

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

**HAITI**

**SUPPORT TO THE EXECUTION OF THE PDEF PRIORITY REFORMS**

**(HA-T1353)**

**PROJECT DOCUMENT**

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**PROJECT SUMMARY**

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| Operation Type:  | Technical Cooperation                  |
| Sector:  | EDUCATION                              |
| Subsector:   | PRIMARY EDUCATION                      |
| TC Taxonomy:   | Operational Support                    |
| Project Number under the Operational Support Taxonomy: | HA-J0006, HA-J0009, HA-J0013, HA-L1102 |
| Technical Responsible Unit:                            | SCL/EDU-Education                      |
| Unit with Disbursement Responsibility (UDR):           | CID/CHA-Country Office Haiti           |
| Executing Agency:                                      | Inter-American Development Bank        |

**PROJECT OBJECTIVE**

This TC aims at providing technical and management support to the 4 operations that will be active in 2026 under the Haiti's education portfolio. The costs associated with the recruitment of national and international experts (consultancies), specialized firms (financial management and external communications services), and the deployment of supervision activities (travel, logistics, materials, others) are expected to be covered by this TC. By reinforcing the team and the means of efficiently managing the multiple and cross-cutting interventions that compose the 4 operations in place, the TC will enable the IDB staff on the ground to deliver high quality results, while ensuring compliance with the Bank's standards and regulations, as well as contributing to the strengthening of the Ministry of National Education and Professional Training's Executing Unity (MENFP-UCP), as a result of an agile and outcome-driven supervision.

**FINANCIAL INFORMATION**

| Financing Type               | Fund  | Amount in US\$ |
|------------------------------|---|----------------|
| TCN - Nonreimbursable        | P3E - OC SDP Pillar 3 - Social Protection and Human Capital Development | 360,000        |
| <b>Total IDB Financing</b>   |   | <b>360,000</b> |
| <b>Counterpart Financing</b> |   | <b>0</b>       |
| <b>Total Project Budget</b>  |   | <b>360,000</b> |

|                      |           |
|----------------------|-----------|
| Donors:              | N/A       |
| Disbursement Period: | 36 months |
| Execution Period:    | 36 months |

**ADDITIONAL FINANCIAL INFORMATION**

N/A

## I. JUSTIFICATION AND OBJECTIVE

- 1.1. **Diagnostic.** Lessons learned from previous technical cooperations ([HA-T1281](#)) and ongoing IDB-financed operations underscore the importance of realistic planning and adaptive management that reflect both internal capacity constraints and external implementation risks. In Haiti, political instability, insecurity, and disruptions in the operating environment can delay field activities and supervision, while market volatility, supply-chain constraints, and the limited availability of qualified service providers can affect procurement timelines and delivery. To mitigate these risks, the portfolio requires: (i) regular reviews of administrative and contextual conditions to ensure that work plans remain feasible; (ii) close supervision of consultants and service providers, supported by continuous communication with key stakeholders; and (iii) strengthened monitoring mechanisms to flag bottlenecks early and enable timely corrective actions, including schedule adjustments when needed. Therefore, this Technical Cooperation (TC) aims to strengthen management, monitoring, and supervision capacities within the Haiti Education team enabling it to provide the Ministry of National Education and Professional Training (MENFP-UCP) with the tools, knowledge, specialized technical assistance, and timely support needed to implement the portfolio and achieve the expected results.
- 1.2. The justification for the Bank to finance and execute this TC is based on the limited technical, operational, and institutional capacity of the MENFP Executing Unit to effectively and timely implement the full set of activities across the education portfolio in Haiti. While the MENFP-UCP has demonstrated solid experience in managing IDB-financed operations—including those co-financed by the Global Partnership for Education (GPE) and the Education Above All Foundation (EAA)—and benefits from established governance frameworks, stable leadership, and operational resilience, significant capacity gaps remain. An Institutional Capacity Assessment conducted by an independent third party in 2025 identified critical weaknesses in project management practices and systems within the MENFP-UCP. These include: (i) the absence of dedicated project management software; (ii) weak document management and archiving procedures; (iii) difficulties in recruiting and retaining qualified financial management personnel due to salary limitations and talent migration; (iv) the lack of a unified administrative and financial manual; and (v) the absence of an internal audit function. In addition, procurement processes are consistently delayed due to weaknesses in the preparation and submission of technical specifications and the lack of electronic procurement systems. The assessment issued key recommendations to address these constraints, including: (i) adoption of standardized project management tools; (ii) establishment of robust document management and archiving systems; (iii) development of a code of ethics; (iv) implementation of a multi-year capacity-building and training plan; (v) creation of internal audit mechanisms; and (vi) digitalization of procurement processes to improve efficiency and transparency. This TC is designed to directly address a subset of these challenges, strengthening the institutional capacity of the MENFP-UCP and improving the performance, efficiency, and sustainability of the education portfolio.

- 1.3. **Request.** In alignment with the requests submitted by Haiti's Ministry of Economy and Finance (MEF) on November 11, 2025, and on June 9, 2026, the Inter-American Development Bank (IDB) through the Education Division (SCL/EDU) will serve as the executing agency of this TC, in accordance with the Bank's Technical Cooperation Policy (GN-2470-2). This arrangement is consistent with the Operational Guidelines for Technical Cooperations (OP-619-4), which identifies the need of a strong institutional, operational, and technical capacity for the execution of the contemplated activities in technical cooperations. EDU's specialized staff based in Haiti will oversee the execution, monitoring, and reporting of this TC, including the supervision and accountability of all procurement procedures as in accordance with the Bank policies: (a) hiring of individual consultants, as established in the regulation on Complementary Workforce (AM-650) and (b) contracting of services provided by consulting firms in accordance with the Corporate procurement Policy (GN-2303-33) and its corresponding guidelines.
- 1.4. **Objective.** This TC aims to providing technical and management support to the four operations that are currently active, under execution and that comprise Haiti's education portfolio ([HA-L1102](#), [HA-J0006](#), [HA-J0009](#) and [HA-J0013](#)). The costs associated with the recruitment of national and international experts (consultancies), specialized firms (financial management and external communications services), and the deployment of supervision activities (including travel, logistics, materials, and other related expenses) are expected to be covered by this TC. By reinforcing the team and the resources required to efficiently manage the multiple and cross-cutting interventions that compose these four operations in place, the TC will enable the IDB staff on the ground to deliver high quality results, while ensuring compliance with the Bank's standards and regulations, as well as contributing to the strengthening of the MENFP-UCP, as a result of an agile and outcome-driven supervision.
- 1.5. **Description of the associated Loan.** This TC is associated with four operations financed by the IDB and currently under execution:
- 1.6. *Support to the Haiti Education Sector Plan* ([HA-L1102](#): 5279/GR-HA, 5279/GR-HA-1,5279/GR-HA-2): The objective of the operation is to improve access to quality basic education in Haiti. From 2021 through 2027, the project has focused on expanding access to education through tuition waivers and school feeding programs; introduced the Quality Assurance System (QAS) for data-driven school management improvement; and set the foundations for a comprehensive curriculum reform.
- 1.7. *Support to the Haiti Education Sector Plan 2.0* ([HA-J0006](#): 5820/GR-HA): The objective of the operation is to improve basic education attainment in Haiti. From 2024 through 2028, the project has advanced in the curriculum reform Phase II and the development of Creole-based learning materials; has promoted gender equality among targeted schools, and the inclusion of out-of-school children into the education system; it will also extend digital connectivity to 108 schools, support at risk students with remote tutoring classes, and scale up the school feeding program.

- 1.8. Support to Haiti Education Governance ([HA-J0009](#): 5876/GR-HA): The objective of the operation is to improve learning in Haiti. From 2025 through 2029, the project has advanced in the curriculum reform Phase III and the preparations for a pilot implementation of the new curriculum; will enhance education governance through the modernization of the EMIS by developing disability-inclusive modules; and will support Haiti's membership into the Latin American Laboratory for the Evaluation of the Quality of Education (LLECE) and preparations for its participation in the Regional Comparative and Explanatory Study (ERCE) in 2030.
- 1.9. Curriculum Reform Support Project ([HA-J0013](#): 6044/GR-HA): The objective of this operation is to enhance learning outcomes by improving the quality of the Education in Haiti. From 2026 through 2029, the project will focus on the roll out of Phase IV of the curriculum reform, by supporting the implementation of the new curriculum at a national scale, development of preschool and emergency education guidelines, ensuring learning continuity and resilience.
- 1.10. By strengthening the management capacities of project teams and the client, this TC is critical for the achievement of the expected outcomes of the four previously mentioned operations, given the substantial workload and the highly centralized monitoring and management structures both within the Bank and within MENFP-UCP. Additional technical and managerial support will help address persistent weaknesses in government financial management and reporting systems, ensuring timely, accurate, and compliant information flows. The resources will also enable closer field-level supervision required to meet the Bank's rigorous quality assurance and accountability standards, which cannot be met without strengthened operational presence. Given Haiti's complex implementation context- characterized by security constraints, institutional fragility, and logistical challenges- the TC funding will provide the flexibility and expertise necessary to mitigate risks that could otherwise hinder project delivery. Finally, allocating resources for specialized communication services will allow the team to document and disseminate results more effectively, ensuring that IDB-financed interventions are visible to national stakeholders and the broader public, thereby reinforcing transparency, credibility, and support for ongoing reforms. To this end, besides the contracting of specialized personnel to coordinate communications activities led by the Education sector, the TC will finance the production and diffusion of audiovisual materials across the territories of intervention, engaging stakeholders and beneficiaries in the creation of videos, human interest stories, testimonials and institutional memory that can illustrate and inform the impact of the projects in the lives of children and communities. Finally, allocating resources for specialized communication services is essential to ensure the systematic documentation, strategic packaging, and timely dissemination of results, ensuring that IDB-financed interventions are visible to national stakeholders and the broader public. This visibility is critical to reinforcing transparency, credibility, and sustained support for ongoing education reforms.
- 1.11. **Complementarity.** Over the past several years, the MENFP has developed initiatives to expand access to quality education for more children, especially those facing multiple vulnerabilities. Building on this progress, MENFP aims to sustain improvements in quality while expanding access. This includes strengthening school leadership (pedagogical, administrative, and social), teacher leadership, school performance standards, and parent engagement in school management.

Sustaining quality means ensuring that education services meet stakeholder expectations and internationally recognized standards.

- 1.12. Recognizing governance and access to quality basic education as priorities, the MENFP developed the Ten-Year Education Sector Plan (PDEF) for 2020-2030, prioritizing sustainable, effective systems to improve quality, expand access, and increase equity. The Plan focuses on three strategic areas: (i) institutional strengthening and governance; (ii) access to education and learning; and (iii) quality of teaching and learning.
- 1.13. In this context, the MENFP and the IDB, beginning in 2021, have designed four complementary projects whose core objective is to strengthen Haiti's education system across multiple dimensions. Through these investments, the Bank supports a long-term, system-strengthening approach aligned with the PDEF by reinforcing core functions of the national education policy strategy, so that gains in access and learning can be sustained and scaled over time.
- 1.14. **Strategic Alignment.** This TC is aligned with the [IDB Group Institutional Strategy 2024-2030: Transforming for Scale and Impact \(CA-631\)](#), focus area 4 *Social Protection and Human Capital Development*, with the objective of reducing poverty and inequality by targeting vulnerable regions and expanding students' access to quality basic education, under Pillar 2 of the IBD Strategy+ Approach to Reducing poverty and Inequality: *Expand access to economic opportunities and improved living standards* (paragraph 3.22).
- 1.15. Furthermore, it is consistent with the [Country Engagement Note for Haiti 2024-2026](#) which seeks to contribute to higher, inclusive, and more sustainable growth supporting a reduction in poverty and inequalities (paragraph 3.17). It falls under *Pillar 2: Enhance Basic Service Delivery and Human Capital Development* and *Strategic Objective 2.1: Advance the coverage of education*.
- 1.16. Funding for this technical cooperation is allocated under Pillar 3: Core Operational & Analytical Work of the [Proposal for a New Strategic Development Program for Ordinary Capital \(OC-SDP\) \(GN-2819-25\)](#), whose operational focus area includes Social Protection and Human Capital Development (P3E - OC SDP Pillar 3 - Social Protection and Human Capital Development).

## II. COMPONENTS

### **2.1 Components. Sole component: *Component 1 - Improving management, supervision and reporting of education operations in Haiti.***

- a. By equipping the IDB Education team with additional and specialized management support, the Haiti portfolio will be executed in compliance with IDB policies, and internal management practices will contribute to the achievement of projects' expected results. The team will be able to continue delivering high quality results, while ensuring compliance with the Bank's standards and regulations, as well as contributing to the strengthening of the MENFP-UCP capacities, as a result of an agile and outcome-driven supervision.
- b. There are two major activities under this component. *Activity 1.1: Ensure timely and accurate technical support for the implementation of Education projects in Haiti* and *Activity 1.2: Strengthen MENFP-UCP financial management capacities* will be executed by the IDB Education staff based in Haiti, in collaboration with individual and institutional consultants hired under the scope of work of this TC, throughout its implementation (36 months).
- c. The following procurement processes will be undertaken to support TC execution: (i) hiring two individual consultants (CNS) to support portfolio management; (ii) hiring two individual consultants (PEC), one to conduct the economic analysis for the Project Completion Report (PCR) of operation HA-L1102, and a second to lead and support strategic communications activities for the Education sector; (iii) contracting a consultancy firm to provide technical assistance on fiduciary and accounting management to the MENFP-UCP; (iv) contracting a consultancy firm to develop an administrative and financial operational manual for the MENFP-UCP; (v) contracting non-consulting services for the production of communications materials to support the dissemination of project results; and (vi) contracting logistics services for workshops and meetings (catering, audiovisual equipment, venues, transportation, and security).
- d. The expected outputs under Component 1 are:
  - 1.1 Supervision reports completed. These reports will be produced through regular portfolio review missions, coordination meetings with MENFP-UCP and its implementing partners, and systematic follow-up on agreed actions. They will be informed by updated implementation data, fiduciary and technical inputs, and periodic validation with main stakeholders.
  - 1.2 Operational manuals developed. The manual will be prepared through a review of existing procedures, identification of operational gaps, and alignment with Bank policies and project requirements. Drafts

will be discussed with the MENFP-UCP and refined through consultations to ensure clarity, usability, and institutional ownership.

1.3 Training workshops delivered. The workshops will be organized based on identified capacity-building needs in fiduciary, operational, and technical areas related to the portfolio. They will be delivered through practical sessions, tailored materials, and direct engagement with MENFP-UCP's Financial Management team to strengthen day-to-day project management and compliance.

1.4 Project Completion Report (PCR) delivered. The PCR will be prepared through the consolidation of implementation evidence, results data, fiduciary information, and lessons learned from project execution. Its preparation will involve consultations with IDB, MENFP-UCP and key stakeholders to validate achievements, challenges, and recommendations for future operations.

**2.2 Expected Results.** This TC will enable the education portfolio in Haiti to be implemented in full compliance with IDB policies, ensuring robust fiduciary oversight, transparent procurement, and rigorous monitoring and reporting. Therefore, stronger internal management practices will strengthen implementation capacity, enable timely decision-making and corrective actions, and support effective coordination with the MENFP-UCP and partners; thereby improving efficiency and accountability and helping projects timely deliver their expected outputs and outcomes.

**2.3 Beneficiaries.** Direct beneficiaries of this TC are MENFP-UCP's Financial Management team members. Indirect beneficiaries are students and teachers from the 108 schools that are targeted by IDB-financed operations under execution in Haiti.

### III. BUDGET

3.1 The total cost of this TC is equivalent to USD 360,000 (three hundred and sixty thousand US dollars) and it will be entirely financed by the Bank through the *P3E - OC SDP Pillar 3 - Social Protection and Human Capital Development* fund. The detailed budget is available here:

| Component / Activities  | IDB Funding (P3E) |
|---|-------------------|
| <b>Component 1: Improving management, supervision and reporting of education operations in Haiti</b>                    | <b>360,000</b>    |
| <b>Activity 1.1: Ensure timely and accurate technical support for the implementation of Education projects in Haiti</b> | <b>250,000</b>    |
| <i>Output 1.1 Supervision reports completed</i>   | 250,000           |
| <b>Activity 1.2: Strengthen MENFP-UCP financial management capacities</b>   | <b>110,000</b>    |
| <i>Output 1.2 Operational manuals developed</i>   | 20,000            |
| <i>Output 1.3 Training workshops delivered</i>  | 50,000            |
| <i>Output 1.4 Project Completion Report (PCR) delivered</i>   | 40,000            |
| <b>Total</b>  | <b>360,000</b>    |

## IV. EXECUTION STRUCTURE

**4.1 IDB as Executing Agency.** The TC will be executed by the Inter-American Development Bank (IDB), through the Education Division (SCL/EDU) based on a request by the beneficiaries, in accordance with the Bank's Technical Cooperation Policy (GN-2470-2) and the Procedures for the Processing of Technical Cooperation Operations and Related Matters (OP-619-4). According to OP-619-4, execution by the Bank is justified when there is a need for strong institutional, operational, and technical capacity to execute the activities contemplated within a technical cooperation. Entrusting the management of this TC to IDB staff responds directly to the MENFP's request, acknowledging that although its Executing Unit is highly capable, it still lacks the necessary technical, operational and institutional capacity to duly respond to operational needs, especially considering the complexity of the portfolio under execution, as well as its dimension – national coverage and a budget that has increased almost 300% during the past five years. Furthermore, its current workload and daily operational responsibilities prevent it from assuming additional management duties. This structure therefore ensures efficient, responsive, and context-sensitive execution while safeguarding compliance with institutional standards.

**4.2 Institutional Capacity.** Given the Education Division's (SCL/EDU) extensive experience in the design and oversight of human capital programs in high-risk contexts, the Bank has the in-house technical capacity to ensure the quality, relevance, and methodological rigor of the outputs under this TC.

**4.3 Procurement.** All procurement to be executed under this Technical Cooperation have been included in the Procurement Plan (Annex IV) and will be hired in compliance with the applicable Bank policies and regulations as follows: (a) Hiring of individual consultants, as established in the regulation on Complementary Workforce (AM-650) and (b) Contracting of services provided by consulting firms in accordance with the Corporate procurement Policy (GN-2303-33) and its Guidelines.

**4.4 Non-Competitive Method: Single Source Selection.** Under the scope of this TC, the firm S-GECA (*Services de Gestion, de Comptabilité et d'Audits*) will be contracted using the Single Source Selection method, in accordance with the Corporate Procurement Policy (GN-2303-33). This approach is justified by the firm's proven and recent experience with the IDB over the past two years, during which it successfully performed functions equivalent to those proposed under this TC. Leveraging S-GECA's institutional knowledge and familiarity with IDB procedures will ensure continuity of ongoing efforts and mitigate implementation risks, while effectively supporting and strengthening the financial management capacities of the MENFP-UCP. The firm's accumulated experience and contextual knowledge are unique and will directly complement and build upon previously completed work, ensuring coherence, efficiency, and sustainability of results.

**4.5 Execution and Disbursement Period.** Execution and disbursement period will run from 2026 through 2029 (36 months), to be initiated right after the TC has been approved and eligible.

**4.6 Monitoring, Reporting, and Supervision.** Monitoring, reporting and supervision will be led by the TC Team Leader (Education Specialist) based in Haiti, in close collaboration with the Education Division (SCL/EDU) teams in Haiti and in HQ, and the Operations team at the Haiti Country Office (CID/CHA). Progress will be tracked upon agreement with individual and institutional consultants, and non-consulting service providers, whose contracts will be financed by this TC, and whose work will contribute to the achievement of its expected results. Monitoring activities and tools will include but are not limited to: regular meetings to assess progress during execution as per work plans, periodic progress and financial reports, results framework with indicators/targets, procurement plan tracking, and meeting minutes. Performance and deliverables will be recorded in the Technical Cooperation Monitoring and Reporting System (TCM) to support timely follow-up, documentation of results, and corrective actions as needed.

## **V. POTENTIAL RISKS**

5.1 Although no major risks are associated with this TC, some minor operational risks may arise, including delays in concluding internal procurement processes, unexpected adjustments to field-supervision plans due to Haiti's complex context, and potential transitions in government leadership that could affect decision-making for the projects supported by this TC. To mitigate these risks, the Bank's specialized and experienced staff will closely monitor both the execution of the technical cooperation and the activities of the related projects, maintaining continuous coordination within the team and establishing regular dialogue with the MENFP-UCP to ensure timely responses and operational continuity.

5.2 **Intellectual Property.** All deliverables and any other material prepared under this TC are the sole and exclusive property of the Bank, and as such, the Bank has title, rights (including copyrights), and exclusive interest in the ownership of said works.

## **VI. EXCEPTIONS TO BANK POLICIES**

6.1 There will be no exceptions to any Bank policy under the scope of this TC.

## **VII. ENVIRONMENTAL AND SOCIAL ASPECTS**

7.1 This Technical Cooperation is not intended to finance pre-feasibility or feasibility studies of specific investment projects or environmental and social studies associated with them; therefore, this TC does not have applicable requirements of the Bank's Environmental and Social Policy Framework (ESPF).

### **REQUIRED ANNEXES:**

- Annex I: Request from Client
- Annex II: Results Matrix
- Annex III: Terms of Reference
- Annex IV: Procurement Plan

- Annex V: Gender and Diversity Checklist
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