on Hotel management, Restoration Management, and Culinary arts, with no emphasis on new tourism trends. The proposed Tourism Career Accelerator will adapt best practices to a virtual setting with content focused specifically on the tourism industry. The program will include a digital dashboard app that stays with the participants even as alumni, which will allow for continuous access to upskill training and job prospects once participants graduate. There are three unique tech aspects of this career accelerator program that are particularly innovative:
 - **Program Training and Marketplace:** This solution not only provides live training which is highly valued in career development models but also has an added component of customized access to employment opportunities offered by partner companies through a marketplace, so graduates have access to additional opportunities such as a hotel training program or a travel agency recruitment program.
 - **Virtual aspects:** Post pandemic the future of work will be a hybrid of remote work and live work which means all future job seekers need to know how to learn and work remotely. This requires time management and other pertinent skills that will be taught during the program.
 - **Technology:** After the program, graduates will have access to an AI-powered Digital Career program, marketplace, and community Dashboard App customized for each participant. The AI automated app provides graduates with continuous access to: (i) future digital career accelerator programming; (ii) virtual marketplace of career bootcamps, workshops, and career job fair recruitment events customized for their career development (with AI automation matching); (iii) curated career community of peers, mentors and recruiters. The core part of this solution is not only a marketplace identifying the best resources and programs for career training and job placement but

more importantly an annual career accelerator program that accelerates access to job opportunities on an annual basis.

- 2.7. The training program will be completely virtual using automation, AI, and connectivity tools that help evaluate candidate skill set learning and talent for recruitment matching. Top integration tools like [Talemetry](#), [Calendly](#), [Kandio](#), [Interview Mocha](#) will help to fast-track tourism workforce career development for the 1,000 applicants. Criteria for selection would be based on the target requirements specified below in this document. This program would be a one-month career training and a two-month remote internship placement at any tourism sector institution within the home country or around the world (cruise ships, hotels, tourism tour companies etc). Selected participants will complete a multi week digital training program, career development coaching and remote internship experience that will equip them to work with top local companies in Haiti or remotely with international companies. Partner companies from the Haiti Career Accelerator Pilot in 2020 and previous Haiti Tech programs from 2017, 2018, and 2019 confirmed are CFI Center for Facilitation of Investments, Access Haiti Internet, Dagmar Media, NH El Rancho, Digicel, Royal Oasis, Marriott, YMCA Port au Prince, Royal Decameron, Belo, US Embassy, and Sogebank.
- 2.8. **Innovation.** Due to the digital nature of the program, the ecological footprint of the project will be very low. However, the impact will be higher than previous models because of the connections to higher income opportunities through the internship component, meaning that candidates can get remote work from anywhere in the world and get competitive salaries while living in the country. The program is free so there is no financial requirement risk to join and no financial requirement to access. This will significantly increase their employability due to their remote work experience and career accelerator training which makes them more desirable to employers within the country and around the world. Such impact will be measured based on the number of participants that get placed from accelerator training to internships and from internships to job offers. Examples of remote work activities in the tourism sector range from [remote work visa opportunities in Barbados](#) (The Conversation) to the increasing administrative, customer sales, and data management roles that are featured on [job board platforms](#) in the tourism industry (Flex Jobs).
- 2.9. **Target Beneficiaries:** The Tourism Career Accelerator (Haiti Edition) is a multi-week workforce reskilling training and internship program targeting young professionals ages 18-35 who are interested in a career in tourism⁴. Eligibility are as follows:

⁴ **Target Beneficiaries Recruitment Strategy:** In a 2020 pilot and previously implemented career accelerator programs hosted by the Global Startup Foundation (GSF) since 2017, the recruitment strategy has been organic digital marketing to attract target audience groups who are highly engaged on social media platforms. The recruitment strategy is as follows: part 1 is to create a 30-60 day campaign that includes social media flyer posts (on Facebook, Twitter, LinkedIn, Instagram), email marketing newsletter blasts (to GSF's subscriber list and partner organizations) and article features at local blogs; and part 2 is to leverage three community platforms for cross promotion of this opportunity which includes: (i) startup/tech community networks (accelerators, incubators, tech blogs, etc.); (ii) university community (college campus blogs, student groups, teachers/parents associations, teacher groups, university alumni departments, etc.); and (iii) workforce community platforms (job board sites, college career fairs events, among others).

- 2.9.1. **Age requirement:** 18-35
 - 2.9.2. **Education requirement:** High School graduate (college degree is not required)
 - 2.9.3. **Citizenship:** Haiti
 - 2.9.4. **Language requirement:** English (Basic); Creole (Fluent); French (Basic)> Program instruction will take place in English with a mixture of creole speaking training sessions.
 - 2.9.5. **Experience:** Prior experience working in Tourism sector is preferred.
 - 2.9.6. **Benefits & Offerings:** Free skills training, work experience internship with a top tourism company locally or abroad, stipend payment for remote work period, potential job placement post-graduation, alumni community network for continuous annual training, programming, offerings, and career opportunity.
- 2.10. **Gender Diversity Recruitment Strategy:** The goal is to have 50% women participation for the program to provide a balanced cohort of beneficiaries and which aligned with the national average of 48% for women workforce participation ([World Bank](#)). Based on figures from other digital and coding bootcamps in Haiti (such as [Noukòd Foundation](#) and [Ayiti Analytics](#)), currently 27% of the bootcamps participants are women. It is recognized that the top three barriers to women participation in career related programs are family support (many families place domestic responsibilities as a top priority on young girls/women in the family over career development and job searching); confidence (many young girls and women simply do not apply because they do not feel they qualify or can complete high profile programs; and, funding (many are not subject to fluid or continuous financial capital for everyday needs let alone funding to conduct work/training. Time spent completing a multi-week program can be used doing domestic chores and “being useful to the family” or doing small project jobs). The proposed solutions for these areas of concern which have been implemented successfully in previous pilots are to encourage participants to bring their parents and families to digital orientation sessions and onboarding; create specific ads and campaign promotions targeting females and presenting case study story examples of female graduates from their community who have completed the program for inspiration; and, provide a stipend component to the program during the remote work period that will make the opportunity both feasible and attractive to female participants.

B. Project Components

- 2.11. **Component I: Ecosystem Building and Call to Action (IDB Lab: USD54,000; Counterpart: USD25,200).**
- 2.12. The purpose of this component is to mobilize enough stakeholders to develop and shape the local skills and future workforce of Haiti. Partnerships will be established with various public and private actors in the tourism sector to ensure engagement, impact, and continuity. In addition, gaps will be identified via evolving tourism ecosystem maps and roundtable sessions to initiate a roadmap to increase access to a talent pool by private sector actors in the tourism sector.

- 2.13. GSF, through its sister company, the Global Startup Ecosystem (GSE), has an extended network of local and international partners that guarantees the feasibility of activities under this component. This includes the Wi-Fi hotspots and Wi-Fi partnership with Access Haiti, a local internet service provider. In past experiences, GSF has provided Wi-Fi hotspots to those with none of limited Wi-Fi connectivity and topped it up with enough data needs for the duration of the program. This helps public and private stakeholders in the tourism sector work from home or the local office area for the program.
- 2.14. The activities under this component are: 1. public and private stakeholder information sessions and roundtables conducted. 2. quarterly to annual public ecosystem map of actors in the tourism sector and the changes in the gaps that need to be filled to improve the industry published.
- 2.15. The expected outputs of this component are: (i) 100 GSF partner companies in the tourism sector who will accept work placements under the Program; (ii) 200 diverse partners in the tourism sector identified for ecosystem building and collaboration support; (iii) 125 speakers, trainers and mentor commitments, their profiles, their topics and tenure of commitment (1st session and future sessions) confirmed and committed to the Program (of which 50% are women).
- 2.16. **Component II: Inclusive Recruitment and Workforce Development (IDB Lab: USD174,500; Counterpart: USD24,000).**
- 2.17. This component's objectives are to create a product/program that can develop the skills and increase the productivity of the local workforce. The aim is also to prepare Haitian youth for the future of the industry which is heading toward more digitalization and data-driven solutions.
- 2.18. First, there will be a call for applications for three main stakeholders: i) applicants (local citizens interested in a career in tourism), ii) employers (tourism industry players such as hotels, tour guides, ministry of tourism departments, etc.), and iii) influencers (speakers, mentors, and coaches). This phase is expected to yield thousands of applications, up to 100 partner companies, 100+ facilitators available to train.
- 2.19. Employers are then selected based on their financial capacity to pay for remote work stipends/recruitment fee, and/or their capacity to take on remote interns for free in an apprentice training program with an intention to hire post-completion. Usually, each company can take anywhere from 2 to 100+ remote interns for their institution. Funds are then gathered to access the capacity of cohort size. This creates a more consistent remote workforce pipeline of trained interns who will work for these institutions for two months and prove employability post internship in the sector. For some of these interns, this will be their first official job which will build up loyalty to the institution.
- 2.20. Partner companies will be involved early in the process of developing the modules for the training program. This is important as the program will need to respond to the industry's needs so that participants completing the training can easily transition into productive members of the labor market (automation tools are making it easier to manage and optimize [remote work](#) employees (Time Doctor),

and despite AI automation, [travel job opportunities](#) are increasing (Skift), as well as other [on the job software tools](#). The aim is to create a comprehensive workforce training program that takes into account the [needs of young professionals](#) (USAID). GSF will be working with partner companies that have been leveraged in the past from across Haiti via the Haiti Tech Summit partner list and Caribbean Future Summit partnership list across 11+ Caribbean islands.

2.21. The activities of this component are: (i) three modules/courses developed for the Career Accelerator Program; (ii) two local universities integrate modules developed in the course offer for their students.

2.22. The expected outputs of this component are: (i) three cohorts completed for the Career Tourism Accelerator Program; (ii) 1000+ number of participants registered in the Program (disaggregated by gender and income – target 50% women and 75% low-income); (iii) 80% of registrants completing the Program; (iv) 300 Program Graduates placed in internships; (vii) 50 Program Interns receiving a stipend.

2.23. **Program Planning Process:** Consists of a three-part process: 1. Pre-Program (Campaign) 2. Program Implementation 3. Program Reporting and Scale

2.23.1. **Pre-Program (Campaign).** *A call for applications is issued for three main stakeholders applicants (local citizens interested in a career in tourism), employers (tourism industry players such as hotels, tour guides, ministry of tourism departments, etc), and influencers (speakers, mentors and coaches). This period usually yields thousands of applications, up to 100 partner companies, 50+ facilitators available to train. Employers are then selected based on their financial capacity to pay for remote work stipends/recruitment fee and capacity to take on remote interns in an apprentice training capacity. The campaign is conducted via social media, email marketing, information sessions, and ecosystem partner cross marketing promotion.*

2.23.2. **Program Implementation:** Coordination of the Tourism Career Accelerator, remote internship, community meetups.

2.23.3. **Program Reporting and Scale:** The report findings and impact of the program will be shared with the public and the creation of ecosystem maps/database for the tourism sector. It will also be shared with strategic stakeholders that may be interested in scaling the program on their own.

2.24. **Program Details**

2.24.1. **Duration:** 3 Months. 1 Month of Tourism Career Accelerator Training, 1 Month Remote Internship, 1 Month Post Program Community Meetups

2.24.2. **Format:** Digital remote training and work

2.24.3. **Time commitment:** Program runs two days a week for 6 hours. Remote Internship is a full 40 hours a week commitment Monday-Friday. Meetup community sessions are 1 hour a week.

2.25. **Component III: Sustainability and Scale Up (IDB Lab: USD109,500; Counterpart: USD42,000).**

- 2.26. The objective of this component is to propose a business case that will ensure the sustainability of the model and a clear plan for scale up in other Caribbean countries.
- 2.27. Based on the Executive Agency's experience and international partners⁵, Barbados, Dominican Republic, Jamaica and Trinidad and Tobago have been identified as most-likely destinations for expansion.
- 2.28. Before planning to scale, it is necessary to ensure that the program in Haiti is financially viable. Based on past pilots, GSF has been able to monetize the accelerator programs via fees, sponsorship and micro fees to stakeholders. For 2022, after a year of IDB Lab's support, the EA projects to generate \$554,000 with the following assumptions – REVENUE SOURCE A: 50 companies paying \$200 per month per candidate. REVENUE SOURCE B: Sponsor/exhibitor sales \$50,000. REVENUE SOURCE C: Monthly/annual membership fee to 100 companies to have year-round access to internship graduate profile database \$20 per month.
- 2.29. The breakdown of how much of these funds go per candidate is as follows:
- 2.29.1. Revenue source A is the salary that goes directly to the candidate as pay which improves their economic condition.
- 2.29.2. Revenue source C goes into training the trainee. That includes costs of hosting the program, training materials, etc.
- 2.29.3. Revenue Source B is sponsorship funds that will be used mainly for company training, onboarding, roundtable discussions, promotions, reporting, and ecosystem mapping.

Revenue Source A	50	\$200 X 12 Months = \$2400 PER CANDIDATE	= \$480,000 (Based on each company taking 4 candidates)
Revenue Source B: Sponsors	10 Organizations	\$5,000 Each	=\$50,000
Revenue Source C: Membership Fee	100	\$20 X 12 Months	=\$24,000
TOTAL			=\$554,000

⁵ **Program Planning Partners:** GSF will continue with some of the 20 partners of the pilot 2020 program but also invite all previous partners from previous programs conducted in Haiti since 2017 via its multiyear program Haiti Tech Summit which includes: Hotel Partners (Royal Decameron, NH El Rancho, Karibe, ATH- Hotel Association), Wifi partners (Digicel, Access Haiti, Natcom), Corporate partners (CFI, Sogebank, Central Bank, Conatel,) Training partners (Github, Facebook, LinkedIn, NYU New York University); Payment Partners (Western Union, Paypal, Mastercard, Intuit); Resource Partners: AWS, IBM Cloud, Google Cloud, Digital Ocean, Sendgrid, Hubspot, Microsoft, Grow with Google, SAP Next Gen, ; Co working space partners: YMCA. For partners in the Caribbean, GSF will leverage partners from GSE's annual Caribbean Digital accelerator and annual Caribbean Future Summit which includes Caribbean Export, University of the West Indies Barbados, Marriott, and Startup Grind Santo Domingo, etc.

- 2.30. The activities of this component are: (i) one business plan blueprint/roadmap created for multiyear implementation; (ii) one project coordinator hired by the Ecosystem Partners to coordinate partnership network.
- 2.31. The expected outputs of this component are: (i) 100 businesses in the partnership network paying membership fees to have access to resources; (ii) 30 partners paying stipend payments for remote interns for services; (iii) 10% increase in partner/sponsor participants over time; (iv) 2 other countries where partners and sponsors are located.

C. Project Results, Measurement, Monitoring and Evaluation

- 2.32. **As outlined in the Results Matrix**, the project is expected to achieve the following results by the end of the execution period: (i) 40 employers hiring Program graduates; (ii) 120 trainees finding a permanent position with their internship employer; (iii) 25% increase of income if job placement received; (iii) two success stories of partners in the Caribbean region replicating the program; and (iv) 75% share of operating expenses covered by Program revenues.
- 2.33. The Executing Agency will monitor project's execution throughout the project life cycle through annual and other periodic monitoring activities. Monitoring data are used to assess and report achievement of expected results; learn from successes and failures and adapt, as necessary.
- 2.34. **Evaluations and the knowledge agenda.** Evaluations will be performed throughout the project according to needs associated with implementation, challenges, and the outcomes achieved. These evaluations will prioritize the effectiveness and the replicability of the model.
- 2.35. The project aims to contribute to key questions for IDB Lab's work in Knowledge Economy. Some of these questions are: (i) Was the project effective and to what extent were the outcomes achieved? (ii) What training platforms, mediums, or approaches are the most effective in preparing knowledge economy employees and entrepreneurs, and why? (iii) What are the most effective ways to incorporate cognitive, socio-behavioral, and transversal skills into training programs? And finally, (iv) What are the greatest constraints in addressing gender and diversity gaps? A final evaluation will survey Program participants (trainees and partner companies) to assess the level of satisfaction with the project's activities.

III. Alignment with IDB Group, Scalability, and Risks

A. Alignment with IDB Group

- 3.1. The project is aligned with the Skills for the Future project portfolio of the IDB Lab Knowledge Economy, as it will promote inclusion and social mobility of young Haitians. It will also help consolidate a new type of innovative and disruptive career development accelerator by using an online platform as a core strategy for skills training, career guidance, and job preparation - tackling the shortage of digital

talent in the region. Under this thematic, the most notable project to mention is The Crystal Ball for Jobs of the Future (CR-T1174), where components of machine learning and AI are implemented into online platforms to better guide and inform people about what occupations are in demand in the labor market and to match this demand with the skills needed to apply for those jobs.

- 3.2. The project will contribute to the portfolio of IDB Lab projects that aims to prepare the region's population for the future of work, contributing to a highly demanded workforce which is better prepared for the tourism industry. It will provide lessons about business model for career development programs provided by private actors and for the viability and replicability of such programs in the Caribbean.
- 3.3. Alignment with Country Strategy and SDGs: The project is aligned with the IDB Group's country strategy with Haiti (2017-2021) for rendering key services more accessible to enhance human development by enhancing access and quality of education. Importantly, the proposed model supports SCL's innovative 21st Century Skills Initiative which is spearheaded by EDU. Providing young people with non-traditional skills needed to face the globalized and digitized world is at the core of the initiative and as such, encouraging and strengthening digital and remote working skills in Haiti directly contributes to the overall SCL vision.
- 3.4. The project will participate in building the tourism ecosystem, while mobilizing private sector actors, and ensure that best practices are shared with the Ministry of Tourism, and with IDB Specialists. The Labor Market sector will also be able to use the lessons learned from the digital modules for the workforce development and explore potential synergies with stakeholders of the LMK project HA-T1270 "Support to Strengthen Services to Youth of the Public Labor Intermediation Service of Haiti".
- 3.5. Alignment with the country's covid-recuperation plan: PREPOC 2020-2023. While the PREPOC aims at stabilizing the macroeconomic context and changing the dynamic of low rates of economic growth, the project seeks to tackle similar challenges at the microeconomic level. The challenges addressed in this project for the tourism sector are aligned with the PREPOC's "Actions Pillars" such as economic diversification and acceleration of growth. Furthermore, the project is also aligned with the two following intervention axes of the PREPOC: reinforcement of local capacities and support of tourism and hotel trades. Besides, the PREPOC mentions the potential impact of projects selected from the Beyond Tourism challenge launched by the IDB Lab, and its potential to scale.
- 3.6. The project is also aligned with the Update to the Institutional Strategy 2016-2019 based on its contribution to two of the three major development challenges in the region: (i) social exclusion and inequality; and (ii) low levels of productivity and innovation. The project is also aligned with the IDB Group's cross-cutting themes of promoting gender equality and diversity and supporting small and vulnerable countries.
- 3.7. In addition, this Project is aligned with SDGs 4, 5, 8, 10 and 17. The project is aligned with SDG 4 of Quality Education in that it features job-specific training for beneficiaries, and with SDG 5 of Gender Equality by including components that encourage women's participation in training programs and job placement. The

project is aligned with SDG 8 of Decent Work and Economic Growth, by increasing job placement and retention, by providing youth with the necessary tools and support to increase their opportunities to access the job market and formal employment. It is also aligned with SDG 10 of Reduced Inequality by supporting a small island country, and by seeking to increase the share of women participating in employment training programs, and by targeting low-income individuals. SDG 17 is about "partnerships for the goals" and this project is aligned with this goal as it strengthens the means of implementation by increasing and leveraging their wide partnership network.

- 3.8. The project is also aligned with IDB Lab's efforts under the "fAIr LAC" initiative which work to create tools for entrepreneurs that want to apply best practices in AI/data (+responsible use of tech in general), complementing what the IDB Social Sector team is doing in terms of public policy.

B. Scalability

- 3.9. The goal is to scale this project across the Caribbean and across Latin America over the next decade. 2020-2030 is poised to see a widening unemployment rate as more industries shift and more automation takes place in various industry sectors. Thus, rapid scale upskilling and workforce training will be a crucial mandate of government national policy. With a 2021 launch of the Caribbean Tourism Career Accelerator with 1,000 participants (250 per quarter), the program will be expanded to neighboring countries with high tourism GDP- such as Jamaica, Dominican Republic, Barbados and Bahamas.
- 3.10. The main path of scaling to 3 countries in the Caribbean is the key identification of local and digital partners. Scalability for each country will be done with partners in three areas (media partners to support the call for applications/stakeholder engagement such Silicon Caribe Newsletter); implementation partners (corporates who will take on ecosystem facilitation and support such as US Embassy and YMCA); and Tourism Operators and Business Partners (Hotels and companies who will take on remote interns and ultimately hire from the talent pool). All current partners in the table below have worked with GSF in previous programs and are confirmed for participation.

Country Targets	Haiti	Dominican Republic	Barbados
Partners	<ul style="list-style-type: none"> Haiti Tech Summit and Caribbean Future Summit Partners (Linkedin, Microsoft, IBM Cloud, AWS, Google Cloud etc) Local Haiti Career Accelerator Partners (CFI, Access Haiti Internet, Decameron 	<ul style="list-style-type: none"> Same partners from Haiti Program + Silicon Caribe US Embassy of Dominican Republic YMCA DR Marriott Hotel Decameron Hotel 	<ul style="list-style-type: none"> Same partners from Haiti Program + Silicon Caribe WeExport network UWI University of the West Indies

	Hotel, El Rancho Hotel, Digicel, etc) • US Embassy of Haiti	• Santo Domingo Hotel Association	• YMCA Barbados • Marriott Hotel • Digicel Barbados
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- 3.11. Engagement of each partner per country will be done with Q1/Q2 Information sessions during the Call for Applications period, Q3 Tourism Industry monthly roundtable sessions with feedback and detail from partners during the summer cohort program and Q4 ecosystem mapping to share feedback and insights.
- 3.12. As shared in the results matrix, 1000 participants from 3 countries will be supported by 2023-2024. That is 700 virtually (with 400 from Haiti, 200 from Dominican Republic and 100 from Barbados), and 300 in live-person training (with 100 from Haiti, 100 from Barbados and 100 from Dominican Republic).
- 3.13. The funding of this expansion will be mainly via the funding model outlined previously regarding revenue generating activities of company payments into the program. For 2021 the program costs are between IDB and EA GSF. By 2021 we will have 25% of the funding sources coming from ecosystem partners from these expansion countries. By 2022 it will be 50% and by 2023 75%. Funding per beneficiary is estimated to be \$250 per person which is \$200 per person for the program benefits and training and \$50 per person for their stipends during the remote internship component of the program.
- 3.14. The following year economies of scale can be reached with the same team which will make it possible to implement the 2nd annual edition in Haiti but add a second country- Dominican Republic. By the 3rd year, Barbados will be added while costs keep reducing as numbers scale. By 2030 the goal is to have reached 5 countries.
- 3.15. Sustainability: The Tourism Career Accelerator is expected to become a regional workforce development initiative supporting tourism industry workforce capacity in all 28+ countries within the Caribbean region. The program has been designed as a 10-year initiative with kick off 2020 pilot that took place with 200 participants in Haiti powered by Haiti Tech and the Global Startup Foundation, with a multi country scale with 1000 in 2021/2022 in partnership with the Interamerican Development Bank in Haiti, Barbados, and Dominican Republic. Plans are to increase 10X year on year until 1 million participants are reached by 2030.

C. Project and Institutional Risks

- 3.16. **External Risks** – The top condition for a smooth implementation is mainly the number of employers buy in. It is important to have companies committed to this workforce initiative. The best way to mitigate this risk is to show positive traction via case studies on success stories and positive trends with each cohort implementation.
- 3.17. GSF has been working in the Caribbean since 2015 with virtual accelerators and have long standing relationships with universities (example university of the west

indies), governments (ministries of tourism), and hotel providers. Milestone newsletter updates and recruitment corporate information sessions will help nurture these relationships.

- 3.18. The second potential risk is technology related where if the entire digital accelerator model is conducted online, and heavily used programs like Zoom can become unviable. This has not yet been experienced on previous initiatives, but the EA have hosted other online accelerator training programs on Google Learning Dashboard, Skype and on slack. Which gives alternative back up options to mitigate technical disruptions on operations.
- 3.19. Connectivity Issues is also a risk to consider. As mentioned above, Wi-Fi connectivity is dealt with by sponsoring portable Wi-Fi hotspots and partnering with local providers for free Wi-Fi hotspots in remote area locations of the country. For future cohorts, we will work with all 3 internet providers to sponsor or provide discounted rates for Wi-Fi hotspot ports for participants. These Wi-Fi hotspots eliminate connectivity issues.
- 3.20. Other external risks worth highlighting are the unpredictable evolution of COVID-19 and its impact on the tourism industry. Additionally, the deterioration of the security situation in Haiti does not provide ideal circumstances to bring increased tourists flows and private sector investments.
- 3.21. To mitigate those risks, an emphasis will be put on partners targeting domestic tourism and digital services while international arrivals are back on track and the security situation has been sorted out.
- 3.22. **Institutional Risks** – The only institutional risk facing this initiative is the management capacity of the client based on the following findings from the DICI:
- 3.23. Lack of physical presence in Haiti – this is mitigated for this initiative with the partnership made with COCREAD, a local grassroots association with over 5-year experience of implementing projects in Haiti.
- 3.24. Poor financial management structure (no audited financial statements, sub-par accounting system and separation of duties) – this can be mitigated by adding a strict audit support during the implementation.

IV. Instrument and Budget Proposal

- 4.1. The project has a total cost of US\$700,000, of which US\$350,000 (50%) will be provided by IDB Lab, and US\$350,000 (50%) by the counterpart (of which US\$100,000 will be “in-kind”). The instrument to be used is Non-reimbursable Technical Cooperation Grant.

Project Categories	IDB Lab	Counterpart		Total
		Cash	in Kind	
Component 1: Ecosystem Building and Call to Action	US\$ 54,000	US\$ 25,200		US\$ 79,200
Component 2: Inclusive Recruitment and Workforce Development	US\$ 174,500	US\$ 24,000		US\$ 198,500
Component 3: Sustainability and Scale Up	US\$ 109,500	US\$ 42,000		US\$ 151,500
Project Administration (Executing Unit costs)	-	US\$ 150,600		US\$ 150,600
Mid Term and Final Evaluation	-	-	US\$ 100,000	US\$ 100,000
Ex Post Reviews	US\$ 12,000	-		US\$ 12,000
Audited Financial Statements (if required)		US\$ 8,200		US\$ 8,200
Contingencies	-	-		-
Grand Total	US\$ 350,000	US\$ 250,000	US\$ 100,000	US\$ 700,000
% of Financing	50%	50%		100%

4.2. A detailed budget including cost per project activity can be found on Annex II.

V. Executing Agency (EA) and Implementation Structure




A. Executing Agency(s) Description

- 5.1. Global Startup Foundation (GSF), incorporated in the state of New York, USA, will be the Executing Agency of this project and will sign the agreement with the Bank. GSF is the nonprofit arm of the Global Startup Ecosystem (GSE) which hosts high impact programs in emerging markets and emerging communities. They are on a mission to prepare individuals for the digital age via ongoing free training development programs throughout the year. Their 3 core pillars of ecosystem engagement are entrepreneurship, education, and employment.
- 5.2. **Agency Background:** GSE conducts a range of programs including tech summits, accelerator programs, career recruitment initiatives and more. GSE hosts tech summits and client programs in entrepreneurship and education. GSF is a separate nonprofit entity that focuses on initiatives that do not generate profit but have huge impact and focused on employment-based activities. Previous institutions supported include the US Embassy in Haiti, Nigeria, Ethiopia and corporate philanthropy career initiatives with Microsoft, Salesforce and LinkedIn. GSE and GSF have separate administrative filings, accounts and mandates as previously stated.

- 5.3. The organization has demonstrated to have the capacity to carry out such an initiative. Agency traction in development over the past three years include a newsletter subscriber list of 268,000 members, acceleration of 3,850 entrepreneurs via programs, a speaker network of 600+ speakers/trainers, bringing together 175,000 participants via annual tech summits, being featured in 116 media outlets (included Forbes, Inc Magazine, Tech Crunch, TEDx, etc) and working with 140+ corporate and media partners around the world. The founders of GSE and GSF are both tech developers with 22 years combined experience in ecosystem development working with the United Nations, US Government, and corporate institutions from all over the world.

- 5.4. Program Traction: Since 2017, GSF have hosted career training programs. In July 2020, during the pandemic, GSF launched Haiti's first and only national digital career accelerator program created to train and develop Haitians for the digital economy of the future. 200 Haitian citizens were selected from an applicant pool of 986 during a 2.5 week online social media campaign. The three-month program (1-month accelerator, 1-month remote internship, 1 month post program community meet ups) attracted 20 partner companies who hosted 55 interns. Companies included YMCA, LinkedIn, Center for international Investment (CFI), Access Haiti internet provider, Dagmar marketing agency, Chokarella, Ryan Foland Inc, DataSurety, Azure College, Huelixir, The Startup Life, Haiti International Film Festival, MTA Visions Global CSR & Govt Relations, Imedia, Smart Fanm, Imar Group, Karyna SA, BeLO, Uplifts your Career Agency. Out of those 55 interns, 14 participants received immediate job offers with immediate salary impact (resulting in a job placement success rate of 26%). The program alumni are still using the program dashboard to increase their skills training and continue accessing more job opportunities.

5.5. Previous Digital Accelerator Examples Hosted by GSF in 2020

<p>Haiti Career Accelerator Sponsored by US Embassy of Haiti: Tackling Youth Employment Crisis during the COVID 19 Pandemic <i>Result: 22,000 emails, 1600 applicants, 200 selected citizens; 100 placed in remote internships with 20 companies</i></p>	<p>Her Future Personal Branding Career Accelerator: Powered by NYU Lead Sponsor to help women and mothers gain career support. <i>Result: Follow up to Her Future summit 3/2020 with 100 speakers, 3600 guests online, 4 million media impressions.</i></p>	<p>Digital Startup Career Accelerator Sponsored by Forbes Magazine: Tackling Business Closings in Africa during the COVID 19 Pandemic <i>Result: 60,000 emails, 5000 applicants, 200 selected companies. Forbes Nigeria Accelerator/Demo day Summit</i></p>
 <p>CALL FOR APPLICATIONS CAREER DIGITAL ACCELERATOR 2020</p> <p>The Haiti Accelerator (Career Edition) is Haiti's first and only national digital accelerator program created to train and develop Haitians for the digital economy of the future. Selected participants undergo a multi-week digital training program, career development coaching and remote internship experience that will equip them to work with top local companies in Haiti or remotely with international companies.</p> <p>Hosted By: HAITI TECH SUMMIT</p> <p>Powered By: GLOBAL STARTUP FOUNDATION</p> <p>JUNE 5th APPLICATIONS OPEN JUNE 30th APPLICATION CLOSED JULY 5th - 30th HAITI CAREER ACCELERATOR JULY 31st GRADUATION AND PRESENTATION</p> <p>Visit haititechsummit.com for more information.</p> <p>OPEN TO ALL CITIZENS AND DIASPORA OF HAITI</p>	 <p>CALL FOR APPLICATIONS HER FUTURE PERSONAL BRANDING ACCELERATOR 2020</p> <p>The Her Future Personal Branding Accelerator is the World's first and only global digital accelerator program created to engage, train, and prepare women for business disruption and digital careers. This free multi-week program will cover several key themes and topics and will be hosted by over 30 global experts and executives from around the world. The accelerator program is an initiative of the annual Her Future Summit.</p> <p>JULY 1st APPLICATIONS OPEN August 21st APPLICATION CLOSED August 31st SELECTION ANNOUNCEMENT September 1st - 30th HER FUTURE PERSONAL BRANDING ACCELERATOR</p> <p>visit www.globalstartupecosystem.com for competition rules and application.</p> <p>For partnership inquiries connect via hello@globalstartupecosystem.com</p>	 <p>Forbes CALL FOR ENTREPRENEURS NIGERIA DIGITAL STARTUP ACCELERATOR 2020</p> <p>Powered By: GLOBAL STARTUP FOUNDATION</p> <p>Apply now for Forbes's First Nigeria Startup Accelerator program. The free digital accelerator will welcome top companies from Nigeria for a 4-week program to help build and scale their companies for the future.</p> <p>MAY 5th APPLICATIONS OPEN MAY 26th APPLICATION CLOSED MAY 28th VOTING ENDS JUNE 2nd - 26th NIGERIA DIGITAL STARTUP ACCELERATOR</p> <p>visit www.forbesnigeria.com/nigeriaaccelerator for competition rules and application.</p> <p>OPEN TO ALL ENTREPRENEURS ACROSS ALL INDUSTRY SECTORS. For partnership inquiries connect via hello@globalstartupecosystem.com</p>

- 5.6. COCREAD is another partner involved in the project. COCREAD (Cocreating development) is a social enterprise, which mission is to boost entrepreneurship in disadvantaged neighborhoods in Haiti, by making optimal use of innovation, art and resilience strategies. They will be supporting outreach efforts on the ground including information sessions, youth outreach promotions etc.
- 5.7. In the context of this project, they will leverage their physical presence locally and their extensive know-how in working with vulnerable communities to be the operational arm of the GSF team on the field.

B. Implementation Structure and Mechanism

- 5.8. Global Startup Foundation will establish an executing unit and the necessary structure to execute project activities and manage project resources effectively and efficiently. Global Startup Foundation will also be responsible for providing progress reports on project implementation. Details on the structure of the execution unit and reporting requirements are in Annex V in the project technical files.
- 5.9. Global Startup Foundation will have a full staff team to coordinate the application pipeline source for cohort programs in partnership with local media networks, universities, and local corporations. Execution will be via a virtual and local media campaigning. GSF will work with local partners such as corporate organizations to

onboard cohort members as interns to work on tourism career positions and we will have onboarding, orientation, and weekly calls with these partner corporations.

VI. Compliance with Milestones and Special Fiduciary Arrangements

- 6.1. **Disbursement by Results, Fiduciary Arrangements.** The Executing Agency will adhere to the standard IDB Lab disbursement by results, Bank procurement policy⁶ and financial management⁷ arrangements as specified in Annex V and VI.

⁶ Link to the Policy: [Procurement of Works and Goods Policy](#)

⁷ Link to the document [Financial Management Operational Guidelines](#)

Link to article [Commission presents European Skills Agenda for sustainable competitiveness, social fairness and resilience](#)

Link to article [Future Skills in Travel and Tourism](#)

[IMF Working Papers: Emigration and Brain Drain : Evidence From the Caribbean](#)

Link to article [Secretary-General's Policy Brief on Tourism and COVID-19](#)

Link to article [SMART Tourism Will Help Destinations Reopen Faster And Safer During The COVID-19 Crisis](#)

Link to Report [OECD Tourism Trends and Policies 2020](#) Preparing tourism businesses for the digital future

Link to Report [WTTC Covid19 Report](#)

[Developing-the-Tourism-Workforce-of-the-Future](#) Griffith Data

Link to article [The World Bank: First-Time Financing by World Bank for Digital Economy in the Eastern Caribbean Approved for US\\$94 Million](#)

Link to article [The World Bank: Haiti Digital Acceleration Project](#)

Link to article [IMF Executive Board Approves US\\$111.6 Million Disbursement to Haiti to Address the COVID-19 Pandemic](#)

Link to article [The World Bank International tourism, number of arrivals - Haiti](#)

Link to article [\(Knoema Stats Haiti\)](#)

Link to article [\(Knoema Stats- Dominican Republic\)](#)

Link to article [\(Statista Barbados\)](#)

Link to article [\(Statista- Caribbean\)](#)

Link to article [NPR In Haiti, A Low-Wage Job Is Better Than None](#)

Link to article [Knoema Stats Haiti - Contribution of travel and tourism to GDP as a share of GDP](#)

Link to article [The World Bank: What is next for Haiti's tourism? Improving resilience and creating a new destination in the Caribbean](#)