

CAP-HAÏTIEN CUSTOMS SUPPORT PROJECT

YEAR 2 ANNUAL REPORT

May 2018

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Acronyms and Abbreviations

AAD	Activity Approval Document
ADS	Automated Directives System
AEO	Authorized Economic Operator
AGD	Administration Générale des Douanes
AMEP	Activity M&E Plan
APN	Autorité Portuaire Nationale
CH	Cap-Haïtien
CHCSP	Cap-Haïtien Customs Support Project
CHP	Cap-Haïtien Port
COP	Chief of Party
COR	Contracting Officer's Representative
CWG	Counterpart Working Group
DG	Director General
DGA	Director General Adjoint
DQA	Data Quality Assessment
GOH	Government of Haiti
HQ	Headquarters
HR	Human Resources
ICT	Information and Communications Technology
IDB	Inter-American Development Bank
IR	Intermediate Result
M&E	Monitoring and Evaluation
MIS	Management Information System
PAP	Port-Au-Prince
POE	Port of Entry
PPP	Public-Private Partnership
RF	Results Framework
RM	Risk Management
STTA	Short-Term-Technical-Assistance
TFA	Trade Facilitation Agreement
TBD	To be determined
USAID	United States Agency for International Development
USG	United States Government

I. Introduction

USAID is supporting the Government of Haiti in boosting economic development through the rehabilitation of the Port of Cap-Haïtien. In particular, the Cap-Haïtien Customs Support project (CHCSP) aims to help modernize customs procedures and clearances, incorporating international best practices, reducing financial waste, and increasing security and revenue.

The project is working to streamline processes for clearing exported and imported goods by providing technical assistance to the Administration Générale des Douanes (AGD), which is implementing the project's proposed reforms in the following areas:

- Organizational structure
- Human resources
- Capacity building and training
- Technology and infrastructure
- Operational procedures
- Cooperation and communication

II. Main Results – Year 2

Component I. Mobilization, Assessments and TFA Training

Component I was completed by the end of Year 1. No activities under Component I were undertaken in Year 2.

Component II. Initial Analysis of Procedures

Component II was completed by the end of Year 1. No activities under Component II were undertaken in Year 2.

Component III. ICT Procurement, Installation

The original plan for Component III was to procure and install hardware and software for the AGD building in Cap-Haïtien. However, early in Year 1 of the project, it was understood that the current office facility for AGD officers in the Port of Cap-Haïtien terminal would be demolished during the Cap-Haïtien Port (CHP) Rehabilitation and Public-Private Partnership project. When it became evident that the construction of a new AGD building in Cap-Haïtien would not be completed within the CHCSP timeline, it was decided – with approval from AGD and USAID – that the Component III implementation would be moved to the AGD headquarters in Port-au-Prince. This shift in scope resulted in delaying the implementation of Component III to Year 3 of the project.

In Year 2, the project worked with the AGD and USAID to determine the hardware and software needs of the AGD, and how best the CHCSP could help to improve the AGD's ICT systems. In April 2017, CHCSP Project Director, International ICT Expert, Local ICT Expert, and the COP conducted an ICT assessment visit. The team met with executives from the AGD to prioritize AGD ICT needs and to choose a new site location for the installation of equipment. In addition to this meeting, the team assessed the current ICT infrastructure in Port-au-Prince by visiting two server room locations at the current AGD National Headquarters located near the marine Port of Entry (POE) and the current airport POE. From these visits, the team developed recommendations for functional requirements and technical specifications on computers and servers.

Despite the ICT assessment visit and meeting with the AGD in April 2017, AGD officials were not able to come to a consensus on the agency's ICT priorities or the site(s) that should receive the investment of ICT equipment. Therefore, in September 2017, the CHCSP spearheaded the creation of an ICT steering committee, composed of AGD IT Directors, HLS-I¹ project experts, and the CHCSP team. The committee's purpose was to facilitate communication and expedite decision-making amongst committee members. A series of ICT steering committee meetings held between October and December 2017, as well as an additional assessment and testing of the current ICT infrastructure in Port-au-Prince, led to:

- The confirmation of the AGD headquarters in Port-au-Prince as the primary site location for the installation of the proposed ICT procurement
- The identification of priority ICT equipment, including IT network cables, satellite system support, and software licenses

¹ HLS-I, or Homeland Security International, is a private Israeli company that is implementing a series of ICT upgrades to reinforce and improve the AGD infrastructure in Port-au-Prince and throughout the country at eight border posts under a 10-year contract with the Government of Haiti.

- AGD documentation of IT requirements and specifications

In December 2017, the project team submitted its Assessment of Technology and Infrastructure report to USAID. The report described the severely outdated technologies used by the AGD and highlighted the negative impacts of continuing operations with such obsolete systems. The report included details on the requirements and estimated costs of the proposed ICT solutions that would help ensure improved functionality of ASYCUDA, which plays a critical role in automating AGD's accounting system, i.e. tracking customs revenue, producing reliable customs statistics and information management.

The project team, in collaboration with AGD, proposed procurement activities that would:

- **Improve revenue collection:** The GOH depends on Customs (AGD) for the collection of over 65% of government revenue. Old cables, networks, and connectivity make it much more difficult to know how much revenue is actually being generated, from what ports of entry, on what goods, etc.
- **Improve governance and reduce corruption:** Improved IT infrastructure helps improve information management, from better data and statistics to better audit and data tracking capabilities, making it harder to hide collected duties and manipulate the system to increase opportunities for corruption.

Each of the proposed ICT procurements aims to enhance and optimize the functionality of the current AGD ICT system, providing access to real-time, accurate data collected and communicated from remote ports of entry to the main customs database system.



Based on the preliminary list of the AGD's equipment priorities and estimates, the project team worked with the ICT steering committee to develop the scope of the CHCSP's procurement, develop bid terms and specifications for ICT terms for open competition. Competition, award, procurement, and installation will occur in Year 3 of the project. The selected ICT firm will be responsible for identifying, procuring, and installing the necessary hardware and software. The project estimates approximately three months will be required from the beginning of the development of bid terms to the awarding of the contract to the selected ICT firm. Once the firm is selected, the project estimates that it will take two months to order, acquire, install, and test the ICT equipment.

Picture of wiring at main distribution center. CHCSP'S Assessment of Technology and Infrastructure Report details the need for new cabling.

Table 1. Highlights of Program Activities and Accomplishments – Component III

Activity	Results
ICT Assessment and Procurement, Installation	<ul style="list-style-type: none"> • Completed ICT assessment visit in April 2017 to prioritize AGD ICT needs and to confirm the site location for the installation of ICT equipment. Assessed current ICT infrastructure in Port-au-Prince • Established an AGD ICT steering committee to develop an IT strategic plan and ensure IT sustainability. • ICT steering committee decided that Component III implementation should be at AGD headquarters. • AGD presented hardware and software requirements to the project team. • Project team undertook an additional assessment and tested the current ICT infrastructure in Port-au-Prince, from which it developed recommendations of functional requirements and technical specifications on computers and servers. • Submitted Assessment of Technology and Infrastructure report to USAID.

Component IV. On-Going Capacity Building

The CHCSP continued to implement its training program, developed in coordination with the AGD, to address AGD priorities and capacity needs. COP Steve Létourneau and STTA customs experts worked in close collaboration with the AGD to develop curriculum for the capacity-building trainings. The AGD was receptive to the training topics and continued to identify and provide officers to participate in the various sessions.

During the implementation of Component IV activities, the CHCSP designed and implemented capacity-building trainings. In Years 1 and 2, Nathan recruited and mobilized experts to deliver intensive week-long trainings on seven technical customs areas to nearly three-hundred and fifty (350) AGD employees of varying levels, including officers, managers and directors from different Ports of Entry, such as Cap-Haïtien, Port-Au-Prince, Les Cayes, Gonaives, St-Marc, Malpasse, Ouanaminthe, Miragoane and Belladere. During the delivery of these trainings, the CHCSP simultaneously provided Training-of-Trainers mentorship to more than 15 AGD staff members. This training will strengthen the AGD in the technical areas below, and secure its capacity to independently deliver trainings in the future.

In partnership with AGD, CHCSP experts developed comprehensive training programs focused on the following technical areas:

- Risk Management
- Leadership, Change Management and Communication
- Intelligence and Investigation
- Targeting of Passengers and Commercial Goods
- Vessel Containment and Container Examination
- Authorized Economic Operator (AEO)
- Trade Facilitation Agreement (TFA)

The trainings delivered to the AGD during Year 2 included the following topics:

Intelligence and Investigations, held from May 1 to 12, 2017 and from September 18 to 22, 2017 in Port-au-Prince. This training was developed by Organizational Management/HR Expert Paul Stow and delivered by COP Steve Letourneau. 69 officers attended three sessions of the week-long training. Participants learned:

- Types of information and survey planning
- How to use information and investigations in a customs context
- The intelligence cycle
- The search of people and luggage
- Introduction to indicators
- Interview and investigation techniques

This training will teach AGD officers how to obtain and consolidate information for risk targeting. It has been estimated that more than 60% of enforcement actions are the result of strong intelligence coordination. Sharper intelligence means a safer and more secure border.

Targeting of Goods and Passengers, held from June 05 to 30, 2017 in Port-au-Prince. This training was developed by Customs Specialist Chris Thibedeau, Risk Management Specialist Ivan Peterson and COP Steve Letourneau, and delivered by Mr. Peterson and Mr. Letourneau. A total of 69 officers attended four sessions of the week-long training. Participants learned:

- The evolving nature of risk management
- Methodologies for risk management and targeting
- Common analytical tools
- The importance of partnership at the compliance level
- Selectivity indicators for passengers and goods



AGD officers attend Targeting of Goods and Passengers Training

Estimates say that 95% of the travelling population will comply with the law when given the opportunity to do so. Proper targeting will allow the AGD to focus and interdict the other 5% who may attempt to contravene the law.

Vessel Containment and Container Examination, held from July 24 to August 04, 2017 in Cap-Haïtien. A total of 31 officers attended two week-long trainings. This training was developed and delivered by COP Steve Letourneau and Risk Management Specialist Ivan Peterson. Participants learned:

- How to perform an efficient and effective search of a container
- Areas of a ship with high risks
- How to perform an effective and efficient search of a ship

The sheer volume of container traffic allows organized criminals to smuggle large and undetected amounts of contraband into, and out of, Haiti. In order for the AGD to stem the flow of illegal goods, its officers must learn to employ effective and efficient examination techniques.



Above: AGD officers receive Vessel Containment and Container Examination training in Cap Haitien

Authorized Economic Operator (AEO), held from September 04 to 08, 2017. 24 officers participated in one week-long training. This training was developed and delivered by COP Steve Letourneau. Participants learned:

- The concepts of the Authorized Economic Operator (AEO) program
- The different methodologies of an AEO program and their benefits
- How a company can benefit from AEO status
- Benefits of mutual recognition for AEO

The Authorized Economic Operator program allows for the free flow of legitimate goods across the border by credible importers, resulting in increased revenue collection by the AGD. Because it requires importers to provide access to their finances, the program introduces a culture of transparency to the customs process, freeing up AGD officers to focus on the less credible importers.

In September 2017, STTA Mr. Randall McCormick traveled to Haiti to provide additional technical support to further develop and finalize training materials and presentations.. Mr. McCormick made sure both French and English training in the lesson plans and PowerPoints mirrored one another. He also re-formatted all the PowerPoints and lesson plans, and where information was outdated, Mr. McCormick adjusted it. His initial involvement supporting Component IV training activities served as a solid foundation for the transition of Chief of Party roles, as detailed in a later section of this report.

Training Evaluations

In addition, the CHCSP developed and implemented Levels 1 and 2 of Kirkpatrick's Four Level Training Evaluation Model on the last day of each week-long training session. The Kirkpatrick Evaluation model analyzes and evaluates the effectiveness of a training program. With Level 1: Reaction evaluations, the project measured how trainees reacted to the training experience as a whole, in terms of the instructor, topic, material, presentation and venue. Then with Level 2: Learning evaluations, the project measured what the trainees have learned as a result of the training. Feedback gathered from Level 1 and 2 evaluations were later reviewed and taken into consideration for the development of subsequent trainings to improve the delivery of the customs training program.

In late 2017, the project developed and delivered Level 3 Kirkpatrick evaluations for Risk Management, Targeting of Goods and Passengers, and Leadership Management and Communication. A Level 3 evaluation aims to determine how much transfer of knowledge, skills, and attitudes have occurred following the training program. In order to measure this, the Level 3 evaluation is conducted at a later date so that the trainees have had time to take what they learned in the training and implement them in their day-to-day work. Taking this challenge and the technical nature of the trainings into account, the CHCSP team administered the level 3 evaluations three to four months after the trainings to allow enough time for:

- Participants to implement the knowledge/skills
- AGD management to encourage behavior / change in operations

Though the evaluation process is still ongoing for three training topics, we can observe improvements in AGD operations directly attributable to the CHCSP. For example, customs officers at the airport communicate with airline companies to obtain passengers lists on day-to day basis in order to target high-risk passengers and facilitate the movement of low-risk travellers. AGD officers are also now using interview techniques to ensure that passengers are compliant with Haitian federal

laws. Furthermore, AGD officers at the commercial section are now using new customs indicators to review the airway bill and manifest in order to target high-risk commodities, shipments and companies.

Overall, the Component IV training activities have been received with much appreciation and enthusiasm from the AGD while also leading to tangible improvements in customs operations. The project is able to track improvements using a four-level evaluation process for training that analyzes both the program’s impact on individuals and the AGD’s overall performance.

Table 2. Highlights of Program Activities and Accomplishments – Component IV

Activity	Results
On-Going development of AGD training	<ul style="list-style-type: none"> ● Mobilized three highly-qualified STTA customs experts to assist in the design and delivery of trainings. ● Provided on-going support to AGD Training-of-Trainers by meeting and instructing trainers throughout the training courses ● Designed, developed, and implemented the following trainings: <ul style="list-style-type: none"> ○ Intelligence and Investigations ○ Targeting of Goods and Passengers ○ Vessel Containment and Container Examination ○ Authorized Economic Operator
Training Evaluations	<ul style="list-style-type: none"> ● Conducted Level 1 and 2 evaluations for all trainings. ● Developed and organized Level 3 evaluations for Risk Management, Targeting of Goods and Passengers, and Leadership Management and Communication.

III. Summary of Accomplished Tasks – Year 2

Table 3. Summary of Accomplished Tasks

Activity	Status
ICT Assessment	After concluding that the new AGD building in Cap Haïtien would not be completed within the CHCSP timeline, the CHCSP team and STTA ICT experts worked closely with the AGD to identify the AGD’s priority ICT needs and a site where investments in ICT would be most beneficial. The project team conducted assessments of current ICT infrastructure in Port-au-Prince. The project team undertook additional assessment and testing of the current ICT infrastructure in Port-au-Prince in order to develop recommendations of functional requirements and technical specifications on computers and servers. The assessment report was submitted to USAID in French and English.
ICT Procurement, Installation	Implementation of this activity was delayed in Years 1 and 2 due to the planned demolition of the AGD building in Cap Haïtien and stakeholder delays in determining ICT priorities, both of which were beyond the CHCSP’s control. Near the end of Year 2, USAID approved a contract modification to grant a No Cost Extension of six months to August 23, 2018, which will enable the final implementation of Component III in Year 3.
On-Going Capacity Building Training	Continued implementation of this activity throughout Year 2. COP Létourneau, along with a team of qualified STTA customs experts, completed the design and delivery of the seven trainings to AGD officials. The curriculum was developed in partnership with AGD and communicated to participants, allowing for feedback. Training included classroom training, practical exercises, on-the-job training, and mentoring from Mr. Létourneau. As STTA in Year 2, Mr. McCormick assisted the COP in finalizing training materials for future use by the AGD after the project is over. During this time, Mr. McCormick also conducted training evaluations and met with AGD stakeholders, laying the foundation for his transition to COP in Year 3.
Training Evaluations	Level 1 and 2 evaluations were completed for all trainings. Level 3 evaluations were completed for three trainings.

IV. Activities Anticipated for Year 3, March – August 2018

In Q2, 2018, the CHCSP will ask for a no-cost six-month extension to August 23, 2018 in order to allow time for completion of Component III: ICT Procurement, Installation, and to continue to carry out activities under Component IV: On-Going Capacity Building.

Personnel

It is expected the project will undergo a transition of long-term personnel. Steve Letourneau, Chief of Party (COP) for the first two years of the project, is departing for another opportunity. In his place, the CHCSP expects to hire former consultant Randall McCormick as COP. Mr. McCormick has over 37 years of customs experience in a number of different roles with the Canada Border Services Agency. Mr. Letourneau will continue to serve the CHCSP as a STTA Senior Customs Advisor, a role in which he will provide transition support to the COP, advise on Component III and serve as one of the trainers for the upcoming trainings under Component IV.

The CHCSP will also add a long-term Office Manager/Training Coordinator to support the COP in implementing activities under Components III and IV. The Office Manager/Training Coordinator will work with the CHCSP Accountant and Administrative Assistant to ensure smooth operations in the Field Office, and to prepare the project for closeout in August. It is expected this role will be assumed by Mr. Elliott McCormick, who is currently working on the CHCSP as a translator.

Component I. Mobilization, Assessments and TFA Training

Component I was completed by the end of Year 1. No activities under Component I are anticipated in Year 3.

Component II. Initial Analysis of Procedures

Component II was completed by the end of Year 1. No activities under Component II are anticipated in Year 3.

Component III. ICT Procurement and Installation

The COP will continue to meet with USAID and the AGD Steering Committee to facilitate discussions and define the AGD's ICT requirements. The next step will be to work with International ICT Expert, Mr. David Roberge and local IT expert Mr. Herold Gustave to develop a strategy for the delivery of ICT procurement and installation that is responsive to AGD needs and within the contract budget.

In March, the CHCSP will finalize and publish a Request for Proposal to solicit bids for the procurement and installation of ICT equipment. The project staff will make trips to the AGD's main office in Port-au-Prince, from which they will create a proposal that addresses the organization's technological concerns, allowing it to centralize information and improve processes for revenue-collection, bolster the AGD's ASYCUDA system across Haiti, and provide the organization with a complete, transparent and instantaneous picture of its cumulative revenue-collection. Local ICT expert Herold Gustave will visit 7 ports of entry to assess their physical and technological

infrastructures. These visits will give the project team a comprehensive understanding of each site’s capacities and limitations, which may vary dramatically from one port of entry to the next.

In late April 2018, the CHCSP will receive bids from qualified vendors in response to the RFP issued in March 2018. Following the submission of bids, the CHCSP ICT Selection Committee will meet to review and score the technical and financial proposals. Once a winner is selected and notified, the CHCSP will submit the necessary approvals to USAID and work closely with the COR to address any concerns/questions. With the expectation that approvals from USAID will be received within two weeks, the award will be made to the vendor on/about May 11, 2018. The CHCSP team will hold a kick-off meeting with the approved ICT vendor and installation work will begin on/about May 16, 2018. Installation work will continue throughout Q3 and into Q4.

Table 4. Projections for Year 3, 2018 for Component III

Activity	Anticipated Results
<ul style="list-style-type: none"> • ICT Assessment 	<ul style="list-style-type: none"> • Mobilize International ICT Expert, Mr. David Roberge, and receive USAID technical approval to bring on local IT expert Mr. Herold Gustave. • Finalize assessment of AGD building infrastructure, ICT and electrical capabilities in Port-au-Prince. • Provide AGD recommendations on IT configurations, specifications, and project timeline. • Write and publish a Request for Proposal. • Arrange visits for interested bidders to AGD office in Port-au-Prince. • Solicit and provide responses to questions from interested bidders. • Conduct site visits to remote customs locations in Haiti in order to fully understand AGD infrastructure. • Once ICT bids re submitted, have project members convene to score bids for technical and practical feasibility. • Award bid. • Arrange meeting between bid winner and AGD prior to the work beginning. • Oversee the work through regular check-ins with selected vendor.

Component IV. On-Going Capacity Building

Customs trainings to AGD staff will continue in Year 3. Along with the team of qualified STTA customs experts, COP McCormick will continue the capacity-building training approach that aligns with the AGD’s mission, vision, and strategic objectives and will allow the team to develop targeted training, curricula, manuals, evaluations and reports. The curriculum will continue to be developed in partnership with AGD and communicated to participants, allowing for feedback. Training will include classroom training, practical exercises, on-the-job training, and mentoring from the CHCSP’s experts. After each training the Nathan team will administer Kirkpatrick Level 1, 2 and 3 evaluations of AGD participants and submit the completed reports to USAID. In addition to continuing the integration of gender perspectives in the training discussions, Gender Specialist Gretchen Bloom will also assist to

identify additional gender considerations the project can incorporate in the three remaining training modules based on USAID’s Gender Equality and Female Empowerment (GEFE) Policy (2012) and ADS 201.

The CHCSP has planned four trainings spanning eight weeks throughout quarters 3 and 4. These include repeat trainings (but to new AGD personnel): Leadership, Change Management and Communications, and Targeting of Goods and Passengers; and two new trainings: Train-the-Trainers and Commercial and Passenger Vehicle Examination.

As the AGD has expressed interest in more hands-on training, the five-day Targeting of Goods and Passengers trainings will consist of two days in-classroom teaching combined with three days of hands-on field training. Likewise, the Commercial and Passenger Vehicle Examination training will all be on-site, without a classroom component. For these trainings, the CHCSP will employ STTA Risk Management Specialist Ivan Peterson, who conducted trainings during Year 2 of the project, and STTA Customs Expert and former COP Steve Letourneau. The CHCSP will also mobilize a new Targeting Specialist, a Train-the-Trainer Specialist, and a Customs Training Specialist during different trainings.

In addition to these trainings, CHCSP has partnered with the United States Customs and Border Protection (USCBP) agency to conduct a joint training session for the AGD and the customs agency of the Dominican Republic (DGA), which will take place in Santo Domingo, Dominican Republic. CHCSP will sponsor 10 AGD officers to attend one of the two weeks of trainings in early April. This will be the first time that the AGD and DGA will come together to receive a joint training. Its focus will be international seaport interdiction.

Table 5. Projections for Year 3, 2018 for Component IV

Activity	Anticipated Results
On-Going Capacity Building Training	<ul style="list-style-type: none"> • Coordinate with the AGD to ensure that the proposed training is sustainable and responsive to their needs. • Provide on-going support to USCBP, DGA and AGD for International Seaport Interdiction Training ISIT II. • Development and implementation of Leadership, Change Management and Communications training; development and implementation of Risk Management / Targeting of Good and Passengers training; development and implementation of Train-the-trainers training; development and implementation of Commercial and Passenger Vehicle Examination training. • Continue to work with the CO and COR in order to get the approval to mobilize highly-qualified STTA customs experts to assist in the design and delivery of the trainings.
Training Evaluations	<ul style="list-style-type: none"> • Develop and conduct Kirkpatrick Level 1, 2 and 3 evaluations for the trainings.

V. Challenges Encountered and Recommended Solutions for Year 3

Coordinating cooperation and collection of information from AGD

Through the successful delivery of several trainings in Year 2, the AGD has expressed interest in receiving further training from the CHCSP.

Despite establishing a close working relationship with the Project, the AGD's workload and internal organization sometimes prevent it from submitting requested information or documentation within the project's designated timelines. This is an especially relevant issue as the project is set to implement the ICT procurement in Year 3. The ICT procurement and installation must be done under a tight timeline, and timely information and decisions from the AGD are vital to the procurement's success. The CHCSP will need a complete understanding of the AGD's physical and technological capacities at each port of entry in order to properly budget for and itemize the work required in the Request for Proposal it publishes.

To mitigate the risk of a lack of information, the CHCSP plans to conduct its own site visits to AGD headquarters and 7 other AGD sites in order to obtain a more complete assessment of the ICT situation. Further, COP McCormick will continue to maintain former COP Steve Letourneau's good relationship with the AGD Director General, and be sure to raise any issues or concerns that arise on either the ICT procurement or the trainings. In-person meetings with the Director General are typically the most effective way of expediting decision-making. However, this can also pose a challenge since the project's field office is in Cap-Haitien rather than in Port-au-Prince, where the AGD's leadership is located. Therefore, the project will make the most of COP McCormick's time in Port-au-Prince by combining trips to Port-au-Prince for other project activities with visits to the AGD office.

Onboarding of new personnel

Since the project will undergo a change in personnel with the onboarding of COP Randal McCormick in February 2018, it will be important that COP McCormick develops working relationships with the AGD leadership immediately. Since the CHCSP will be managing two major components over the project's final six months (ICT procurement / installation and on-going capacity-building), it will be imperative that COP McCormick remains in regular communication with AGD Director General Janvier. This way, COP McCormick can make decisions in a timely manner and remain apprised of AGD concerns or issues that impact the work schedule. COP McCormick will meet with Mr. Janvier and his staff as soon as possible to discuss how the two components will be managed, after which they can conduct regular follow-ups.

Appendix A. Project Activity Schedule

Written Deliverables	Submission Date
Annual Work Plan Draft - February 2016 - January 2017	2016-05-31
Quarterly Report – Q2 2016: 01/01 - 05/30	2016-06-10
Gender Integration Plan	2016-06-15
Monitoring & Evaluation Plan (AMEP)	2016-06-20
TFA Training presentation	2016-06-24
TFA Training report (including Level 1 and Level 2 Evaluations)	2016-07-08
TFA Training evaluation questionnaire	2016-07-08
Quarterly Report – Q3 2016: 06/01 - 06/30	2016-07-30
Quarterly Report – Q4 2016: 07/01 - 09/30	2016-11-03
TFA Level 3 Evaluation (questionnaire & report)	2016-11-14
Risk Management training/workshop material	2017-01-27
Risk Management training presentation	2017-01-27
Leadership, Change Management & Communication training material	2017-01-27
Leadership, Change Management & Communication training slides	2017-01-27
Leadership, Change Management & Communication Level 1 and Level 2 Evaluations	2017-02-17, 24 & 03-17
Quarterly Report – Q1 2016: 10/01 - 12/31	2017-01-30
Assessment of organizational structure and human resources	2017-03-30
Assessment of Capacity Building & Training Needs	2017-03-30
Assessment Operations and Procedures - CH & PAP	2017-03-30
Annual Work Plan - February 2017 - January 2018	2017-04-10
Intelligence & Investigation training/workshop material	2017-04-28
Intelligence & Investigation training presentation	2017-04-28
Quarterly Report – Q2 2017: 01/01 - 03/31	2017-04-30
Intelligence & Investigation Training Level 1 & Level 2 Evaluations	2017-05-05, 12 & 06-09
Leadership, Change Management & Communication Level 3 Evaluation (questionnaire & report)	2017-05-30
Assessment of technology and infrastructure	2017-05-30
Intelligence & Investigation Level 3 Evaluation (questionnaire and report)	2017-09-30
Targeting of passengers and commercial goods training/workshop material	2017-06-02
Targeting of passengers and commercial goods training presentation	2017-06-02
Targeting of passengers and commercial goods training Level 1 & Level 2 Evaluations	2017-06-16, 23, 30 & 07-07
Vessel Containment and Container Examination training/workshop material	2017-06-21

Vessel Containment and Container Examination training presentation	2017-06-21
Vessel Containment and Container Examination training Level 1 & Level 2 Evaluations	2017-07-28 & 08-04, 11
Quarterly Report – Q3 2017: 04/01 - 06/30	2017-07-30
Authorized Economic Operator workshop materials	2017-09-01
Authorized Economic Operator workshop presentation	2017-09-01
Authorized Economic Operator workshop Level 1 & Level 2 Evaluations	2017-09-08
Targeting Level 3 Evaluation (questionnaire and report)	2017-09-30
Vessel Containment and Container Examination Level 3 Evaluation (questionnaire and report)	2017-09-30
Authorized Economic Operator Level 3 Evaluation (questionnaire and report)	2017-10-30
Quarterly Report – Q4: 07/01 - 09/30	2017-10-30
Report on ICT procurement and installation	2017-10-30
Quarterly Report – Q1 2017: 10/01 - 12/31	2018-01-30
Quarterly Report Q2 2018: 01/01 – 03/31	2018-04-30
Level 3 evaluations for Leadership, Change Management and Communication (questionnaire and report)	2018-07-02/03
Quarterly Report Q3 2018: 04/01 – 6/30	2018-07-30
Report on ICT Procurement & Installation	2018-08-23
Final Report	2018-08-23
Presentation of Final Report	2018-08-23

Appendix B. Indicators Summary Table 



