

PDFR 342

PART ONE: COMPLETE EACH BLOCK FOR BOTH NEW ASSISTANCE/ACQUISITION AND MODIFICATION ACTIONS

3. Contract/Agreement Number: 521-0182-A-00-5051-00		5. Organization Symbol: PFP	
4. Contractor/Recipient Name: PARTNERSHIP FOR PRODUCTIVITY		6. Project Title: Human Resources Development Center	
7. Project Officer's Name: R. Burns		8. Organization Symbol: DRE	
9. Requisitioning Document ID No: PIO/T 521-0182-3-50145		19. Budget Plan Code: LESA-85-25521-KG13	
10. TYPE OF ACTION: A. New Acquisition/Assistance <input checked="" type="checkbox"/> A B. Continuation of activities set forth in a contractual document C. Revision of work scope/purpose of award		20. Country or Region of Performance: Haiti	
11. Amount of this PIO/T: U.S. \$ 453,945		21. Total Estimated Cost of the Contractual Document: U.S. \$ 1,670,000 <sup>9A</sup> <del>1,216,055</del>	
12. Amount Obligated/Subobligated/Deobligated by this Action: U.S. \$ 453,945		22. Amount of Non-Federal Funds Pledged to the Project: U.S. \$ 1,335,432 9118/85 9B	
13. Cumulative Obligation: U.S. \$ 453,945		23. Effective Date of this Action: <del>08 / 30 / 85</del>	
14. This Action Funded Through: 09 / 30 / 89		24. Estimated Completion/Expiration Date: 09 / 30 / 89	
15. Date Contractual Documents Signed by AID Official: 09 / 18 / 85		25. Contractor DUNS Number:	
16. Incrementally Funded Contract: Yes		26. Consultant Type Award: No	
17. Host Country/Counterpart Inst.: (Univ. Contracts) N/A		27. Number of Person Months: (PASA/RSSA only) N/A	
18. Campus Coordinator: (Univ. Contracts) N/A		28. Number of Persons: (PASA/RSSA only) N/A	
29. Negotiator's Typed Name: R. Webber		30. Negotiator's Signature: <i>R. Webber</i>	
31. Date Signed: 09 / 26 / 85		32. Contract/Grant Officer's Organization Symbol: CSO	
33. Contract/Grant Officer's Signature: <i>R. Webber</i>		34. Date Signed: 09 / 26 / 85	

PART TWO: COMPLETE EACH BLOCK FOR NEW ASSISTANCE/ACQUISITION ACTIONS ONLY

35. CONTRACT TYPE: A. Fixed Price (Specify: FFP, FPRD, FPEPA, FPI) <input checked="" type="checkbox"/> B B. Cost Reimbursement (Specify: CR, CPFF, CS, CPAF, CPIF) C. IQC & Requirements Contracts D. Other		37. SUBJECT TO STATUTORY REQUIREMENT: A. Walsh-Healey Act, Manufacturer* <input checked="" type="checkbox"/> E B. Walsh-Healey Act, Regular Dealer* C. Service Contract Act (U.S. ONLY - Guards, Maintenance, Laborers) D. Davis-Bacon Act (Construction) E. Not subject to Walsh-Healey; Service Contract or Davis-Bacon Act (Most AID Contracts) * Equipment, Supplies, Materials, and Commodities	
36. ADVANCE: A. No Advance <input checked="" type="checkbox"/> A B. Advance Non-FRLC C. Advance FRLC		38. Country of Manufacture: Haiti (Specify)	

ENTERED NOV 12 1985 STAT Section

**39. CURRENCY INDICATOR:**

- A. U.S. Dollar
- B. Local Currency
- C. Combination
- D. Unfunded

**A****40. SUBCONTRACTS:**

Is There a Provision  
for a Subcontract?  
(Contracts only) **NO**

**41. TYPE SERVICE:**

- A. Training of Participants
- B. Technical Assistance to Host Country  
(Program, Project related  
except A&E Services)
- C. A&E Services
- D. Construction
- E. Research
- F. Technical Services to AID  
(other than training; usually  
operating expense)
- G. Training Service for AID
- H. Equipment, Materials,  
Supplies, Commodities
- I. Translation Service

**B****42. CONTRACT/AGREEMENT SOURCE:**

- A. U.S. Contractor/Grantee
- B. Non-U.S. Contractor/Grantee
- C. Combination of A & B

**A****43. SELECTION PROCEDURES:**

- A. Formally Advertised
- B. Negotiated Price  
Competition, General  
Procedure
- C. A&E
- D. Ed. Inst. and/or Int'l.  
Research
- E. Collaborative  
Assistance
- F. Predominant Capability
- G. Unsolicited Proposal
- H. Procurement to be Per-  
formed by the Contractor  
in Person
- I. Sole Source
- J. Impairment of Foreign  
Policy Objectives
- K. 8(a) Selection
  - Grant/Cooperative  
Agreement
- L. Competitive
- M. Noncompetitive
- N. Small Business Set Aside
- O. Overseas Procuring Activities
- P. Institution Building/Strengthening

**M****44. TYPE OF AMERICAN OWNERSHIP:**

- Minority
  - A. Asian/Pacific Islander
  - B. Black American
  - C. American Aleuts or Eskimos
  - D. American Indian
  - E. Hispanic
  - F. Other (Specify) \_\_\_\_\_
- G. Non-Minority

**G****45. LABOR SURPLUS AREA  
PREFERENCE:**

- Labor Surplus Area
  - A. No Preference
  - B. Tie Bid Preference
  - C. Total Set Aside
- D. Not a Labor Surplus Area  
Preference Award

**D****46. Number of Bidders Offering  
Items or Services of Foreign  
Content: N/A****47. TYPE OF BUSINESS:**

- A. Source: Non-U.S. and Used  
Outside U.S. & Possessions
- B. Source: Non-U.S. and  
Possessions (Foreign  
Purchases Used Inside U.S.)  
(If U.S. Source, complete  
C through Q)
- C. Firm — Profit Making & PSC's
  - Non-Profit Organizations
    - D. Private Educational  
Organizations
    - E. Hospitals
    - F. Research Institutions,  
Foundations, and  
Laboratories
    - G. Other
  - Private Voluntary  
Organizations
    - H. U.S. Registered
    - I. U.S. Non-Registered
    - J. Foreign
  - State/Local Government
    - K. Educational Institutions
    - L. Hospitals
    - M. Research Organizations
    - N. Other
- O. International Agricultural  
Research Organizations
- P. Public International  
Organizations
- Q. U.S. Cooperatives

**H****48. Women Owned  
Business? NO****49. TYPE AWARD:**

- Small Business
  - A. Not Set Aside
  - B. Partial Set Aside
  - C. Total Set Aside
- D. Personal Service Contract
- E. Individual Non-Personal  
Service Contract
- F. U.S. Government
- G. University
- H. Other Non-Profit  
Organizations
- I. Large Businesses

**H**



UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR INTERNATIONAL DEVELOPMENT

MISSION TO HAITI

**BEST AVAILABLE DOCUMENT**

For U.S. MAIL :

USAID / HAITI

Department of State

Washington, D.C. 20520

For INTERNATIONAL MAIL :

USAID / HAITI

P.O. Box 1634

Port-au-Prince, Haiti, W.I.

Mr. Jean Brisson  
General Manager/Haiti  
Partnership for Productivity  
2441 18 Street  
Washington, D.C. 20009

SEP 18 1989

Dear Mr. Brisson:

Subject : Cooperative Agreement No. 521-0182-A-00-5051-00

Pursuant to Section 531 of the Foreign Assistance Act, as amended, the Agency for International Development, (hereinafter referred to as "AID" or "Grantor") hereby provides to the Partnership for Productivity (hereinafter referred to as PFP or "Recipient") the sum of Four Hundred Fifty Three Thousand Nine Hundred Forty Five Dollars (\$453,945) to help finance the "Human Resources Development Center Project (the "Project)". The Project will assist PFP to establish a permanent, self-sufficient local institution to provide training and related services to increase the income of literate and semi-literate residents of Haiti and to increase the effectiveness of development projects, as more fully described in Annex 3 entitled "Summary Project Description".

Additional amounts of up to \$1,216,055 may be provided in future increments to PFP to support the Project, subject to the availability of funds to AID for this purpose and to the mutual agreement of AID and PFP to proceed at the time of a subsequent increment.

This Cooperative Agreement is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Recipient in furtherance of program objectives through the estimated Project Assistance Completion Date (PACD) of September 30, 1989.

This Cooperative Agreement is made to the Recipient on condition that the funds will be administered in accordance with the terms and conditions as set forth in Annex 1, the Schedule; Annex 2, Scope of Cooperative Agreement; Annex 3, the Summary Project Description; Annex 4, the Standard Provisions and Alterations in Grant; and Annex 5, Assurance of Compliance, which have been agreed to by your organization.

Please sign the original and six (6) copies of this letter to acknowledge your acceptance of the Cooperative Agreement, and return the original and five (5) copies to this office.

Sincerely,

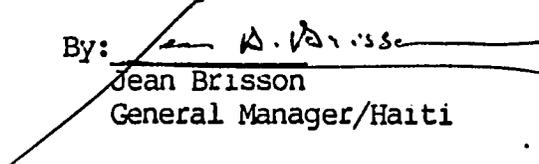
  
Richard Webber  
Grant Officer

ANNEXES

1. Schedule
2. Scope of Cooperative Agreement
3. Summary Project Description
4. Standard Provisions and Alterations in Grant
5. Assurance of Compliance

ACKNOWLEDGED:

Partnership for Productivit\_

By:   
Jean Brisson  
General Manager/Haiti

Date: September 18<sup>th</sup> 1985

**BEST AVAILABLE DOCUMENT**

Fiscal Data:

Project Number: 521-0182 (Input No. 13)  
Appropriation: 72-1151037  
Allowance: LESA-85-25521-KG13  
Total Grant Amount: \$1,670,000  
Amount Obligated: \$ 453,945  
PIO/T No.: 521-0182-3- 50145  
Funds Available *NS*:  
Date :

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ANNEX NO. 1  
SCHEDULE

A. Period of Agreement

1. The effective date of this Agreement is the signature date by the AID Grant Officer as shown on the cover letter, and the estimated completion date is September 30, 1989.

2. Funds obligated hereunder are available for program expenditures for the estimated period September 1, 1985 through September 30, 1989 as shown in the financial plan below.

B. Estimated Cost and Financing

1. The estimated cost of the Project for AID is US dollars 1,670,000.

2. The total AID funds obligated herein to this Agreement are \$453,945. It is expected that additional funds in the amount of up to \$1,216,055 will be provided to the Project, contingent upon:

- (1) the availability of funds;
- (2) evidence of satisfactory progress toward project objectives;
- (3) the mutual agreement of the parties;
- (4) the need for continued AID support at the projected level.

3. Payment will be made in accordance with procedures set forth in Annex 4, 7A "Payment - Letter of Credit".

C. Reporting

1. Annual Plan of Action and Budget

Beginning with the second project year PFP will submit an annual Plan of Action and an Annual Budget. The Action Plan will include, a detailed description of the results of activities from the prior year, planned activities for the coming year, organizational and management changes planned, a staffing plan and a timetable of activities.

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2. Technical Reports

PFP shall submit two copies of quarterly reports in English on all activities supported under the project.

3. Financial Reports

PFP shall submit all reports required under the Annex 4 Standard Provision article entitled "Payment - Letter of Credit".

D. Financial Plan and Budget

A detailed budget setting forth the agreed uses of Project funds is provided in Table I of Annex 1. Revisions to the budget shall be made in accordance with the Standard Provision entitled "Revision of Financial Plans". Within the budget, reasonable adjustments of line items not exceeding 15% of the line item may be made without prior USAID/Haiti approval.

E. Procurement of Goods and Services

AID requirements regarding source, origin and competitive negotiation for all goods and services procured with AID funds will be followed in accordance with Standard Provision 10B of Annex 4, "Procurement of Goods and Services Over \$250,000", except that goods may be procured in the United States and Haiti, and audio-visual and instructional equipment up to \$25,000 may be procured in countries included in AID geographic code 935. (Special Free World).

F. Standard Provisions

1. Annex 4, "Non-profit Organizations - Other Than Educational Institutions Index of Standard Provisions" and "Alterations in Grant" are made a part of this Agreement.

2. Of the Standard Provisions 7B, 7C, 10A, 12, 13B, 13C, 17, 18 are deleted.

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TABLE I

TOTAL PROJECT BUDGET		MONTHLY	YEAR 1 USAID	YEAR 2 USAID	HRDC
<b>A. PERSONNEL</b>					
1.	Permanent staff				
a)	Management & Technical	15,800	191,967	75,127	130,273
b)	Support	2,500	32,500	15,800	16,700
c)	Benefits 10%	1,830	22,447		23,790
2.	Short Term Technicians and Instructors	10,000	10,000		20,000
	Subtotal Personnel		<u>256,913</u>	<u>90,927</u>	<u>190,763</u>
<b>B. TECHNICAL T.A.</b>					
1.	Expatriate T.A.		322,719	345,443	
2.	Local T.A.				
a)	Computerized Management Control System		50,000	2,000	
b)	Accounting	167	1,000	25,000	
c)	External Evaluation		<u>373,719</u>	<u>372,443</u>	
d)	Audit				
	Subtotal Technical Assistance				
<b>C. TRAVEL AND PER DIEM</b>					
1.	Permanent Staff		4,000		8,000
2.	Short term Tech. & Inst.		5,000		9,000
3.	Technical Assistants		<u>2,000</u>	<u>2,500</u>	
	Subtotal Travel and Per Diem		<u>11,000</u>	<u>2,500</u>	<u>17,000</u>
<b>D. FACILITIES</b>					
1.	Rental	1,000	12,000		12,000
2.	Utilities	1,000	<u>12,000</u>		<u>12,000</u>
	Subtotal Facilities		<u>24,000</u>		<u>24,000</u>
<b>E. EQUIPMENT</b>					
1.	Office				
a)	Purchase		40,321		500
b)	Maintenance				
2.	Training and Audio Visual				
a)	Purchase		17,888		1,200
b)	Maintenance & Consumable				
3.	Vehicles				
a)	Purchase 3		45,000		
b)	Operation & Maint.		6,000		12,000
4.	Computers				
a)	Purchase (& Softwares) 2		18,000		
b)	Maint. and Supplies				2,000
5.	Instructional Equipment				
a)	Purchase		10,000		10,000
b)	Maint. & Consumable		5,800		
	Subtotal Equipment		<u>143,007</u>		<u>25,700</u>
<b>F. PFP ADMINISTRATIVE COSTS</b>					
	Personnel		35,313	38,843	
	Overhead		9,534	10,487	
	Subtotal PFP		<u>44,847</u>	<u>49,330</u>	
	Subtotal YEAR		<u>853,488</u>	<u>515,200</u>	<u>257,463</u>
TOTAL PROJECT BUDGET			<u>853,488</u>	<u>772,663</u>	

TABLE I

TOTAL PROJECT BUDGET	YEAR 3		YEAR 4		4 YEARS	
A. PERSONNEL	USAID	HRDC	USAID	HRDC	USAID	HRDC
1. Permanent staff						
a) Management & Technical	70,904	134,496	18,226	180,241	356,224	445,010
b) Support	15,000	17,500		32,500	63,300	66,700
c) Benefits		23,790		23,096	22,447	70,676
2. Short Term Technicians and Instructors		30,000		35,000	10,000	85,000
Subtotal Personnel	<u>85,904</u>	<u>205,786</u>	<u>18,226</u>	<u>270,837</u>	<u>451,971</u>	<u>667,385</u>
B. TECHNICAL T.A.						
1. Expatriate T.A.					668,162	
2. Local T.A.						
a) Computerized Management Control System	2,000				50,000	
b) Accounting			2,000		7,000	
c) External Evaluation			25,000		50,000	
d) Audit			40,000		40,000	
Subtotal Technical Assistance	<u>2,000</u>		<u>67,000</u>		<u>815,162</u>	
C. TRAVEL AND PER DIEM						
1. Permanent Staff	10,000	4,000		14,000	14,000	26,000
2. Short term Tech. & Inst.	12,000	6,000		18,000	17,000	33,000
3. Technical Assistants					4,500	
Subtotal Travel and Per Diem	<u>22,000</u>	<u>10,000</u>		<u>32,000</u>	<u>35,500</u>	<u>59,000</u>
D. FACILITIES						
1. Rental		12,000		12,000	12,000	36,000
2. Utilities		12,000		12,000	12,000	36,000
Subtotal Facilities		<u>24,000</u>		<u>24,000</u>	<u>24,000</u>	<u>72,000</u>
E. EQUIPMENT						
1. Office					40,321	
a) Purchase		500				1,500
b) Maintenance				500		
2. Training and Audio Visual						
a) Purchase		1,200			17,888	
b) Maintenance & Consumable				1,200		3,600
3. Vehicles						
a) Purchase		12,000			45,000	
b) Operation & Maint.				12,000	6,000	36,000
4. Computers						
a) Purchase (& Softwares)					18,000	
b) Maint. and Supplies		2,000		2,000		6,000
5. Instructional Equipment						
a) Purchase		13,000		13,000	10,000	
b) Maint. & Consumable					5,800	36,000
Subtotal Equipment		<u>28,700</u>		<u>28,700</u>	<u>143,009</u>	<u>83,100</u>
F. PFP ADMINISTRATIVE COSTS						
Personnel	40,784		42,824		157,764	
Overhead	11,012		11,562		42,595	
Subtotal PFP	<u>51,796</u>		<u>54,386</u>		<u>200,359</u>	
Subtotal YEAR	<u>161,700</u>	<u>268,486</u>	<u>139,612</u>	<u>355,538</u>	<u>1,670,000</u>	<u>881,487</u>
TOTAL PROJECT BUDGET	<u>430,186</u>		<u>495,150</u>		<u>2,551,487</u>	

ANNEX NO. 2

SCOPE OF COOPERATIVE AGREEMENT

A. Purpose of Cooperative Agreement (CA)

The purpose of this CA is to assist Partnership for Productivity (PPP), the "Recipient" to establish a permanent, self-sufficient local organization, the Human Resources Development Center (HRDC), which will provide a coherent, comprehensive approach to training and related services to increase the income of illiterate and semi-literate residents of Haiti and increase the effectiveness of development projects during implementation and after the projects themselves have been completed.

B. Description of Activities

The Recipient will perform the activities under this Cooperative Agreement as described below and in Annex No. 3, Summary Project Description.

C. Specific Objectives

The specific objectives of this CA are as follows:

1. To establish a Human Resources Development Center as a permanent, self-sufficient organization.
2. To increase the incomes of literate and semi-literate Haitians by providing training in technical skills which is geared to such people.
3. To provide training to project staff in areas where training has not been available, such as project grantee management, bookkeeping, training of trainers and evaluation.
4. To enhance the effectiveness of development projects by reducing duplication in training and facilitating donor coordination in the training field.
5. To develop complete training packages in key development areas which correspond to the priorities of AID, the Government of Haiti, private voluntary organizations and other donors.
6. To establish a Resource Bank which will serve as a permanent source of development related and training information.

D. Responsibilities of Partnership for Productivity (PFP)

PFP will:

1. Ensure achievement of project objectives, enforce adherence to the policies and procedures required in this CA, oversee all disbursements of AID funds made under this Agreement and ensure that activities are implemented as described in this CA.
2. Execute and monitor a contract for technical assistance with an 8-A firm.
3. Submit to AID the Annual Plan of Action, Annual Budget and technical and financial reports as described in Annex No. 1, Schedule.
4. Consult with AID when problems arise and at the points in Project implementation discussed in Section E, Substantial Involvement Understandings.
5. Identify and procure training materials and other resources from the United States and other countries through PFP's international networks.
6. Provide technical and management assistance to the HRDC as needed.

E. Substantial Involvement Understandings

The following AID established criteria must be met under this Agreement:

1. USAID/Haiti will review and approve candidates for key personnel of the HRDC; i.e, the Director and technical staff, and for any subsequent changes of these personnel.
2. USAID/Haiti will review and approve the sub-contract for technical assistance, nominations for the technical assistance positions and any changes in the personnel in these positions.
3. During the first year of the Project, a representative of USAID/Haiti will serve as an ex-officio member of the Executive Committee, in order to provide assistance and oversight during the formation of the HRDC.
- ~~4. USAID/Haiti will review and approve plans for establishment of the HRDC as an independent entity, including the by-laws of the Center, and the composition of the Board of Directors or other governing body.~~
5. Representatives of USAID/Haiti will participate in bi-annual reviews and annual management reviews with PFP, HRDC and technical assistance staff to verify progress in implementing the Project and to help resolve problems.

F. Covenant

1. Unless AID otherwise agrees in writing, no more than 75% of total HRDC salaries in year 2 of the Project, 50% in year 3 and 25% in year 4, shall be financed by AID funds.
2. USAID/Haiti may, at its discretion, reduce the total funds to be provided to the Project if other donor support or HRDC revenues are greater than anticipated.
3. It is expected that during the life of Project, the HRDC will become capable of functioning as an independent organization. When, in the judgement of USAID/Haiti and after consultation with the involved parties, the HRDC is capable of operating independently, USAID/Haiti may revise the terms of this CA to provide for PFP to establish the HRDC as an independent organization receiving a sub-grant from PFP, in an amount and under such terms and conditions as the parties to this CA may agree upon in writing. At this time, or at the conclusion of the Project, title to all materials, supplies and equipment procured or produced under the Project will pass to the HRDC.

ANNEX No. 3  
SUMMARY PROJECT DESCRIPTION

A. Purpose

The purpose of this Project is to establish a permanent, self-sufficient local organization, the Human Resources Development Center (HRDC), to provide a coherent, comprehensive approach to training and related services which will 1) increase the incomes of illiterate and semi literate residents of Haiti and 2) increase the effectiveness of development projects during implementation and after the particular projects themselves have been completed.

B. Problem To Be Addressed

The HRDC is specifically designed to address the range of needs identified in the document entitled "Analysis of Effective Demand for RTC Services". The effort demonstrated significant demand for the services of a local organization capable of delivering quality training interventions which are appropriate to the Haitian context in terms of 1) language, 2) approach to the transfer of information and technology, and 3) delivery mechanisms responsive to the diverse requirements of clients in the public and private sectors.

C. Method of Operation

The Analysis of Effective Demand revealed the need for a training organization capable of responding to the ideosyncratic organizational and ~~trainee requirements of a wide range of clients.~~

The HRDC will respond to the requirements in this area through its organization structure and approaches as well as the course development methodology.

The organization is specifically designed to be able to respond to a range of varying client demands. The staffing pattern consists of a small permanent group which can be expanded through the use of short-term instructors in response to the requirements of major efforts and varying client needs. The curriculum development methodology employs a series of closely related activities which uses client organization and participant capabilities and task performance standards as the basic building blocks in course preparation and follow up.

Given the volume of current demand, the HRDC will use a variety of approaches to deliver the required training and information/communication services. First, the HRDC will provide services directly to illiterate and semi-literate participants through courses designed to improve employability and income in areas such as potable water system installation and maintenance, improved farming and livestock practices and facility and machine maintenance. Second, in cases where the number of beneficiaries vastly exceeds the staff capabilities of the HRDC, an adequate number of trainers from the various related projects will be trained in the use of HRDC materials after the courses and materials have been tested and modified. The HRDC staff will provide longitudinal support to these trainers to ensure that the work is being properly conducted. Third, the HRDC will train the staff of development projects and in a limited number of cases, private businesses in skill areas which enhance the productivity of the projects and businesses. In all cases the HRDC will conduct evaluation and impact studies for use in information generation and management control or modification of the HRDC effort.

Resolution of the issues noted above and provision of long term benefits to the local community require that the HRDC must become a permanent institution. Only in this way will the HRDC be able to serve as the "memory bank" ~~for development efforts and overcome the issue of the loss of~~ information and experience which constantly occurs as projects terminate and lessons learned are lost with the dispersment of project staff.

In order to become a permanent asset to the local community, the HRDC will become administratively and financially self sufficient. Self sufficiency will be achieved by the establishment of sound internal management procedures, well trained and productive staff, and the effective marketing of quality training and communication products. It is estimated that self sufficiency will be achieved in the 5th year of HRDC operations.

#### D. Beneficiaries

The primary beneficiaries of the HRDC will be illiterate and semi-literate Haitians living in target areas of development projects for which training needs and opportunities have been identified in the "Analysis of Effective Demand". The analysis established eight areas in which major demand for training services exists. These areas will be the training priorities for the HRDC and include:

- |  |  |
|--|--|
| 1. BASIC EDUCATION<br>Literacy-Numeracy<br>Sanitation, hygiene,<br>Family Planning                 | 3. LOW LEVEL MANAGEMENT<br>Supervisory training<br>Inventory management<br>Bookkeeping<br>Customer Relations |
| 2. POTABLE WATER<br>Basic Plumbing Installation/<br>Maintenance<br>Installation & Repairs of pumps | 4. MID LEVEL MANAGEMENT<br>Training of Trainers<br>Project evaluation and<br>follow-up                       |

5. SOIL CONSERVATION

Tree planting (Tech. agents)  
Tree nursery (Mid level tech.)

7. MECHANICS

Preventive maintenance  
Basic machine operation

6. LIVESTOCK PRODUCTION MANAGEMENT

Poultry Management  
Swine Repopulation

1. Husbandry technicians
2. Secondary Multiplication

Center Managers

Fish production (fish ponds and  
marine fisheries)

8. COMMUNITY DEVELOPMENT WORKERS

Ext. Agents, fish farming  
social hygiene

Since the numbers of beneficiaries involved in the priority training areas such as reforestation and livestock production vastly exceed the service delivery capabilities of the small HRDC staff, the HRDC will train personnel from the pertinent development projects in training techniques and in the use of HRDC developed training programs. These trainers will use the HRDC materials to provide services to the beneficiaries of particular projects.

By working directly with illiterate/semi-literate participants and by training others to work effectively with these participants the HRDC will provide services to more than 20,000 individuals during the 4 years of the Cooperative Agreement. Of the total beneficiaries, 90% will be illiterate/semi-literate individuals and 10% will be project staff working with the primary beneficiary population.

The mix of clients, training programs and beneficiaries will undergo some change during the course of normal operations. In order to achieve permanence and self sufficiency the HRDC will remain flexible and responsive to changes in priorities, opportunities and timeliness which occur within its network. However, while changes may occur in terms of specific clients and training courses, the HRDC will not deviate in any significant way from its perceived mandate to concentrate on providing services to illiterate and semi-literate beneficiaries involved in development projects and to a more limited extent, similar individuals with employment opportunities in the private sector.

The cost per beneficiary will range between \$256 for trainers and project staff and \$2 to \$30 for primary beneficiaries (illiterate/semi-literate) who participate in courses presented by trainers prepared and guided by the HRDC. The major training areas to be addressed by HRDC provide the opportunity to present complete training programs for large numbers of participants and will thereby bring participant costs to very low levels.

E. Projected HRDC Accomplishments

During the course of the Project the HRDC will make a series of lasting contributions to development efforts in Haiti. Since the HRDC will become a permanent, self-sufficient asset to the community, the contributions will continue long after the Project concluded. The projected accomplishments are described below.

- 1) HRDC services will increase the incomes of illiterate and semi-literate beneficiaries and improve the effectiveness of clients operating development projects and private businesses.

Illiterate and semi-literate participants will realize improved incomes in a variety of ways in relation to the particular projects with which they are involved. Training will also serve to increase Project effectiveness and impact since the various projects themselves will, after training, be working with a more knowledgeable and capable group of beneficiaries.

The effectiveness of the Project will be further enhanced by participating in project management training which is currently ~~unavailable in Haiti. Such training will involve courses in training~~ of trainers, bookkeeping, inventory and personnel management, and related project and grantee management skills.

HRDC will measure its progress in income improvement and project effectiveness through consistent impact and evaluation studies. Indicators used to determine progress will include items such as pre and post program income levels, numbers of trees or livestock grown successfully before and after training, improved rates of accuracy and timeliness in bookkeeping, reporting and other performance based indicators of effectiveness in project management.

- 2) The HRDC will enhance the progress of the national literacy effort by producing literacy/numeracy materials for use in its programs. These materials will be distributed to other organizations, such as ONAAC, for use in expanding the educational materials base available for such work. Where appropriate and feasible the HRDC will provide training in using the materials to the staffs of other projects. In this way, the HRDC will seek to avoid problems encountered in literacy efforts in other areas of the developing world.
- 3) The HRDC will reduce the duplication of effort in training which now characterizes local development efforts. HRDC will use the training programs it develops to provide services to a wide range of donor, GOH and PVO projects working in the same functional areas such as potable water, reforestation and livestock production, thereby reducing the duplication of effort and enhancing the efficient use of funds available for training. Coordination among donors, GOH and PVO projects will be improved by using one viable source for training and by the sharing of information and experience resulting from the various training efforts.
- 4) The HRDC will develop and present complete modularized training ~~packages in key development areas which correspond to the priorities~~ established in USAID/Haiti's Action Plan and the parallel priorities of other donors, GOH and PVO projects. Due to the modularized approach to information presentation, these training packages will be easily replicable and modified for use throughout Haiti and can be distributed to other areas of the developing world where such training is pertinent.

- 5) The HRDC will develop methodology for rural communication, impact and evaluation studies and training. These methodologies, which have not yet been developed for Haiti, will be documented for use in other development work in Haiti and disseminated to other potential users in other developing countries. Dissemination of the methodologies will be accomplished through the distribution of printed materials and through seminars and courses conducted by the HRDC.
  
- 6) The HRDC will establish a Resource Bank which will serve the local community as a permanent source of development related technical and training information. The pertinent information will be collected from development projects operating in Haiti and from other international sources. The Resource Bank will work towards eliminating the loss of valuable data and experience which occurs when projects terminate and staff are dispersed. In this sense the Resource Bank will serve as the organizational memory of development efforts in Haiti. The Resource Bank will also provide a time saving mechanism in reducing the effort which is currently required in 1) collecting information for use in project work and 2) "reinventing the wheel" situations now found in projects seeking to develop programs or procedures which have already been produced elsewhere.

Specific Resource Bank activities will include:

- Establishment of a "library" of technical and training related information and materials.
- Development of a local and international network to aid in identifying and procuring pertinent data and materials.
- ~~Development of a local network of professionals who possess the skills needed for the conduct of HRDC's work and that of clients.~~
- Dissemination of pertinent information throughout the local development network by means of bulletins news letters and/or seminars and workshops.

- 7) The HRDC will establish itself as a permanent, self-sufficient institution. The success of the HRDC will be based on 1) quality services, 2) fully trained staff, 3) effective materials production and marketing systems, and 4) efficient internal management and reporting systems.

The HRDC will generate and collect information to measure the success of its programs and its own institutional development on a regular basis through both evaluation and impact studies and the internal management control system. The pertinent indicators used will vary according to the particular activity in question. Success in institutional development will be measured against completion of the key tasks required in HRDC implementation and ultimately in terms of HRDC's self sufficiency.

#### Summary of Activities

##### Marketing

- Identify clients;
- Analyze the organizations in terms of training needs and process;
- Verify Client's satisfaction;
- Sell Project's products and services to as many clients as possible;
- Conduct public relations campaigns to market the Project.

##### Curriculum Development

- Prepare Training Plans:
  - Needs Assessment analyses;
  - ~~Trainees description;~~
  - Prepare budget.

**- Develop Training Materials:**

- Task Analyses;
- Training Objectives;
- Lesson plans;
- Trainees' materials;
- Trainers' materials;
- Evaluation procedures and materials;
- Follow up guidelines, objectives and materials;
- Validate training materials.

**Production of Training Materials**

- Illustrate all training materials;
- Produce Audio Visual materials (for training and marketing);
- Type (word processor) all reports and training materials;
- Reproduce all materials (printing, photo reproductions,...).

**Training Management**

**- Implement training activities:**

- Assist clients in Trainees' selection;
- Hire instructors;
- Train instructors;
- Manage allocated budget;
- Organize all training logistics;
- Supervise actual training and related training activities.

**- Trainee follow up**

- To reinforce knowledge
- Identify and assist in resolving problems in applying new knowledge;
- Modify training approach if needed.

### Evaluation/Impact studies

- Evaluate Trainers' performance and abilities;
- Evaluate trainees' learning (post course);
- Carry impact evaluation studies of Project's activities;
- Measure Trainees' benefits from Project's intervention;
- On the job performance analyses;
- Cost-benefit analyses.

### Resource Bank

- Compile technical information (Technical Library);
- Identify local training personnel and consultants;
- Establish contacts with Training organizations and associations to expand resource network;
- Disseminate technical and training information.

### Summary of Outputs

The estimated outputs of the HRDC are presented below:

#### Outputs (End of Project)

- 82 courses implemented, and the impact of the courses in each major activity will be studied individually;
- 1,526 people directly trained with improved means of income generation (within and/or outside of strictly formal organizational structures);
- 18,825 indirectly trained individuals. The incomes and skills of these beneficiaries will also be improved;
- Improve the efficiency of development projects by preparing and presenting training materials appropriate to Haitian culture and context for 8 major areas:

1. basic education;
2. potable water;
3. soil conservation/agriculture;
4. livestock production;
5. low level management;
6. mid level management;
7. mechanics/maintenance;
8. community development.

- HRDC established as a permanent, self-sufficient entity registered with the GOH as a non-profit organization;
- HRDC staffed with a professional core group of highly qualified trainers and technicians;
- HRDC functioning according to the management and financial systems developed during the first year of operation;
- HRDC's self sufficiency assured through direct contracting with client organizations;
- A "Resource Bank of Training Materials" addressing the technical and training needs of development efforts in Haiti well established within HRDC;
- A well established "network" linking professional and vocational training interests in Haiti and extending that link to international organizations;
- A significant reduction in current levels of duplication of effort in training resulting in more efficient use of development resources. As opposed to developing training for one organization the HRDC will use its products with 3 or more projects.
- Improved donor coordination while reducing duplication of effort. ~~The HRDC will also work among donors to coordinate~~ their training activities within similar fields. At least 2 donor organizations will participate in training products developed in each major area of effort.

Improved impact of training efforts. HRDC will provide the results of studies to show the increased impact derived from the use of professionally developed training programs. Both before and after and control group studies will be used.

Tested and disseminated methodologies for rural communication, training and evaluation.

#### F. Implementation Plan

Partnership for Productivity will administer the grant funds. PFP will, in turn, sub contract with a U.S. consulting firm (8A minority business) to provide the recommended expatriate technical assistance.

PFP/HRDC will sub contract with local technicians and instructors needed on a short-term basis to assist with course work. A Contract will also be developed with local firms for accounting/auditing services and for the installation of a computerized internal management control and reporting system. PFP/HRDC will purchase vehicles and equipment for training and office needs.

1. During the first three months HRDC with PFP assistance, will:

- hire and begin training the key staff;
- resume contact with former Resource Training Center (RTC) clients and begin new client relations;
- establish a computerized financial and administrative system appropriate to HRDC's operations and train users;
- select and equip adequate office space;
- procure office, graphic and other equipment;
- ~~- revise RTC training materials for three courses (Basic education, Plumbing, Poultry management);~~
- start the production of "Grantee Management" training package;

2. From the fourth month on to the end of Year 1, HRDC will:

- complete its staff;
- complete the "Grantee Management" training package;
- start and complete the "Agro forestry" training package;
- organize one major marketing campaign which will be evaluated against the number of new contracts brought by this effort;
- implement 4 courses and train approximately 78 people;
- complete the "Micro teaching" package for HRDC's trainers;
- start the "Resource Training Bank".

3. By the end of Year 2, HRDC will have:

- completed the original training of its entire staff;
- completed 4 more major training packages and trained an additional 330 participants;
- organized one seminar on technical training as an effort toward the establishment of a "network linking training professional and vocational training interests in Haiti";
- conducted major impact evaluation studies on its major training efforts;
- fully tested and revised, as necessary, all training materials developed during the first year;
- received the external evaluation report;
- initiated contacts towards securing legal PVO status;
- completed and tested all administrative systems required for long-term operation.

4. At the beginning of Year 3, HRDC and USAID management will meet to discuss the results of the external evaluation study, make appropriate decisions, revise the calendar of activities and take all necessary steps to keep the Project on track.

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All future plans will be based on the outcome of this follow-up effort.

5. By the end of Year 3, HRDC will start implementing all mechanisms toward securing financial and administrative autonomy. Year 4 will serve to test these and make all necessary adjustments.
6. By the end of Year 4, all the above mentioned mechanisms will be operative and the Project will have achieved self sufficiency.

G. HRDC Organizational Structure and Activities

The HRDC will be comprised of a small core group of 10 permanent highly skilled professionals (8 Technical and 2 Management) and approximately 6 support staff. It will call upon local technical short-term consultants in a variety of functions (Technical information, Trainers, Evaluators, Secretarial, etc.).

The core group will be drawn from RTC's employees who have demonstrated success in the pertinent task areas. Additional staff will be recruited and appropriate training and/or skills upgrading provided. This training will be initiated in Haiti by the technical assistance provided to the Project and supplemented, whenever necessary, with participant training in the U.S.A.

Governing mechanism

Three committees will govern and direct the Project:

1. Executive Committee
2. Technical Coordination Committee
3. Client Advisory Committee

The Executive Committee

For the general operation of the Project (policy making, operational planning, budget allocation, hiring and firing, etc.) the Director will be assisted by an Executive Committee comprised of:

- The Director, Chairman;
- The Administrative Assistant/Secretary
- The Training Coordinator;
- The Marketing Specialist.

The Executive Committee meets at least once a month and will be assisted by the technical assistance personnel acting as 'ad hoc' members. A USAID/Haiti representative will attend Executive Committee meetings during the first year of the Project.

#### The Technical Coordination Committee

This Committee will assure the weekly coordination and planning of all technical activities and link the management to the technical staff. The training coordinator as a member of the Executive Committee will play that linking function. The Technical Coordination Committee's meetings are attended by:

- The Training Coordinator;
- The Training Specialists;
- The Communication Specialist;
- The Audio Visual Specialist;
- The Evaluation Specialist.

#### The Client Advisory Committee

This Committee will assist project management in overall policy regarding technical training in Haiti. It is intended as a direct link between the Project and its clientele, funding organizations and other organizations ~~and/or individuals with vested interest in vocational and technical training.~~

Members will be drawn from:

- USAID
- PFP/Haiti

- Client organizations
- Public sector
- The PVOs

In the beginning it will act both as a steering committee and a means of communication. In the long term, when the Project becomes completely autonomous, it will be changed into a Board of Directors.

Over and above these mechanisms monthly staff meetings will facilitate technical technical and management coordination, help to create a better work environment and provide for frequent contacts between management, technical, marketing and support personnel.

#### H. Evaluation Plans

Three types of evaluations will be conducted for summative and formative purposes: course evaluations, impact studies and external evaluations.

Course evaluations and impact studies will be internally conducted by permanent staff members: the Communication and the Evaluation specialists. Such evaluations are intended to assure the ongoing effectiveness and efficiency of all training activities. The evaluation process will be intensive during training materials development and will be conducted thereafter on a monitoring basis.

Effectiveness will be measured by comparing the course objectives with the actual job requirements. Efficiency will be measured by comparing actual trainees' performance against the course objectives.

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Impact evaluation studies will be concerned with the overall effects of training activities initiated by HRDC for all major development efforts, reduction of duplication in training efforts, improved Project effectiveness improved standards of living of trainees and local communities, and on cost-benefit analyses.

Two external in-depth evaluations are scheduled to take place, the first after Year 2 (mid-term) and the second at the end of the grant (end of Project evaluation). A total amount of \$50,000 has been budgeted for external evaluation studies. Both evaluations are intended to provide USAID and HRDC management with correction oriented feedback. They will focus on:

- HRDC's objectives -vs- actual outputs;
- Management and financial implementation plans -vs- Needs of local context;
- Self sufficiency;
- Staffing;
- Client organizations' benefits from HRDC activities;
- Client organizations' perception of HRDC;
- Cost-benefit analysis (including social, personal and organizational benefits).