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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office

Final Evaluation of the Project

Addressing Education and Skills Gaps for Vulnerable Youths in Haiti: Promoting rural socio-economic development in South and Grand'Anse Departments of Haiti

(FOPRODER) (HAI/16/01/NOR)

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Executive Summary

Background and Context

The FOPRODER project (October 2016 to July 2020) featured five objectives, which would combine to reach the goal of the project to improve the living standards of approximately direct beneficiaries (resource poor vulnerable youth, at least 30% women) and approximately 20,000 indirect beneficiaries impacted by the improvement of the quality and increase of the quantity and availability of food product in the market/ benefit of the improvement of cash flow in the market and the business increase in their localities. The five objectives were slightly modified as part of the Mid Term Review process and read as follows,

- **Intermediate Objective 1.** Institutional capacity of the networks of fishing workers in Grand'Anse and agroforestry sector in South department is strengthened;
- **Intermediate Objective 2.** Technical capacity of agriculture and fishing workers along the selected products is built - through state certified technical training and simplified training – for insertion into labour market in sustainable farming and fishing cooperatives or enterprises, with a particular attention to gender specificities and needs ;
- **Intermediate Objective 3.** Efficient cooperative organizations are promoted, and capacity of existing cooperatives is strengthened in non-farming and farming (e.g. fishing) sectors ;
- **Intermediate Objective 4:** Employment services-:placement orientation and insertion systems developed and centres created ;
- **Intermediate Objective 5.** Knowledge and good practices are shared to upscale experience in other regions.

The context section describes the conditions the project areas of South and Grand'Anse in the aftermath of Hurricane Matthew. It was so disastrous that it had harmful effects and impacts on almost all fronts: administrative, organizational, institutional, infrastructural, programmatic, socio-economic, and ecological. With the disaster, there have been many changes in the positioning and mapping of actors. Humanitarian actors became much more important. Development actors quickly and largely switched to humanitarian operations to strengthen disaster response and attend to collateral damage caused by the disaster.

Evaluation background

The main purpose of the evaluation is to carry out a final assessment of the project and measure the results it has achieved in strategic terms.

The evaluation has covered all the results planned under the project, from the beginning of the project to its completion. The evaluation has been undertaken between April and July 2020, covering the regions of the departments of the South and Grand'Anse. Target groups of the evaluation were: rural (and semi-urban areas) focusing on the two most important potential sectors: agriculture and fisheries. At individual level, the main direct beneficiaries are: young women and men (15-35 years old) and trainers. At the institutional level, the INFP / MENFP is the principal targeted collaborating institution targeted. International and national implementation partners that were resourced by the project to deliver the different objectives were key informants. Extensive consultations were also carried out with broader government and non-government local stakeholders concerned with youth employment.

Methodology

To answer the evaluation questions established in the TOR, and refined in the Inception Report, the evaluation team mobilized a holistic approach method which considered the key dimensions linked to the conceptual and operational framework of the project.

For the national consultant to respond to the evaluation questions mobilizing a field team of six persons, it was necessary to combine two approaches: one focused on the logic of the intervention and the other focused on the quality of the interactions between the projects and individuals, groups, organizations and institutions on the

ground. In order to guarantee an acceptable level of representativeness, the systematic random sampling system was preferred, as far as possible.

The work of the international consultant, working remotely in the context of COVID 19, was highly concerned with relevance project design, management, efficiency, alignment contribution to national and ILO strategies and policies. It involved systematic document revision and document search throughout the ongoing interview process. It accounts for and explains through an appreciative enquiry approach the changes, adaptations and discontinuities in the implementation process in the context extremely challenging external factors, and the extent to which each organization/institution was able to fulfil its ascribed role.

The international and national consultant maintained a constant dialogue to support each other's work. They mutually shared the outlines of their report drafts. From that basis, there was a process of mutual comment to ensure a complete response to each evaluation questions and select Lessons Learned and Good Practices. As the two workstream reports were being synthesized, gaps were identified for rapid follow up.

The evaluation team shared the barriers, challenges and limitations faced, and mitigation strategies adopted.

Key Findings on Conceptual Framework and Targets

The project was very popular in Norway and with the Norwegian government which decided to back it. NORAD's priority focus is on vocational training for young people that were unable to complete school and were therefore vulnerable, especially girls and young women.

However, the project design did not include a theory of change. There were unstated and untested assumptions about how broader systems would come into place to complement the training and capacity strengthening outputs, in order to deliver decent jobs and work to the target population, which did not materialize in practice.

The Project Document did not lay out detailed justification or criteria for each of the intermediate objectives (IOs) established, nor the synergies between them. These were left implicit as there was no formal theory of change for the project and in practice IOs 2 and 3 were the ones which proved most relevant, as IOs 1 and 4 required strong supporting actions from ILO constituents which were not forthcoming. Particularly to be highlighted is IO4 : This aspect of the project design was due to involve employers and trade unions in the project was the placement of trained individuals through a labour placement system.

The project document refers to the desire to set up a "local tripartite consultative committee (government and employers)" to advise on the adaptation of the technical training offer meeting the demands of the local job market. However, in the implementation system, neither the existence of this structure nor the formation of a steering committee (CoPiL) was noticed.

The FOPRODER project was formulated before the passage of Hurricane Matthew. It was started less than a year after a devastating post-disaster, without considering the major changes that have taken place in the institutional, organizational, biophysical and even humanitarian ecosystem of the FOPRODER intervention areas.

A baseline has not been developed to initiate the project start-up period. This limited certain attempts at comparison to better appreciate the performance levels of the FOPRODER.

A posteriori, the project lost due to external disruptions at least 12 months of the 3-year time allocated, and project activities have "banked up" towards the very end of the project, September 2019 onwards, giving little or no opportunity for embedding and follow up before the project end.

The project was of much more benefit to 25-35-year-old youth who could capitalize the training and certification within their existing livelihoods, than the 18-25 year-old youth group, the majority of whom could not convert their training into a livelihood.

The Mid Term review recommendations were followed and resulted in a fairer distribution of activities between Sud and Grand'Anse, as well as a successful expansion of women's' enterprise training. However, the Mid Term Review did not address the fundamental issue of the non-operationalization of placement of technically trained 18-25 youths, by suggesting an alternative route, through provision of loans/kits/seeds for enterprise startup. Thus, most of the under 25s remain vulnerable and without the means to transform their new skills into a livelihood

The project was affected by serious inefficiencies that were greatly compounded by the political and societal crisis of Haiti. Extremely dedicated staff worked through these difficulties to ensure that most activities and

outputs were completed, even if on a seriously delayed basis that impeded embedding and follow-up as part of an effective exit strategy.

There was excessive concentration of functions in the CTA for such a large and complex project. There was a need for a deputy CTA in charge of finances to ensure smooth running in event of CTA turnover. Given the lack of accounting, budget management and budget analysis capacity in the project, staff was not able to access clear and comprehensible expenditure updates and fund availability for planning purposes.

Transactions had to be approved at San Jose level, meaning long delays involved in transmitting documentation from Les Cayes to Port au Prince and then to San Jose. The IRIS system was not installed in Les Cayes. Partners were still facing severe difficulties to align to ILO reporting requirements and experiencing delays in payments right at the end of the project (May 2020).

Conclusions

Overall, the direct beneficiaries expressed a good level of satisfaction. On the other hand, they are not generally satisfied on the aspect "Integration into the job market". The minimum satisfaction expressed at this level is mainly related to graduate students who have been able to develop income-generating initiatives, based on heritage and / or production factors inherited from their parents. The beneficiaries of VAE certifications, being mainly adults who already had a job before FOPRODER, are also largely satisfied.

Furthermore, overall, the learners were very satisfied with the quality of the teaching and the logistical aspects. The beneficiaries were very satisfied with the methods, pedagogical approaches and didactic materials used within the framework of the training.

The idea of providing young people in vulnerable socio-economic conditions with technical training remains an initiative of capital importance. However, it is estimated that the latter find it difficult to develop a certain autonomy to integrate into the labour market. The "wait-and-see attitude" is very high.

With the socio-economic reality evolving in the geographic departments of the South and Grand'Anse, it is almost impossible to approach the economic development of young people from an angle strictly linked to vocational training. Any initiative aimed at the sustainable development of the departments must inevitably develop a harmonious formula capable of reconciling the expectations of young people in terms of professional integration, access to credit, investment insurance, an adapted legal framework, a safe and reliable environment, and infrastructure providing conditions capable of attracting exogenous finance;

The field situation analysis shows a change in behaviour in the adoption of governance and management practices developed in agricultural cooperatives in general. Behavioural changes are especially noted in the needs assessment strategies, in the rationality of the process of transformation of agricultural products, in the marketing of products and in the calculation of the performance levels which are done on an integrated basis, compared to situations before FOPRODER;

Rural women have a very appreciable know-how and a certain duty in the fields of valorisation of agricultural and natural products. The integration of women and their emancipation in an agro-environmental and fisheries development project constitutes a certain interest and / or motivation for grassroots, female-dominated community organizations - which enjoy a certain community credibility.

Despite some advances in the sector in relation to the "gender dynamic" over the past four (4) years, women place particular emphasis on the support they need to better integrate the fishing sub-sectors (processing and marketing). They are generally treated as a second rank priority by fishery associations that are dominated by men. These women hope for better coordination and regulation of the fishing sub-sectors, in their favour.

Recommendations

1. **Training Structures and Trainee Networks** a) In the absence of the planned tripartite committee, the technical fisheries and agriculture committees which replaced it are not mature enough or suitable to contribute adequately to the development of the exit strategy. Rather, it will be necessary to think of the creation of a multi-stakeholder and multi-sectorial platform, created based on representative and inclusive participation. b) The networking of certified technicians with a view to the participative and inclusive construction of a platform, favorable to the exchange of information, sharing of experiences, and the establishment of bonds of solidarity between young people professionals.; c) The development

of a skills benchmark, including a summary of the academic and professional profile of young graduates and their respective contact details; to share with sectorial ministries, humanitarian and development operators; in order to promote their gradual integration into professional spaces through current and future projects and programs; d) At the level of the basic community organizations involved in the implementation of FOPRODER, among other concerns, women are very little represented in structures and decision-making positions. The integration of gender criteria should be established during the FOPRODER formulation process, to guarantee the sustainability of the results. Thus, in the exit strategy of FOPRODER, it will be necessary to think of the tailor-made development of a "Gender Integration and Participation Plan"

2. **Certification of ILO Master Trainers in Haiti.** FOPRODER staff responsible for skills training, cooperative development and enterprise development would have been ideal candidates for certification as Master Trainers. This was considered but not done in the end. This constitutes a major missed opportunity for sustainability and consolidation of ILO training approaches and to install lasting capacity in the country.
3. **Knowledge Management** This aspect remains fundamental to support the development of evidence based decision-making and operational processes, linked to the promotion of project information;
4. **Immediate COVID 19 Related Exit Strategy** The socio-economic implications of the COVID-19 pandemic must be considered in the development of the exit strategy from FOPRODER (in the very short term).
5. **Human Resources.** Extremely careful attention is required to hiring at all levels of the project. Fluent French is considered essential by stakeholders.
6. **Location of CTA/Project team in Port au Prince.** It has already been taken on board that it is not efficient or effective to run a project field office that does not have the IRIS administration system installed. Given the problems of logistics, delays and costs involved in multiple transmissions of documents to be processed in Port au Prince it has been considered necessary that in future, projects could be run out of Port au Prince with visits to the field and partners on a regular basis.
7. **Technical focus of a successor project** Even if it is decided, based on research, that the new project will focus on different value chains, there should be a consolidation package for the 18-25 year old skills trainees in FOPRODER who require some further support on the path to professionalization, given that the expected pathway of employment placements for certified skills trainees never materialized.

1 INTRODUCTION

1.1 Haiti Context

The conditions of the project areas of South and Grand'Anse in the aftermath of Hurricane Matthew were so disastrous that it had harmful effects and impacts on almost all fronts: administrative, organizational, institutional, infrastructural, programmatic, socio-economic, and ecological. With the disaster, there have been many changes in the positioning and mapping of actors. Humanitarian actors became much more important. Development actors quickly and largely switched to humanitarian operations to strengthen disaster response and attend to collateral damage caused by the disaster. In addition, the transitional government, facing some lack of legitimacy, has been unable to respond to urgent humanitarian situations. To all this, the cumulative effects of the impacts of the January 2010 earthquake, along with the incidence of an electoral crisis that lasted more than 2 years, caused complex and complicated socio-political and socio-economic unrest. Almost all agencies, institutions, and organizations had to ask for waivers from their funders and donors, to adapt their budget and develop lines favorable to urgent concerns. Even schools and churches across the country have been involved in managing this post-disaster drama. To date post-disaster projects still predominate in the South and Grand'Anse, the epicenter of the hurricane damage. Of course, these aspects should be considered in the analysis of project performance levels. However, the delicate question remains: why had the ILO not considered reviewing the formulation of this project that took place long before the disaster? Because, among other concerns, the overall context had changed enormously. As it was, ILO participated in a short collaboration with UNEP in labour intensive green job creation, which was discontinued after 5 months, rather than a complete project redesign. Recommendations for continuation from a review of the collaboration by HIMO specialists, conducted in September 2017, were not taken up. See Annex 1.

The FOPRODER project context was considered by some international ILO staffers to be the most challenging they had ever faced, even by those who had served in war torn nations like Congo:

1. The passage of the devastating earthquake of January 2010: The whole country was affected. Although the epicenter was located a few kilometers from the capital (Port-au-Prince), the socio-economic and ecological fallout was critical in the regions of the country, with an emphasis on the departments of South and Grand'Anse;
2. The passage of Hurricane Matthew in September 2016: This natural disaster had devastating impacts on all sectors of life in the geographic departments South and Grand'Anse. This natural disaster was immediately followed by precarious, alarming and subhuman humanitarian situations;
3. The complex and complicated electoral crisis of the 2016-2017 period for the renewal of all political staff, which persisted and made it even more difficult to achieve consistency in the implementation of post-disaster management initiatives and the recovery phase; despite substantial investments by bilateral and multilateral cooperation partners, and many actors from civil society;
4. The initiation of sporadic and recurrent movements from periods of unrest and anti-government uprisings baptized under the label of (*Pays Lock*)¹ (cf.: Period from February to September 2019) ;
5. The historical and structural problems in terms of governance, lack of participation and transparency and the deficits of functional and operational capacities which continue to impact the implementation of sustainable progress initiatives;
6. The repercussions of agroclimatic hazards on the agricultural sector; the weak growth and development of the employment sector, and the lack of congruence in the development of sectoral public policies; which only degrade the socio-economic living environment of all socio-economic categories, where young people and adults from 18 to 45 have no other alternative than to mobilize means to emigrate to

¹ An acceptable definition that can be attributed to this expression is that the term "Pays Lock" can designate: the situation in which the country, Haiti, operates in slow motion and under very critical conditions, where social activities, such as school, and economic activities, formal and informal commerce, are almost paralyzed in some areas (or even certain regions) and sometimes completely paralyzed in other areas or other regions that constitute hot spots, because individuals do not can no longer carry out their respective activities, since barricades of all kinds are used to serve as barriers to the various major arteries of the country's road network by protesters, this for a very long time (much longer than the duration of a union strike). But this form of resistance can be explained more rationally as a form of barricade erected against social, economic and political barricades which are established, by the system, against the mass of the people. The Lock Country is a barricade against oppression, unemployment, the exploitation of the working mass, inequality, social injustices, social and food insecurity ... which are barricades considered as being inevitable for the guards of this oligarchic system, while they are issues that this society itself is trying to question through this form of resistance. (URL : <https://lenouvelliste.com/article/208735/pays-lock-une-nouvelle-forme-de-resistance-anti-systemique-en-haiti> ; Accessed February 22, 2020)

countries of the 'Latin America (Brazil, Chile , Argentina, etc.), the Dominican Republic and North America, depending on the margins of maneuver available;

The following sections present a summary of the realities which preceded the implementation of FOPRODER for the key sectors, in relation to the conceptual and operational framework of said project. These obviously have an impact on the performance levels recorded in the implementation process.

Baseline socio-economic conditions in the FOPRODER intervention zone

Already suffering from a serious infrastructure and investment problem, the Haitian agricultural sector, which is particularly sensitive to climate threats, was strongly affected by Hurricane Matthew (2016), a category 4 power on the Saphir-Simson scale. The destructive power of this hurricane has worsened the situation of farmers across most of the country, especially in the departments of South and Grand'Anse. Thus, the damage and losses recorded in the affected areas were very heavy and affect the daily life of approximately 2.7 million people, or 71% of the population of these affected departments, with approximately 22% of this population living in marginalized rural areas. (Cf : *Damage and loss assessment report in the affected areas of the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR)*).

The consequences of this devastating hurricane resulted in the decapitalization of around 428,000 farmers, basic production infrastructure, including irrigation systems, rural and agricultural roads, and agricultural storage centers, were severely affected. The vegetable sectors, representing 20% of national agricultural production, were hit hard. On the plots, only vestiges of annual crops from the spring campaign remain. This has increased the damage recorded in the production of annual and multi-year crops. Thus, the estimated loss balance amounts to 7,900 tonnes for cereals (rice, corn, sorghum), 18,000 tonnes for legumes (beans and Congo peas), 29,200 tonnes for roots and tubers (yams, cassava, potato) and 61,000 tonnes for bananas. In addition to the production losses recorded in situ (in the fields), a large part of the stored foodstuffs was destroyed following damage to the storage infrastructure. It was estimated at 8,773 t of cereals, 7,595 t of pulses; 6,387 t of roots and tubers and 2,609 t of bananas as deducted or deteriorated food.

Due to heavy rain and flooding, infrastructure has been severely affected. About 16,000 hectares of irrigated perimeters have been affected with serious damage to irrigation canals, catch and other types of works. The hurricane also caused damage on the banks of rivers (about 55 km of eroded banks), on rural and agricultural tracks (Near 1,230 km of damaged tracks) and on salt marshes with an area of about 472,500 m². The following figure presents an assessment of the damage recorded by department after the passage of Hurricane Matthew.

Faced with this grim picture, small farmers, including young people, have been particularly vulnerable. The latter had very little capacity to relaunch their operations. On this basis, and according to the MARNDR situation report (2016), the priority and urgent recovery measures post Matthew were to:

- ❖ Make the community production (irrigated systems) and communication (rural tracks) infrastructures functional. The actions must make it possible to guarantee the next three (3) agricultural seasons, and to provide immediate income to the populations. The strategy of short-term actions advocates the HIMO approach (Labor-intensive works) and significant subsidies of basic inputs and agricultural works.
- ❖ Reinforce in the medium term (October 2017 - September 2019) the achievements of short-term interventions and revitalize agricultural production in the affected areas for the next three (3) years.
- ❖ Address long-term (after October 2019) structuring and sustainable objectives in the context of development planning and sector resilience.

Agroforestry situation

Although agroforestry systems are more weather resistant than annual crops, the destructive power of Hurricane Matthew did not spare them. As with seasonal crops, agroforestry has suffered considerable damage. The most affected species are mango, avocado, citrus, real tree, cocoa, coffee, coconut, etc. For the most affected departments (South and Grand'Anse), the losses were estimated at a total value of US \$ 113,695,275 (MARNDR / MEF, November 2016).

Agrotransformation

The agro-processing sector was not exempt from the calamitous situation post Matthew in the South and Grand'Anse. On the one hand, the agricultural and fishing sectors at the end of the chain have been severely impacted and are in difficulty in supplying inputs at the base of the processing chain. In addition, significant direct damage has been recorded to the infrastructure and facilities of processing companies. According to the

diagnostic assessment of the situation, the mills, the guldives, the vetiver factories, the cassaveries, and the slaughterhouses were all affected. Not only have the buildings been damaged, the equipment and materials have been destroyed or almost unusable. Losses in this sector have been estimated at a total value of US \$ 1,835,923 (MARNDR / MEF, November 2016).

Fishing situation

Fishing is practiced in difficult conditions. Fishermen face difficulties such as the lack of technical supervision, the lack of equipment and materials (fishing gear, boats etc.) to practice fishing in safe conditions. For example, they use non-selective material that disturbs the habitat of certain species.

The harsh winds of Hurricane Matthew in 2016 and the resulting tidal wave are causing enormous damage to the fishing industry. The destruction of the boats and the loss or destruction of fishing gear and other tools was estimated at a total value of US \$ 9,024,377. Beyond these direct losses, there is also a loss of production due to a deficiency or lack of adequate capacity and means for fishing accessories (Boats, nets), hence an estimate of a total value of 14 US \$ 087,027 in fishing losses.

Situation of Women

According to the PDNA² (2016), women, often victims of other forms of discrimination, were one of the main victims of the destructive power of Hurricane Matthew. Often assigned to social responsibilities which diminish their adaptive capacities, they represent one of the most vulnerable and most at-risk categories to climatic events of this type. Despite their degrees of exposure to threats, they have been very active in socio-economic activities in the Great South. Therefore, they have hundreds of thousands of victims in their ranks.

According to official MARNDR data, 22% of agricultural workers on the Southern Peninsula are women and SMEs depend largely on their participation, particularly through interdepartmental trade. The fishing sector directly employs 12,000 traders and indirectly 7,000 «Madan-Sara»³, buyers and sellers on the beaches and sometimes even agro-processors. The participation of women is estimated at 44% of the family workforce and 40% of family helpers, often mobilized in major spring and winter agricultural campaigns (sowing, harvesting, etc.). On the livestock side, 22% of women are responsible for livestock. Of the 2.4 million people affected, 1,029,000 are women, of whom 686,000 needed immediate assistance. At the household level, significant damage has been observed. An estimated 304,347 households are affected, of which 121,739 households headed by women, single parents and 86,150 of them, have their homes seriously damaged or destroyed (41,560 destroyed and 44,590 damaged). The losses in agriculture and trade are estimated respectively at 3, 268,000.00 gourdes (or 27% of the total losses) and 7, 170,000.00 gourdes (or 47% of the total losses).

Vocational Training

The Haitian education system, for more than two decades, has faced problems both in terms of supply (access and participation), internal efficiency, quality and external efficiency, and governance. These problems worsened with the earthquake (January 2010) and the passage of Hurricane Matthew (2016) which were very devastating for the entire education sector, in the geographic departments of South and Grand'Anse in particular. Technical and vocational training represents only 2% of the MENFP budget.

Technical and vocational training in Haiti is provided at 3 levels, namely: 1) vocational education institutions (EEP), 2) technical education schools (EET) and, 3) household centers (CM). The different levels correspond to five types of graduation. Nevertheless, the diplomas effectively sanctioned at the state level, in reality, correspond to two levels: the certificates of professional aptitude (BEP), and the professional baccalaureates (BAC PRO) ". The quality of education does not respond to the country's real problems in terms of construction and knowledge (Yves Villefranche, 2017)⁴. Vocational education, in its current state, is not connected with the productive apparatus that invests. In some areas, training programs, USFED⁵ laments, are rigid and traditional. The lack of flexibility of the training sub-system prevented it from understanding the changes to be made

² https://haiti.un.org/sites/default/files/2018-11/UNDP-HT-PrevCri-EvaluationBesoinPostCatastropheCycloneMathieu-PDNA-31012017-SM-Ir_1.pdf

³ Women known as « Madan-Sara » in Haiti work tirelessly to buy, distribute and sell food and other essentials in the country's markets. Despite all the obstacles encountered by women working in a sector that lacks investment, infrastructure and state aid, the Madan Sara continues to be one of the most critical elements of the Haitian economy and who we are as a country. The film « Madan-Sara » tells the stories of these tireless women who work on the margins to make the Haitian economy work. Despite intense hardship and social stigma, the hard work of « Madan-Sara » puts her children to school, houses their families and helps ensure a better life for future generations. (<https://lab.org.uk/haiti-madan-sara-women/> ; Accessed June 2, 2020)

⁴ <https://ayibopost.com/la-technologie-absente-de-la-formation-professionnelle-en-haiti/> (accessed July 25, 2020) ;

⁵ UNITÉ D'ÉTUDES SCIENTIFIQUES ET DE FORMATION POUR LE DÉVELOPPEMENT (USFED) (Juil. 2002). *Le Développement social Local*, Médiatexte, Port-au-Prince. (accessed July 23, 2020) ;

(Guichard DORE, 2010)⁶. Few of the graduates in TVET manage to enter the labor market. The employability of young people and trained adults is one of the biggest challenges in this sector. According to INFP figures, only nine percent enter the workforce of the 5,700 graduates per year.

The 2017-2027 Plan⁷ is therefore intended to be a strengthened instrument that the State gives itself to reframe and orient all the actions it plans to carry out in this area. According to this plan, the offer of secondary education and vocational training should be redefined by municipality, considering economically promising sectors. The choice of programs to be offered in establishments should be made based on the thirteen (13) streams. It is therefore planned to: 1) facilitate equitable access to 25% of the educated or literate population in technical and vocational training (TVET), 2) apply the skills-based approach by 2027 to 100% of the centers FTP, 3) provide 100% of public centers with approved equipment and materials, 4) create and operationalize synergies between technical and vocational training and the productive sectors, and 5) provide the INFP with a new framework law and new structures to harmonize the links between technical and vocational training, including other existing degrees.

Implications for FOPRODER target groups.

The potential for job creation was strongly affected by the negative impacts linked to the disaster. The 18 to 35 age group were the most affected, according to almost all the resource people consulted in the final assessment of FOPRODER.

Apart from the development of certain short-term projects, intended to develop IGAs (Income Generating Activities) in post-disaster management and recovery initiatives (HIMO: Work with High Labor Intensity, Cash for work, Food for work), the opportunity for young people (in particular) to find a decent job was very slim. A large part of the latter had no other choice than to carry out seasonal emigration to the big cities and to the Dominican Republic, in search of well-being. Other people (18 to 40 years old) of improved living conditions have left the country permanently for certain Latin American countries (Brazil, Chile, Argentina, Peru, etc.).

The competent public services and chambers of commerce and industry (CCI) are unable to provide statistics on the employability of young people, the flow and specialization of migration at departmental level. Remember that the IHSI (Haitian Institute of Informatics and Statistics) remains a centralized structure at the level of the capital of Haiti, Port-au-Prince. Updating the data is generally conditioned by the funding of certain development donors; it is generally not part of a programmatic or even systematic framework.

1.2 Project Background

The ILO and Norway signed an agreement in 2016 for an amount of \$4,601,219 .00 to implement a programme to fill the gaps in education and skills for vulnerable youth in Haiti, in the promotion of rural socio-economic development in the southern departments and Grand'Anse. This project aims to help rural households in southern HAITI overcome barriers to entry into the labour market by improving the entrepreneurial skills and employability of the rural labour force, particularly women and youth, through improved vocational training (formal and informal) related to agriculture and the fishing sector.

The Vocational Training for Rural Development (FOPRODER) project aims to support governance and strengthen economic and institutional capacities among agricultural associations and cooperatives operating in the departments of South and Grand'Anse. It is funded by the Government of Norway and its implementation must contribute to outcomes 2.2, 2.3 and 2.4 of the DWCP: 2015 - 2020 of the ILO in Haiti. Its implementation has been broken down into five immediate objectives or outcomes:

- **Intermediate Objective 1.** Institutional capacity of the networks of fishing workers in Grand'Anse and agroforestry sector in South department is strengthened;
- **Intermediate Objective 2.** Technical capacity of agriculture and fishing workers along the selected products is built - through state certified technical training and simplified training – for insertion into labor market in sustainable farming and fishing cooperatives or enterprises, with a particular attention to gender specificities and needs ;

⁶ Guichard Doré. Politique de formation professionnelle et d'emploi en Haïti : le cas du secteur du tourisme (1980-2010). Education. Université Paris-Est, 2010. Français. NNT : 2010PEST0018. tel-00648788 (Cf. : <https://tel.archives-ouvertes.fr/tel-00648788/document> ; (accessed April 23, 2020)

⁷ https://www.cliohaiti.org/IMG/pdf/plan_decennal_d_27education_et_de_formation_2017-2027.pdf ; (accessed April 23, 2020)

- **Intermediate Objective 3.** Efficient cooperative organizations are promoted and capacity of existing cooperatives is strengthened in non-farming and farming (e.g. fishing) sectors ;
- **Intermediate Objective 4:** Employment services-Placement orientation and insertion systems developed and centres created ;
- **Intermediate Objective 5.** Knowledge and good practices are shared to upscale experience in other regions.

The project targets young women and men (15-25 years old) and has been implemented in the Grand Anse and the southern departments (one of the most fragile and rural areas). It aims to improve the employability of unemployed young people to access the labour market. The project targets rural areas and focuses on the two most important potential sectors: agriculture and fisheries.

Some changes took place during implementation due to the consequences of Hurricane Mathieu, which hit the project's initial target areas and communities on 4 October 2016. As a result, some ad hoc green employment activities were introduced through joint work with UN Environment and in partnership with local NGOs ORE and PADI.

The project management structure was composed of a technical and logistical support of "local partners" (such as ORE, PADI, AVSI, the UNDH via UDERS des Cayes and mainly the Faculty of Agronomy, the MARNDR via its DDAS or DDA'GA, AUC des Cayes, ASPVEFS, the MDE through the departmental directorate of the South, AYITIKA SA and OREB) and "international partners" (such as AGRITERRA, CINTERFOR, SFAPME).

In its implementation during the year 2019, FOPRODER was based on two pillars:

- Vocational training, CLE (Understanding the business which is an Entrepreneurship Education Program), Gender and women's entrepreneurship;
- Development of Value Chains (agricultural or fishing), entrepreneurship or employment using the methodologies GERME (Manage your business better) and MY.COOP (Manage your agricultural cooperative).

1.3 Evaluation background

The main purpose of the evaluation was to carry out a final assessment of the project and measure the results it has achieved in strategic terms.

More precisely, the evaluation serves to:

- (i) Give an independent assessment of the Project's progress towards the achievement of the objectives and results set; assess performance in the light of the results indicators and outputs, and also the unexpected results, in the framework of the national education policy, in particular technical and vocational training;
- (ii) give an independent assessment of the strategies and implementation methods chosen, the partnerships established during the implementation of the project, and the constraints and opportunities;
- (iii) Review the efficiency of the project implementation process, comparing the results achieved with the expected outputs, and analyzing the way financial and human resources have been used;
- (iv) Examine the direct and indirect impact of the project, particularly on the capacity building and accountability of vocational schools, many other authorized private or non-profit training centers, but not all of them accredited by INFP, municipalities and local communities;
- (v) Examine the prospects and long-term viability of the results obtained, including the ownership of the project results by the various partners and the sustainability of the achievements;
- (vi) Assess the extent to which the recommendations of the evaluation of the project in 2018 have been taken into account;
- (vii) Highlight lessons learned and good practices and provide recommendations for stakeholders, ILO, UNEP, local partners and "International Partners".

The evaluation has covered all the results planned under the project, from the beginning of the project to its completion.

- Period: first week of April to the end of July 2020 (this was longer than originally anticipated due to coronavirus adapted methodologies)
- Regions: departments of the South and Grand'Anse
- Target groups: The project targets rural (and semi-urban areas) and focuses on the two most important potential sectors: agriculture and fisheries. At individual level, the main direct beneficiaries are: young women and men (15-25 years old) and trainers. At the institutional level, the INFP / MENFP is the principal targeted collaborating institution targeted. International and national implementation partners that were resourced by the project to deliver the different objectives were key informants. Extensive consultations were also carried out with broader government and non-government local stakeholders concerned with youth employment.

1.4 Evaluation methodology

1.4.1 Evaluation approach

The evaluation has followed the United Nations Evaluation Group (UNEG) norms and standards for evaluation, as reflected in the ILO Policy Guidelines for Results-Based Evaluation (ILO Policy Guidelines for Results-Based Evaluation) and technical and ethical standards.

The evaluation has applied the criteria and approaches for international development assistance as set out in the OECD/DAC Quality Standards for Development Evaluation. The ILO normative guidelines for results-based evaluation and the technical and ethical standards and code of conduct for evaluation in the United Nations system are based on these criteria and, therefore, the evaluation has complied with them in order to ensure the international credibility of the evaluation process.

A participatory approach, through an iterative approach, was adopted. To answer the evaluation questions established in the TOR, and refined in the Inception Report, the evaluation team mobilized a holistic approach method which considered the key dimensions linked to the conceptual and operational framework of the project. The components were deciphered, analyzed and discussed, considering the evolution of the organizational, institutional, socio-economic, socio-cultural and socio-political contexts which had influenced the process of implementation of the project, through its different phases.

The triangulation of the data and information gathered made it possible to support the validation of these, as well as their analysis. The deductive and inductive analysis made around the discriminating parameters made it possible to formulate the elements of conclusions, suggestions and consequent recommendations. In addition, the consultative approach also enabled the various stakeholders to present their points of view regarding the exit strategy.

1.4.2 Evaluation criteria and questions

The full list of evaluation questions is provided in Annex VIII, structured around the main OECD DAC evaluation criteria, in particular: 1) relevance, 2) consistency, 3) effectiveness, 4) efficiency and 5) utility. The following diagram illustrates this reference framework:

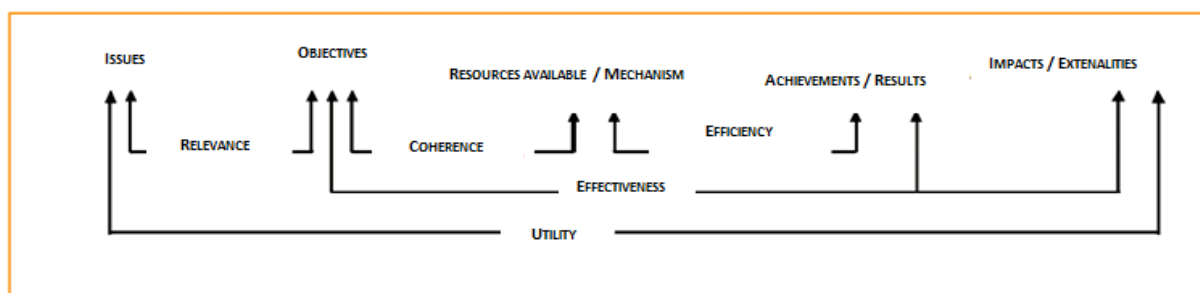


Figure 1 | Links between performance criteria and certain key parameters of a the FOPRODER

To these decisive criteria and parameters, it is necessary to add two other criteria no less important: internal coherence⁸ and external coherence⁹. On these considerations, we have done our best to ensure that this evaluation is carried out on a **SMART** basis (Specific, Measurable, Achievable, Realistic and Temporal).

Two approaches were used to respond to the evaluation questions: one focused on the logic of the intervention and the other focused on the quality of the interactions between the projects and individuals, groups, organizations and institutions on the ground.

The list of evaluation questions is included below:

Relevance and strategic alignment

EQ1 Is the problem justifying the intervention clearly defined in terms of scale, geographic distribution and target population?

EQ 2 How is the project in line with the priorities of the NDP, educational strategies, the EIP and the country Program for Decent Work (DWCPs)?

EQ 3 Were the criteria for selecting interventions under each axis relevant to deal with the causes of the problem?

EQ 4 To what extent does the project contribute to national development strategies, to the UNDAF, the SDGs and to other joint development assistance frameworks?

Validity/coherence of the project design

EQ 5 Was the project logical and coherent in its conception, with clearly defined benchmarks and targets?

EQ 6 In view of the results achieved, was the project design realistic?

EQ 7 To what extent, in the definition of objectives, actions and results, are references to international labour standards-(ILS), social dialogue-(SD) mechanisms incorporated? Is the design made considering the gender approach and environmental sustainability-(ES) at the level of its strategies and actions?

EQ 8 To what extent have the commitment and constructive participation (with key contributions and comments) of the partner and other stakeholders been given at the project design and implementation stage?

Project Performance

EQ 9 How well have the project objectives been achieved?

EQ 10 Have the benefits been positive for men and women equally? Were there differences by regions? What factors contributed to success or were there any constraints here and why? What were the necessary adaptations made to ensure the achievement of results (if any)?

EQ 11 What were the criteria for selection of beneficiary individuals and organisations, and did they change over the course of the project? How transparent were the project selection processes?

EQ 12 To what extent have the different organisations and individuals involved contributed to achieving the strategic objectives of the project?

EQ 13 To what extent have the recommendations of the mid-term evaluation been accepted?

EQ 14 What changes have been observed as a result of these measures?

Efficiency

EQ 15 Have resources (financial, human, time, expertise, etc.) been strategically allocated to ensure the achievement of results?

EQ 16 Have the resources been used efficiently? Could we have achieved the same results at a lower cost? Are the quality and quantity of the products / outputs in line with the resources mobilized

EQ 17 Have the relevant ILO units and supporting services in San Jose (Country Office) and Haiti and Geneva (ILO Headquarters) ensured adequate backstopping for project management on the technical, program, administrative and financial levels.

EQ 18 Did the managerial structure of the project facilitate good results and the effectiveness of achievements, including the existence of a functional monitoring and evaluation system?

⁸ This part of the analysis allowed us to assess the level of cohesion of the project evaluated by examining the synergy between strategic axes and between actions under different strategic axes. This analysis may be based on and translated into graphical or raster representations that visually illustrate the overall cohesion of the action programmed.

⁹ This is a series of reflections that will enable us to assess the level of integration of the project evaluated in its environment, in particular in relation to the other territorial policies implemented in this environment.

EQ 19 Has the project made strategic use of coordination and collaboration with other ILO, UN and national projects and sectors.

EQ 20 Did the project have a beneficiary feedback mechanism for suggestions and complaints? If so, how effective was it? If not, how were suggestions and complaints from partners/beneficiaries handled in practice?

EQ 21 How were ILO safeguarding policies implemented in the project.

Impact and sustainability

EQ 22 What are the positive effects already observable from the project in general, as well as from the focus groups targeted by its activities?

EQ 23 What is the expected impact of the project at the country level and in each of the regions covered?

EQ 24 To what extent have sustainability considerations been considered in implementation of the project.

EQ 25 Have the capacity of implementing partners been sufficiently strengthened to ensure sustainability of achievements beyond the project implementation period?

EQ 26 To what extent is the project exit strategy effective and realistic?

EQ 27 What impact is the coronavirus crisis expected to have upon the sustainability of project achievements? What mitigation measures could be adopted by project stakeholders to minimise the negative impact.

Project performance; gender and women's economic empowerment

Have the benefits been positive for men and women equally? Were there differences regions?]

What factors contributed to success or were there any constraints here and why?

What were the necessary adaptations made to ensure the achievement of results (if any)

1.4.3 Cross-cutting themes and Quality assurance

As per the TORs, the evaluation considered gender issues in accordance with ILO Guidance Note 4: (Integrating gender equality in monitoring and evaluation of projects). All data was thus disaggregated by sex and the different needs of women and men and the vulnerable groups envisaged by the projects under consideration should be taken into account throughout the research process. To consider the aspect of "Gender Mainstreaming" in the Project, GbA (Gender-based Analysis) was used. These repositories described in six (6) stages correspond to the usual phases of carrying out a project. For each of them, specific questions are indicated, considering the realities and the differentiated needs between women and men.

Regarding analysis relating to the legal and institutional plan, the evaluation mainly mobilized: "the approach based on human rights (ABDH)¹⁰". It is a conceptual framework for understanding the causes that impede the realization of human rights based on universal human rights standards and principles ... and which aims to develop the capacities of rights holders to claim their rights and to the Bond Holders (DO) to fulfill their obligations (CCA / UNDAF Directives 2007, p.14).

The Cartesian approach previously described has favored, among other things, the use of the best available technologies, as well as the continuous improvement of performance levels (Cf. Figure below: Deming wheel). The conclusions of the study affect all phases of the FOPRODER project, namely: (1) planning, (2) implementation, (3) control and monitoring and (4) exit strategy.

¹⁰ The realization of human rights is the ultimate goal of all development programs. The ABDH influences the identification of United Nations (UN) strategic priorities. And, programming draws information from the recommendations of international UN bodies and mechanisms.

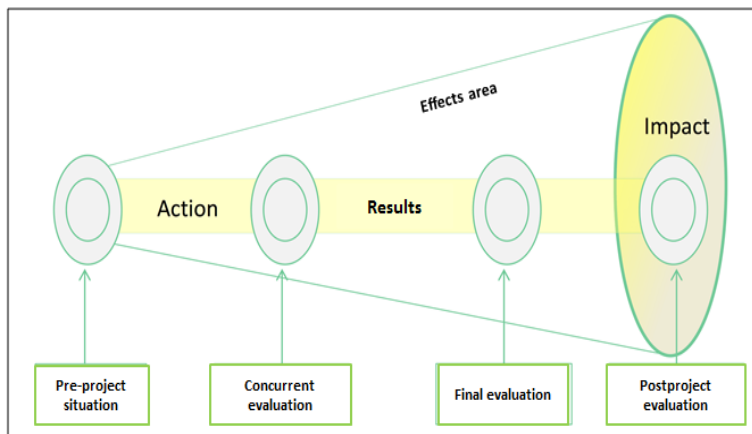


Figure 2 | Illustrative a of the logic adopted for the co-construction of the response elements in relation to the central questions of the evaluation (Guerrier, National consultant)

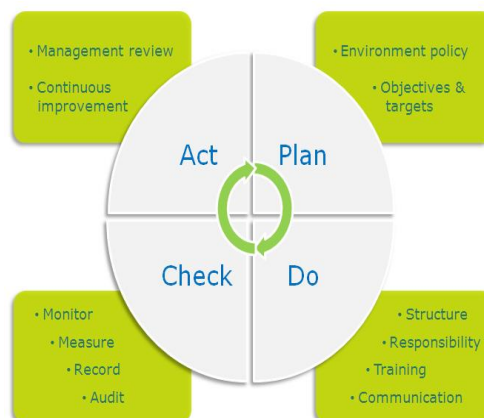


Figure 3 | Deming Wheel (PDCA)

1.4.4 Evaluation methods and data collection tools

The final evaluation process used in particular as assessment and/or analysis tools such as: 1) efforts to reconstruct the baseline in order to compare the ex-ante situation with post project reality 2) examination of existing documents, 3) semi-structured interview guide, 4) direct observation form linked to field visits, and 5) questionnaires of analysis surveys formal performance and perception, 6) realization of improvised focus-groups, when it was possible. This methodology favored the combination of quantitative study methods and qualitative approaches in order to arrive at more objective analyzes of the achievements and interventions of FOPRODER. Thus, this dynamic made it possible to better approach and appreciate certain very important subjective dimensions of the evaluation.

A sampling approach was developed according to the realities of each component of the project. In order to guarantee an acceptable level of representativeness, the systematic random sampling system was preferred, as far as possible. To guarantee a good level of representativeness, the evaluation team had made sure that the sampling rate was not less than 35% for each of the components of FOPRODER selected for statistical analysis. At the same time, given the implications of the context of the COVID-19 pandemic, the non-probability "snowball" sampling method has sometimes been used to compensate for some missing data. (see Limitations)

In the process of counting, processing and entering the different layers of information (quantitative, qualitative, quali-quantitative), in order to guarantee an optimal level of reliability, the evaluation team triangulated the information collected from different sources through an iterative process. The number of stakeholders and / or beneficiaries surveyed was established based on their level of representativeness in relation to each component.

The representativeness criteria mobilized for the distribution of surveys across FOPRODER intervention areas were in particular:

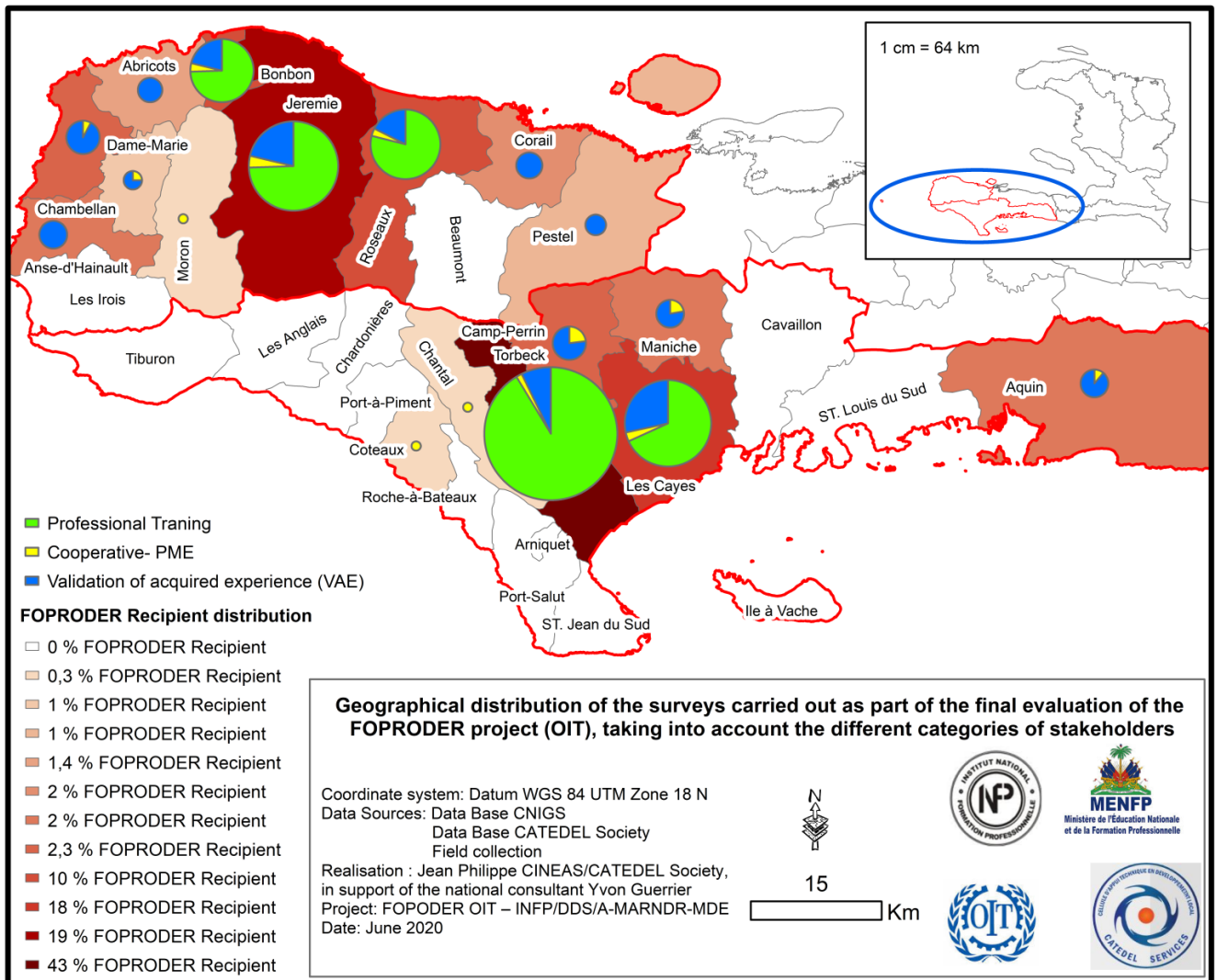
1. The considering the different components of FOPRODER,
2. The type of beneficiaries (Institutional, Organizational, Individual);
3. The geographic and administrative factors (physical delimitation of departments, communes and communal sections),
4. The gender and age group of the beneficiary,
5. The agroecological characteristics of the intervention areas,
6. The living environment of communities (urban, peri-urban, rural),
7. The weight of direct beneficiaries depending on the model and / or the frequency of their distribution (level of concentration) across the geographic territories of Sud and Grand'Anse;

The information collected has been validated at different levels (community, organizational and institutional), through an iterative process focused on a representative and inclusive participation approach. This approach made it possible to look at the levels of involvement of each decision and each action on the different types of beneficiaries targeted by the project (women and men, local institutions and organizations). The following table presents the actual geographic distribution of the surveys carried out as part of the final evaluation of the FOPRODER Project, considering the different categories of stakeholders:

Table 1 | Distribution of surveys across FOPRODER intervention areas

Category of direct beneficiaries	Size of the direct beneficiary population (According to ProDoc)	Size of the direct beneficiary population (Based on the list of beneficiaries provided by the FOPRODER project team)	Sampling rate based on list of beneficiaries provided by the Project team	Sample size	Distribution by Communal Section	Distribution by Municipality (Beneficiary Quantity)	Distribution by Department (Beneficiary Quantity)
Professional training	1200	718	56%	400	1, 2 sections Torbeck, 3 & 4 sections les Cayes	Torbeck(190), Cayes(60), Jérémie(70), Bonbon(35), Roseaux(45)	250 South, 150 Grand'Anse
SME-Cooperative	1000	22	100%	22		Camp Perrin(3), Chantal(1), Maniche(2) Cayes(3), Coteaux(1), Aquin(1). Jérémie(4), Moron(1), Chambellan(1), Torbeck (3), Bonbon(2), Roseaux(2) Dame-Marie(1)	11 South, 11 Grand'Anse
Validation of Acquired Experience (VAE)	2000	340	44%	149		Jérémie (20), Abricot(7), Anse-D'Hainault (9), Bonbon(10), Roseaux(10), Dame-Marie (12), Corail (8), Pestel (5), Chambellan (3), Cayes(25), Camp Perrin(10), Maniche(7) Aquin(8), Torbeck(15)	65 South, 84 Grand'Anse

The following map illustrates the spatialization of the surveys carried out among the different types of beneficiaries:



Map 1 | Geographical distribution of the surveys carried out as part of the final evaluation of the FOPRODER Project (OIT), taking into account the different categories of stakeholders

Systematic document revision and document search throughout the ongoing interview process was held. There was no interaction with “beneficiary” individuals or organizations, all the approximately 30 interviews conducted by the international consultant were on executive aspects, focused heavily on technical, managerial, strategic and governance factors to explain the results, outcomes and impacts of FOPRODER. Interviews were conducted in English, Spanish and French through an interpreter as required. Separate questionnaires were developed for the different categories of representatives interviewed; project staff and former staff, higher management of ILO, ILO technical backstoppers and technical experts, international implementing partners, national implementing partners, state and semi-state organizations, private sector, other UN and international cooperating partners, donor organization (Norwegian Embassy). Adequate coverage of all stakeholder categories has been achieved.

The collection and management of data was done according to the rules of the art and ethical provisions. Also, the dignity and freedom of each respondent were respected. Throughout the process, the National Consultant worked closely with the project management team and its privileged partners and/or anchor operators. To facilitate the consultant's work, the counterpart provided all requested and necessary information (to the extent possible). However, guidelines have since been established in the presentation of the working protocol to ensure that the consultant is not influenced by anyone's opinions on non-objective grounds. In addition to the conditions set out in the contract clauses, at the end of each week, **the expert** shared a note with the client (at different levels), to inform them of the progress of the consultancy. Bottlenecks were therefore raised and discussed with key stakeholders, with a view to finding, together, practical solutions, in compliance with the procedures, ethical principles and deontology of the evaluator's profession.

The following figure presents the nine (9) key steps that were followed to reach the conclusions, suggestions and recommendations related to this FOPRODER final evaluation exercise:



Figure 4 | Critical route to the methodological and operational framework of the "FOPRODOR" Project

It should be noted that there was generally no watertight partitioning between the stages. This can be explained by the degree of connectedness that exists in the process. Therefore we wanted to opt to have a holistic look first to better understand the general, and then mobilize specific approaches and tools (analytical method) in order to build aligned responses to the major issues arising out of the project.

At the end of the previous stages, the crossing of the different types of data made it possible to answer as far as possible the different questions (general and specific) raised in the Terms of Reference.

1.4.5 Barriers, challenges and limitations faced, and mitigation strategies adopted

Certain data collection strategies have encountered have significant difficulties when being rolled out in the FOPRODER intervention areas, which forced a review and reset for maximum possible mitigation:

Aggravating circumstances linked to the political context Examples include expiration of the mandate of local elected representatives and centrally appointed officials; staff changes within the public administration; a turbulent and deleterious security climate. This did not allow for the provisional timetable to work. Indeed, the changes announced within certain public institutions very often create a lack of interest on the part of certain officials to accept and / or respond to an invitation for a formal interview. The possibility of reappointing a member of the staff of the public administration in the face of repeated changes of ministers or governments has been a demotivating factor. This aspect was a major issue for carrying out certain interviews. **Mitigation:** To get around these difficulties, we had sometimes used intermediaries (references, friends or former work colleagues) to reach the preferred target. This strategy produced very good results.

The repeated crisis of fuel shortage across national territories complicated the deployment; this brought delays to the process. This was exacerbated because the team of investigators had to work on almost the 14 communes of the department of Grand'Anse, and the 18 communes of the department of Sud. Admittedly, FOPRODER did not necessarily intervene in all of the 32 municipalities in the two geographic departments concerned; however, the internal communication channels are not only isolated, remote and in very poor condition, but also and above all, it is sometimes necessary to cross one or more intermediate municipalities to reach certain people targeted in relation to our statistical sampling system, in order to guarantee a better level of representativeness.

The investigations were carried out at a time when the curve linked to the spread of the COVID-19 pandemic was spiking up throughout the country. High ranking officers of the National Police (P NH), senior public officials, religious and political leaders, and opinion leaders have tested positive for COVID-19. Several of them died. This alarming situation has created a climate of widespread fear in the institutional and organizational circles nationally, even in very remote communities. **Mitigation:** At this point, we had to revise the strategy, extending the duration of the field investigations by about ten days. This made it easier to integrate, observe and analyse the FOPRODER intervention areas and to approach those who were targeted more calmly.

The policy of reduction and staff turnover applied by the government through central and decentralized institutions had implications for the duration of the field survey. In this case, we had to arrange meetings in private settings and / or make phone calls. With phone calls it was sometimes impossible to use telephone contacts because of the problems of access to electricity (cf.: very often, a ration of less than 5 hours of electricity per week in the few towns with power supply) and the internet (cf.: possibility of using WhatsApp was reduced). **Mitigation:** With all these constraints, we mobilized wherever possible the snowball sampling method (obtaining additional contacts from interviewees on the spot), supplemented with the realization of brainstorming and / or improvised focus-groups in the workplaces of farmers or at the level of fishing communities. This was achieved on approximately 10 occasions.

Exploitation of the project archives was not easy. We had to deal with problems of quality and imprecision. Certain information communicated was sometimes incomplete and / or very approximate. Certain lists of beneficiaries communicated had sometimes created confusion and / or are overlapping with data shared on other initiatives implemented before the FOPRODER implementation period. Moreover, the fact that we did not take care to update the contact details (around 30% of cases), this created certain difficulties for us to better optimize the use of our working time. In summary, the shortcomings recorded in the knowledge management process of FOPRODER were somewhat problematic. **Mitigation:** To solve these problems, the flexibility of **Mr. Sainmestil Nicodème** was of great importance. He always made himself available by

phone or through improvised meetings (in this difficult context) to bring light to the team of experts mobilized in the field. This gentleman helped us enormously in the recovery and understanding of certain essential archives for investigations and analyses. In other words, the constitution of a file integrating specific documents on the project to share with the team of experts was not sufficient in view of the requirements of evaluation.

Key Informant Interviews by International Consultants had to “overcompensate” for knowledge management limitations: As mentioned in the Inception Report there is a paucity of reliable statistical monitoring data and limited analytical content in progress reports, relating to the absence of baseline, annual milestones, and outcome targets for results-based monitoring. **Mitigation:** This was approached with various mitigation strategies through the Key Informant interview process conducted from London.

- This required the net of Key Informants to be spread as wide as possible and to complement the list provided by the project team. Approximately eight additional valuable Key Informants agreed to be interviewed.
- Each Key Informant was asked to identify/share any key documents related to their work, thereby expanding the documentary base for the evaluation.
- Interviews were often prolonged to maximize the sharing of judgement, assessment and analysis by Key Informants. Some interviewees were willing to be interviewed on three separate occasions to be able to exhaust their knowledge and appraisal of the project.
- On at least three occasions it was impossible to establish a clear line with good communication, especially difficult to manage with interpretation French-English. Those interviewees were requested to provide written input which they did with an admirable level and quality of feedback.
- There have been at least five cases where the interviewee has not responded to the request despite follow up. In this case we propose to review report drafts from the different work streams of the two consultants to see if the organizations were consulted sufficiently at field level and then decide if there are any gaps which require a further attempt to secure these interviews. The cluster of non-participants is apparently partners that were highly involved in the project in 2017-2018 but were no longer involved in 2019-2020, e.g.– UN Environment, ORE and PADI.
- Practicalities: It was not possible to arrange any group discussions as originally planned due to the issues of very poor internet connection which would be aggravated by each additional participant. Each participant was asked to select their preferred platform for the interview, which varied widely making coordination of groups difficult. Most participants were working from home with some interruptions and required a less structured interview approach than required with focus groups.

1.4.6 Covid 19 Sensitivity of the Evaluation

When the final evaluation was carried out, after reading the realities on the ground, the consultancy team had identified and formulated four (4) key postulates (PCi), namely:

PC1: At least 90% of the members of the management structures involved are not sufficiently informed, equipped and empowered to deal with the pandemic, or even to provide guidance and support adapted to the various beneficiaries;

PC2: The Haitian community health system is not able to develop elements of responses adaptable to the needs of urban, peri-urban communities, and even less in favour of the beneficiary communities of FOPRODER who are geographically eccentric compared to the city centre where a minimum of services would exist;

PC3: The application of rules and standards of prudence and responsible management at the level of FOPRODER intervention areas, through scrupulous respect and proper application of WHO guidelines and prevention measures applicable at national level ; can help reduce the risk (or even threats) of spreading CODID-19 infection and cholera (if it comes back up) to at least 85%;

PC4: The principles of sustainable development are linked to: 1) the health and quality of life; 2) social equity and solidarity in the village; 3) protection of the village environment; 4) economic efficiency; 5) participation and commitment; 6) access to knowledge (health, for example); 7) subsidiarity; 8) multi-sector partnership and cooperation; 9) prevention; 10) precaution; 11) protection of cultural heritage; 12) preservation of biodiversity; 13) respect for the support capacity of ecosystems; 14) responsible production and consumption; 15) the polluter pays; 16) internalisation of costs; etc. These and other comparable principles are integrated into the implementation practices of the development initiatives of the SNU (United Nations System) and those of the Haitian State.

Thus, an anti-COVID-19 strategy was developed by the team of consultants and validated by the ILO for the conduct of field work, as part of the final evaluation. The principles of ethics and professional conduct have not been overlooked.

As a guide, in addition to the `` Presidential decree establishing the general rules for protecting the population from Covid-19 ''¹¹ and the considerations made through the applicable national sectoral and cross-sectoral public policy measures, the strategy of integration of experts (investigators) in FOPRODER intervention areas was based in particular on:

1. The Joint Declaration¹² UNODC, WHO, UNAIDS, OHCHR with UNDP contribution on COVID-19 in prisons and other closed settings;
2. The `` WHO guidelines for the new coronavirus (2019-nCoV) ''¹³;
3. Provisional guidelines¹⁴ of January 26, 2020 of the WHO on the " [Risk communication and community participation \(RCCE\): preparation and response to the new coronavirus 2019 \(2019-nCoV\)](#) ";
4. Provisional Guidelines¹⁵ of February 29, 2020 by the WHO on "[Considerations for placing people in quarantine for the containment of 2019 coronavirus disease \(COVID-19\)](#) ";
5. Provisional Guidelines¹⁶ April 1, 2020 about " [Recommendations to Member States for improving hand hygiene practices through universal access to public hand hygiene stations to help prevent transmission of the COVID-19 virus](#) ";
6. Provisional Guidelines¹⁷ of WHO of April 7, 2020 taking into account the aspects "[COVID-19 and food safety: guidelines for food businesses](#)"
7. The Provisional Guidelines of April 16, 2020¹⁸ WHO, speaking of "[Elements to take into account when adjusting public health and social measures in the context of the COVID-19 epidemic](#)";
8. WHO's May 10, 2020 recommendations¹⁹ on the " [Considerations for public health and social measures in the workplace in the context of the COVID-19 epidemic](#)";
9. WHO provisional guidelines of 10 May 2020²⁰ on the " [Surveillance strategies for human coronavirus infection 2019 \(COVID-19\)](#)";
10. The WHO Guidelines of May 14, 2020²¹, on the "[Considerations for Mass Gatherings in the Context of the COVID-19 Pandemic](#)";

¹¹President Jovenel Moïse published in the official journal Le Moniteur # 88 of Thursday, May 21, 2020, the decree establishing the general rules for the protection of the population in the event of a Pandemic / Epidemic, with numerous obligations and sanctions, which we invite you to discover. (URL:<https://www.communication.gouv.ht/2020/05/lexecutif-adopte-un-decret-fixant-les-regles-generales-de-protection-de-la-population-en-cas-de-pandemie-epidemic/>; accessed May 20, 2020)

¹² <https://www.who.int/fr/news-room/detail/13-05-2020-unodc-who-unaid-and-ohchr-joint-statement-on-covid-19-in-prisons-and-other-closed-settings>

¹³ <https://www.who.int/fr/emergencies/diseases/novel-coronavirus-2019/technical-guidance>

¹⁴ <https://apps.who.int/iris/bitstream/handle/10665/330679/9789240000797-fre.pdf>

¹⁵ https://apps.who.int/iris/bitstream/handle/10665/331364/WHO-2019-nCov-IHR_Quarantine-2020.1-eng.pdf

¹⁶ https://apps.who.int/iris/bitstream/handle/10665/331854/WHO-2019-nCoV-Hand_Hygiene_Stations-2020.1-fre.pdf

¹⁷ https://apps.who.int/iris/bitstream/handle/10665/331855/WHO-2019-nCoV-Food_Safety-2020.1-eng.pdf

¹⁸ https://apps.who.int/iris/bitstream/handle/10665/332048/WHO-2019-nCoV-Adjusting_PH_measures-2020.1-fre.pdf

¹⁹ https://apps.who.int/iris/bitstream/handle/10665/332105/WHO-2019-nCoV-Adjusting_PH_measures-Workplaces-2020.1-eng.pdf

²⁰ https://apps.who.int/iris/bitstream/handle/10665/332092/WHO-2019-nCoV-National_Surveillance-2020.1-eng.pdf

²¹ https://apps.who.int/iris/bitstream/handle/10665/332113/WHO-2019-nCoV-Adjusting_PH_measures-Mass_gatherings-2020.1-fre.pdf

11. WHO interim guidelines of 6 April 2020²² on the "[Rational use of personal protective equipment \(PPE\) against coronavirus disease 2019 \(COVID-19\) and elements to consider in case of severe shortage](https://apps.who.int/iris/bitstream/handle/10665/331765/WHO-2019-nCov-IPC_PPE_use-2020.3-fre.pdf)";
12. WHO's January 17, 2020 interim guidelines on "[Laboratory detection of suspected human infection with the new coronavirus 2019 \(2019-nCoV\)](https://apps.who.int/iris/bitstream/handle/10665/330677/9789240000995-fre.pdf)";
13. WHO's April 7, 2020 Provisional Guidance²³ on the "[Practical considerations and recommendations for religious authorities and communities of believers in the context of COVID-19](https://apps.who.int/iris/bitstream/handle/10665/330677/9789240000995-fre.pdf)";

²² https://apps.who.int/iris/bitstream/handle/10665/331765/WHO-2019-nCov-IPC_PPE_use-2020.3-fre.pdf

²³ <https://apps.who.int/iris/bitstream/handle/10665/330677/9789240000995-fre.pdf>

2 FINDINGS

2.1 Introduction

The evaluation followed an appreciative enquiry approach to ensure that the project is evaluated fairly according to what could have been realistically achieved in the increasingly fragile state situation in Haiti, where the response capacity of the government in terms of policy direction, convening power and delivery of public services is weak and even totally paralysed for considerable periods of time. It is considered that the existing context statements, whilst clearly laying out economic, employment challenges, do not factor in the extremely weak state response capacities for reforms, or even day-to-day functioning at certain periods of peak crisis. Since that means that society and even survival has to be driven by informal grassroots civil society organisation, was necessary to explore whether/how the project was able to adapt and innovate to produce results.

2.2 Relevance and strategic alignment

Task: Analyse to which extent the strategic objectives are relevant to 1) the national context, 2) the political objectives of the Government (central / regional or local), 3) the strategic objectives of the ILO and of the sustainable development goals.

2.2.1 EQ1 Is the problem justifying the intervention clearly defined in terms of scale, geographic distribution and target population?

Strong consultations were held with the ILO constituents on the broad outline of the problem with the following key findings emerging from a scoping visit led by the then ILO Country Representative in 2016:

- An unemployed person in Port-au-Prince is better off than farmers or fisherfolk in the rural areas.
- Farmers are older people with limited technical options due to lack of resources. This reality makes rural livelihoods unattractive to youth. There is mass migration of youth out of the rural areas.
- The agricultural techniques used cause soil erosion which in turn affects the marine ecosystem with run-off sediment by killing coral.
- The region featured weak presence of INFP and no vocational training system for agriculture and fisheries, but goodwill to partner the ILO to be strengthened in this area
- Education levels meant that emphasis would need to be on highly practical trainings to manage low levels of literacy in the target population.

(Interview, Former ILO Country Representative)

The project outputs had the potential to fulfil the needs of target populations as follows:

- The unemployed: The project offered them short training they need to increase their employability;
- People with a job: The project offered them the opportunity to assess their skills and obtain a certificate. They are also offered the opportunity to attend ad hoc training on their workplace to improve their productivity;
- The associative movements and cooperative enterprises: The project offered them the strengthening of internal governance and business development capacities and their integration into targeted value chains

The project was very popular in Norway and with the Norwegian government which decided to back it. NORAD's priority focus is on vocational training for young people that were unable to complete school and were therefore vulnerable, especially girls and young women. Thus, the problem was well defined as a priority for all stakeholders. Moreover, with an allocated budget of \$4million the idea of reaching 2000 direct beneficiaries in two rural departments through well-functioning local implementing organizations did not seem excessively ambitious. (Interview, Representative, Norway Embassy, Havana)

However, as the evaluation makes clear in subsequent sections, the project **design did not include a theory of change**. There were unstated and untested assumptions about how broader systems would come into place

to complement the training and capacity strengthening outputs, in order to deliver decent jobs and work to the target population, which did not materialize in practice.

The formal assumptions in the project results framework were all proven not to be justified. The project design was therefore excessively ambitious and optimistic. Instead of providing implementation pathways for worst case scenarios: risks were not realistically assessed.

- **Sustainability assumptions**

The election process leads to a more stable government that is able to foster a more sustainable development strategy and durable framework fostering decent work for young people. *This was not a warranted assumption given the prevailing chronic governance problems of Haiti already in 2016. More needed to be done to take weak governance into account. as it was Haiti experienced one of the worst periods of political turmoil in its history.*

- **Development assumptions**

The investment climate improves for job rich sectors. *Hurricane Matthew and Pais Lock have made investment impossible.*

- **Implementation assumptions**

The security situation in the country remains stable and unforeseen unrest does not prevent activities to be implemented since most of them will be implemented by local partners. *The country went through a long period of high insecurity, late 2018 to mid-2019, curtailing drastically on project activities.*

- **Management assumptions**

Staff trained by ILO remain at their function long enough to contribute to lasting change. *Turnover of staff, particularly at CTA level, was cited by key informants as one of the key challenges to overall performance. The primary cause for the first CTA to leave were extremely harsh working conditions: deep familiarity with Haiti, leading to ability to withstand such conditions for 3 to 4 years, is one of the key factors to consider in recruitment. There is also the fact that none of the project staff or partner staff went through certification to become Master Trainers, limiting the contribution to long term change.*

2.2.2 EQ 2 How is the project in line with the priorities of the NDP, educational strategies, the EIP and the country Program for Decent Work (DWCPs)?

The project in its design promoted coherence, complementarity and alignment with other ILO projects in the country. For example, the previous SEED certification initiative made by the ILO in partnership with the INFP in the project implemented until 2014 following the earthquake of 2010 was capitalized as part the current project through the use of certified trainers. The ILO in Haiti had supported the adaptation of training methodologies for onsite and on the job training of trainers in a programme of earthquake resistant reconstruction in the Grand Sud region of Haiti following the HIMO principles – ensuring reconstruction work channeled resources and skills into the local economy rather than using large scale contractors. In the post- earthquake period had thus earned its credibility outside the field of textile manufacturing with UN partners and donors, enough for a more ambitious developmental initiative in the field of vocational training. Consultations were held with the Ministries of Education and Labor, along with employers and trade unions.

The project not only well integrated the lessons learned from the implementation of the Program and Budget (P & B) 2014-15, but has also aligned to the achievement of three outcomes of the ILO Program and Budget for Biennials 2016- 17 and 2018-19: employment and inclusive growth, the promotion of sustainable enterprises and decent work in the rural economy.

The project has developed, based on its implementation strategy, two "Country Program Outcomes" (CPO) to contribute to in the implementation of the ILO Program and Budget (P & B 2018-2019). Both CPO will achieve results related to indicators 1.3 and 5.2 of the P & B 2018-2019.

The project aligns with priority No. 2 DWCP 2015-2020 of Haiti. This priority aims to create opportunities and promote working conditions and decent wages for women and men. More specifically, the project aligns well with three results DWCP the result 2.2 on the fight against child labour and youth unemployment, the result 2.3 on the gradual formalization of work by strengthening value chains and promotion of enterprises that create decent jobs. The design, organization and project operational strategies are well suited to the

promotion of employment policy and the needs of the communities. Indeed, there is a real concern for rural development, vocational training, strengthening the agriculture and fisheries especially in the South through capacity building of rural organizations

2.2.3 EQ 3 Were the criteria for selecting interventions under each axis relevant to deal with the causes of the problem?

The project featured five objectives, which would combine to reach the goal of the project to improve the living standards of approximately direct beneficiaries (resource poor vulnerable youth, at least 30% women) and approximately 20,000 indirect beneficiaries impacted by the improvement of the quality and increase of the quantity and availability of food product in the market/ benefit of the improvement of cash flow in the market and the business increase in their localities.

- Immediate objective-1. Institutional capacity of the networks of fishing workers in Grand'Anse and agroforestry sector in South department is strengthened;
- Immediate objective-2. Technical capacity of agriculture and fishing workers along the selected products is built - through state certified technical training and simplified training – for insertion into labor market in sustainable farming and fishing cooperatives or enterprises, with a particular attention to gender specificities and needs ;
- Immediate objective-3. Efficient cooperative organizations are promoted and capacity of existing cooperatives is strengthened in non-farming and farming (e.g. fishing) sectors ;
- Immediate objective-4: Employment services-Placement orientation and insertion systems developed and centres created ;
- Immediate objective-5. Knowledge and good practices are shared to upscale experience in other regions.
-

The Project Document did not lay out detailed justification or criteria for each of the intermediate objectives (IOs) established, nor the synergies between them. These were left implicit as there was no formal theory of change for the project and in practice IOs 2 and 3 were the ones which proved most relevant, as IOs 1 and 4 required strong supporting actions from ILO constituents which were not forthcoming. Particularly to be highlighted is IO4: This aspect of the project design was due to involve employers and trade unions in the project were the placement of trained individuals through a labour placement system, as follows:

*The Association of Industries of Haiti (ADIH): The Association of Industries of Haiti is a non-profit organization representing industries in Haiti. As part of this project, the ADIH will support the identification of enterprises where beneficiaries **could be placed after** their vocational training and will participate in the systematization of this activity.*

*The Confédération des Travailleurs Haïtiens (CTH), the Confédération des travailleurs des secteurs publics et privés (CTSP) and the Coordination Syndicale Haïtienne (CSH) are all members of the International Trade Union Confédération (ITUC). As part of this project, these trade unions will participate in the development of beneficiaries' **placement** in enterprise activities and in the systematization of this activity.*

(Project Document, 2016)

This output was not actively pursued due to the absence of formal employers/employment in South and Grand'Anse that could host such placements and was formally discontinued in the project revision after the MTR. This was the main opportunity created for the tripartite constituents to work together in the project. With hindsight this can be seen as an unrealistic attempt to conform to the ILO mandate to promote tripartite working arrangements.

2.2.4 EQ 4 To what extent does the project contribute to national development strategies, to the UNDAF, the SDGs and to other joint development assistance frameworks?

Project objectives align well with the five priorities of the UNDAF 2017- 21 Haiti which include (i) the reduction of poverty and the promotion of decent work; (ii) access and use of quality basic social services (including education); (iii) gender equality and protection; (iv) and resilience; (v) governance.

The following extracts UNDAF Strategy Haiti 2017- 2021 show the vital contribution of ILO through FOPRODER to key strategic concerns.

The United Nations team will also support the choice of promising niches in the agricultural sector, the organization of value chains, the development of value chains, the development of agricultural entrepreneurship, the definition and popularization of standards of quality of agricultural products.

The creation of economic opportunities in rural areas: The United Nations team will pay particular attention to the rural areas that pay the highest price for poverty.

In Haiti, unemployment is endemic due to the limited supply of decent jobs which is the corollary of the low level of growth, the poor application of treaties and conventions ratified by the country, the mismatch between training and employment, and dysfunctional labour market. In view of this situation, the key interventions of the United Nations team will focus on:

The adequacy of training and employment and the promotion of the employability of young people and women. The United Nations team will provide advisory support for the promotion of dialogue between the government and the private sector with a view to coordinating and ensuring the coherence of sectoral policies, in particular employment, education and vocational training policies. It will also engage in the development of vocational and entrepreneurial training.

It will support the implementation of social and economic public policies favourable to the development of human capital, in particular by considering the opportunities linked to the demographic dividend that young people can constitute through their inclusion in the country's development policies. It will support the development of female entrepreneurship.

2.3 Validity/coherence of the project design

Task: Analyse the extent to which the strategy is logical and consistent, criteria for selecting specific geographical areas of intervention, levels of government that will be respected in the project, and the coherence between the technical design of the project and the allocated budget.

2.3.1 EQ 5 Was the project logical and coherent in its conception, with clearly defined benchmarks and targets?

The project results framework established activity targets for the 3 to 6 activities established under each of the intermediate objectives. These were not broken up into annual milestones but were to be achieved over the life of the project. This gave the project team little scope for formal cumulative annual planning where each year would build on the achievements of the last. The numerical targets can be considered to be somewhat arbitrary as they were not based formal analysis of costs, above all unit costs for training.

The conception of how FOPRODER would reach its targets focused on the participation and contribution of a panoply of development actors who intervene in the South and Grand'Anse region in support of the agricultural and fisheries production, integrated with development actors providing services on a contractual basis.

In the process of implementing this project, involved in particular:

1. The Government of Norway, which funded the project up to 4, 609,219.00 USD and had planned monthly visits to Haiti to discuss progress on all projects with UN partners including FOPRODER, one of the largest projects in the NORAD portfolio in the Caribbean region.
2. The ILO project team, in support of the INFP / MENFP (National Institute of Professional Training, under the supervision of the Ministry of National Education and Professional Training of Haiti), was

responsible for coordinate interventions and animate the implementation process across the geographic departments, project intervention areas;

3. Technical backstopping from ILO departments in San Jose, Port of Spain, Geneva, Turin: Skills Development, Cooperatives, Enterprise Development, Value Chains, including CINTERFOR (Centro Interamericano para el Desarrollo del Conocimiento en la Formación Profesional)
4. External partners such as the Senegalese Training and Management Assistance to SMEs (SFAPME), the Consortium belonging to Dutch Farmers Associations (AGRITERRA) and which facilitated the provision of certain specialized expertise services, not available at national level;
5. The Departmental Directions of the decentralized sectoral ministries (Ministry of Agriculture, Natural Resources and Rural Development, and; Ministry of the Environment), which should, in principle, be strongly involved in the implementation processes;
6. The National Council of Cooperatives (CNC)²⁴ should play a fundamental role in the support mechanism for strengthening cooperative structures in the orientation areas of FOPRODER;
7. Around Twenty cooperatives and more than a dozen Basic Community Organizations (CBOs) operating in the privileged intervention areas, were the main beneficiaries of the action;
8. The Platform for the Improvement of Artisanal Fisheries and Integrated Development (PADI), a regional operator that has been involved since the project formulation process
9. The UNDH (Notre Dame University of Haiti) was mainly considered as an implementing partner: It intervened particularly in the realization of training programs, in consultation with the Association of Volunteers for International Service (AVSI)²⁵ ;
10. The Organization for the Rehabilitation of the Environment; (ORE)²⁶: which contributed to the training of beneficiaries in the validation program of acquired experience (VAE); this NGO has a habit of collaborating with the ILO long before FOPRODER;
11. OREB (Organization for the Rehabilitation of the Environment of Bouffard) and the Association of Producers and Sellers of Southern Fruits (ASPVEFS): regional organizations which initially had the role of going back to the members of associations and agricultural cooperatives already having skills and / or practical knowledge in the fields of agroforestry and agro-processing ;
12. The chamber of commerce and industry of each department concerned (Sud and Grand'Anse);
13. UN Environment, with which certain areas of synergy have been developed, in decision-making processes allied to the thematic area of the environment and the preservation of natural resources;
14. The Faculty of New Grand'Anse (FNGA), which has been involved in the development of capacity building programs; and, AQUADEV, a specialized fisheries/environment organizing the supervising skills certification.
15. The involvement of local authorities (Mayors, CASEC) were cited as stakeholders in the project document;

The following figure illustrates the ecosystem of institutional and organizational actors who have been involved, at some level, in the process of formulating and / or implementing the FOPRODER:

²⁴According to Article 8 of the Savings and Credit Cooperatives Act of 2002: "The CNC is the supervisory authority for cooperatives. It is responsible for formulating and promoting government policy in cooperative matters. "

²⁵AVSI has been present in Haiti since 1999 in the South Department with interventions in the fields of agriculture, food security, water and sanitation, environmental protection, the fight against malnutrition and education. AVSI is funded by a basket of international institutional and private donors, as well as UN agencies. (<https://www.cliohaiti.org/spip.php?article94>; Accessed June 10, 2020)

²⁶ORE is a non-profit NGO, established in Haiti in 1985 and in Florida in 1986 (<https://www.oreworld.org/aboutore.htm>; Accessed May 15, 2020). It works to improve environmental, agricultural and economic conditions in rural Haiti. In the aftermath of the national disaster, the catastrophic hurricane and the current food shortages, ORE is focusing on efforts to bring relief to the people and offer all the help available to reduce suffering. Its development projects involve high income tree crops, improved seeds (never GMO seeds, never hybrids), cash crops and marketing programs - which work towards improving crop yields and farmers' incomes, produce nutrient-rich foods and protect the environment. (<https://www.oreworld.org/>; Accessed May 15, 2020)

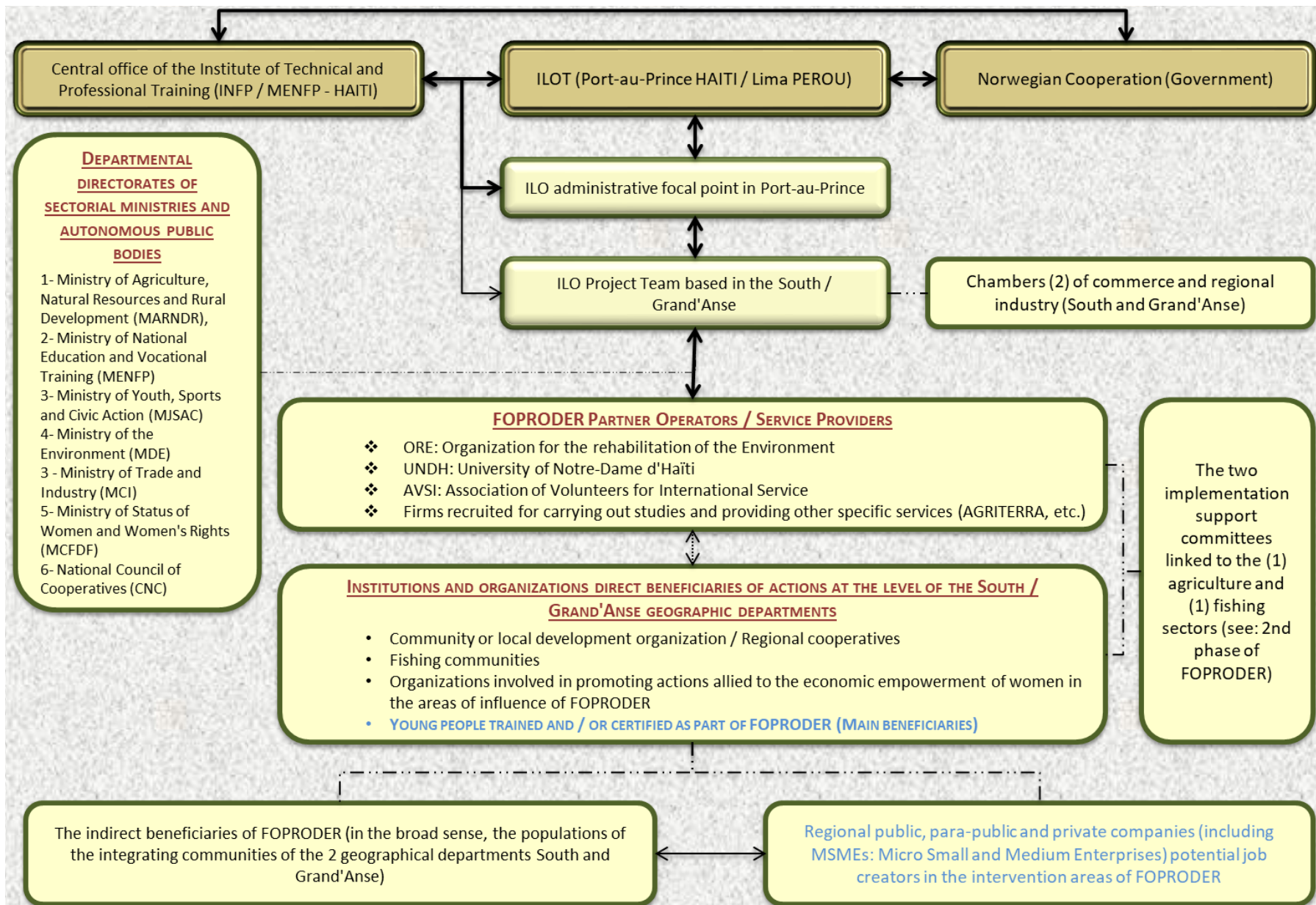


Figure 5 | Quality of the relational flows built in the ecosystem of the mapping of the actors involved in the implementation of the FOPRODER Project

Legend or key to read the diagram: The thicker a continuous line, the better the relationships between the FOPRODER Project and the stakeholder considered. On the other hand, the lines interspersed by dotted lines express limited, weak or almost non-existent relationships. The smaller the thickness of a line or line of points, the poorer the relationships between the actors. The arrows at the two ends of a line indicate bidirectional relationships. The arrowless links reflect vague and factual reports.

The project document refers to the desire to set up a "local tripartite consultative committee (government and employers)" to advise on the adaptation of the technical training offer meeting the demands of the local job market. However, in the implementation system, neither the existence of this structure nor the formation of a steering committee (CoPiL) was noticed. The project team rather mentioned the setting up of a technical committee on agriculture and another which addresses the theme of fishing. These were created based on the recommendations of the FOPRODER mid-term evaluation report. In discussions, their functionality was often questioned by stakeholders. According to most of the people consulted on this subject, the strategy for setting up such structures had not sufficiently integrated certain key players in the region, such as the departmental directorates of sectoral ministries and NGOs which have a strong territorial anchoring. Moreover, after the project, the beneficiaries have no guarantee that these committees will be able to continue to function. The orientations (roles and functions) are not clear, and they do not have the supervision, the tools and the minimum resources necessary to function.

2.3.2 EQ 6 In view of the results achieved, was the project design realistic?

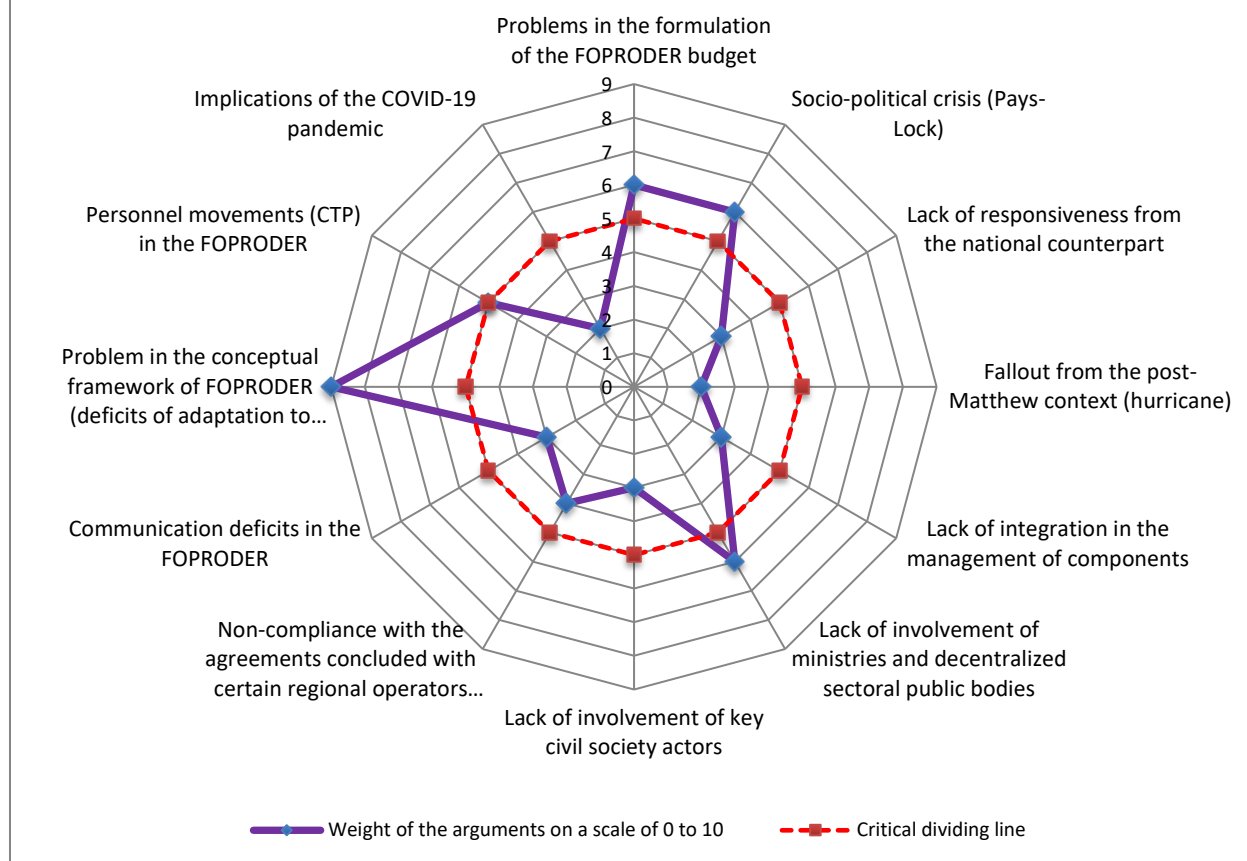
The start-up period of FOPRODER and the implementation period of FOPRODER was dominated by major natural and socio-political disasters. In addition to the explanations from the project team, discussions with the different categories of stakeholders enabled other additional explanations for the project performance challenges to be identified.

As a summary, the challenges could be listed as follows:

1. Problems with the formulation and efficient spending of the project budget.
2. Socio-political crisis (Pays-Lock);
3. Lack of responsiveness from the national level counterparts; government, employers and unions to the project imperatives.
4. Fallout from the post-Matthew context;
5. Lack of integration/synergy in the management of the intermediate project objectives;
6. Lack of involvement of ministries and decentralized sectoral public bodies;
7. Lack of involvement of key players in civil society;
8. Non-compliance with agreements concluded with certain regional operators during the project formulation phase;
9. Communication deficits in the FOPRODER;
10. Problem in the conceptual framework of FOPRODER (deficits of adaptation to field contexts);
11. Staff movements (CTP) in the FOPRODER;
12. Implications of the COVID-19 pandemic.

During the exchanges, the people consulted in the field were led to give their impression on the performance deficits of the FOPRODER (cf.: Exchanges with local elected representatives, Brainstorming & Focus-group improvised with farmers, Perception surveys) . The processing and cross-analysis of this information made it possible to obtain a global understanding of their opinions. On a scale of 1 to 10 (1: a very insignificant weight; 2: a very significant weight), we tried an attempt to weight the main explanatory causes. The following graph is intended to summarize the trend:

Fig. 6 | Attempt to weight the explanatory causes of the non-realization of certain activities within the framework of FOPRODER on a scale of 1 (Very insignificant weight) to 10 (very significant weight) (Guerrier and al. Surveys, May - June 2020)



On the basis of an established theoretical critical line, the four (4) main factors which would have had a more significant weight on the performance challenges of FOPRODER were in order of importance:

1. **Lack of adaptation of the FOPRODER conceptual framework with regard to major changes in context:** The project was formulated before the passage of Hurricane Matthew²⁷. It was started less than a year after a devastating post-disaster, without considering at the conceptual/design level major changes that have taken place in the institutional, organizational, biophysical and even humanitarian ecosystem of the FOPRODER intervention areas. After the disaster, the humanitarian situation was worrying. Although the project did modify its activities to include a partnership with UNEP for HIMO, the overall conceptual framework did not change, and it was decided that it was necessary to recommence implementing as originally planned. (Interviews, former and current CTA). The adjustments made were not sufficient. It was not easy for the project team to develop activities strongly focused on a planned development model, in a context that is between emergency and recovery. Moreover, the impact of the disaster had completely changed the configuration and the mapping of actors in the intervention zones. Certain formulations of the project should have been, according to stakeholders, been revised to facilitate its adaptation to the new socio-economic, organizational and institutional realities.
2. **Low involvement of ministries and decentralized sectoral public bodies:** Neither the MARNDR (Ministries of Agriculture, its Departmental Directions and its municipal offices (BAC); Tables²⁸agricultural sectoral), nor the Ministry of the Environment were involved in the process.

²⁷ The passage of Hurricane Matthew in September 2016: This natural disaster had devastating impact on all areas of life in the geographic departments of the South and Grand'Anse. This natural disaster was immediately followed by precarious, alarming and subhuman humanitarian situations;

²⁸The Ministry of Agriculture is responsible for coordinating the actions of all stakeholders in agriculture. There is a National Agricultural Sector Table, where the Ministry meets monthly the large Technical Agencies (FAO, WFP, IICA) and the multi and bilateral funding agencies.

At each of the country's ten agricultural departments, there is a Departmental Agricultural Sector Table. The Ministry asks all the NGOs of each department, private sector, other interested institutions, to meet each month within the framework of the departmental agricultural sectoral tables. These meetings are an opportunity to meet and work with representatives of town halls and peasant and producer organizations. All NGOs involved

MARNDR has a specific directorate which deals with fishing and aquaculture. This department has also developed a draft national public policy and the necessary changes in the institutional, legal and legal framework of the sector. The project did not take these standards into account²⁹.

3. **Problems in the formulation of the FOPRODER budget:** In reality, certain activities were formulated in the project document without, however, integrating the budgetary allocations. The cross-analysis between the chain of planned activities (see logical framework of the project) and the budget sometimes shows a certain inconsistency. Because, certain activities were mentioned in the technical part of the project document (cf.: Fishing school, ...). On the other hand, we did not notice in the budget a line that is allocated for the implementation of this activity.
4. **Socio-political crisis (Pays-Lock)³⁰:** The initiation of sporadic and recurrent movements from periods of unrest and anti-government uprisings baptized under the label of "Country Lock" goes from the period from February to November 2019. Thus, the historical and structural problems in terms of governance, lack of participation and transparency and the deficits in the capacities of national institutions continue to impact the implementation of sustainable progress initiatives. In the same vein, it should be recalled: "The complex and complicated electoral crisis of the period 2016-2017 for the renewal of all political staff, which has endured and made it even more difficult to put consistent in the implementation of post-disaster management initiatives and the recovery phase. Despite substantial investments by bilateral and multilateral cooperation partners in support of the government, in concert with many civil society actors, this crisis has had negative repercussions on the implementation process of ongoing development projects and programs over the period". In addition, we must not ignore the negative impacts of the devastating earthquake of January 2010. The country was completely affected. Although the epicentre was located a few kilometres from the capital (Port-au-Prince), the socio-economic and ecological benefits were critical in the regions of the country, with an emphasis on the department of South and Grand'Anse. The repercussions of agroclimatic hazards on the agricultural sector during the project implementation period; the weak growth and development of the employment sector, and the lack of congruence in the development of sectoral public policies only complicate the situation. Ten (10) years later, the after-effects, the negative externalities, the consequences, are still visible in the life of institutions and communities.

Key Findings on Conceptual Framework and Targets.

- The FOPRODER project was formulated before the passage of Hurricane Matthew. It was started less than a year after a devastating post-disaster, without considering the major changes that have taken place in the institutional, organizational, biophysical and even humanitarian

in agriculture in Haiti that have not yet participated in these agricultural sectoral tables must take provisions to comply with this directive (<https://agriculture.gouv.ht/view/01/?-Tables-sectorielle-agricoles-72->)

²⁹ Support policy for the processing and marketing of agricultural products (<https://agriculture.gouv.ht/view/01/?-Agro-alimentaire-commercialisation-> ; http://agriculture.gouv.ht/view/01/IMG/pdf/annex_7.pdf); Agricultural Development Policy / Agricultural Policy Guidance Document 2010 - 2025 (<https://agriculture.gouv.ht/view/01/?-Document-d-orientation-2010-2025-70-> ; https://agriculture.gouv.ht/view/01/IMG/pdf/Politique_de_developpement_agricole-Version_finale_mars_2011.pdf); Fisheries Development Plan in Haiti (URL:https://agriculture.gouv.ht/view/01/IMG/pdf/Texte_Aquaculture_-_MARNDR_2010-2.pdf ; https://agriculture.gouv.ht/view/01/IMG/pdf/Texte_Peche_-_MARNDR_2010.pdf ; <https://agriculture.gouv.ht/view/01/?La-Peche-en-Haiti#.Xvd0dihKhPZ>); Decree of November 20, 1978, Monitor # 81 Regulating the exercise of fishing rights in Haiti and subordinating foreign individuals, companies and cooperatives to the authorization of a permit (or license) issued by the State Secretariat of Agriculture Natural Resources and Rural Development (Arts.1 to 144) / ref. CR 1962 (http://haiticommerce.gouv.ht/Download_Document/87.%20MARNDR%20-%20D%C3%A9cret%20du%2020%20Novembre%201978%20Moniteur%2081.pdf ; <http://www.fao.org/faolex/results/details/fr/c/LEX-FAOC001211/>)

³⁰ a union strike). But this form of resistance can be explained more rationally as a form of barricade erected against social, economic and political barricades which are established, by the system, against the mass of the people. The Lock Country is a barricade against oppression, unemployment, the exploitation of the working mass, inequality, social injustices, social and food insecurity ... which are barricades considered as being inevitable for the guards of this oligarchic system, while they are issues that this society itself is trying to question through this form of resistance. (URL: economic and political that are established, by the system, against the mass of the people. The Lock Country is a barricade against oppression, unemployment, the exploitation of the working mass, inequality, social injustices, social and food insecurity ... which are barricades considered as being inevitable for the guards of this oligarchic system, while they are issues that this society itself is trying to question through this form of resistance. (URL: economic and political that are established, by the system, against the mass of the people. The Lock Country is a barricade against oppression, unemployment, the exploitation of the working mass, inequality, social injustices, social and food insecurity ... which are barricades considered as being inevitable for the guards of this oligarchic system, while they are issues that this society itself is trying to question through this form of resistance. (URL: which are barricades considered as being inevitable for the guardians of this oligarchic system, whereas they are problems that this society itself is trying to question through this form of resistance. (URL: which are barricades considered as being inevitable for the guardians of this oligarchic system, whereas they are problems that this society itself is trying to question through this form of resistance. (URL:<https://lenouvelliste.com/article/208735/pays-lock-une-nouvelle-forme-de-resistance-anti-systemique-en-haiti>; Accessed February 22, 2020)

ecosystem of the FOPRODER intervention areas. After the disaster, the humanitarian situation was worrying, particularly in the intervention areas of the project.

- A baseline has not been developed to initiate the project start-up period. This limited certain attempts at comparison to better appreciate the performance levels of the FOPRODER.
- A posteriori, the project lost due to external disruptions at least 12 months of the 3-year time allocated, and project activities have “banked up” towards the very end of the project, September 2019 onwards, giving little or no opportunity for embedding and follow up before the project end.

2.3.3 EQ 7 To what extent, in the definition of objectives, actions and results, are references to international labour standards-(ILS), social dialogue-(SD) mechanisms incorporated? Is the design made considering the gender approach and environmental sustainability-(ES) at the level of its strategies and actions?

The following reporting by ILO Haiti on its contribution to the ILO Biennial Programme and Budget 2018-2019 justifies the shift to intervention in the informal economy, whilst at the same time continually attempting to institutionalise tripartite working and social dialogue at the national level.

The absence of an institutionalized mechanism for tripartite social dialogue for the world of work represents an important barrier to the promotion and monitoring of the decent work agenda in Haiti. For this reason, the ILO supported the holding of a Tripartite Meeting on Social Dialogue, which strengthened the understanding and commitment of the government, workers' organizations and employers' organizations in this field. To address the high level of informality and shortage of decent work opportunities, the ILO has supported measures for productive development in different regions.

FOPRODER, through the National Institute for Vocational Training (INFP) introduced entrepreneurial training as a transversal competence. In programs with an outlet for self-entrepreneurship and business development service providers, such as the Chamber of Commerce in Les Cayes, they included the ILO Start and Improve Your Business Program (IMESUN) in their offer of services. The fishermen's associations of the departments of the South and Grand'Anse adopted the "MyCoop" program to improve their management capabilities. Nevertheless, the view of the business community in the implementation zone is that they should have been more formally involved.

Out of love for the community, the actors actively participated in the activities, but most of them were not deeply involved in the project. This is the case for example of the Chamber of Commerce and Industry (CCI-Sud), no contract has ever been signed between the CCI-South and FOPRODER for anything. Until the end of the project CCI-Sud remains a potential actor or partner but nothing has been achieved between us and FOPRODER (CCI Representative)

• **Taking into account environmental safeguard measures**

With regard to compliance with the principles of environmental safeguards, many interests have been expressed. Indeed, among the 7 training modules that were planned, although the concepts related to the environment were taken into account in the development of almost all the modules, there was one that was specifically dedicated to good practices of management, preservation and restoration of natural ecosystems. Operators such as AVSI, UNDH and ORE in particular had greatly capitalized on post-disaster experiences (Hurricane Matthew) to illustrate or simulate possible scenarios linked to the rapid restoration of landscapes. All the more, during this period (2016 - 2017), several projects in the area were focused on pruning, pruning,

As part of the project, we were not able to identify the existence of an Environmental and Social Impact Assessment (ESIA), a Social and Environmental Management Plan (ESMP), or even an Environmental Management System (EMS)). However, basic backup measures have been considered. Besides, FOPRODER was not an initiative based on the exploitation and extraction of natural resources and biodiversity. Rather, it was an enabling education and training project, focused on creating decent and sustainable green jobs; by strengthening the capacities of local actors in the promotion, creation and intelligent management of resilient and eco-responsible agri-environmental businesses.

2.3.4 EQ 8 To what extent have the commitment and constructive participation (with key contributions and comments) of the partner and other stakeholders been given at the project design and implementation stage?

The communication (dissemination) of information and / or a message in the project was generally done through the technical committees of the CBOs, training centres and cooperatives involved.

In an emergency, a message could be sent either by:

1. using a mobile phone,
2. spreading the word of mouth,
3. tapping a drum or making a conch resound (blow); the tone or sound emitted depends on the circumstance (traditional communication code, on a community scale),
4. using the megaphone of a village religious leader,
5. sometimes delegating (male) members of the management committee of an actor considered to be a stakeholder in remote or even isolated areas;

The following figure shows a generic information transmission model compared to regional practices:

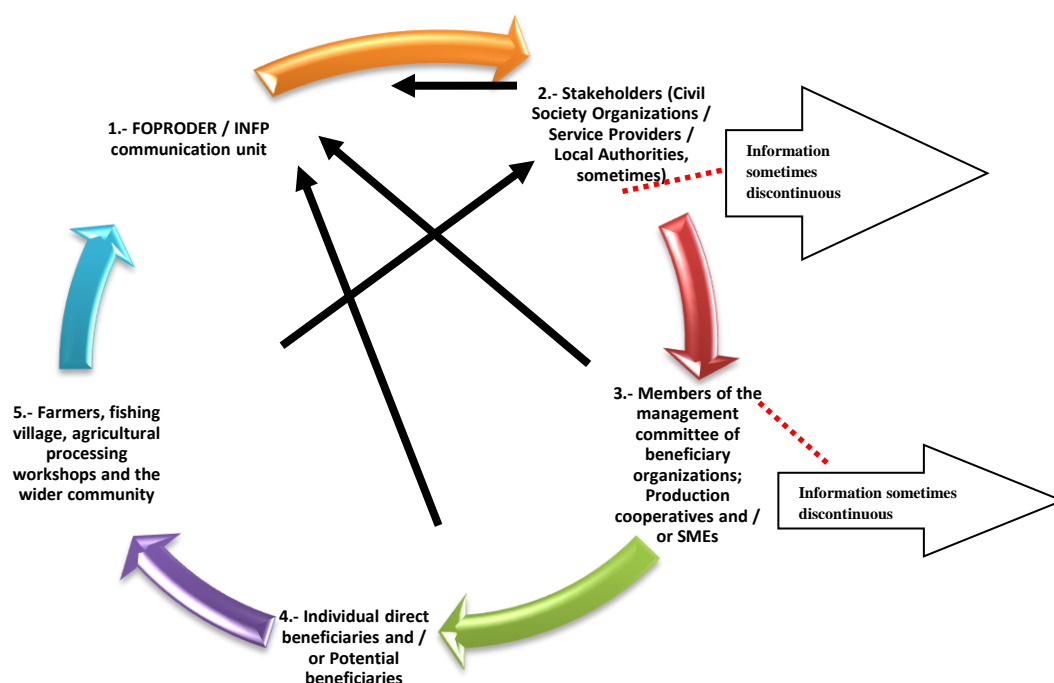


Fig. 7 | Communication flow model between FOPRODER and its environment (Illustration - Guerrier, June 2020)

According to the testimonies of actors, at the time of the formulation, there was a good tandem between the partners and the team of FOPRODER. However, during the execution phase (since start-up), certain actors had withdrawn and / or were dismissed (PADI, for example). This situation has very often created cases of frustration. At the origin of these problems, disagreements and / or misunderstandings on a vision, method of approach and certain changes occurred within the conceptual or operational framework of FOPRODER without first finding a consensus with certain regional actors. At the same time, there were other partners /actors who were integrated during the implementation process.

The partners that were engaged at the beginning of the project expected to remain in partnership through the project. However, the view of the FOPRODER team was very different, with organisations needing to re-apply for new contracts for the sake of transparency. Bringing in new partners to ILO on a merit basis through the establishment of objective selection panels can be seen as a good practice. It was considered that partners engaged in the project were inherited from UN Environment and whilst being ideal for the HIMO style work, they were less relevant for the skills training and certification tasks, where universities

and NGOs with a training outreach had more competitive bids for contracts. They were also still engaged in ongoing work with UN Environment which created a danger of difficulties on attribution. Further, some aspects of performance on the first round of contracts was a factor when considering a second-round selection e.g. non-completion of certain deliverables. Nevertheless, the broader point on communication applies, clear rules of the game were not established at the start or were lost in the transition between the 2 CTAs, and expectations were not managed.

It is estimated that the communication strategy in the FOPRODER has not been sufficiently integrated. Moreover, the ministries and sectoral bodies have very often been excluded. The centralization of decision-making processes, the lack of openness towards other influential regional operators has prevented the creation of synergy bridges necessary to create more added value.

Admittedly, FOPRODER had hired a communications specialist. On the other hand, we could not locate a document-tool which presents a “strategic communication and awareness plan” adapted to the context of the intervention areas. This instrument remains fundamental to implementing a project of this scope, especially in the context of developing countries.

It has subsequently been brought to the attention of the evaluation team that an official Communications Strategy was developed for the project, with activities due to commence from the end of 2018. However, no communication products or activities were evident from documents shared and no-one consulted made any reference to it. Moreover, according to the project financial documents, no staff or activity budget was allocated to its implementation. The Communications Strategy was not shared for the documentation review, and therefore the evaluation team was not in a position to follow up on why it was not implemented

2.4 Project Performance

Task: Analyse the extent to which the strategy is logical and consistent, criteria for selecting specific geographical areas of intervention, levels of government that will be respected in the project, and the coherence between the technical design of the project and the allocated budget.

2.4.1 EQ 9 How well have the project objectives been achieved?

From its start date, interviews conducted with the various categories of beneficiaries and the operators involved made it possible to identify the concrete and measurable achievements of FOPRODER. The following table attempts to summarize according to the objectives set:

Table 2 | Main achievements of FOPRODER according to the objectives set

I. The flagship achievements of FOPRODER

Immediate objective 1. The institutional capacity of vocational training centres is strengthened (mainly in the South and Grand’Anse);

1.1	<ul style="list-style-type: none"> Two (2) technical committees set up: One on fishing in Grand'Anse (made up of 27 people), and another on agroforestry in the South department (made up of 14 people). The members of these committees were trained according to the pedagogy of the APC / VAE approach;
1.2	<ul style="list-style-type: none"> 24 trained and certified assessors (following APC / VAE) in the fields of fishing (9) and agroforestry (15) 16 UNDH teachers are trained on APC / VAE, with a view to making necessary adaptations in their training program 14 INFP teachers and senior managers are trained as methodologists on APC / VAE
1.3	<ul style="list-style-type: none"> Two occupational profiles are constructed according to the APC / VAE approach, one in the fishing sector and another in agroforestry. These are validated by the two (2) technical committees, with technical support from the INFP and the ILO-CINTERFOR (Inter-American Centre for Knowledge Development in Vocational Training / ILO / Cinterfor). These trained and certified people are made available to operators operating in the FOPRODER intervention areas; Six (6) technical training curricula have been developed for the level PAA : 2 in Fishing technique, 1 farming technique, 1 for agricultural production, 1 for the transformation of agricultural products and 1 related to the field of agroforestry;

Immediate objective 2: Development of skills and technical capacity of farmers and fishermen

2.1	<ul style="list-style-type: none"> 35 trainers initiated on the development methodology of value chains for decent work in Haiti. This activity was carried out in collaboration with the Turin centre (ITC-ILO);
2.2	<ul style="list-style-type: none"> A study (analysis) is carried out for four value chains (cocoa, cashews, breadfruit and castor oil) in the South and Grand’Anse
2.3	<ul style="list-style-type: none"> 588 young people trained as agroforestry technicians (AAP level) 166 young people trained in fishing techniques (AAP level) ✓ All of these were made possible thanks to the collaboration of AVSI and UNDH.-
2.4	<ul style="list-style-type: none"> 22 young people from associations and cooperatives (mainly women) have completed their didactic training on the business plan;
2.5	<ul style="list-style-type: none"> 16 investigators were trained on the traceability techniques of agricultural products (Mango and other fruits) and the management of transactions on mango (Simplified training); 3650 mango producers have been identified and registered on a platform developed to make the traceability system (Agrotracking) operational; 76 grafters are trained in cultivation techniques (grafting, repair of fruit trees, pruning). This group was able to graft a total of 9,679 fruit trees (mostly avocado and mango trees) with logistical support from ORE (Simplified Training);

	<ul style="list-style-type: none"> • 16 craftsmen are trained in the techniques of rehabilitation of fishing canoes which have reactivated more than twenty canoes (Simplified training); • 440 young people (180 in fishing and 260 in agroforestry) are about to be certified according to the APC / VAE ((at AAP level); ✓ All of these were made possible thanks to the collaboration of AQUADEV and UNDH.
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Immediate Objectives 3: Results linked to small and medium-sized enterprises (SMEs) and cooperative enterprises

3.1	<ul style="list-style-type: none"> • 41 GERME trainers are certified by international master trainers and have trained 684 young people and adults as a GERME entrepreneur • 42 MY.COOP trainers are certified by master trainers from AGRITERRA and have trained 52 fishermen and farmers who are members of cooperatives and associations
3.2	<ul style="list-style-type: none"> • 34 INFP teachers are trained in the CLE methodology as facilitators or tutor; • 5 representatives of our local partners have been trained in the management of associations in partnership by INCAE; • 22 micro-enterprises are in the creation phase in the fishing and agroforestry sectors;

Immediate objectives 4 linked to employment services - integration and integration and career guidance

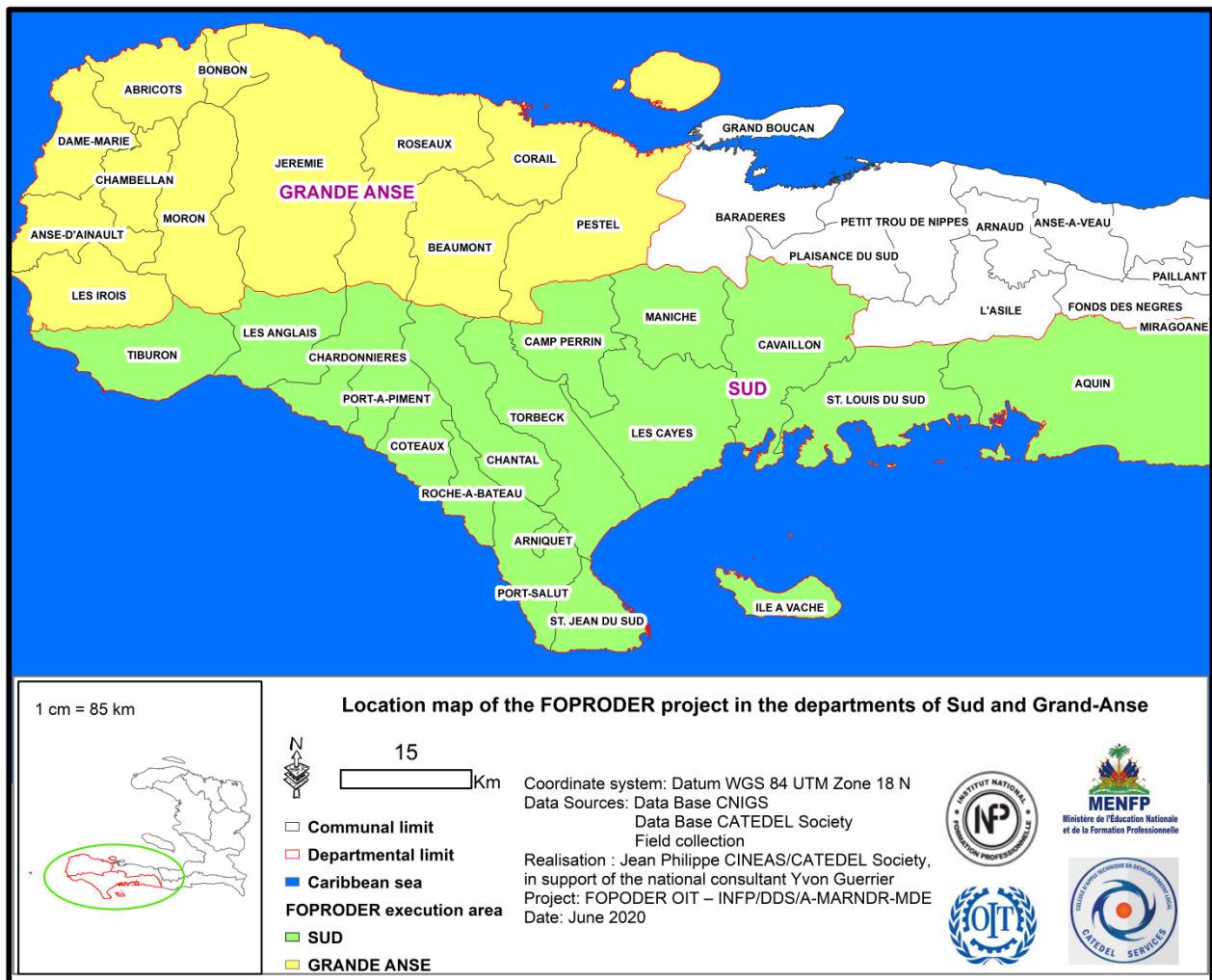
4.1	<ul style="list-style-type: none"> • 1 fair was organized with the participation of twenty (20) cooperatives or associations partners of the project for the two departments
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Immediate objectives 5 related to knowledge management and sharing of good practices

5.1	<ul style="list-style-type: none"> • A 3-day capitalization session with partners and 30 people trained on the capitalization methodology.
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- **Mapping of FOPRODER's achievements**

The following map illustrates the geographic departments considered to be FOPRODER's areas of intervention and / or influence:



Map 2 | Map of geographic departments considered to be FOPRODER's areas of intervention and / or influence

The FOPRODER has an overall influence on the two geographic departments of the South and Grand'Anse. On the other hand, the implementation of certain activities presents more visibility in certain areas compared to others. Thus, there is reason to speak of areas of concentration of interventions and / or actions. The differential importance of an activity and / or its impact is generally a function of the interest, the motivations expressed by the actors, and the biophysical and socio-economic characteristics of each organizational and agroecological environment.

- **Training Plan**

Initially, the FOPRODER project had planned to train beneficiaries in three (3) skill levels, namely:

1. A level of competence of grade AAP (Certificate of Professional Aptitude) with 200 hours of training spread over a period more or less variable depending on availability;
2. A level of competence of grade CAP (Certificate of Professional Aptitude) with 600 to 900 hours of training spread over a period of approximately 6 months;
3. A level of competence of Brevet grade (Title or diploma issued by the State, giving rights to the holder) with approximately 1200 hours of training spread over a period of two years.

However, ultimately only the AAP level was developed for all categories of beneficiaries.

- **Professional training**

This component aimed at training young beneficiaries. The latter are people from households from low socioeconomic conditions. They do not have the opportunity to afford professional training that can help them undertake activities for a successful life. They operate in rural areas where farming practices constitute the main economic activity of the peasants (over 90%).

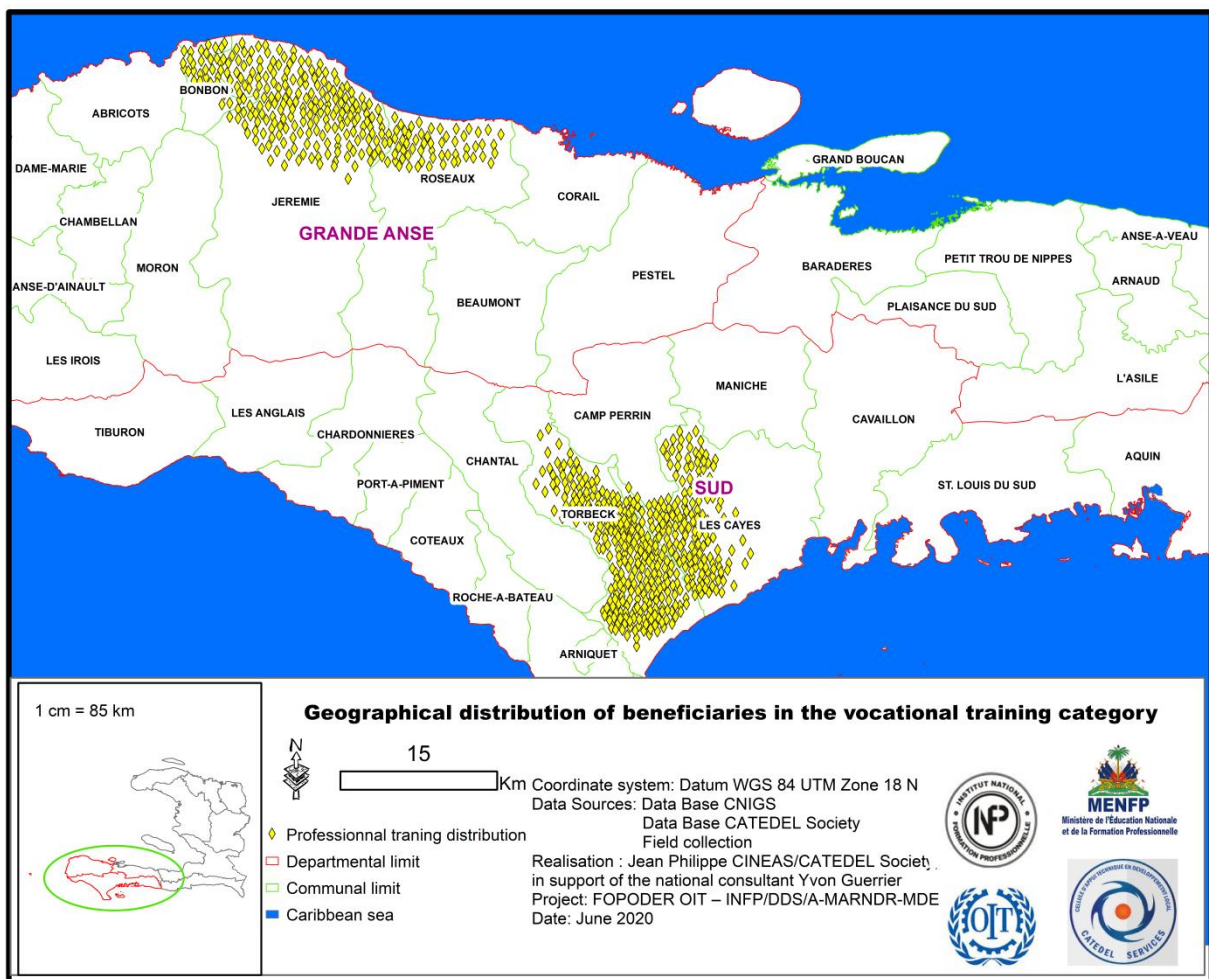
The training levels conducted through this pillar were:

1. Fishing techniques;
2. Agroforestry techniques;
3. Plant production techniques;
4. Breeding techniques (zootechnics);
5. Processing techniques for agricultural products

The implementation of this component was ensured by the UNDH and AVSI in the South, and by the FNGA in Grand'Anse.

It should be noted that in reality, AVSI had won the tender contract to provide training. At the same time, given that the UNDH has the necessary installed logistical capacities, a synergy bridge has been developed between the two entities to carry out the program.

The following figure shows the distribution map of beneficiaries in the "vocational training" category in the context of the implementation of FOPRODER:



Map 3 | Distribution card for beneficiaries in the "vocational training" category

In the Southern department, the beneficiaries of this component are mainly concentrated in the municipalities of Les Cayes, Torbeck, Camp-Perrin. On the other hand, in Grand'Anse, they meet in particular in the regions of Roseaux, Jérémie, and Bonbon, to a certain extent.

The following figure shows the distribution card of beneficiaries of the "VAE" category in the context of the implementation of FOPRODER:



Photo 2 | Establishment of a citrus nursery at Marceline (Cinéas / CATEDEEL, May 2020)

These images were taken as part of a field visit to the municipality of Camp-Perrin with beneficiaries in the "Validation of prior learning (VAE)" category. Most of them are members of associations working in the Agroforestry and Agro-transformation sector.

Indeed, these initiatives existed before the implementation of the FOPRODER project. Compared to all the opportunities presented by the agroforestry and agro-processing sectors in the area, these self-employed workers have launched themselves into self-taught production of seedlings of several fruit species. Based on the experiences acquired over time, they have developed a certain know-how and skill in the practice of this profession. Although competent, not being able to prove this capacity, the provision of developed service lines was limited only to the local community. With the FOPRODER project, they were able to find the opportunity not only to refine their skills, but also and above all to regularize their situation by obtaining a professional aptitude certificate (AAP) recognized by the competent authorities. To achieve this, FOPRODER carried out a preliminary assessment, then tailor-made training (depending on needs) for around 340 entrepreneurs so as to assess their skills acquired on the job, with a view to obtaining the "Grade AAP "

Among other added values, these professionals after graduating, become more confident and exercise with much more discipline and class their trades while accumulating a sum of fundamental theoretical knowledge.

- **Economic development.**

This pillar has five components, namely: (1) GERME, (2) My Coop, (3) CLE, (4) GET AHEAD and (5) Value chains. The following table summarizes the structure of this pillar:

Table 3 | Structuring and Realization linked to the pillar of economic development

Programs incorporating the economic development pillar	Description of each program
GERM: Create and Manage your business.	<p>The SIYB program theoretically includes three levels of training:</p> <ol style="list-style-type: none"> 1. Level 1: SIYB Entrepreneur; 2. Level 2: SIYB trainer; 3. MASTER TRAINER. <p>The idea was that the master trainers train the "SIYB" trainers who will then train the "SIYB" entrepreneurs. To obtain the grade "AAP" for "Level 1", beneficiaries should follow the eight (8) training modules mentioned below.</p> <p>From the above, the SIYB includes eight (8) training modules. The first two modules are focused on aspects:</p> <ol style="list-style-type: none"> 1. SORT: Sort your ideas by doing situation analyzes. Through this module, the beneficiaries were able to develop the ability to properly analyze all the business ideas that they think could be a business opportunity; 2. CRE: the CRE module consolidates the TRI module by providing beneficiaries with the tools necessary to effectively materialize the business idea that seems to be the best business opportunity. Through this module, beneficiaries develop the ability to create a business plan.

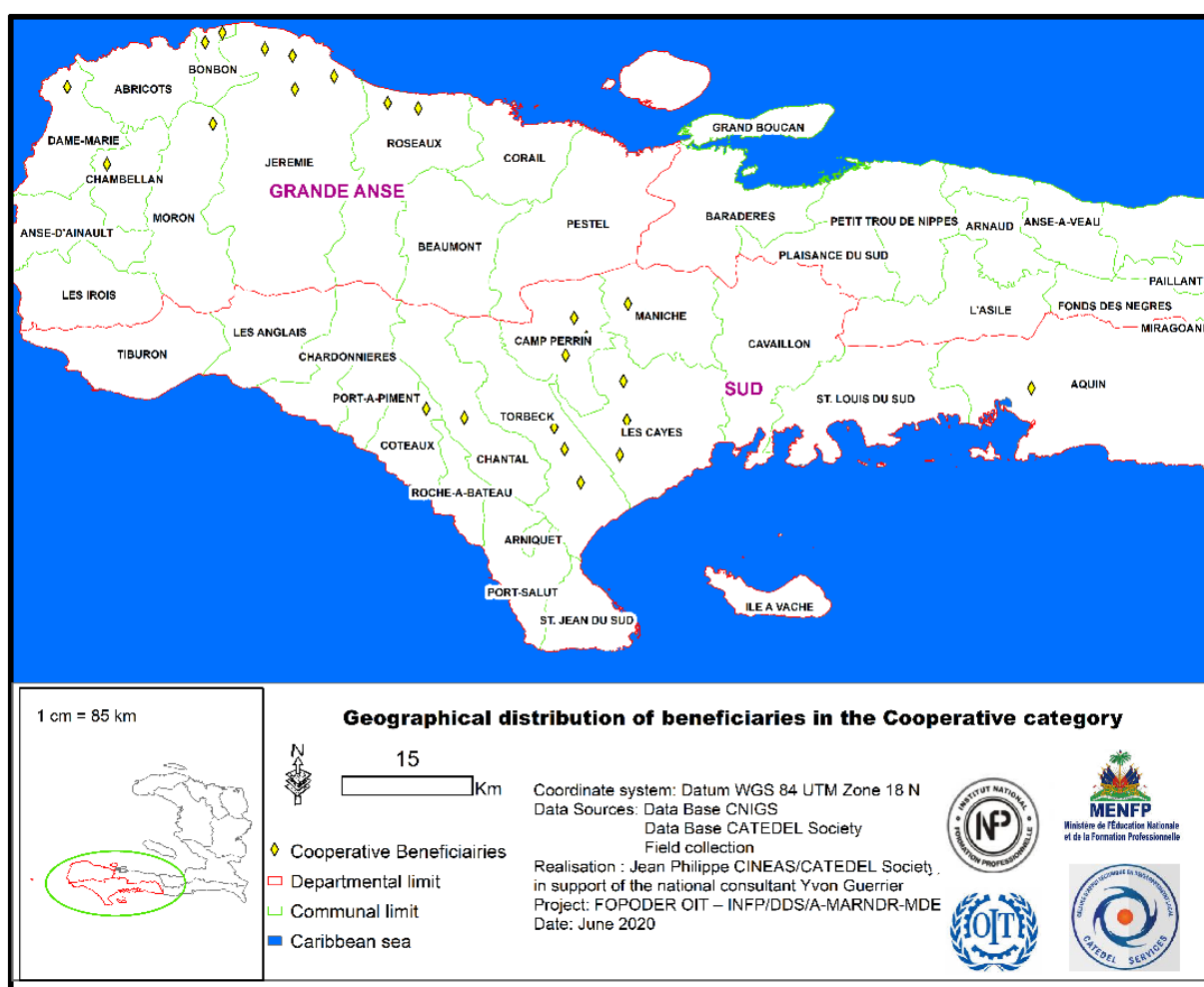
	<p>The six (6) other training modules developed relate more to the "business management" dimension.</p> <p>At the same time, to become a "Master trainer", the beneficiaries should follow a special training according to the method "Approach by Competence (APC)" on the coaching of trainers. Beneficiaries of this category should have at least a university level prerequisite.</p> <p>Given the unavailability of a qualified national company capable of providing this level of training, the project called on a foreign company operating in southern contexts (AGRITERRA, in Senegal) to provide training. In this sense, the training of "Master trainers" was carried out with the support of international Master Trainers certified / recognized by the ILO, with a complete series of presentations up to the creation of adapted business plans. to the realities of local actors. A trainer coaching phase has been integrated into the implementation of this component.</p>
My Coop: Create and Manage your agricultural cooperative.	<p>The cooperative governance program following the "My Coop" methodology concerned in particular the beneficiaries integrating agricultural cooperatives (agriculture and livestock) evolving in the intervention areas of FOPRODER. The essence of this program was to empower beneficiary structures to develop and manage agricultural cooperatives. In reality, the method of creation and the management strategy of this type of cooperative requires expertise and the creation of very specific tools. This program has been developed into four (4) training modules which are divided as follows:</p> <ol style="list-style-type: none"> 1. Basics of cooperatives; 2. Cooperative management service; 3. Supply of inputs for agricultural cooperatives; 4. Marketing.
KEY: Understanding the Company	<p>The development of this program related to the training of trainers on the "CLE methodology".</p> <p>It was mainly aimed at teachers from professional training centres recognized by the INFP. It was implemented by the ILO (Cayes Regional Office) with the support of certified international Master Trainers recognized by the ILO. It was implemented according to a complete series of presentations developed around nine (9) training modules. It is essentially an entrepreneurship awareness programme aimed at adolescents. This component was highly valued by INFP. Unfortunately, because INFP is highly centralised, those trained on the CLE methodology were based in the greater Port au Prince area, so the transfer to schools in South and Grand'Anse was not possible. Only two Inspectors are employed by INFP in the project area. (Interview INFP National Co-ordinator).</p>
Women's Enterprise	<p>This program mainly addressed the dimension of female entrepreneurship by mobilizing a series of theoretical and practical tools developed through the methodology of "Get Ahead ". The programme was implemented by Entrepreneurs du Monde and prioritised training for the formation of women's group enterprises at the association level. A rigorous process of selection of 20 women's associations or women's section of large associations was conducted for training leading to a business plan, with an up to \$2000 grant from the project for necessary equipment. This process was mandated by the MTR but took more than 1 year to commence.</p>
Value Chains	<p>This program aimed to consolidate the achievements of the GERME and My Coop programs. In fact, after the SIYB and My Coop training courses, the</p>

“Value chain” program took over by making it easier for the beneficiaries of the said programs to put the acquired knowledge into practice, as far as possible (cf.: factors limiting time and other basic resources).

In addition, the “Agro Tracking” application is a project initiated by FOPRODER to help strengthen value chains and have better control of the fruit sector. Its objective was to facilitate the collection of information on the source and quantity of fruit harvested from the plot. This project should have been managed by APSVEFS. However, given the absence of a chartered accountant within its team, this component was managed by another institution which caused feelings of frustration within the ASPVEFS team.

Initially, this program was supposed to help in the management of agricultural cooperatives. But given the lack of existing agricultural cooperatives, substantial adaptations have been made rather to help strengthen certain local associations to become agricultural cooperatives, or at least to adopt cooperative principles without the obligation of formalising themselves into cooperatives.

The following map shows the geographic distribution of beneficiaries for the Cooperatives – SME category:



Map 5 | Geographical distribution of beneficiaries of the Cooperative-PME category

The beneficiary cooperatives are dispersed across the geographic territories of the South and Grand'Anse. The combined analysis of the layers of geomatic information gives the impression that the distribution model of the beneficiary cooperatives follows practically the same trend as that of the VAE. It has subsequently come to light from the FOPRODER team that other cooperatives not identified in the evaluation were also supported in territories such as: Les Anglais, Chardonnières, Tiburon, Les Irois, Anse d'Ainault, Corail, and Beaumont.

- **Implementation deficits and explanation by the project team**

As part of the exercise, the experts carried out a comparative analysis between the observations and data from field surveys and the logical and programmatic framework of FOPRODER.

After the decryption efforts, the table allows to present a set of unrealized activities identified in the ProDoc, as well as some explanations given by the personnel in charge of the different components, through the strategic, programmatic and operational levels:

Table 4 | Planned activities not carried out in the FOPRODER and explanations given

Planned activities not carried out	Explanations from the FOPRODER management team
<ul style="list-style-type: none"> Establishment of a training centre of excellence in sustainable agriculture and fishing in Jérémie and Les Cayes in partnership with the INFP; 	<ul style="list-style-type: none"> ✓ An activity formulated in the project document, but not included in the budget;
<ul style="list-style-type: none"> Capacity building of two (2) technical and professional training centres: one at the city of Les Cayes, the other at that of Jérémie; 	<ul style="list-style-type: none"> ✓ Substituted with two technical committees as recommended by CINTERFOR. The setting up and structuring of the two technical committees in fishing and agroforestry had taken more time than expected.
<ul style="list-style-type: none"> Development of training at the patent level for fishing techniques 	<ul style="list-style-type: none"> ✓ This activity does not fit with the problem and / or the institutional reality of the sector in Haiti (a certain ignorance of the field); ✓ During the formulation of the project, one has the impression that the sectoral ministries have not been sufficiently involved; because, this aspect is not really articulated with the benchmarks of developed public policies;
<ul style="list-style-type: none"> Implementation of the refrigeration training section for fishery products at Jérémie Professional School 	<ul style="list-style-type: none"> ✓ Underestimation of costs in setting up the budget;
<ul style="list-style-type: none"> Formal setting up of the local tripartite consultative committee of the project (government / employers / workers) to advise on the adaptation of the technical training offer meeting the demands of the local labour market 	<ul style="list-style-type: none"> ✓ In reality, there is not an employers' and workers' organization in the rural areas where the project intervenes. Whereas, the problems linked to the generalized socio-political and security crisis of the country had completely upset the established programming, thus preventing the displacement of executives, and the realization of working sessions with rural actors. These initiatives were intended, among other things, to carry out awareness-raising activities and mobilize key players on the interests and / or issues related to the establishment of said committee, and its role in economic and social development, with regard to Convention No. 141 on organizations of rural workers;
<ul style="list-style-type: none"> Creation of a network of actors (local cooperative and sustainable agricultural enterprises) to strengthen collaborations in value chains 	
<ul style="list-style-type: none"> Creation of guidance centres and implementation of placement and integration systems for young people 	<ul style="list-style-type: none"> ✓ Lack of knowledge of the field and insufficient large-capacity companies able to accommodate certified young people;
<ul style="list-style-type: none"> Facilitation of access to financial services in support of training in the management of cooperatives and associations and through market information 	<ul style="list-style-type: none"> ✓ Lack of knowledge of the field when setting up the project;
<ul style="list-style-type: none"> Five (5) other trades fairs not organized with farmers, fishermen, cooperatives and local associations 	<ul style="list-style-type: none"> ✓ A by the first fair which was carried out without great constraints in 2018, the others were dismissed each time because of the socio-political constraints which prevented the mobilization of rural actors (beneficiaries) and the project team;
<ul style="list-style-type: none"> Exchange of experiences on the mobile fisheries of Trinidad and Tobago, the University of the West Indies and other relevant institutions 	<ul style="list-style-type: none"> ✓ Lack of knowledge of the field when setting up the project;

2.4.2 EQ 10 Have the benefits been positive for men and women equally? Were there differences by regions? What factors contributed to success or were there any constraints here and why? What were the necessary adaptations made to ensure the achievement of results (if any)?

For gender analysis, please see Section 3 of this report, response to mid-term review (EQs 13 and 14), and Good Practice 2.

2.4.3 EQ 11 What were the criteria for selection of beneficiary individuals and organisations, and did they change over the course of the project? How transparent were the project selection processes?

Apart from the organizations and institutions to be strengthened, young people are the privileged targets of FOPRODER. However, without a pragmatic understanding of the mobilization of this concept, one might think that the project was overlooked, therefore, could not orient itself towards this mainly targeted socio-demographic category.

According to the classic UN definition, young people constitute the age group between 18 and 25 years old (International Year of Youth / UN, 2010-2011)³¹. On the other hand, the Haitian communities develop rather a perception, a more open reading of what they call "Young people", and by extension, Youth Associations (AJ). According to the dominant trend, for more than 85% of respondents, the concept of "Young" goes far beyond a question of age group, ranging from 18 to 25 years. The local actors surveyed had focused their definitions in particular on five (5) key parameters, namely:

1. Marital status combined with the age factor,
2. The level of involvement in actions to promote socio-cultural activities and local development,
3. The level of maintenance of physical attractions, sometimes despite advanced age,
4. Academic and Professional status,
5. The way of thinking about progress, innovations in community spaces;

From the above, within the framework of the implementation of FOPRODER: "A young person is a person who is in the age group from 15 to 35 years and over, who contributes in particular in the promotion and the realization of socio-economic, ecological and socio-cultural activities at the community level, with a view to social integration and sustainable local development".

- **Where do they come from and who are the beneficiaries?**

According to field surveys, the beneficiaries of FOPRODER could be roughly divided into three (3) main types:

1. Sectoral public institutions (INFP / MENFP, vocational schools) from the geographical departments of the south and Grand'Anse which are involved in the promotion and training of young people;
2. Cooperatives and grassroots community organizations (CBOs) involved in the promotion and development of the agriculture and fishing sectors; and moreover,
3. Young women and men of modest socio-economic conditions, without a job, who show a particular interest in agriculture, agri-food and fishing, and, having an anchoring in organizational circles (organized groups of the civil society);

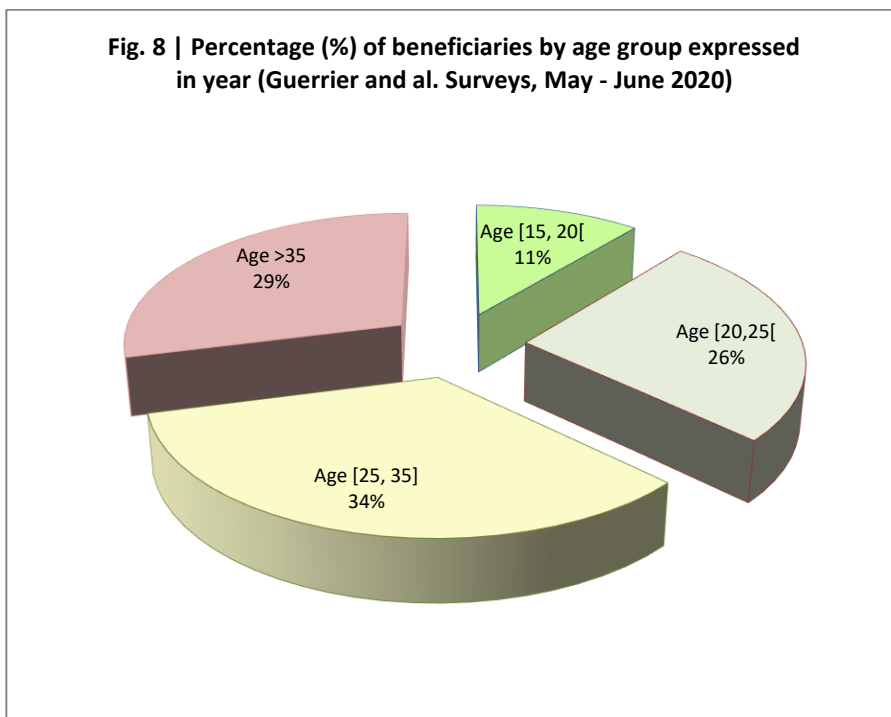
At the same time, to assess the socio-economic profile of individual beneficiaries, we considered in particular:

1. The medium of origin of the beneficiary;
2. The gender of the beneficiary;
3. The components of the system or model of economic activity of the household in which the beneficiary belongs before and after FOPRODER;
4. The summary assessment of the individual's financial assets before starting the FOPRODER;
5. The academic trajectory of the beneficiary;
6. The appreciation of the social capital of the individual, considering the organizational environment to which he adheres as a gateway;

³¹ <https://www.un.org/fr/events/youth2010/background.shtml> (Accessed May 15, 2020)

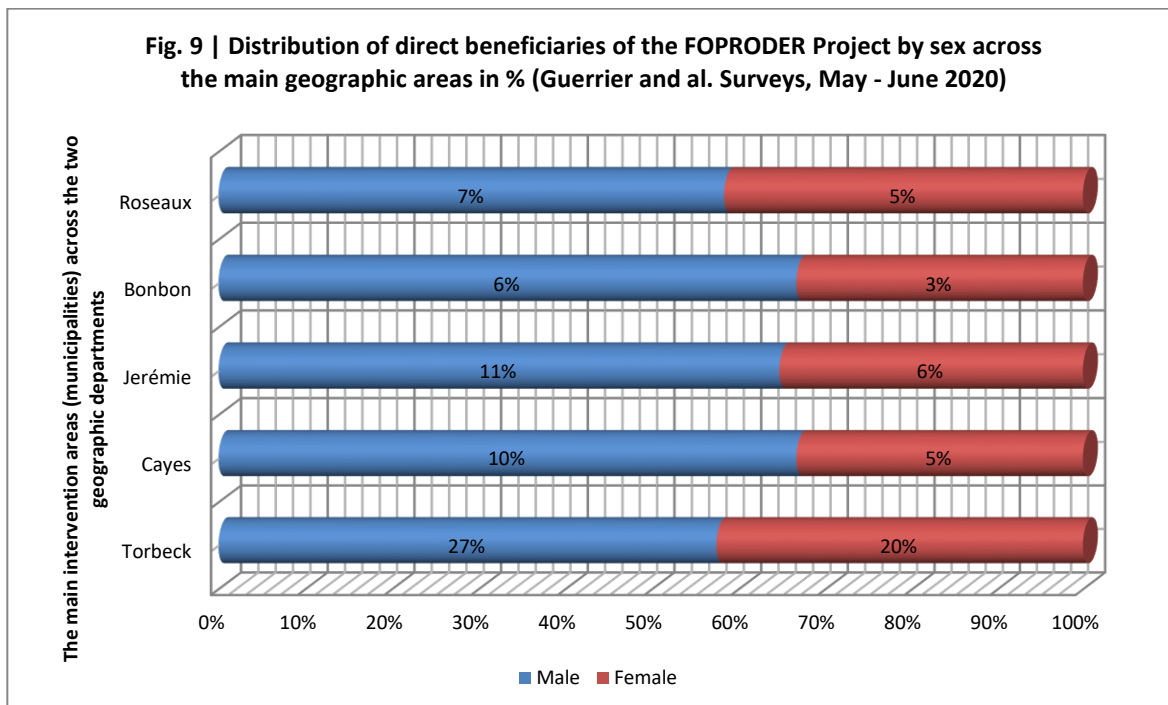
- The appreciation of the economic capital of the individual, considering his ability to mobilize agricultural production factors to help build his future;

The following graph summarizes the percentage of individual beneficiaries by age group:



Most of the beneficiaries are in the 20 to 35 age group.

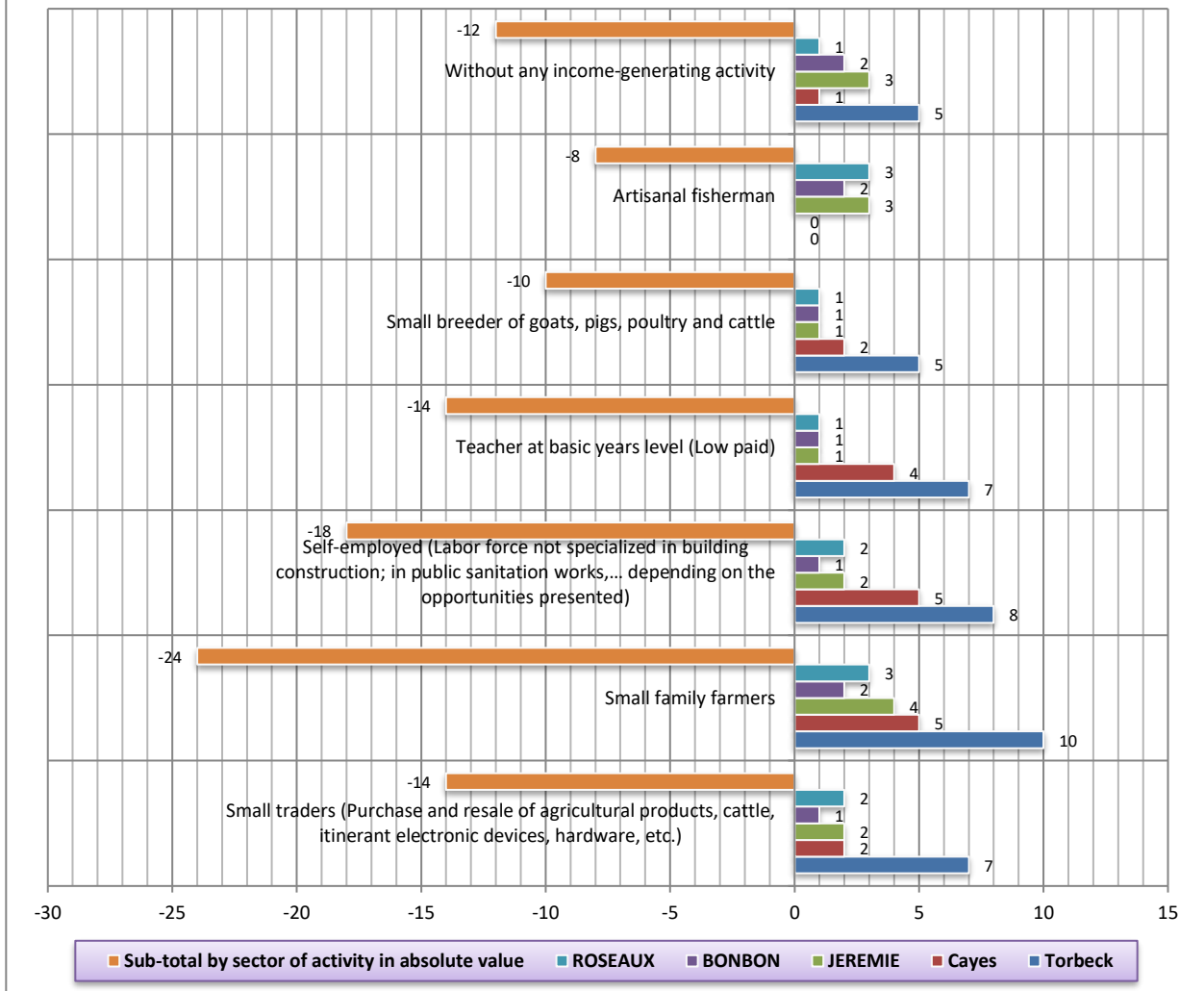
The following graph shows the distribution of beneficiaries surveyed by geographic area and by gender:



In all areas of intervention, men outnumber women. However, compared to traditional trends, women are better represented.

The following graph summarizes the dominant trend in the business sectors to which the direct beneficiaries surveyed before the start of FOPRODER belonged:

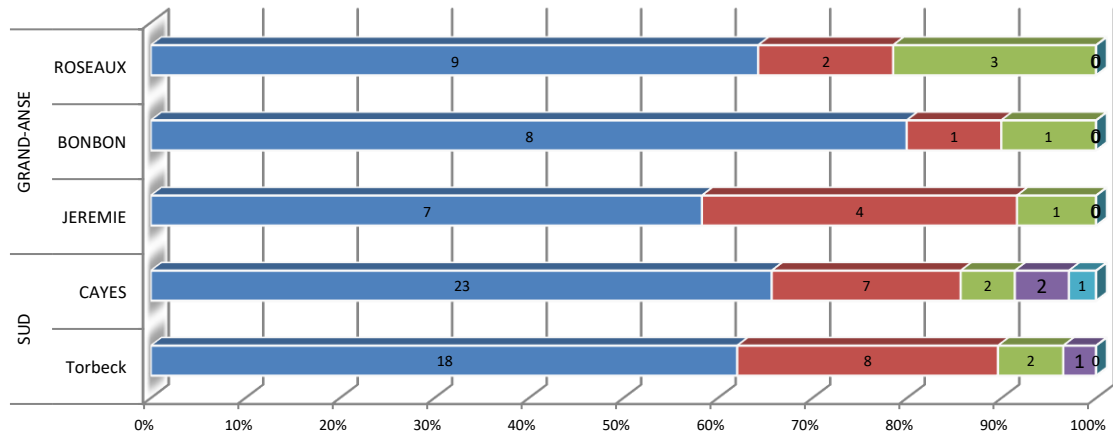
Fig. 10 | Dominant trend in the sectors of activity to which the direct beneficiaries (training) belonged before the start-up of FOPRODER through the main main areas of intervention (municipalities) relating to the two geographic departments in % (Guerra)



About 12% of beneficiaries were not engaged in any income-generating activity and had virtually no source of income. At least 70% had access only to activities of very little social and economic value. At least 65% of them were potential candidates for seasonal rural depopulation and / or permanent emigration to the Dominican Republic, with the aim of seeking well-being. However, they did not have a trade.

The following graph presents the estimate of the monthly income of learners (respondents) before FOPRODER (HTG) by class and according to their geographic origin before starting:

**Fig. 11 | Estimated monthly income of learners before FOPRODER (HTG: Gourde)
(Guerrier & al. Surveys, May - June 2020)**

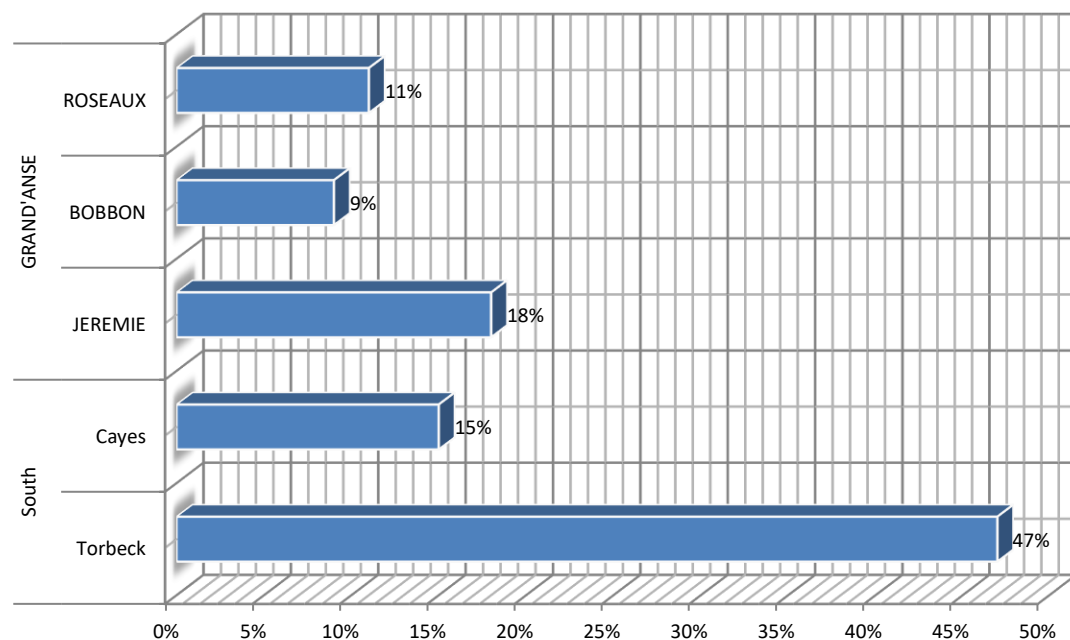


	SUD		GRAND-ANSE		
	Torbeck	CAYES	JEREMIE	BONBON	ROSEAUX
■ ≤ 5 000	18	23	7	8	9
■ [5 000; 10 000]	8	7	4	1	2
■]10 000; 15 000]	2	2	1	1	3
■]15 000; 20 000]	1	2	0	0	0
■]20 000; 25 000]	0	1	0	0	0

Surveys show that the so-called monthly income of more than 65% of beneficiaries is less than 5,000 gourdes (less than 42 US dollars, or 120 gourdes for 1 USD). Besides, regularity is not guaranteed. Less than 9% can earn between 10,000 and 15,000 gourdes per month. Those who can win between 20,000 to 30,000 are notably certain people who join the course of "VAE".

The following graph presents the trend in the geographic distribution of beneficiaries surveyed as a percentage (%):

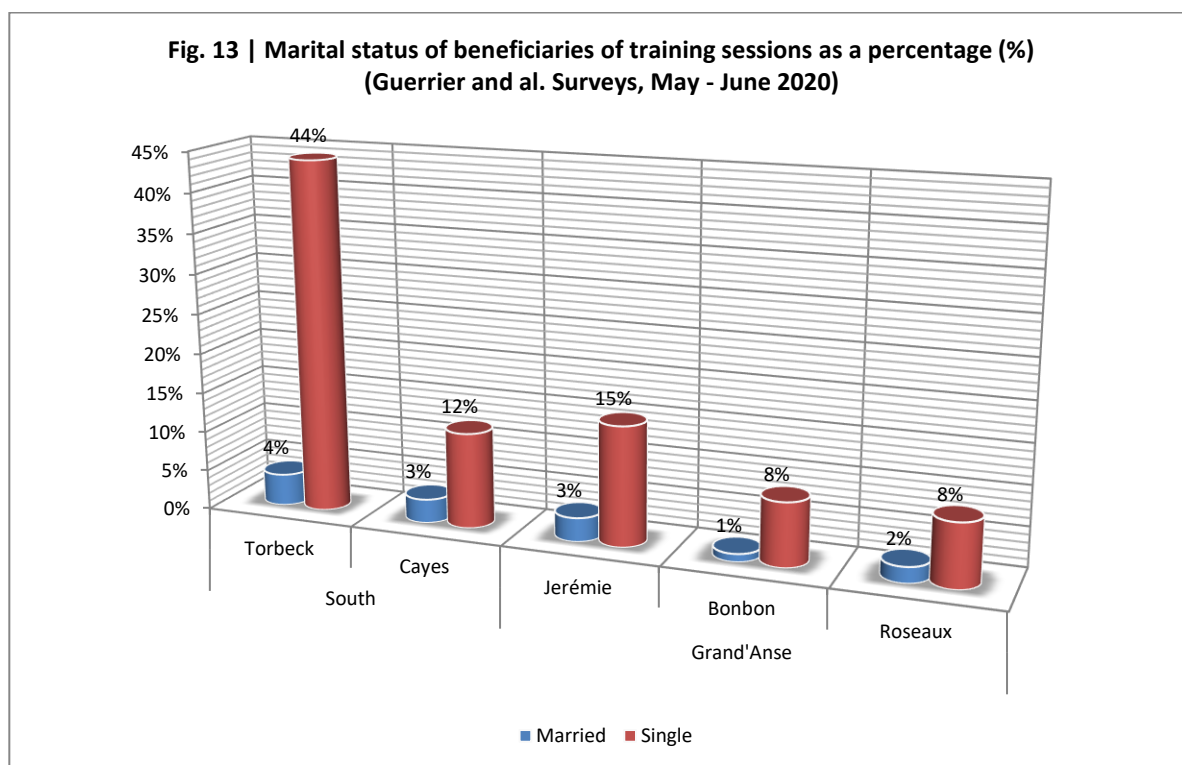
Fig. 12 | Dominant trend in the geographic distribution of beneficiaries as a percentage (%) (Guerrier and al. Surveys, May - June 2020)



Given the level of isolation of the municipalities that are part of the FOPRODER intervention areas, the majority of the beneficiaries live either in a city centre or in a peri-urban area. This observation is perfectly articulated in the changing contexts of local authorities. The minimum basic socio-economic services and infrastructure is

generally found in a city centre of a large or medium-sized city. The most remote beneficiary learners must necessarily find an arrangement at the level of a city centre household to be closer to the training centres, which is very often complicated.

The following graph presents the marital status of beneficiaries of training programs in percentage (%):



Only 12% of young learners (technical training) are married. The rest are single or funded youth.

At the same time, 56% of the "VAE" are from Grand'Anse, and 54% are married.

According to surveys, not all learners had opted for the training which corresponds to the sector of activity they used to practice before the start of FOPRODER. Some of them took advantage of integrating a training course offered to invest rather in a sector of their taste, and considered more promising opportunities, or job provider, depending on the evolution of some contextual parameters of the intervention zones and / or of the country.

- **Selection method of beneficiaries (learners)**

Initially, among others, the Association of Producers and Sellers of Southern Fruits (ASPVEFS, a regional organization) had helped the project to go back to agricultural associations and cooperatives already having skills and / or practical knowledge in areas of agroforestry and agro-processing. Some local organizations have been informed about the different aspects of the project. The latter in turn served as relays in their respective intervention areas to inform and raise awareness of the potential beneficiaries targeted.

The different steps that were followed to arrive at the choice of beneficiaries are:

1. An awareness-raising phase carried out in concert with PADI, ASVI, UNDH and the most representative associations targeted;
2. Consultation between the aforementioned stakeholders for the establishment of a system of criteria to be used in the learner selection process;
3. The opening of registration for the different routes;
4. Carrying out assessment tests for applicants (cf.: interests, motivations, aptitude and capacity analysis depending on the course chosen);
5. The analysis of real training needs, focused on the analysis of applicants' capacities while keeping the conceptual framework of the project as a common thread,
6. The development and validation of training modules;
7. Contracting for the implementation of training programs,
8. Assessment and certification of learners in consultation with the INFP;

The project document referred to the synergy that should exist between the regional unions, the existing chambers of commerce and industry and the FOPRODER for a better adaptation and / or appropriation of the process. In reality, unions exist only by name at the level of the two geographic departments, areas of intervention of FOPRODER. Besides, when a union exists, there are no union members. Regional institutions do not have this operating culture (cf. Historical and institutional surveys carried out as part of the final evaluation). By systematizing the experience, the role of the unions in FOPRODER was thought to be fulfilled by the representatives of the most representative grass-roots community organizations.

The selection of beneficiaries was made on a participatory and inclusive basis, in consultation with the representatives of the most representative grassroots community organizations which integrated the process from the start of FOPRODER.

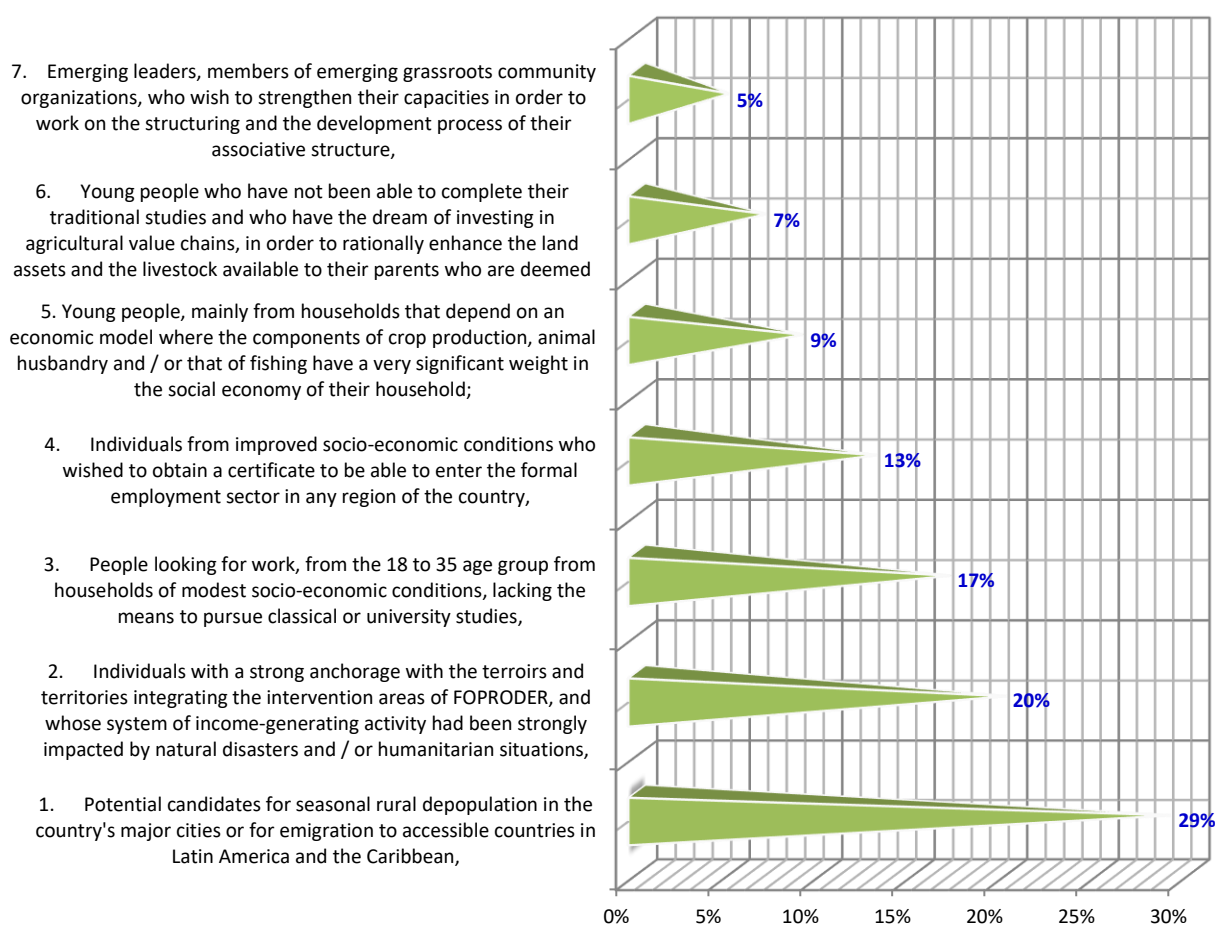
- **Generic profile of learners in FOPRODER training programs**

Analysis of the data linked to the learner profile of FOPRODER made it possible to identify seven (7) fundamental characteristics, namely:

1. People looking for work, from the 18 to 35 age group from households of modest socio-economic conditions, who did not have the means to pursue classical or university studies, and who did not have a certified trade;
2. Individuals who develop a strong anchorage with the terroirs and territories integrating the intervention areas of FOPRODER, and whose system of income-generating activity had been strongly impacted (in the phase of decapitalization and critical impoverishment) by the passage of certain natural disasters (see : earthquake of January 2010 and Hurricane Matthew of 2016 in particular) and / or by alarming humanitarian situations (cholera epidemics, etc.), worsened by situations of recurrent socio-political instabilities;
3. Young people, mainly from households that depend on an economic model where the components of crop production, animal husbandry and / or that of fishing have a very significant weight in the social economy (school, food and sanitary) of their household;
4. Individuals from improved socio-economic conditions who expressed a sustained interest in a field of training offered by FOPRODER, and who wished to obtain a certificate in order to be able to integrate the formal employment sector in any region of the country (cf.: Sustainable development projects or programs carried out by NGOs; public sector jobs; etc.);
5. Potential candidates for seasonal rural depopulation in the country's major cities or for emigration to accessible countries in Latin America and the Caribbean (cf.: for which they do not necessarily need an entry visa);
6. Young people who had not been able to complete their classical studies and who have the dream of investing in agricultural value chains, in order to rationally enhance the land assets and the livestock available to their parents who have supposedly reached, in fact, the retirement age ;
7. Emerging leaders (women and men), members of grassroots community organizations, who wish to strengthen their capacities in order to work on the structuring and the development process of their associative structure;

Note that the motivation and / or interest of a beneficiary to join a program are sometimes linked to several factors. The following graph summarizes the dominant trends in the motivation of young people to integrate the training programs that have been offered by FOPRODER:

**Fig. 14 | Representativeness of profiles as a percentage (%)
(Guerrier and al. Surveys, May - June 2020)**



- **Criteria for choosing direct beneficiaries**

The analysis of the data linked to the selection criteria for direct beneficiaries (in particular) were defined generically in the project. On the other hand, the various stakeholders (including the direct beneficiaries) were asked about the criteria actually used to choose the beneficiaries as part of the implementation process. The cross-analysis of the responses made it possible to identify the most discriminating parameters used as objective selection criteria, depending on the component considered.

With regard to the beneficiaries of training programs allied to agricultural, marine and coastal value chains, nine (9) discriminating criteria should be considered, namely:

1. The age of the applicant must preferably be between 18 and 35 (except in the case of VAE),
2. The minimum standard training required (capacity analysis),
3. The socio-economic profile of the household in which the beneficiary comes,
4. The membership and / or the reference of a basic community organization at the level of FOPRODER intervention areas,
5. The motivation and the level of interest shown in relation to the envisaged training course,
6. The number of places available in a program considered, and the analysis of priorities (social criteria);
7. Acceptance of the applicant to sign a formal commitment note, guaranteeing compliance with the clauses of the training agreement,
8. The applicant does not hold any diploma allowing him to have access to a decent job,
9. The level of territorial anchorage of the applicant in a FOPRODER intervention area;

With regard to the cooperatives and grassroots community organizations involved, five (5) discriminating criteria should be considered, namely:

1. The beneficiary entity must be a structure regularly registered, certified and recognized by the competent institutions in relation to the areas of intervention claimed,
2. The structure must not be in contravention of national law, and has a good reputation in their respective communities,
3. The level of institutional and geographic anchoring of the organization or the cooperative;
4. The level of alignment of the organization's interventions with regard to the theory of change recommended through the conceptual and operational framework of FOPRODER,
5. The acceptance of the organization to sign a formal commitment note, guaranteeing compliance with the clauses of a related agreement within the framework of the project;

With regard to the persons involved in the component of "VAE", five (5) discriminating criteria should be considered, namely:

1. The membership and / or the reference of a basic community organization at the level of FOPRODER intervention areas,
2. Professionals with practical know-how without having attended a vocational training school for which the program can award a "VAE";
3. The applicant must reach a certain age of maturity in his trade (age group 25 to 60 years); and must not have a certificate or diploma in the related sector;
4. The applicant must demonstrate and / or show a sustained interest to be certified by the VAE program,
5. The acceptance of the organization to sign a formal commitment note, guaranteeing compliance with the clauses of a related agreement within the framework of the project;

There was a certain inconsistency in the conceptual framework of the project in connection with the certification process of type " VAE ". By systematization of experience, it is absolutely not obvious that young people without jobs can join this program. This type of certification is rather compatible with people who already have certain skills and know-how in a specific field. Integration into such an approach cannot be compatible with the profile of the young people targeted by the project. That's why in this journey we mostly met people between the ages of 25 and 60. They are generally women and men heads of households with precarious and improved socio-economic conditions.

The analysis of socio-economic data shows that for the most part, the beneficiaries are people from low socio-economic categories.

2.4.4 EQ 12 To what extent have the different organisations and individuals involved contributed to achieving the strategic objectives of the project?

Regarding: (1) the ambitions of FOPRODER, (2) the level of interest and legitimate differential commitments of the different categories of institutional and organizational actors involved in the implementation process, (3) orientation from his theory of change, (4) to the evolution of orientations with socio-political and institutional dynamics; we consider normal and responsible the implication of the different sectors integrated in the system. On the other hand, the cross-analysis of the data collected from key stakeholders shows that: "Certain deficits observed in the achievements are notably due to the absence of an instrument which was to serve as a " Harmonized interinstitutional working framework ". The latter was essentially to fix on a SMART-B basis (Specific, Measurable, Achievable, Realistic and Budgeted) and intelligent, the roles and responsibilities of each institution through the development of possible synergies. Critical analysis of the interinstitutional letters of agreement formulated in this context to replace the management arrangements did not have enough guidelines and / or clear directives to facilitate the necessary level of articulation, given the magnitude of the issues and emerging challenges. The guidelines and responsibilities established have, in many cases, been too generic.

An instrument " Interinstitutional harmonized working framework " could help, among other things, to favour a rather agile mode of management of the project, considering the evolution of certain discriminating societal parameters. Especially since most of the institutions concerned did not necessarily have a habit, or even culture, of working together before. The virtues of holistic looks generally escape those who advocate the method of working in silos. Certainly, the process of building a collective work requires more concertation, more synergies and disciples in the ways of thinking about achievements. "

Remember that each of the entities involved has enormous differences in terms of:

1. Leadership style,
2. Management of humanitarian and / or development projects, programs and public policies,
3. Availability of human resources (quantity and quality),
4. Different execution speed,
5. Logistical and operational resources,
6. Reaction time in relation to an urgent dossier,
7. Procedural nuances (at least),
8. Financial room for manoeuvre,
9. Minimum reaction time in a decision-making process,
10. Advocacy capacity in multi-stakeholder space,
11. Etc.

All these parameters had to be considered in the consultative process which aimed to format the institutional and operational architecture of FOPRODER. It should be recalled that in general, poor consideration of the sensitivities linked to institutional engineering often generates counterproductive results.

At the same time, we wonder why in a program of this scale, we had not thought of setting up, from the start, a steering committee (CoPIL), adapted to the contexts of the project intervention areas?

In addition, the role of sectoral ministries, including decentralized public bodies and other development operators who work on thematic areas similar and / or transversal to the FOPRODERs, have been very neglected in the project management system. However, their involvement could generate additional added value for the project and facilitate a better level of ownership. This aspect will greatly influence the ability of the project to put in place an adaptable and responsible exit strategy. The INFP alone, by its mission and its limitations, is not able to guarantee the monitoring and sustainability of the achievements of the project's achievements.

2.4.5 EQ 13 To what extent have the recommendations of the mid-term evaluation been accepted? and EQ 14 What changes have been observed as a result of these measures?

The following table selects the key recommendations out of the MTR, the extent to which they were accepted in principle and also the assessment of the level and quality of the changes observed in practice.

MTR Recommendation	Implementation response proposed	Final Evaluation Assessment of Changes observed
1: Revise the PRODOC taking into account the necessary extension to the project timetable and create a French version of the PRODOC more accessible to the key parties, ensuring clearer links between the different intervention strategies, and incorporate a specific strategy to integrate women's development at all levels of the project's results chain, with specific reference to the WED approach, developed by ILO, as well as making greater use of the link with the Convention C141, which is ILO's	<p>The PRODOC has been revised taking the project extension into consideration. The given recommendations have been integrated into the work plan presented in this report. The work plan should be validated before being delivered to the funders.</p> <p>The intervention strategy to integrate women's development at all levels of the project's results chain</p>	<p>The revised PRODOC in French was completed in October 2018 but process of adaptation of outputs and outcomes, including reduction of quantitative targets continued and were justified and accepted at various reporting stages in 2018 and 2019 (see Inception Report Annex, Enhanced Logical Framework).</p> <p>The linkages to C141 were not taken forward explicitly in monitoring and reporting frameworks.</p>

<p>most important convention for its organisations in rural communities.</p>	<p>(WED, ILO) and the link to the C141 Convention will need to be developed in the last trimester of 2018.</p>	<p>The WED approach was adopted and implemented through a partnership with <i>Entrepreneurs du Monde</i>. See sections on Gender and Good Practice for further</p>
<p>2. Examine the practicability and conditions necessary for the redeployment of the project team by exploring the possibility of stationing staff with Norwegian as a second language in the Grand'Anse department and co-fund a joint post in project coordination and for the ILO in Port-au-Prince also:</p> <p>10. Take measures to ensure a balance of project accomplishments in the two beneficiary departments to avoid the negative consequence of the current perception that the project activities are more focused on the Southern department where the project team is based, to the detriment of the Grand'Anse department where access is more constrained</p>	<p>The FOPRODER team is too understaffed to attain the goals laid out in the PRODOC, the evaluator reported that the project should be programmed for four years instead of the three years stated.</p> <p>In regard to professional development, CLE, it would be sensible to have another supporting technical assistant more specifically in the gender aspect of the two departments. In that case, the project would have an enhanced ability to effectively manage the participation of women's associations in the two departments by establishing a cohesive work plan.</p> <p>The request to have a Norwegian speaking staff member in Grand'Anse means it would be necessary to rent an office, to make a company car available for several activities in Les Cayes at a low cost. Driving from Jérémie to Les Cayes takes 2 hours.</p>	<p>No extension from 3 to 4 years was agreed for the project, although progressive short-term force majeure extensions were allowed to compensate for time lost in Pays Lock and COVID 19. The final length of the project is October 2016 to July 2020.</p> <p>For professional development, CLE and gender, an assistant officer was recruited but their recruitment was completed very late and the contract only ran for 9 months</p> <p>(May 2019 to February 2020)</p> <p>To further strengthen implementation, an M&E officer was added to the team between May 2019 and May 2020. However, from the final evaluation it was not possible to identify any written product from the post holder, meaning that no effective monitoring was added to the project after the MTR.</p> <p>No further reference to a Norwegian speaker to be based in Grand'Anse is found and this idea did not prosper. No office or vehicle was assigned to Jérémie and the project continued to operate from Les Cayes.</p> <p>Despite this, as the coverage map shows, the issue of equal coverage of South and Grand'Anse was well covered with the selection of Grand'Anse based implementing partners, and dedication and commitment from project staff to balance the implementation equally</p>

<p><i>To ILO in collaboration with UNEP:</i> to maintain and strengthen the collaboration between BIT and UNEP by developing further synergies for sustainable fishing and agriculture, and taking into account the good environmental practices in the development and implementation of the work plan with input/collaboration with agricultural and fishing organisations, whilst involving key PTF stakeholders such as UNICEF, AFD, Belgium and Switzerland.</p>	<p>3: The collaboration between the FOPRODER team and UNEP has been effective since the project's inception. So shortly after Cyclone Matthew, it will be necessary in the next few months to have a meeting attended by OIT and UNEP which will happen at Port-Salut on 13/Aug/2018</p>	<p>3. No further collaboration with UNEP was taken forward in the second half of the project. It was considered that the necessary focus on skills development and association capacity strengthening required partnerships with organisations more specialised around the project outputs such as INFP and CNC. A further reason was to avoid duplicating partnerships with implementing organisations to avoid potential problems of overlap and attribution.</p> <p>The improvement in coordination with other UN and bilateral agencies through networks such as CLIO was not detected, as the EU consultation with the EU representative in Haiti demonstrates. See section 2.5.5</p>
<p>4: <i>To ILO in collaboration with implementing partners:</i> In collaboration with the implementation partners and in reference to the revised PRODOC, strengthen and systematise communications on the strategy and the project activities to ensure better adoption by stakeholders and a greater visibility of the work in progress and future prospects</p>	<p>Since the induction of the new Chief Technical Officer, they have been able to organise consultation meetings with implementation partners and establish a method for following-up joint activities. Monthly coordination meetings allow for the follow up and the development of joint approaches</p>	<p>In the absence of a formal project steering committee the communication with partners remained a severe challenge, exacerbated by the societal chaos experienced from late 2018 onwards. The project spent a very long period in renewing partnership contracts in 2018/2019 and by the time they were finalised, the project was very behind schedule, so the rush to implement did not allow for much reflection or cross learning between partners.</p>
<p>5: <i>To ILO in collaboration with implementing partners:</i> In collaboration with INFP, UNDH and AVSI, there must be a procedure to ensure follow-up with regards to young people who have benefited from the short-term trainings with a competency-based approach, in line with the goal to indicate the pertinence and impact of these trainings; create an approach to offer new opportunities to young people who have been trained to allow them to evolve</p>	<p>. Organise a work programme meeting with the project partners (INFP, UNDH, AVSI, ORE, PADI, OREB, APVSEF)</p>	<p>Partnerships with ORE and PADI were discontinued which created a barrier for joint learning over the life of the project. Partner dialogues were conducted with each partner on a one to one basis.</p> <p>The judgement of the Final Evaluation is that this was a weak and vague recommendation because it came without a practical suggestion. Integration was required between skill training and enterprise, with the project providing loans or starter kits to youth without prospects of waged employment in the post Hurricane situation. A clearer recommendation on replacing the intermediate objective 4 on placements, with enterprise support</p>

		services/resources would have guided the project better.
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2.5 Efficiency

Task. Examine resource efficiency and application of results-based management.

2.5.1 EQ 15 Have resources (financial, human, time, expertise, etc.) been strategically allocated to ensure the achievement of results?

The ILO was responsible for the implementation process. Depending on the nature, scope, requirements and conditions of the market, the execution of certain works has been entrusted to local, departmental, national or international Service Provider Operators (OPS). Liaison with the ILO Regional Office for Latin America and the Caribbean (Lima-Peru) was facilitated by an ILO Project Focal Points in Port-au-Prince (West, HAITI). The latter served as a communication link between the field team, coordinated by a Senior Technical Coordinator (CTP). The project was structured into three (3) main components, namely: (1) SIYB, (2) Agriculture, Agro-processing and agroforestry, and (3) Fishing. Each component was provided by a national expert, specialist in the thematic area in question.

Management arrangements have been formatted according to the realities of institutional ecology (panoply of actors involved) and considering certain worrying contextual elements. Thus, the strategic decision-making level includes:

- a) The political arena (Governments of Haiti and Norway),
- b) The ILO Regional Office for Latin America and the Caribbean (Lima-Peru),
- c) ILO Project Focal Points in Port-au-Prince (West, HAITI);

The execution of the project in the field was facilitated or coordinated by a CTP (Senior Technical Advisor), supported by a team of experts associated with each thematic area of the project.

The CTP was assisted by two (2) administrative assistants: 1) one in Port-au-Prince who dealt with administrative and financial monitoring in the "IRIS System"³², and 2) the other at the level from the city of Les Cayes (south) for operations and close monitoring. The latter ensures the administrative and financial monitoring of the FOPRODER project at the ILO sub-office in Les Cayes, in consultation with the administrative and financial assistant of ILO-Haiti. An officer has been assigned to manage the communications aspect.

The following structure illustrates the configuration of the administrative structure developed by the ILO internally for the implementation of FOPRODER:

³² ILO program management system

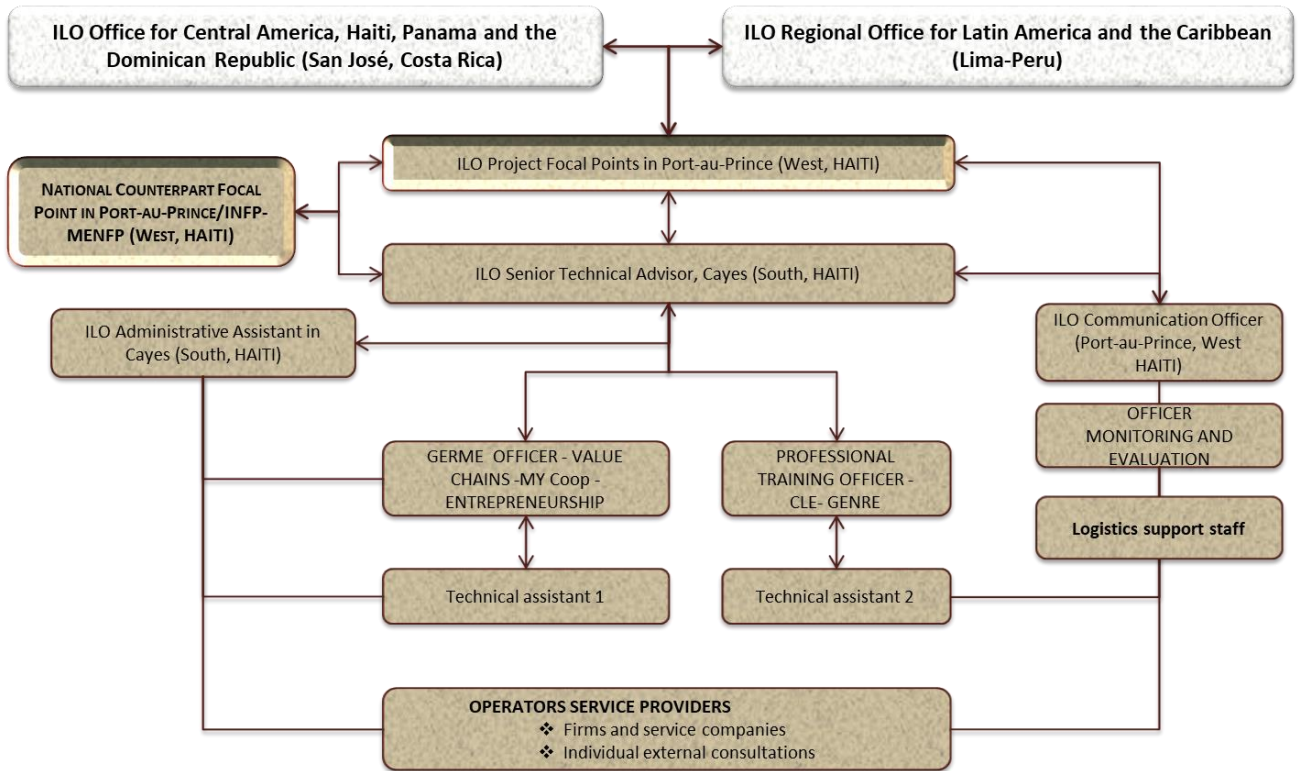


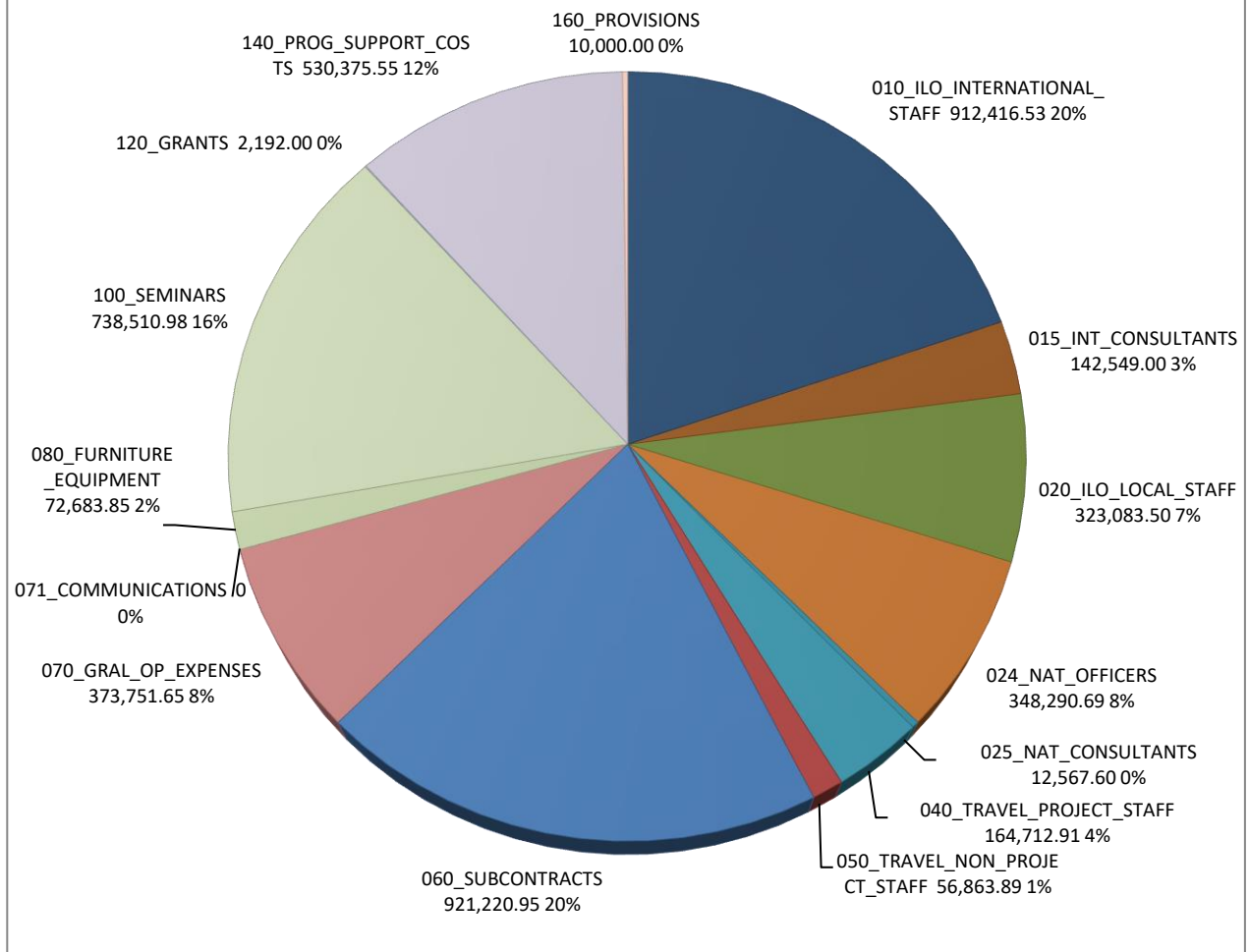
Figure 15 | configuration of the internal administrative structure developed by the ILO for the implementation of FOPRODER (Illustration Guerrier, June 2020)

The exchanges showed a very good tandem through interpersonal relationships. On the other hand, we noticed a lack of integration between the components (different components of the FOPRODER) in the implementation of the tasks. This could be justified by the fact that the members of the technical assistance staff are not necessarily at the same level of information, on subjects which should in principle be treated in a transversal or synergistic manner.

2.5.2 EQ 16 Have the resources been used efficiently? Could we have achieved the same results at a lower cost? Are the quality and quantity of the products / outputs in line with the resources mobilized

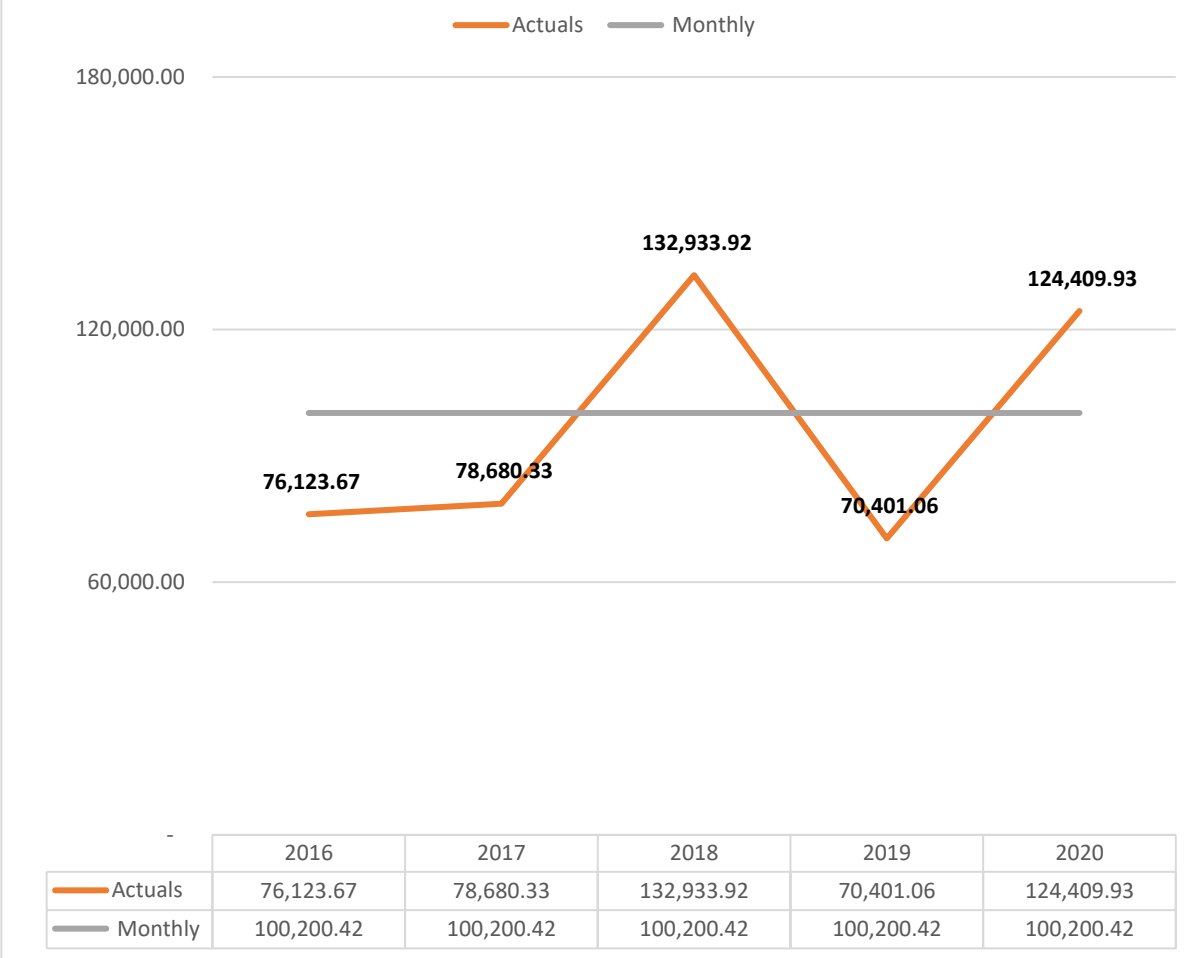
Two figures have been created from budget date to visualise the budget and facilitate analysis of efficiency

Figure 16 | Total Budget (Stuart Coupe, Juin 2020)



ILO international staff is split between CTA costs and ILO international technical backstopping. When this is added to the costs of international consultants (Agriterra) for the MyCOOP training process, the figure for international technical support costs reaches \$0.5 million. This demonstrated the urgent need for the ILO to develop a strategy to nationalise its expertise within Haiti via the certification of Master Trainers in the country.

FIGURE 17 | MONTHLY ACTUALS (STUART COUPE, JUIN 2020)



This graph compares the theoretical straight line of a regular monthly spend throughout the project compared to the actual annual average of monthly spend. It is based upon the figures shown below based on a 46-month project period from October 2106 to July 2020. It shows that expenditure reached a peak in 2018 despite the disruption discontinuity in project leadership during that year and entered a trough in 2019 corresponding with the central period of Pays Lock. From September 2019 when new partner contracts were signed and up to present has been a period of intense activity. This is far from ideal as the rushed implementation at the end of a project weakens the options for a careful exit strategy.

Actuals including carry forward				
Year	Actuals	Monthly	Yearly	Yealy Actuals
2016	76,123.67	100,200.42	300,601.25	228,371.00
2017	78,680.33	100,200.42	1,202,404.98	944,164.00
2018	132,933.92	100,200.42	1,202,404.98	1,595,207.00
2019	70,401.06	100,200.42	1,202,404.98	844,812.73
Jan - May 2020	174,173.90	100,200.42	501,002.08	870,869.51
Jun - July 2020	62,897.43	100,200.42	200,400.83	125,794.86
			4,609,219.10	4,609,219.10

2.5.3 EQ 17 Have the relevant ILO units and supporting services in San Jose (Country Office) and Haiti and Geneva (ILO Headquarters) ensured adequate backstopping for project management on the technical, program, administrative and financial levels.

This section is built up from ILO key informant interviews based in San Jose, Port au Prince and Les Cayes team as well as former staff. Given potential sensitivities, the evaluation has taken a non-attributable approach has depersonalised these aspects by looking at structural issues.

- There was excessive concentration of functions in the CTA for such a large and complex project. There was a need for a deputy CTA in charge of finances to ensure smooth running in event of CTA turnover. There was a lack of senior accounting, budget management and budget analysis capacity to provide constant intermediation for the technical staff with San Jose on such a large, complex and geographically remote project New CTA that joined in mid-2018 new to ILO and had to learn procedures, and that was after a 5-month hiatus between CTAs during which the project was paralysed (no new initiatives taken, response to MTR pending etc) Example: The two project vehicles were not capable of traversing rough rural roads, but no authorisation was given to purchase more suitable sturdier vehicles despite availability of budget, forcing project team to hire vehicles at greater expense overall.
- From the San Jose perspective, in Haiti there is a reluctance to respect and conform with procedures. From the FORPODER perspective, the procedures are seen as excessive, unworkable and burdensome. There were many examples of use of personal resources by staff, for reimbursement later, to get things done. Again, depending on the perspective this is seen as either ingenuity and sacrifice or cavalier attitude to approvals processes.
- In cases of conflict between staff members of FOPRODER, these were very hard to manage from San Jose given remote nature of the project and poor communications. Power/telephone network outages lasted weeks at a time.
- The the ILO IRIS system for financial and administrative processes was not not established in Les Cayes despite repeated efforts to do so, due to technological barriers -i.e insufficient secure information technology infrastructure
- With a lack of decentralisation of approval authority, all transactions had to be approved at San Jose level, meaning long delays involved in transmitting documentation from Les Cayes to Port au Prince and then to San Jose. This was compounded if documentation was returned in order to correct errors. This was a distraction for technical staff, including backstopping staff in San Jose, that wanted to make things happen in the project. The FOPRODER project had a crucial dependence on the enterprise technical backstopping staff member in San Jose, who was regularly to get involved in administrative/contractual support.
- The major dedicated capacity strengthening effort of partners ORE and PADI for reporting and accounting for expenditure (including visits by San Jose admin team) was lost to project when partnerships ended in 2018, and this was followed by a protracted process of establishing implementation contracts in the second half of the project. Partners were still facing severe difficulties to align to ILO reporting requirements and experiencing delays in payments right at the end of the project (May 2020).
- Technical staff spent inordinate amounts of time on planning of events. The use of French -speaking African trainers meant, visas, costly journeys, and very slow payment of fees and expenses. This all points to the need for “nationalisation” of expertise
- Allowing government partners to select their own candidates for capacity strengthening and exposure visits rather than consulting with project team meant that the option on the most strategic and value adding persons to send was often lost
- Reflections on broader more political questions have been raised by stakeholders on all level about the possibility for ILO Haiti to be affiliated to Port of Spain regional sub office rather than San Jose sub office given its Caribbean sense of identity and broader political affiliations (membership of CARICOM where there are other French-speaking island nations). Only 20% of the technical /admin support staff in San Jose have a working knowledge of French. There are acknowledged weaknesses in the performance of the programme unit.

The key consequence of these inefficiencies in the case of FOPRODER is that partner organisations in the Sud and Grand’Anse, that are generally financially weak and delays to payments make it very difficult for them to

proceed with activities. It means that their staff may have to go without pay, and become stressed and demoralised, and this ultimately means that ILO becomes part of the problem rather than part of the solution for these organisations to become stronger and more effective and in serving the deprived populations of the area

2.5.4 EQ 18 Did the managerial structure of the project facilitate good results and the effectiveness of achievements, including the existence of a functional monitoring and evaluation system?

As is addressed in the relevance sections above, the project engaged in activity-based reporting. A monitoring officer was hired but was with the project for a year and did not succeed to install an effective results-based management system. A Capitalisation of Project Experiences workshop was held in March 2020 which conducted a stakeholder SWOT analysis, which provided some useful pointers for the evaluation. However, there was no theory of change and no outcome level targets established for the monitoring to track. For example, there was no deployment of a framework for assessing the strengthening of individual, organisational and institutional capacities as a result of training, looking at the extent to which knowledge and skills acquired were being put into practice and using that feedback to improve implementation on an ongoing basis.

2.5.5 EQ 19 Has the project made strategic use of coordination and collaboration with other ILO, UN and national projects and sectors.

Norway arrived to the conclusion that the UNEP strategy should be complemented taking into account economic development and employment, so encouraged a strong UNEP-ILO partnership, welcoming the idea of sharing premises in Port Salut, even more after visiting the area devastated by the hurricane (and also being aware that the place was very challenging for international experts, considering the isolation and the aftermath of the hurricane crisis)

The UNEP had a well-established regional network, with national outreach, and organized regular annual meetings around a green table for development, where the best local and international partners and local and national expertise could be found; it was a powerful think tank for the development of the Great South.

Our implementing partners were well appreciated and entrusted by UNEP and Norway before our arrival. We used also UNEP background information, including some research on coffee, cacao, mango and others.

Mango suited better with the project approach and mango farmers were one of the largest socio-economic group compared with other value chains, with some informal and formal producer associations, mango ensured a platform already in place but still underdeveloped.

We added value to UNEP works, for instance by introducing a skill development approach (competence-based ILO CINTERFOR) and a more professional approach to improve management of producer organizations (ILO Agriterra) quickly welcomed by the local partners, Norway and UNEP itself.

The EU believes that the INFP could be a privileged partner, but the strategy has not been inclusive, participatory enough. (Interview, EU Delegation Representative, Haiti) Why were the sectorial thematic round tables for the South and Grand'Anse region (Agriculture, Environment, etc.) not informed or even involved in supporting the process? Why was the CLIO³³ platform (Inter-Organization Liaison Framework • Haiti) was not informed?

- The Inter-Organization Liaison Framework (CLIO) is an association of organizations created in 2005 and which currently brings together sixty-six Haitian and foreign organizations. The CLIO is in contact with multiple actors from Haitian civil society.
- The Vision of CLIO is a Haitian civil society in which the Organizations play their full role in human development, equitable and sustainable, in partnership with the State and other private actors.
- The CLIO is a space for consultation and exchange which aims:
- To offer the community of Organizations a permanent structure for information and consultation on matters of common interest;
- To act as an interface between members and government institutions, donors, organized civil society groups, the media and other private partners;
- To promote partnership between Organizations, the formation of thematic or sectorial platforms and to advocate for members of the Association who express the need

³³ <https://www.cliohaiti.org/spip.php?article2> (Website visited June 12, 2020))

- The CLIO operates through sectorial commissions (Education, Health, Agriculture and Environment, GRD resilience, Drinking water and Sanitation) and Ad 'hoc procedures and complaints commission.
- CLIO is today an association known to the government, notably the Ministry of Planning and External Cooperation, by donors and by civil society organizations.

2.5.6 EQ 20 Did the project have a beneficiary feedback mechanism for suggestions and complaints? If so, how effective was it? If not, how were suggestions and complaints from partners/beneficiaries handled in practice?

The project did not have a beneficiary feedback system. It relied upon the sensitivities of the staff to incorporate feedback from trainings and support visits to the field to be incorporated into a process of continual improvement

The field level evaluation did not detect the existence of a classic steering committee adapted to the context of the intervention areas. The devolved bodies of sectorial ministries, town halls, CASECs, ASECs were not involved in the decision-making and operational processes. Certain involvement of the Chamber of Commerce and Industry was noted. The special relationships were developed between the project and the local institutions involved in youth training initiatives, and the certification program based on the "VAE" approach.

The decision-making mechanism linked to the execution of the FOPRODER is generally characteristic of a top-down management approach; with some involvement from some grassroots community organizations, training centres and sectoral NGOs. The involvement and participation of sectoral ministries of local authorities in decision-making and operational processes has been limited.

2.5.7 EQ 21 How were ILO safeguarding policies implemented in the project.

As ILO has relatively limited exposure to vulnerable communities in remote locations, it has not considered the necessity of establishing safeguarding systems. A safeguarding system must be put in place in any future project which interacts with vulnerable individuals in their communities who may not feel empowered to speak out against abusers. It also has the benefit of raising awareness about abuse issues in general. This would mean in practice sessions with all beneficiaries to explain their rights if any ILO or partner staff behaves inappropriately during the course of any given activity. It would also mean the provision and publicising of a dedicated telephone number for reporting of such complaints and a procedure for handling them quickly and impartially. It would only take one serious incident of this nature to be handled inadequately to destroy the reputation of the ILO in Haiti

2.6 Impact and sustainability

Task: Assess to what extent the design of the intervention made it possible to achieve strategic objectives - which tend not to depend solely and exclusively on the actions of the project, as well as to what extent there are risks that the development results (or the expected results) are not maintained (or will not be executed).

2.6.1 EQ 22 What are the positive effects already observable from the project in general, as well as from the focus groups targeted by its activities?

The monthly incomes of the beneficiaries in jobs are apparently increased in gourde (local currency) with and / or after the project. On the other hand, when we weight this same monthly income with the differential exchange rate of the US dollar - instead of inflation which remains an overly theoretical indicator in the context of Haiti (December 2016 and July 2020), incomes are actually down compared to 2016. The evaluation therefore finds that real income has fallen by an average of approximately 20%: the macroeconomic and crisis situation has been so bad that the project could not be expected to compensate for it. It is safe to say that income decline would have been even worse in the absence of the project. Moreover, in a project of this nature, with younger people still working out strategies for deploying new skills, significant income changes would start to show after a number of years and not in the immediate post-project timeframe

At the same time, the lack of adaptation of the conceptual framework and / or the theory of change in relation to very significant changes in the global context (enabling environment: organizational, institutional, humanitarian, agro-ecosystem, socio-economic, etc.) of the targeted areas has had implications for the process of transforming livelihoods. It was necessary to revise the original formulation (from 2015) before launching the project in 2017, after Matthew. It was necessary to consider the impacts and challenges of Hurricane Matthew in the implementation strategy. These situations generally require the use of a rather adaptive, even very agile, management mode, which was not the case in practice.

A notable trend from the data on income is that there are a lower percentage of individuals in the lowest income bracket currently in 2020 compared to 2016. From additional qualitative data, we could interpret it in about 45% of cases as a positive impact of the project. The remainder is due to other factors that the pie chart graph complementary to the income graph attempts to explain.

Theoretically (classical analysis), the approximate monthly revenue had to be weighted with the periodic inflation rates to generate a real income value of FOPRODER beneficiaries.

The Haitian Institute and Computer Science of Haiti (IHSI) is the competent public institution in this area of expertise. It produces, albeit very irregularly, statistics on the rate of inflation. According to the IHSI reports The inflation rate is 12,5% in December 2016³⁴ and, 23,4% July³⁵ 2020. On the other hand, in the reality and / or the reflex of all Haitian economic agents (retailers, intermediaries and businesses, rural and urban, end consumers), commercial transactions and / or the economy are rather reflected in US dollars. Because, the US dollar is, in fact, considered to be the most stable benchmark instrument on spatiotemporal scales. Note that Haiti is a hyper-open and dollarized economy. Hence our choice to transform the monthly income obtained in gourde by the beneficiaries into US dollars, by considering the conversion rate (HTG / USD)³⁶ relating to each of the periods targeted in this analysis framework (cf.: December 2019 and July 2020).

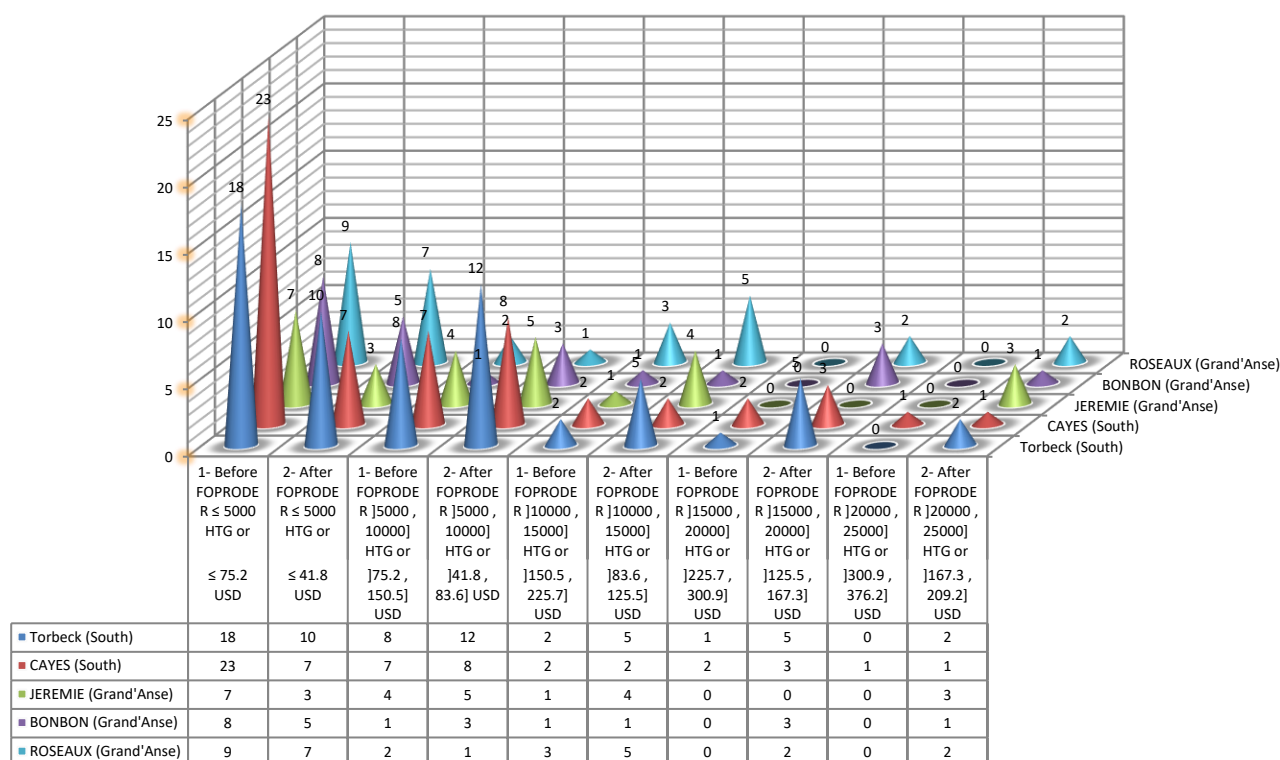
The following graph presents a comparison of the situation of learners (respondents) between their status before and that after FOPRODER by category of monthly income (in USD), and according to their geographical origin:

³⁴ The price development in September 2016 is part of the increase in inflationary pressures on average over the whole of this fiscal year. In fact, annual inflation rose to 12.5% in September from 12.4% a month earlier. Likewise, on a monthly basis, the inflation rate rose 30 basis points to 1.3%, exceeding the historical average of 1%. For the 2015-2016 fiscal year, the average annual rate was 13.4%, up 5.9 percentage points from that recorded a year earlier. Likewise, on a monthly basis, average inflation (1%) was slightly higher than that (0.9%) observed for the previous year. In addition, the cumulative monthly rates for fiscal year 2016 stood at 11.9%, exceeding by 1.1 percentage points that of 2015. (See, Bank of the Republic of Haiti (BRH) monthly inflation rating, September 2016, URL: https://www.brh.ht/wp-content/uploads/2018/08/note_inflat0916.pdf ; consulted on July 22, 2020) & <https://www.brh.ht/html/inflat1216.html> (Accessed July 22, 2020)

³⁵ <https://www.constanthaiti.info/haiti-economie-le-taux-dinflation-est-a-234-selon-un-nouveau-rapport-de-lihsi/#:~:text=Depuis%20environ%201%20an%2C%201,%C3%A9valu%C3%A9%20%20%2023%2C4%20%25%20.> (Accessed July 22, 2020)

³⁶ Given the very small variation in the price of consumer goods and services (set in markets that carry out direct transactions in dollars in the Haitian context), this currency represents in practice the best approach to objectively assess the level of evolution of the standard of living of households (see: beneficiaries of the FOPRODER) considering the period from December 2016 to July 2020.

Fig. 18 | Comparison of the situation of learners (respondents) between their status before and that after FOPRODER by category of monthly income (in USD and HTG), and according to their geographical origin in % (Guerrier and al. Surveys, May - June 2020)



An analysis of statistics relating the status of beneficiaries before and after the implementation of FOPRODER shows an "apparent improvement" in the monthly income categories of beneficiaries in gourde (HTG: National currency). On the other hand, the considerations made on the basis of the evolution of the rate of inflation and in particular of the exchange rate of the US dollar say otherwise in the majority of cases. Although almost all of them come from households of modest socio-economic conditions, the socio-economic environment (capacities and capabilities) sometimes presents quite significant positive tendencies and trends.

Analysis of additional data shows that these apparent changes in monthly income are linked to several determining factors, the most important of which are:

1. The new status of the direct beneficiaries surveyed (cf. : Effects and/or impacts of the training program followed in the FOPRODER) allows some of them to have access to a job in their field of training or in a sector cross-functional activity; although in general they are very underpaid compared to their current profile (academic and professional) ;
2. Learners who, after their training, try to develop small informal and individual businesses (nurseries, market gardening, fruit processing workshop in general), thanks to the skills acquired as part of a FOPRODER training program;
3. Some beneficiaries do not change activities in relation to their situation before FOPRODER, however, they experienced an apparent increase in their monthly income - due in particular to a significant and continuous devaluation of the national currency (Gourde or HTG : in 2016³⁷ we needed about 66,46 gourdes for 1 USD, however we currently³⁸ need 119,55 gourdes for the same amount) ;
4. Some beneficiaries do not change activities in relation to their situation before FOPRODER, however, they experienced an apparent increase in their monthly income - due in particular to a significant and

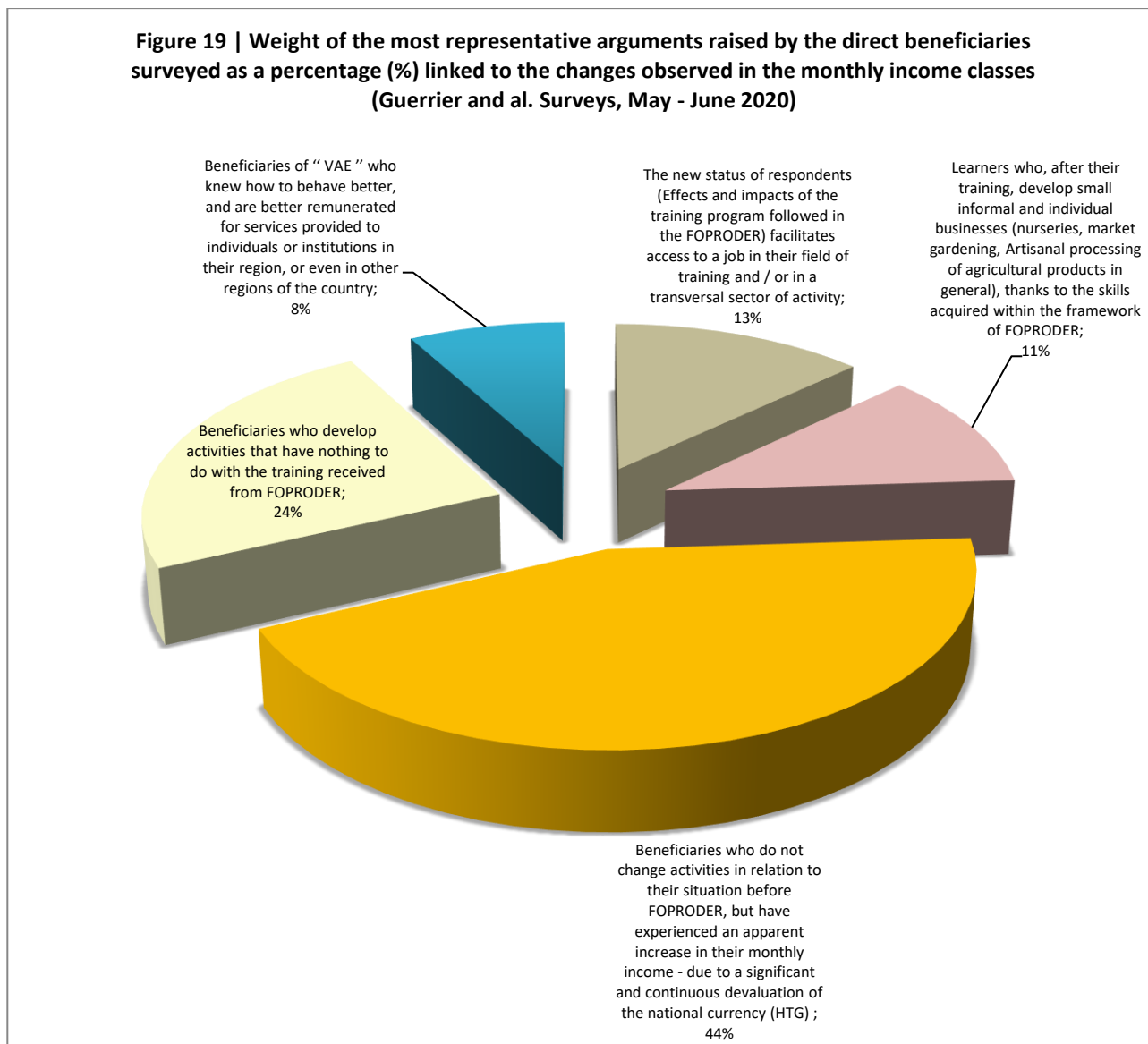
³⁷ https://fr.fxexchangerate.com/usd/htg-2016_12_31-exchange-rates-history.html (Accessed July 3, 2020)

³⁸ <https://www.brh.ht/taux-du-jour/> (Bank of the Republic of Haiti (BRH), Accessed July 22, 2020)

continuous devaluation of the national currency (Gourde or HTG : in 2016 we needed about 66 gourdes for 1 USD, however we currently need 119,55 gourdes for the same amount) ;

- The beneficiaries of « VAE » who were able to find economic opportunities knew better how to behave, and thus socially better valued in the eyes of their customers (cf. : individuals, projects and/or private or public institutions), therefore they are better paid for the services provided ; despite the very complex context of the pandemic and/or the socio-political and socio-economic crisis;

The following graph illustrates the differential weight of the supporting arguments linked to the upward trend observed across the above-mentioned income classes:

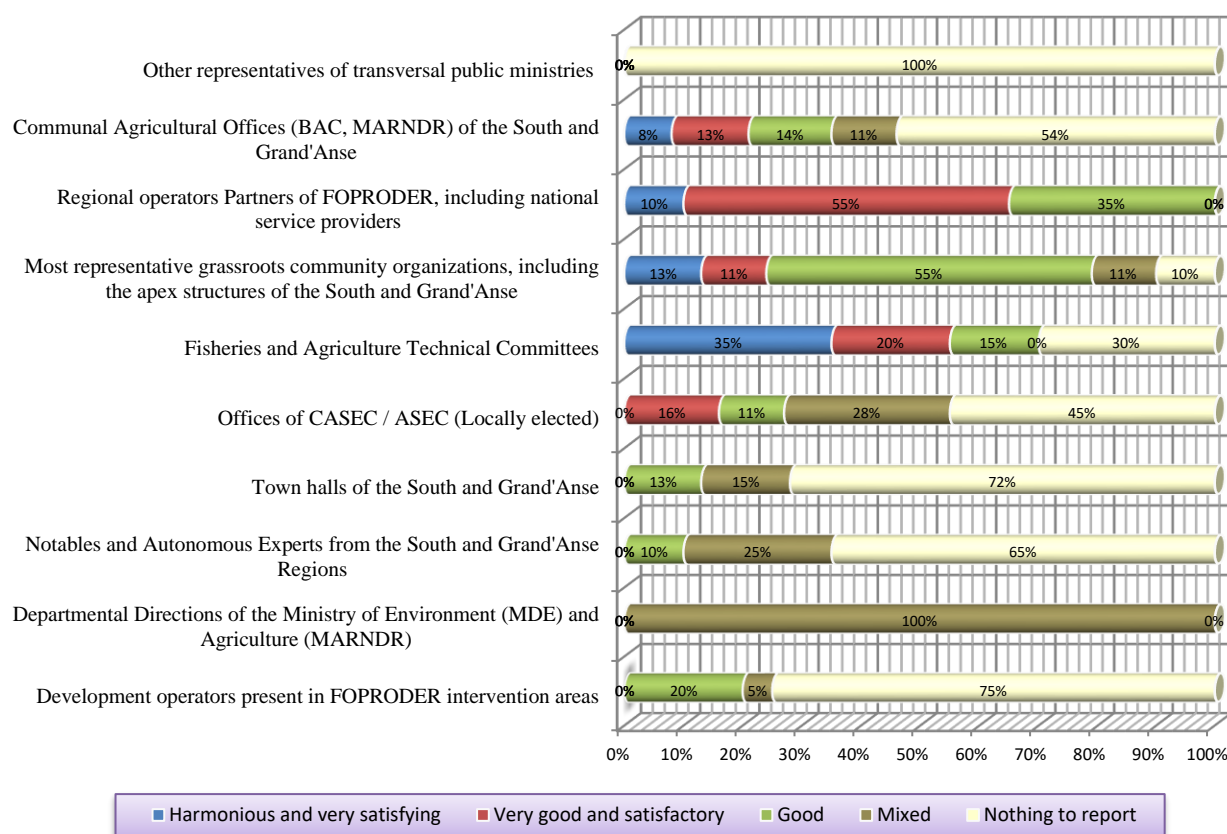


It should be stressed that, due to the exaggerated inflation rate, an increase in income does not generally translate into an improvement in the socio-economic situation or the living environment of the respondent. Moreover, some of them are currently paying financial charges that they did not have in 2016/2017 (cf.: new family functions and/or responsibilities). Especially since it is extremely important to emphasize that the monthly income classes remain the same from 2016 to date. Because, four (4) years after the start of FOPRODER, despite the exaggerated inflation rate, we have not met people who have a monthly income above 25, 000 gourdes, or less than Two hundred and ten American Dollars (<210 USD).

2.6.2 EQ 23 What is the expected impact of the project at the country level and in each of the regions covered?

The perception surveys conducted with sectoral and transversal ministries, notables, development operators, local elected officials and natural leaders on the quality of their relationship with the various actors of the institutional ecology of FOPRODER make it possible to construct the following graph :

Fig. 20 | Perception of the actors of the departments of the South and of Grand'Anse on their report and the level of satisfaction with regard to the intervention approach and the achievements of the FOPRODER (Guerrier and al surveys, May - June 2020)



There is a good tandem between the beneficiary local organizations, the various stakeholders and the project team. On the other hand, given a certain communication deficit witnessed at certain levels, the role and / or the function of certain institutional actors were rather badly appreciated.

The sectoral ministries and local elected representatives were not really involved in the process. They were sometimes informed, but not systematically. They believe that the implementation mechanism was not sufficiently participatory and inclusive. On the other hand, they appreciate the vision of the project, and wish that another phase be developed, taking better account of the concerns expressed by the different categories of actors in the region.

- **Key finding:**

The majority of regional development actors were not systematically informed of FOPRODER interventions. According to many of them, the implementation mechanism was not sufficiently participatory and inclusive. On the other hand, they appreciate the vision of the project, and wish that another phase be developed, capitalizing on the lessons learned from this experience of FOPRODER.

Satisfaction of the targeted beneficiaries with regard to the achievements of FOPRODER

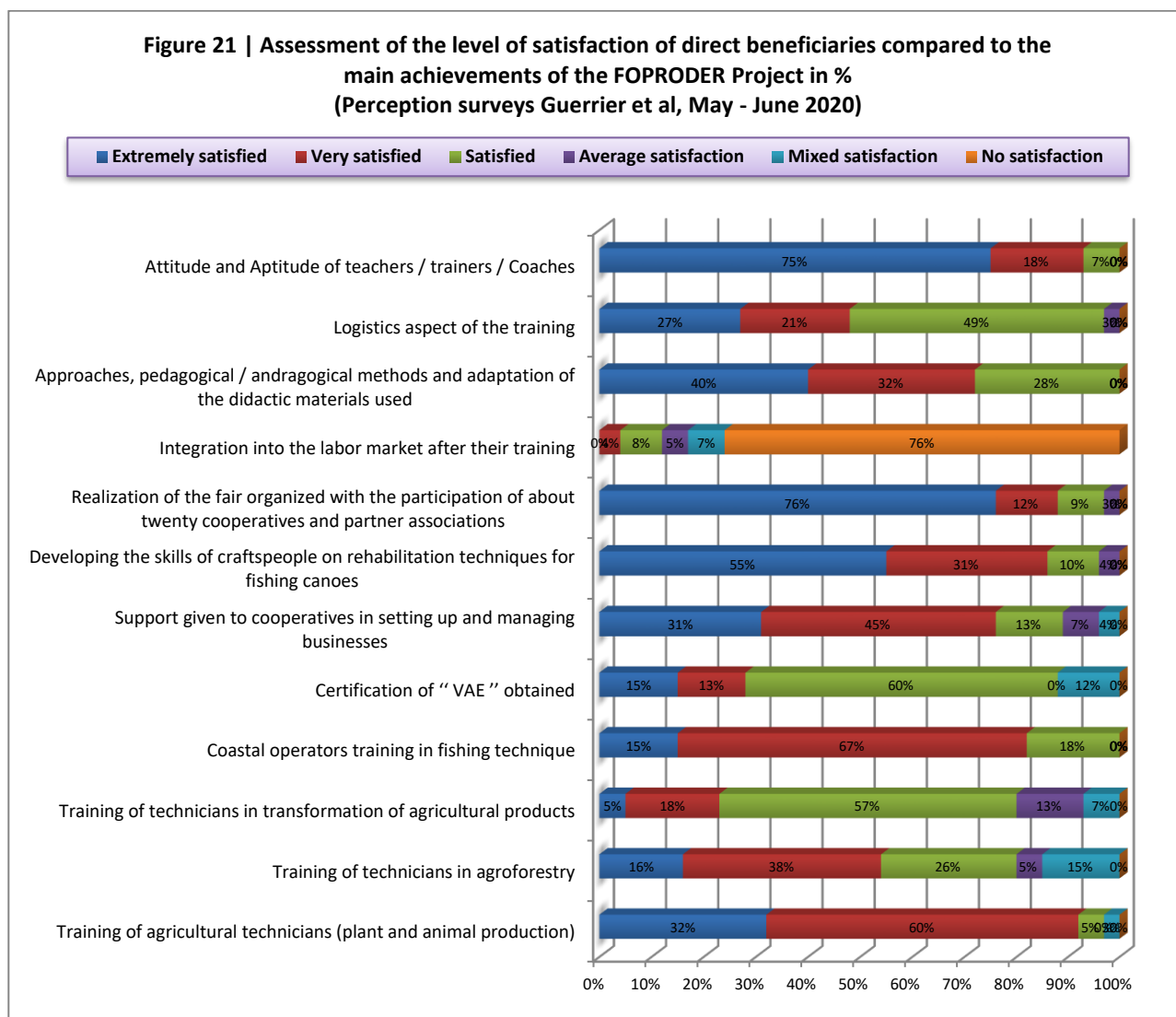
The project team, in concert with its various anchoring partners, despite the difficulties, was able to carry out a set of activities programmed in the result matrix of said project. In relation to the interest of the beneficiaries, through the various exchanges, eight major flagship actions were identified that can contribute to the process of improving their living conditions, namely:

- 1) The training of agricultural technicians (plant and animal production), certified by the INFP;
- 2) Training of technicians in agroforestry, certified by the INFP;
- 3) The training of technicians in transformation of agricultural products, certified by the INFP;
- 4) Training of coastal operators in fishing techniques, certified by the INFP;

- 5) The “VAE” certifications obtained in practical areas, recognized at transnational levels;
- 6) The supervision given to cooperatives in setting up and managing businesses;
- 7) Craftsmen trained on rehabilitation techniques for fishing canoes;
- 8) The fair organized with the participation of around twenty cooperatives and partner associations;

At the same time, the tool was designed to look at the level of satisfaction of direct beneficiaries with regard to their ease of integration into the job market after their training.

A multi-level perception survey was conducted. A grading scale was established to look at the level of satisfaction of the beneficiary. This scale contained 6 graded levels ranging from 0 to 6 (0: No satisfaction; 1 Mixed satisfaction; 2: Average satisfaction; 3: Satisfied; 4: Very satisfied; 5: Extremely satisfied). The following graphs present the levels of satisfaction expressed by the different categories of beneficiaries vis-à-vis the achievements of FOPRODER at the level of the two (2) geographic departments involved:



Overall, the direct beneficiaries expressed a good level of satisfaction. On the other hand, they are not generally satisfied on the aspect “Integration in the workplace”. The minimum satisfaction expressed at this level is mainly linked to graduate students who have been able to develop income-generating initiatives, based on heritage and / or production factors inherited from their parents. The beneficiaries of the VAE certifications, being mainly adults who already had a job before FOPRODER, are also largely satisfied.

Furthermore, overall, the learners were very satisfied with the quality of teaching and the logistical aspects. The beneficiaries were very satisfied with the methods, pedagogical / andragogical approaches and didactic materials used within the framework of the training.

Note that, before the implementation of the FOPRODER project, the majority of VAE beneficiaries were respectively in the agricultural and fishing sectors. The highest proportions of beneficiary fishermen are in the department of Grand'Anse, while those who are in the agricultural sector are in the department of Sud.

In addition, to look at the level of motivation and interest of the learners for the different training programs, a tool was designed in order to have data to compare the number of students enrolled / selected compared to the number of 'graduate students, or those who have successfully completed their regular training cycle. However, the project team had not provided us with the final and refined lists, for the purposes of this comparative analysis to develop this section.

In terms of the specific interventions, the following have emerged as successful or promising elements

- **Pruning and grafting of fruit trees after Hurricane Matthew:** Strengthening the capacities of local actors at this level has made it possible to contribute (1) to the process of clearing plots in order to free up agricultural workers and (2) to initiatives aimed at strengthening fruit production in the highly impacted intervention areas by the ravages caused in particular a whole series of natural disasters during these last ten (10) years.
- **The use of the "Agrotracking " application:** This initiative is part of a better-quality control of fruit production and stock management of fruits harvested in the region;
- **The certification program for professionals trained on the job:** This approach is part of a personal development process which aims to establish a framework for sustainable economic development;
- **The training of young beneficiaries** has made it possible to equip young people from vulnerable neighbourhoods, potential candidates for rural exodus and socio-economic emigration, with practical knowledge, capable of helping them to invest in economic initiatives durable. This will allow them in the long run to free themselves from any economic dependence, and avoid falling into debauchery, acts of banditry and juvenile delinquency very common in big cities;
- **Training in the processing of agricultural products** has already enabled certain agricultural producers to make better use of their foodstuffs, which are often left to waste at each production season - due to a lack of means of conservation and transport to other centres of consumption. This has increased the shelf life of products while generating a better income;
- **In terms of capacity building:** Through training on the management of agricultural cooperatives, cooperative members are able to assess their needs and define a strategic plan in relation to achieving their objective on a periodic basis. At the same time, strengthening the capacities of cooperatives has enabled members to organize themselves better and raise more funds, in order to create more added value from the agro-processing, agro-economic, socio-educational and even aspects of improvement of the governance aspects of these socio-economic structures, compared to traditional practices;
- **Simplified training on repair techniques for fishing gear** (Boats, nets) made it possible to develop local know-how, and to create an economic mix between the various actors of the economic life. This made it possible to keep in the community the funds which were allocated to the repair of these machines;
- **Gender development:** In place of a management approach based on chauvinistic practices, power relations have evolved significantly and / or gradually rather towards equity with regard to the place of women in the various activities. At this level, considerable efforts have been made in particular with the implementation of certain recommendations matched in the report of the mid-term evaluation of FOPRODER;
- **The realization of agricultural fair** made it possible to exhibit and enhance the value of locally processed agricultural products. This made it possible to make regional potentials and capacities known to a wider spectrum of consumers. Also, it opened the eyes of decision-makers and operators from different horizons to the need to invest in developing the capacities of young entrepreneurs with a view to boosting and diversifying the regional economy around allied strategic value chains to agriculture and fishing;

2.6.3 EQ 24 To what extent have sustainability considerations been considered in implementation of the project.

2.6.4 EQ 25 Have the capacity of implementing partners been sufficiently strengthened to ensure sustainability of achievements beyond the project implementation period?

2.6.5 EQ 26 To what extent is the project exit strategy effective and realistic?

This cluster of questions is answered by considering the three scenarios approach developed by Yvon Guerrier, national consultant. In-depth reflections on the future of FOPRODER's achievements or achievements lead us to establish certain scenarios. These projections are based on considerations related to parameters, which are: (1) The effectiveness and sustainability of the interventions or achievements, (2) the level of commitment of the INFP-MENFP and/or sectorial public operators; (3) The level of maturity and the capacities of the learners (beneficiaries of the FOPRODER training programs), and (4) The socio-political and socio-economic perspectives, with regard to their incidences of the sovereign institutions to appropriate and/or enhance the capacity of learners in the development of regional sustainable development initiatives in perspective. On this basis, we arrived at the establishment of three (3) possible scenarios, namely:

- **Scenario 1:** A premature disengagement of the ILO (i-e, immediately after the administrative closure of FOPRODER). This decision could lead in the short term to the demotivation, discouragement, uplifting and disorientation of young certified technicians, in particular. This will have the immediate and / or medium-term consequences of: 1) the rural exodus (to further increase the size of the country's major cities: Cayes, Jérémie, Port-au-Prince in particular) and, 2) the final emigration of these young people to other countries in the region (Latin America, the Caribbean, etc.) in search of well-being in extremely uncertain, even very difficult conditions.
- **Scenario 2:** Maintaining the in-person minimum of INFP/MENFP technical staff, with the idea of providing some undefined support at the start to young graduates (**STATUQUO**), in order to keep a minimum of contact. By systematizing the experience, this strategy will result in: « **the very probable outbreak of a protest of all FOPRODER graduates against the INFP/MENFP in the region, mainly due to the lack or absence of monitoring and/or non-compliance with commitments made in the context of the implementation of FOPRODER; a situation which has been explained by the weak capacity of the INFP to mobilize funds to materialize the project ideas formulated in the direction of improving the socio-economic situation of the claimants** » ;
- **Scenario 3:** An effort to strengthen the exit strategy of FOPRODER, and the formulation of another project concept (paradigm shift), inspired by the main conclusions, lessons learned and good practices from the evaluation of FOPRODER. The main objective of this initiative should not only be to consolidate the achievements of FOPRODER, but also and above all, to implement activities linked to the organization, structuring and development of strategic value chains through the promising economic sectors linked to areas of fisheries, aquaculture and agriculture and other innovative activity systems, providing opportunities and jobs. This would make it possible, among other things, to promote the know-how of young certified technicians, within the framework of a pragmatic vision of preservation and conservation of Agroecological zones and, to contribute to the process of regional socio-economic development. The implementation of this new project should instead focus on building synergies between ministries and sectorial and trans-sectorial development operators in the region; to ensure an integrated, sustainable and resilient management and development approach for the human, natural, financial and material resources that will be mobilized. To achieve this, we must think upstream of developing networking and capacity building actions for the most representative grassroots community organizations (CBOs), with particular emphasis on women's structures.

For a better understanding of the establishment of these scenarios, the following flow diagrams are illustrated to assess the considerations, the links, the result hypotheses and the probable consequences that can be envisaged through the three (3) scenarios formulated. The following flow diagrams illustrate, in the order presented, the details relating to the 3 probable scenarios established: See ANNEX III.

2.6.6 EQ 27 What impact is the coronavirus crisis expected to have upon the sustainability of project achievements? What mitigation measures could be adopted by project stakeholders to minimise the negative impact.

COVID-19 appeared in the middle of the FOPRODER closure phase. The team was thinking with the actors about the exit strategy. From December 2019 to date (May 2020), it has passed from an epidemic (in Asia) to a pandemic.

Following the declaration of the world organizations authorized to pronounce on the problem (WHO: World Health Organization, in particular), the project team resumed contact with regional actors involved at different levels in the implementation process. This essentially made it possible to update on certain aspects already highlighted in terms of epidemiological concerns. These considerations have made it possible to show the urgent need to think about mobilizing resources to 1) raise community awareness and promote barrier gestures to the pandemic (in the very short term), and 2) develop management and control strategies against the spread of the disease. However, the idea behind it is to use suitable strategies to see how current activities could be continued without being an opportunity for the spread of the pandemic. Because, until June 2020, some activities were not yet completed in the project. Throughout the process, the experts involved in the process had worked in close collaboration with the local authorities, to ensure better ownership of the process. During regular exchanges, bottlenecks were raised and discussed, with a view to finding, together, elements of a practical response. The barrier gestures were respected. Investigative field work has been very well completed.

3 PROJECT PERFORMANCE; GENDER AND WOMEN'S ECONOMIC EMPOWERMENT

Have the benefits been positive for men and women equally? Were there differences regions?]

What factors contributed to success or were there any constraints here and why?

What were the necessary adaptations made to ensure the achievement of results (if any)

3.1 Institutional and legal context.

In terms of gender, social inclusion and the rural economy, the existing Haitian political and legal framework can be used to bring both rights holders and duty bearers to work together to improve resilience of agricultural and marine communities and ecosystems. At the national level, the reference framework for gender is the Haitian Constitution of 1987 which unequivocally enshrines the principle of equal rights between women and men. This is reinforced by the amended version of 2011 which establishes the principle of the participation of women in the decisions of the country. Article 17.1 states that: "The principle of the quota of at least thirty percent (30%) of women is recognized at all levels of national life, especially in the public services". The Ministry for the Status of Women and Women's Rights (MCFDF) has the mission of formulating and applying, orienting and enforcing government policy by working for the emergence of an egalitarian society for both sexes. Among its remits, the MCFDF should guide the definition and implementation of sector policies and plans and ensure that the perspective of equality between the sexes is integrated into all national policies.

Haiti has adopted a gender equality policy (2014-2034), which constitutes a strategic tool to guide actions likely to respond effectively to the practical and strategic needs of women and men. The guidelines of the National Policy for Gender Equality (EFH) and its action plan should help actors to intervene better in order to meet the expectations of the populations in the implementation of their sectorial public policies.

With regard to gender, agriculture, youth and the environment, the EFH action plan (2014-2020) in its orientation 5 "***For economic equality and fair access to employment between women and men***" proposes as a measure the carrying out of studies on the specific impacts of environmental degradation on women and the development of initiatives in terms of gender and the environment. In fact, all government departments and agencies jointly bear responsibility for the implementation of this policy in their respective areas of competence. All environmental policies, plans and programs are required to integrate gender.

In addition, many international instruments bind women and the environment: (1) The Convention on the Elimination of All Forms of Discrimination against Women, where Haiti undertakes to ensure that its body of legislation is exempt from discrimination against women; (2) The Platform for Action adopted in Beijing at the 4th UN World Conference on Women in 1995 establishes a strong link between women and the environment; (3) The Sustainable Development Goals (17 SDGs), adopted by Haiti in which it undertakes to promote gender equality and the empowerment of women, among other things by promoting their participation in political bodies ; (4) Principle 20 of the Rio Declaration on Environment and Development (Rio Earth Summit in 1992) recognizes the role of women and young people in environment and sustainable development; (5) Chapter 24 of the Agenda 21 (Rio Earth Summit in 1992) devoted to the role and participation of women, including girls, in sustainable development.

The gender dimension is also integrated into the climate change regime³⁹. The decisions taken at the conferences of the Parties of the United Nations Framework Convention on Climate Change (UNFCCC) in which, the importance of the participation of women and the need to make additional efforts to improve the representation of women in the bodies of the UNCAC, aiming for a recognized balance between women and men. Gender equality and the effective participation of women in all aspects of the fight against climate change are an obligation and not an option in this logic.

Gender context in FOPRODER intervention zone.

In the region of the great south of Haiti (Geographical Departments of the South, Grand'Anse and Nippes), the degree of socio-economic vulnerability natural resource users and the environment depends on the area, the exposure to impacts of climate change, sensitivity and adaptive capacity of populations to disasters or natural

³⁹ Gender and international climate change - Integration of the gender dimension in the fight and adaptation to climate change in Quebec (<http://www.rqfe.org/sites/default/files/u1000/fiche7.pdf>).

disasters, age and gender (Report of the evaluation of gender participation and integration in the ABE Project⁴⁰ UNDP / MDE / FEM, April 2017). Because women constitute the largest percentage of the poor, they face the inequalities that recurrent socio-political crises, the incidence of natural shocks and climate change tend to exacerbate.

As for the division of labor in the areas of fishing, agriculture, agroforestry, agro-processing, it is organized by sex and age group. Some tasks are traditionally reserved for men, others for women. However, roles tend to evolve subtly or latently, depending on the influence of development and humanitarian projects (cf. weight of transnational NGOs or actions initiated by certain embassies and international cooperation agencies: Canada, France, USA, Switzerland in particular).

Domestic chores which traditionally fall to women take up a large part of their time. Women and girls often do not have appropriate technologies that would ease the burden of household chores, allowing them to seize opportunities and use their labor force and time more effectively.

Men and women have different access to resources to improve their socio-economic living conditions (agricultural and environmental factors of exploitation or production). In the majority of cases, it is men who control and decide on their use. In this sense, there is often an exploitation of the labor force of women who are not sufficiently valued and / or paid.

The biggest consequence of these examples of the gendered division of labor is that men seldom undertake domestic tasks for women, while the latter may perform both "male" and "female" activities. Normally, men do not do laundry, prepare meals, clean the house or go to the market. They rarely go to fetch water. For their part, the women often take care of the livestock, weed the gardens and collect firewood. Some women, especially those of a certain age and enjoying economic autonomy, till the soil with hoes and sometimes dig holes for bananas.

A university study carried out in the “*Forêt des Pins National Park*” (Western Haiti) observed a link between gender and conservationist behavior. Women farmers are more attracted than men farmers by the prospect of participating in forest conservation activities. This observation is similar to that of Tindall et al. (2003) who noted that women were more "ecocentric" than men, and more inclined to take responsibility for improving the environment.

Girls and Young Women

In Haiti, young people usually leave the family home very late. Contrary to ancestral practices (before the period of 1980 - 2000), with the difficulties of young people to access employment and / or other economic opportunities, the majority of them marry, or, they enter into informal couple relationships between 30 to 40 or even 45 years old. In addition, young people generally finish their classical studies (primary and secondary) from the age of 21.

Consequently, to provide them with consistent support on a basis of sustainability, it will be necessary to think about developing a two-speed strategic approach: 1) Support for the economic education and training of adolescents, young people, and in particular their parents (emphasis on women heads of household) to be able benefit on a **family enterprise basis**, from strategic value chains through promising economic sectors (climate-smart agriculture, creation and promotion of ecological professions, transformation and conservation of agricultural products, diversification of economic opportunities , support for family farmers for their integration into preferential markets, development of marine and coastal ecosystems, support for strengthening local food systems, etc.), and 2) Development of initiatives aimed at structuring (engineering work social and entrepreneurial) to strengthen the economic activity systems of the poorly resilient swimming, through the use of the most representative rural women's productive organizations;

3.2 Gender Performance of FOPRODER in synergy with other actors.

First phase of FOPRODER implementation (before the mid-term review)

Analysis of the project document shows that the design team was sensitive to gender concerns. However, theoretical commitment was not sufficiently translated into measurable and locally significant targets. Thus, there was no baseline or framework within which to make an evaluation of any changes observed in the

⁴⁰ As part of the project formulation: "increase in the resilience of ecosystems and vulnerable communities facing climate change and anthropogenic threats through a Reef to Check approach integrating the conservation of biodiversity and the management of the bladder basins" (URL : <https://www.ht.undp.org/content/haiti/fr/home/projects/projet-d-adaptation-basee-sur-les-ecosystemes.html> ; accessed July 20, 2020)

FOPRODER intervention areas in power relations between women and men in the management and use of the resources (training, orientation, grants etc.) allocated to the various components.

The project team was always motivated by a desire to integrate a gender dynamic in their interventions. However, in the absence of adaptive and agile pragmatic guidelines, the involvement of women in decision-making processes was not sufficiently felt (MTR). There was no specific instrument guiding the communication and gender integration strategy in the implementation process (decision-making, operational, monitoring). The monitoring tools, the performance criteria and the individual and collective entry points (levers for sustainable change) were not sufficiently specified.

Thus, in the first phase of the project, the gender aspect was mainly limited to the notion of "quotas". The quality of women's participation not considered. In local consultation structures (cooperatives and grassroots community organizations involved), the gender issue was relegated to the background. However, these association structures had played a decisive role in the choice of beneficiaries. They were not able to create conditions to promote a better form of inclusion and participation of women and girls. At this time, the notion held by staff was that the rapid mobilization of beneficiaries into HIMO work teams for post-Matthew disaster rehabilitation precluded any careful inclusion strategy, which would be dealt with later once the project returned to its original plan. Then when the project gradually moved to commence the skills training and co-operative strengthening perspective, the selection favored the beneficiaries already mobilized by ORE and PADI for HIMO, the vast majority of who were men.

Through spaces of dialogue and local social constructions at the association level, women exposed their problems, their needs and their interests. However, relay up the chain of decision-making arenas of the project was not always or adequately assured. The lack of a multi-stakeholder steering committee for the project meant that participatory decision making and flexibility was limited, with the project CTA devolving implementation to a small set of universities and NGOs and international training partners to deliver on quantitative contractual implementation commitments. In other words, their contributions struggled to climb up the ladder of decision-making spaces. The project actors were not sufficiently equipped and empowered to facilitate the establishment and integration of relevant, gender-sensitive criteria into the mechanism for choosing direct beneficiaries.

To obtain meaningful and measurable results it would have been necessary to think about the following processes before integrating the partner NGOs and producer associations into the decision-making processes:

- Assessing their capacities and their needs regarding the vision and objectives of FOPRODER.
- Carrying out training and exchange workshops, with a view to building their capacities on key themes such as “gender integration and participation, decent jobs, youth and the agricultural and fisheries value chain”
- Develop a participation and monitoring plan; to facilitate better ownership of the process.

Due to all the above, during the first phase of the project up to mid-2018, the findings and conclusion of the mid-term review, completed with the data recently collected in the framework of the final evaluation (from May to June 2020) are that inclusion of women in the project was not significant or sufficient in view of the major issues and challenges linked to the context of the environment supporting the project. FOPRODER has intervened in areas (Agroforestry, Agriculture, Fisheries in particular) where the lead is generally provided by men. These fields are predominantly male and considered in the regional socio-anthropological imagination as unseemly for women. The conjunction of this complex set of cultural factors only made matters worse. Targeting has thus reached many more men. Efforts to overcome these stereotypes and enable the active participation of women have not been sufficient and deprive women of many more of the benefits and direct spinoffs of FOPRODER. In addition, the partners did not necessarily, without being specifically and contractually mandated to do so, translate into their intervention approach sensitivity towards the gender mainstreaming dimension.

Second implementation phase of FOPRODER (after the mid-term review)

If in the first phase of the Project the gender aspect was neglected, based on the recommendations of the mid-term evaluation report, restructuring efforts were made. Significant resources have been invested to facilitate a better level of integration and participation of girls and women in the project.

Through the “**Entrepreneur du Monde**” organization, actions to strengthen the capacities of more than a thousand women are being implemented. A large part of these beneficiaries are heads of household (particularly through cooperatives). Interventions are directed towards the promotion and development of initiatives related to the field of advisory support, managerial practices, as well as actions focused on the socio-economic empowerment of women. Despite the difficult context of COVID-19, beneficiaries remain highly motivated and interested. **See Good Practice 2 for more details.**

Despite strong multifactorial constraints encountered during the last two (2) years of the project it is estimated that women are not only making a better contribution in the development of decision-making processes and monitoring of project activities, but also and above all, they understand the value of getting organized and of making concerted and intelligent advocacy to develop enterprises in strategic segments of value chains in agriculture, agroforestry, and fishing which were once reserved strictly for men.

3.3 Options to address concerns related to the gender dimension

Women are very vulnerable and therefore less resilient to climate change, recurrent socio-political and economic shocks. In the current context, any effort to manage, develop and sustainably profit from strategic value chains and promising sectors without first developing a good understanding of how households operate, and second without identifying the main concerns, challenges, opportunities rooted in real conditions of existence and functioning of CBOs, associations and cooperatives influenced by women, risks not producing the expected effects or impacts. Women are present almost in all agricultural value chains but perform often difficult production functions in addition to their household and reproductive functions. But they derive very little of the added value generated, on the whole, compared to men. Moreover, the distribution of economic activity systems by sex shows that women are more present in agricultural activities linked to trade (small businesses for the purchase and resale of agricultural products) and the processing of local fruits (development craft workshops for processing agricultural products). The ILO Get Ahead methodology succeeds to full identify these constraints and the ILO project team, although not benefiting from the master training certification, was able to absorb important aspects of it into their work via a backstopping visit by Virginia Lozada (Enterprise Specialist at ILO Caribbean Office, Trinidad and Tobago with a significant professional track record in ILO on Gender and Enterprise)

In mixed groups, women who hold the post of presidency are rare. However, treasurer positions are usually held by women. Questioning the men in particular on the why of this observation, all affirm: the men in general manage several women at the same time (polygamists in fact) and can spend in no time the money of the group. On the other hand, women tend to have only one husband, and are often good managers. They are more careful and transparent in their management.

The holistic analysis focusing on the consideration of the gender aspect made it possible to observe the different needs and interests of men and women in the main areas of project activities. It appears that women, because of their situation, their role, and the urgency of their responsibilities, pay attention to activities capable of generating rapid income. However, interventions targeting their specific interests are also relevant to them once they are well imbued with the processes and their long-term results, if they are sequenced to come after a rapid impact intervention that provides them with a “quick win” in boosting their livelihood. To try to correct inequalities between women and men, interventions must address the practical short-term needs of women as well as longer-term strategic interests.

The performance on gender integration performance in FOPRODER was established not only through the formulation of expected results, the definition of the main activities to be carried out, but also through the development of the logical framework. The gaps identified in terms of participation and integration of the gender dimension are not completely attributable to the project management strategy, but above all to the absence of a tool such as a specific plan for communication, integration, participation of women in decision-making systems and processes ". This tool was not mentioned in the list implementation mechanisms in the FOPRODER reference document.

With a view to consolidating and strengthening acquired knowledge (see: FOPRODER -2), we are proposing a strategy which must consider, among others, six pragmatic and objective dimensions, namely:

- 1) An effort to capitalize on what already exists,
- 2) The production of a baseline specific to the thematic field ‘Employment, Gender, Agriculture, Fisheries, Agroforestry and Climate Change’,
- 3) Capacity strengthening support for grassroots organizations, including both mixed and women’s structures,
- 4) The development of a component focused on the economic empowerment of women, to be managed through professional agricultural associations with strong roots at the community level;
- 5) The development of monitoring tools and a more gender-sensitive budget;

- 6) The promotion and establishment of a “decent jobs fair ” at the level of each geographic department, with the development of operational and functional tools focused primarily on integration and gender participation;
- 7) Project quotas should be maintained and be more ambitious than the constitutionally mandated 30% women.
- 8) They should be extended to include an ambitious **inclusion target for women and men with disabilities**, 5 to 10% as it was reported that such persons were absent from the beneficiaries in FOPRODER.

At the same time, the increased and empowered involvement of associations of women producers can facilitate the expansion of innovative sectors (niche markets) in agroforestry systems, while strengthening the territorial anchoring and facilitating a gradual reduction of the negative externalities of bad production practices on natural and fragile ecosystems.

To achieve this requires more sustained support, taking into account the points of weakness identified in the agro-environmental productive mesosystem. To do this, framework of actions is required related to:

- household food economy,
- sustainable management of biodiversity, protected areas,
- the economy of marine and coastal ecosystems (fishery resources); by incorporating a component focused on the promotion of small livestock farming, aquaculture and rabbit farming, etc.

All this will have to be articulated in the spirit of the application of a proactive policy giving more priority to the involvement of women in the processes of sustainable development, and a better valuation of the technicians trained within the framework of FOPRODER.

The realization of this vision cannot be effective without a good tailor-made involvement of civil society, and in synergy with regional public and private operators. This dynamic must be established based on a participatory and empowered approach. It requires many changes in social, economic, cultural and environmental relations compared to the current mode of operation. A paradigm shift remains fundamental. In this context, it depends above all on a chain of responsibilities shared at several levels:

- 1) The responsibility of the INFP to develop a policy favoring consultation for advocacy in favor of the integration of FOPRODER trained technicians (women in particular) within the development projects across the region and / or throughout the country;
- 2) The responsibility of producers first, in their capacity for collective organization and control over their economic choices;
- 3) The responsibility of industry players (wholesalers, processors, distributors) in their collaborative or competitive strategies;
- 4) The responsibility of the public authorities, in their desire to prepare the future of the sectors, their outlets and their regulation beyond private interests. The development of instruments and / or tools sensitive to gender issues should not boil down to a quantitative approach only; and,
- 5) The responsibility of consumers (national and external), who drive demand for products and who, for the most involved among them, participate in the creation of new outlets and distribution models.

At this stage, the participation of local actors should be approached based on the experience, analysis of the capacities, expectations and / or interests of each group of actors in relation to the main issues of the project. In setting up a project, it is not enough to bring out imbalances, but to plan and budget for actions aimed at gradually raising the bar on a SMART basis (Specific, Measurable, Achievable, Realistic, Time-bound). Thus, more agile mechanisms should be put in place to facilitate consultation between actors, joint coordination of actions (development of rather resilient synergies bridges), and monitoring of interventions.

4 LESSONS LEARNED AND GOOD PRACTICES

This section incorporates answers to EQ 27 To what extent can the Project approach be replicated and EQ 28 Are there any lessons learned to consider for a new ILO partnership with other UN agencies and / or with the Norwegian Government in this field of action in Haiti? Please see Good Practice and Lessons Learned Templates

Good Practice 1: Validation Program of Acquired Experience (VAE).

The development of the VAE in collaboration with the INFP was done in conjunction with CINTERFOR. The project was the first attempt to develop VAE into an official INFP process with an accompanying training and certification ecosystem.

Consultations with associations in diagnostic visits reveal the need to offer the possibility of training the people who were already in the field. The goal was to focus on the fishermen/farmers who were already there. And so, it was proposed to do a (VAE) validation of acquired work/experience/skills so that a certificate could be given to officialize their knowledge that could lead to another training offered by the INFP to reinforce/complement their competencies. The aim was also to improve their work on site and their employability. Regarding producers and fishermen, the objective was to improve their work performance.

It was an intensive process in the development of 9 modules adapting to the local realities. They were piloted, validated by INFP and also translated into creole. The whole process took 2 years (2017-2019)

Multiple additional components were developed for the full VAE system to be put in place, training of trainers, training of evaluators, development of the evaluation, involvement of the INFP Inspectors for validation and certification.

With the absence of suitable INFP training institutions in the project zone to oversee the process, another innovation was to create Agriculture and Fisheries Technical Committees, comprises of all relevant ministries, implementing organizations (NGOs, Universities) and participation associations, to oversee the process from selection of candidates, organization of the training and process of certification.

Good Practice 2: Women's Enterprise

Based on MTR recommendation, from September 2018 onwards the project commenced a new consultation process for identification, selection, enrolment, capacity strengthening of women's associations, associations with mostly women and women's sections of larger associations. Some of these associations were identified amongst the existing GERME beneficiary associations but the majority were new, in order to rectify the gender imbalance in the project.

The project capacity was for the training of 22 associations/women's groups representatives on Enterprise Development, representing an average membership of approximately 50, totalling at least 1,100. After a 5-module training process the associations signed a contract to receive a grant of up to \$2000 to purchase vital equipment to start up on their group enterprise business plan. Associations were required to provide a counterpart funding of up to \$500 in order to receive the grant, a good practice to ensure the self-help component of the enterprise development process.

Part of this good practice is that both the contracted ILO implementing partner NGO, Entrepreneurs du Monde, (EDM) and also the 22 associations were selected by a screening (minimum qualifying criteria such as registration) and competitive selection panel using a rigorous objective points-based selection method. This is a vital transparency mechanism in a situation where opportunities are scarce, and organizations are fighting by any means they can think of to be selected

Lessons Learned 1: Vocational Training of 18 - 25 Year-Old Youth.

The idea of providing young people in vulnerable socio-economic conditions with technical training remains an initiative of capital importance. However, it is estimated that this group find it difficult to develop a certain autonomy to integrate into the labour market. The “wait-and-see attitude” is very high.

With the socio-economic reality evolving in the geographic departments of the South and Grand'Anse, it is almost impossible to approach the economic development of young people from an angle strictly linked to vocational training. Any initiative aimed at the sustainable development of the departments must inevitably develop a harmonious formula capable of reconciling the expectations of young people in terms of professional integration, access to credit, investment insurance, an adapted legal framework, a safe and reliable environment, and infrastructure providing conditions capable of attracting exogenous finance;

Lessons Learned 2: Associations and Cooperatives

The field situation analysis shows a change in behaviour in the adoption of governance and management practices developed in agricultural and fisheries association's cooperatives in general. Behavioural changes are especially noted in the needs assessment strategies, in the rationality of the process of transformation of agricultural products, in the marketing of products and in the calculation of the performance levels which are done on an integrated basis, compared to situations before FOPRODER.

5 CONCLUSIONS

In relation to the main concerns raised in the final evaluation of FOPRODER, the adaptation of the initial protocol made it possible to gather and produce reflections on strategic, programmatic and practical aspects. To build objective and coherent response elements with regard to the related TOR, we had combined two (2) approaches. One focused on the logic of the intervention, the other rather global, focused on interactions. In order to guarantee an acceptable level of representativeness, the systematic random sampling method was favoured.

The actual consultative process of the evaluation was carried out during the period from the beginning of May to mid-June 2020. The field data were collected and restored through an iterative process, focused on a participatory approach representative and inclusive. The culmination of the process made it possible to draw the following preliminary conclusions and conclusions:

After Hurricane Matthew passed, the recovery challenges were enormous. There were urgent needs in all the sectors that make up the socio-economic dynamics of the Great South. The ILO, in order to boost the resumption of activities capable of reviving the economy of the area, has set up the vocational training project, FOPRODER. The vision was to encourage local actors to invest in fishing, agriculture and agroforestry.

Through this project, approximately 800 young people are trained in Fisheries techniques, Agroforestry technique, Plant production technique, Animal husbandry / Animal production technique, Agricultural product processing technique, nearly 340 beneficiaries are trained and certified in Fisheries and Agroforestry, via the validation of experience acquired program (VAE). About 22 agricultural cooperatives are trained, certified and supervised through the "GERME" and "My Coop" programs. Fruit trees of several species have been pruned and grafted. An agricultural fair has been held.

Although the project has to its credit a set of professionals trained in several fields but given the set of constraints encountered during its execution, certain activities of major importance have been planned, but not carried out. These activities include:

- a. The construction of technical and professional training centres (South and Grand'Anse);
- b. The construction of a fishing school in the southern department;
- c. The establishment of a tripartite dialogue committee;
- d. The establishment of a business network;
- e. The planning of four (4) other agricultural fairs;
- f. About 25% of the expected number of beneficiaries have not been trained;
- g. Access to agricultural credit;
- h. Exchange visits with Trinidadians on the fishing component;

FOPRODER was a project which contributed to the training of more than a thousand beneficiaries.

Overall, the direct beneficiaries expressed a good level of satisfaction. On the other hand, they are not generally satisfied on the aspect "Integration into the job market". The minimum satisfaction expressed at this level is mainly related to graduate students who have been able to develop income-generating initiatives, based on heritage and / or production factors inherited from their parents. The beneficiaries of VAE certifications, being mainly adults who already had a job before FOPRODER, are also largely satisfied.

Furthermore, overall, the learners were very satisfied with the quality of the teaching and the logistical aspects. The beneficiaries were very satisfied with the methods, pedagogical / andragogical approaches and didactic materials used within the framework of the training.

The idea of providing young people in vulnerable socio-economic conditions with technical training remains an initiative of capital importance. However, it is estimated that the latter find it difficult to develop certain autonomy to integrate into the labour market. The "wait-and-see attitude" is very high.

With the socio-economic reality evolving in the geographic departments of the South and Grand'Anse, it is almost impossible to approach the economic development of young people from an angle strictly

linked to vocational training. Any initiative aimed at the sustainable development of the departments must inevitably develop a harmonious formula capable of reconciling the expectations of young people in terms of professional integration, access to credit, investment insurance, an adapted legal framework, a safe and reliable environment, and infrastructure providing conditions capable of attracting exogenous finance;

The field situation analysis shows a change in behaviour in the adoption of governance and management practices developed in agricultural cooperatives in general. Behavioural changes are especially noted in the needs assessment strategies, in the rationality of the process of transformation of agricultural products, in the marketing of products and in the calculation of the performance levels which are done on an integrated basis, compared to situations before FOPRODER;

Rural women have a very appreciable know-how and a certain duty in the fields of valorisation of agricultural and natural products. The integration of women and their emancipation in an agro-environmental and fisheries development project constitutes a certain interest and / or motivation for grassroots, female-dominated community organizations - which enjoy certain community credibility.

Despite some advances in the sector in relation to the “gender dynamic” over the past four (4) years, women place particular emphasis on the support they need to better integrate the fishing sub-sectors (processing and marketing). They are generally treated as a second rank priority by fishery associations that are dominated by men. These women hope for better coordination and regulation of the fishing sub-sectors, in their favour.

6 RECOMMENDATIONS

The recommendations consider observations from the team of experts, supplemented with the main concerns expressed by the privileged targets of FOPRODER, namely: young people from households in precarious socioeconomic conditions.

- 1. Training Structures and Trainee Networks.** Many organizations have decided to bypass the state and establish parallel systems; the ILO has shown in FOPRODER that it is better to engage the state with the participation of multiple organizations to create hybrid civil society/state institutions with the state taking a supervisory/regulatory role. Project has moved down this path but there is still some way to go to establish a sustainable and anchored model for vocational training in rural Haiti
a) In the absence of the planned tripartite committee, the technical fisheries and agriculture committees which replaced it are not mature enough or suitable to contribute adequately to the development of the exit strategy. Rather, it will be necessary to think of the creation of a multi-stakeholder and multi-sectorial platform, created on the basis of representative and inclusive participation.
b) The networking of certified technicians with a view to the participative and inclusive construction of a platform, favorable to the exchange of information, sharing of experiences, and the establishment of bonds of solidarity between young people professionals. Also, this intelligent structure will have enabled young people to encourage the creation of collective economic initiatives (MSMEs) on an innovative, adaptable, resilient and sustainable basis;
c) The development of a skills benchmark, including a summary of the academic and professional profile of young graduates and their respective contact details; to share with sectorial ministries, humanitarian and development operators; in order to promote their gradual integration into professional spaces through current and future projects and programs;
d) At the level of the basic community organizations involved in the implementation of FOPRODER, among other concerns, women are very little represented in structures and decision-making positions. The integration of gender criteria should be established during the FOPRODER formulation process, to guarantee the sustainability of the results. Thus, in the exit strategy of FOPRODER, it will be necessary to think of the tailor-made development of a "Gender Integration and Participation Plan"
- 2. Certification of ILO Master Trainers in Haiti.** The ILO's key approaches and methodologies for the informal economy were deployed using expertise from ILO institutes and affiliated organizations across the world, at considerable cost. Their principal capacity development methodology is the establishment of certified Master Trainers (for SIYB, GET Ahead, MyCOOP etc) at national level to consolidate the dissemination and deployment of these validated methodologies. Remarkably, the ILO evaluation (2018) and policy (2019) on capacity development makes no mention of these Master Trainer based ToT systems and how they need to evolve. FOPRODER staff responsible for skills training, cooperative development and enterprise development would have been ideal candidates for certification as Master Trainers. This was considered but not done in the end. This constitutes a major missed opportunity for sustainability and consolidation of ILO training approaches and to install lasting capacity in the country.
- 3. Knowledge Management** The current management mode of the data generated within the framework of FOPRODER remains problematic. It will take an effort at the level of the project team to better prioritize and organize the archives (cf.: Knowledge management). Such a measure would have enabled a better form of archiving, which would facilitate better possibilities for interested persons who wish to exploit the biometric and sociometric data of the direct beneficiaries of the said project. This aspect remains fundamental to support the development of evidence based decision-making and operational processes, linked to the promotion of project information;
- 4. Immediate COVID 19 Related Exit Strategy** The socio-economic implications of the COVID-19 pandemic must be considered in the development of the exit strategy from FOPRODER (in the very short term). Because, the economic initiatives barely launched by certain young graduate technicians, from FOPRODER, are negatively impacted by the effects of the pandemic. At the same time, the artisanal workshops for processing fruit and other agricultural products set up by young graduates of FOPRODER should be reinforced on the themes "HACCP"⁴¹ and "Corporate Social Responsibility (CSR)". These measures would, among other things, avoid or limit the possibilities of foodborne

⁴¹ Hazard Analysis Critical Control Point

illness linked to cases of neglect and / or ignorance of responsible production, management and distribution practices.

5. **Human Resources.** Extremely careful attention is required to hiring at all levels of the project. Fluent French is considered essential by stakeholders. A more senior level of finance and contract administration is required to support the CTA in his or her duties. In the project certain functions, communication and monitoring, have no visible products despite having staff hired to fulfil those functions.
6. **Location of CTA/Project team in Port au Prince.** It has already been taken on board that it is not efficient or effective to run a project field office that does not have the IRIS administration system installed. Given the problems of logistics, delays and costs involved in multiple transmissions of documents to be processed in Port au Prince it has been considered necessary that in future, projects could be run out of Port au Prince with visits to the field and partners on a regular basis. This also means that the CTA is not cut off from the national government where lobbying for tripartite actions, vocational training policy reform and decentralization of resources to the Grand Sud can be lobbied for on a continuous basis.
7. **Technical focus of a successor project** A concept note for a new project has been developed promoting four new value chains. In the concept note it is not explained why fisheries and mangos are no longer being considered as there is an opportunity to learn lessons and consolidate. The processing and marketing side of fisheries which is a women's domain could benefit enormously from a formalization, professionalization and enterprise support package. Even if it is decided, based on research, that the new project will focus on different value chains, there should be a consolidation package for the 18-25 year old skills trainees in FOPRODER who require some further support on the path to professionalization, given that the expected pathway of employment placements for certified skills trainees never materialized. This could come in the form of an enterprise kit or grant. If FOPRODER trainees remain disappointed or feel "short-changed" by ILO then this will negatively affect the image of a new project. It is also recommended in the SOCIODIG study into the 4 value chains that a strongly balance approach supporting local, national and international aspects of value chains, as Haitian producers highly favour local sales as a rational approach to reducing risk. As the FOPRODER project proved, it is hard to consolidate the presence of new international buyers to break the pattern of the existing Haitian monopsonistic export houses that have adapted their practices to the local situation over many decades to reduce risk on their side. Exports is a high risk, high reward endeavor which should be the icing on the cake of establishing greater product quality and processing options at the association level.

Recommendation	Directed to:	Priority Level	Timeframe	Resources involved	Links to Good Practices and Lessons Learned
1 : Skills Training Structures and Network	Geneva, Regional and Subregional Technical Units, CNC, INFP, UN and International Agencies in Haiti	High	Medium term	Low: Skills Training Strategy Conceptual and Practical aspects	LL 1 GP 1
2: ILO Master Trainer Certification in Haiti	ILO Master training coordination units, Regional Office Sub-Regional Office.	High	Medium to Long Term	Medium: Ensure that resources for establishment of Haiti Master trainers are embedded in future project budgets	LL2 GP 2
3: Knowledge Management	Regional and Sub-Regional Office	High	Short to Medium Term	Ensure theory of change, results based management and monitoring capacity in all projects.	
4: Immediate COVID Related Exit Strategy	Sub Regional Office and Haiti Office	Medium	Short Term	Low: Deploy a resource person to coordinate in Les Cayes until a new project starts.	
5: Human Resources	Sub Regional Office	Medium	Short to Medium Term	No resource implications as such	
6:Location of Project Team	Sub Regional Office, Haiti Office	Medium		Improved efficiency	
7: Technical Focus of a successor project	Norway Embassy, Regional, Sub Regional and Haiti Offices of ILO.	Medium	Short term	No resource implications as such.	

Annex I | HIMO Information

HIMO Initiative Implemented by ORE

Haute Intensité de Main d'Oeuvre (HIMO) is an intervention model which simultaneously combines the rehabilitation of infrastructure, training, development of technical skills, while creating immediate green jobs. This should allow disaster-stricken populations, including farmers in particular, to restart their production and ensure their livelihoods. This program is therefore the result of a field partnership between ORE, ILO and Macaya Grand Sud (MGS) of UN-Environment with a view to helping farmers inside the affected areas.

The program is centred around the following elements: (i) the use and development of the human and material resources available at the local level; (ii) rapid creation of green jobs and immediate income through the implementation of labour-intensive works (HIMO) by carrying out activities to clear agricultural plots of plant debris cluttering the space agricultural production, repair and re-grafting of damaged fruit trees etc .; (iii) In the medium and long term, these labour-based projects will be catalysts for reconstruction and restoration of economic, social and environmental capacity at the local level.

Teams or brigades were formed (23 brigades of 5 and one of 4) according to needs assessments related to the quantity of trees to be repaired or grafted; each team includes 5 workers for a total of 119 workers, 94% men and 6% women. The following table shows the distribution of workers by municipality. A total of 17,030 fruit trees were repaired and only 12.79% (2,179 trees) of this value were re-grafted. The number of direct beneficiaries is 2,251 owners, 75% men and 25% women. In total 9,679 trees were grafted for the two mango and avocado species. The success rates are respectively 79% and 73% for mango and avocado trees. These are very acceptable rates for newcomers who have not had a chance to transplant unsuccessful trees.

Mission report on the response to job creation through labour-intensive investment (HIMO)

The impact on workers was minimal given that the USD 150,000 transferred from the total budget of the FOPRODER project could only partially meet the expectations of the affected populations. The gap between the demand for labour and the supply of employment was too great and led to two 10-day periods per worksite of 100 workers, for an average income of 75 USD / worker.

After discussions with some of the stakeholders (technical advisers from UN Environment and the NGO ORE), the following positive impacts were identified: Although minimal, the existence of satisfaction for a small part of the affected populations was felt through the good quality of the work carried out in the hope of having more chances of having a renewable job;

The lack of transparency of the municipal authorities in respecting the parameters for selecting the most vulnerable workers while the UN Environment program had previously selected the most disadvantaged and affected by the disaster.

The short working time, preventing workers affected by the disaster from substantially increasing their income to compensate for the losses due to the passage of the hurricane (3,000 HTG or about 44.39 USD);

Due to the emergency nature of this intervention, Community contracts were not used. This could have valued and increased their responsibilities.

Considering the impacts observed after the project, it would be necessary and urgent to collaborate with UN Environment to present the update of the project proposal according to the current context in the region.

At the request of the UN Environment Program Coordination, the ILO would be called upon by collaborating in the implementation of a short-term green employment policy and practices having an impact on the prevention of irreversible ecological imbalance and on the implementation in place of a process of jobs in the medium-long term through the creation and the strengthening of labour-based work.

Having had a working meeting with the ORE and PADI organizations, it would be desirable to continue this partnership because of their long presence and great environmental experience in the South Region. Complementary training in the policy and practice of HIMO work would be advisable in the context of transmitting knowledge of the different stages of implementation and execution of HIMO work.

Annex II | List of references

- The list of beneficiaries of the project;
- The program document (Prodoc) of the FOPRODER project
- The mid-term report of the FOPRODER project
- Terms of reference including list of interviewees recommended
- MARNDR. (November 2016). Post Cyclone Matthew Needs Assessment Report in Agriculture
- MAST. (November 2016). Post Cyclone Mathew needs assessment report in the employment and livelihood sector
- MCFDF. (November 2016). Post Cyclone Matthew needs assessment report in the transversal gender sector
- MCI. (November 2016). Post Cyclone Matthew Trade Needs Assessment Report
- MEF. (October 2016). Hurricane Matthew Rapid Damage and Loss Assessment Report and Elements for Recovery and Reconstruction
- MENFP. (November 2016). Post Cyclone Matthew education needs assessment report
- Post Cyclone Matthew needs assessment report in the agricultural sector / MARNDR, November 2016;
- Post Cyclone Matthew needs assessment report in the education sector / MENFP, November 2016
- Post Cyclone Matthew needs assessment report in the employment and livelihood sector / MAST, November 2016
- Post Cyclone Matthew needs assessment report in the gender cross-cutting sector / MCFDF, November 2016
- Rapid assessment report on damage and loss caused by Hurricane Matthew and elements of reflection for recovery and reconstruction / MEF, October 2016

Annex III | Scenarios linked to the prospective analysis on the prospects after FOPRODER

For a better understanding of the establishment of these scenarios, the following flow diagrams are illustrated to assess the considerations, the links, the result hypotheses and the probable consequences that can be envisaged through the three (3) scenarios formulated. The following flow diagrams illustrate, in the order presented, the details relating to the 3 probable scenarios established:

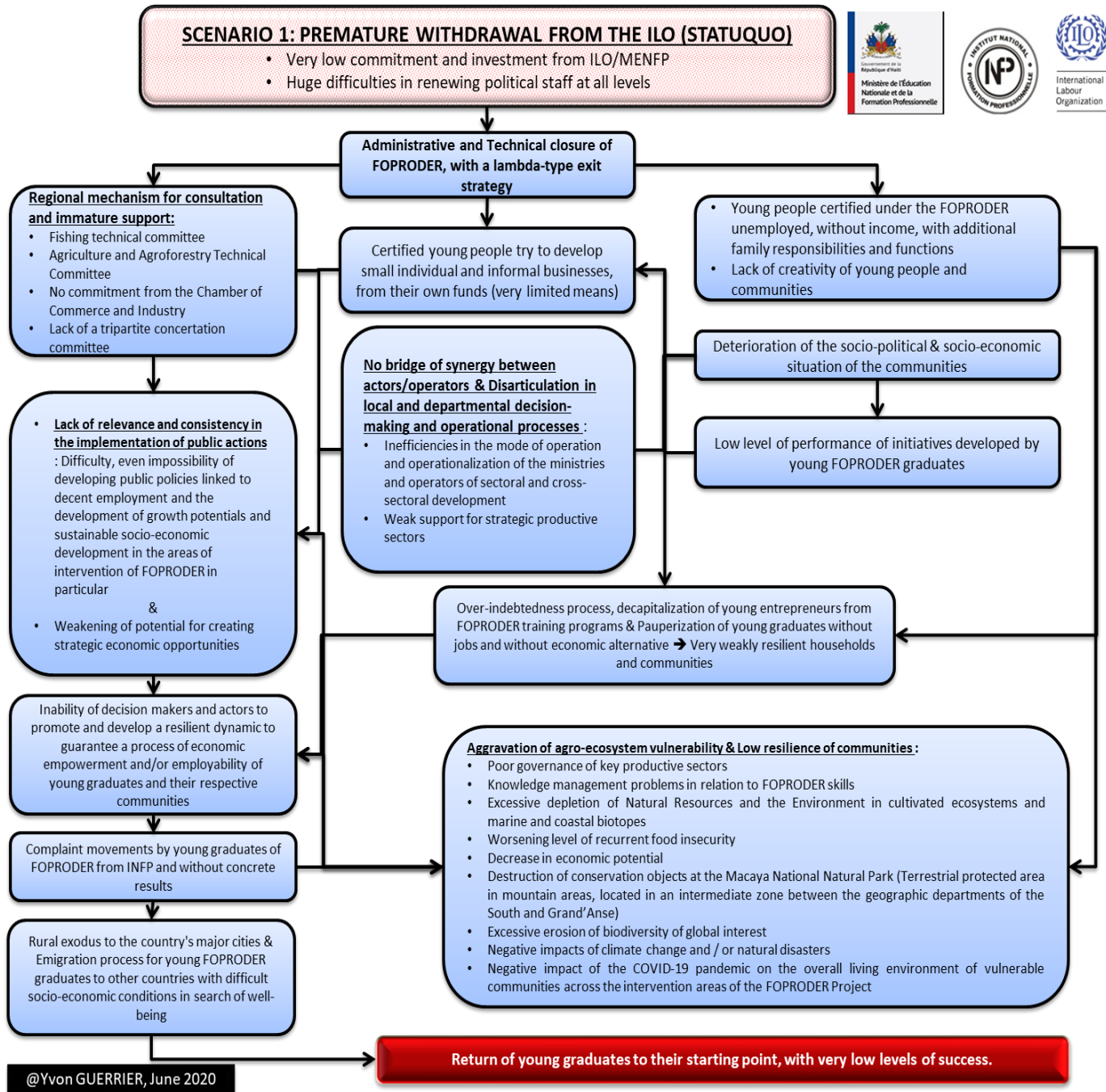


Fig. A | Scenario of premature ILO disengagement

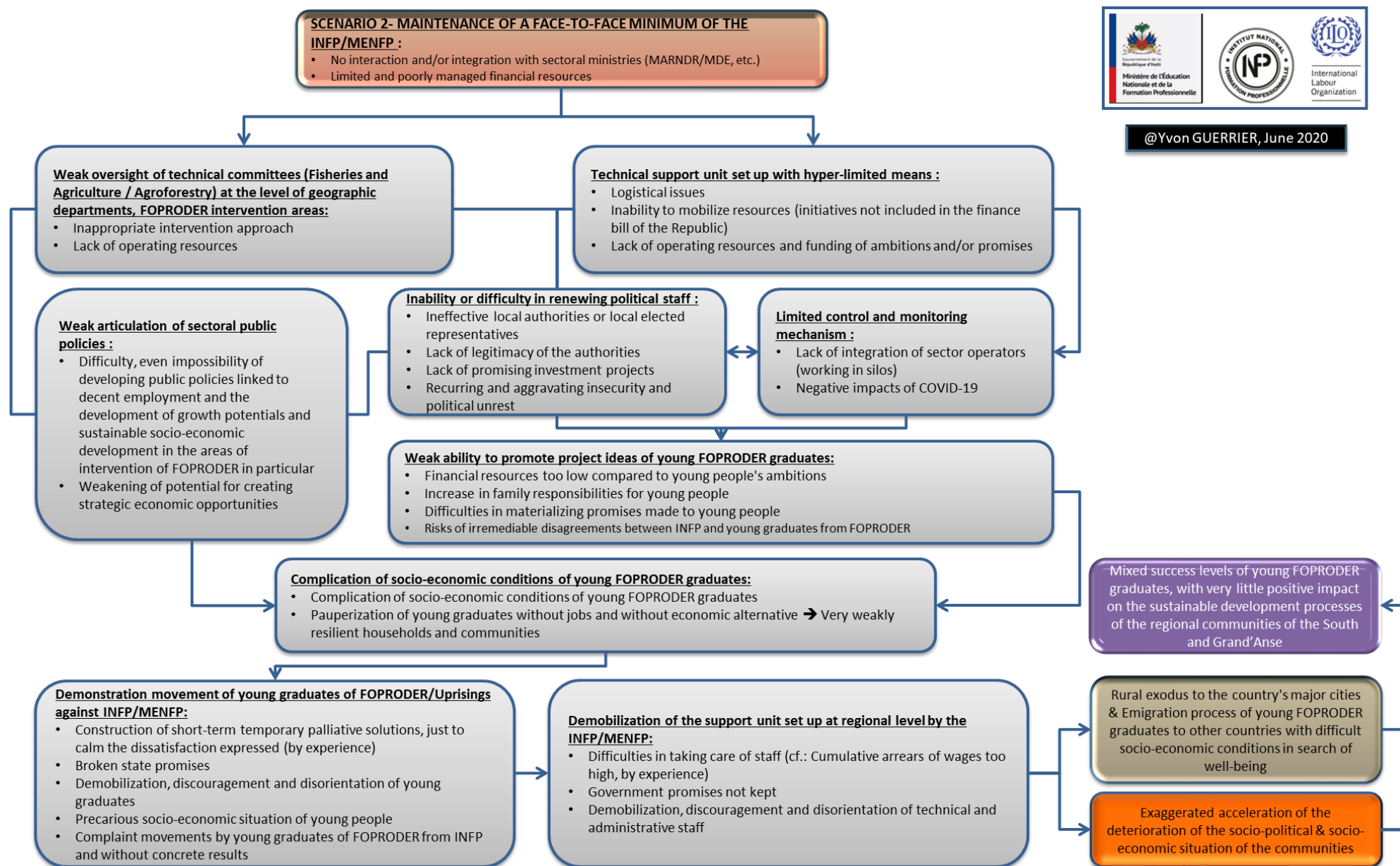
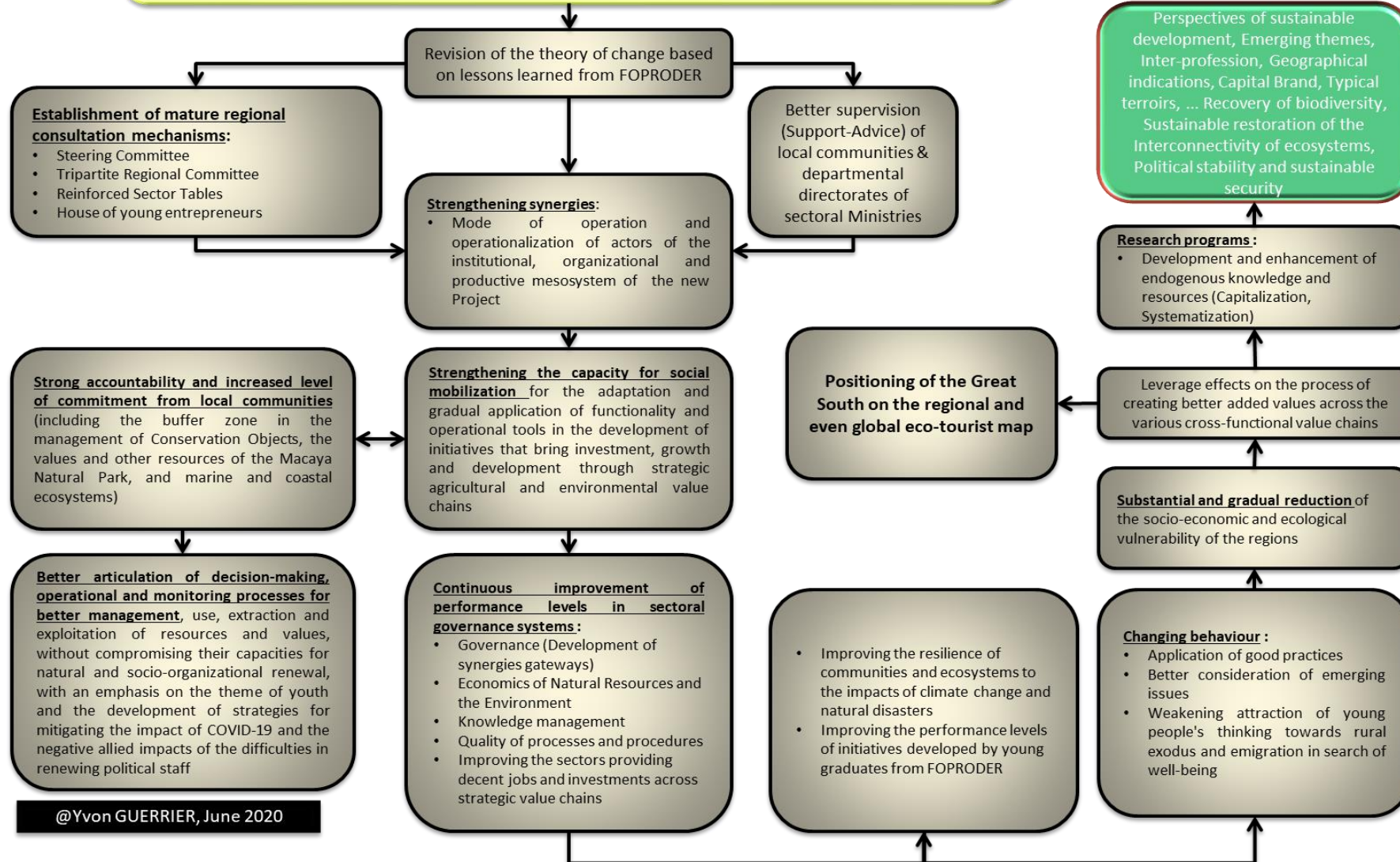


Fig. B | INFP / MENFP minimum maintenance scenario

SCENARIO 3: CONTINUITY FOR THE CONSOLIDATION OF ACHIEVEMENTS :

- Strengthening of the FOPRODER exit strategy
- Formulation of another project (paradigm shift), inspired by the main conclusions, lessons learned and good practices from the evaluation of FOPRODER, focused on the value chain approach with a view to improving the conditions of life of vulnerable households.
- Reinforced and regular engagement of INFP / MENFP, in with MARNDR (Ministry of Agriculture) & MDE (Ministry of Environment) & CCI (Chambers of Commerce and Industry)



@Yvon GUERRIER, June 2020

Fig. C | Continuity scenario with the formulation and implementation of another Project

Annex IV | Lessons learned template

ILO Lesson Learned Template

Project Title: FOPRODER

Project TC/SYMBOL: HTI/16/01/NOR

Name of Evaluator: Stuart Coupe/Yvon Guerrier

Date: July 2020

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<p>Brief description of lesson learned (link to specific action or task)</p>	<p>Vocational training of 18-25-Year-Old Youth</p> <ul style="list-style-type: none"> • The idea of providing young people in vulnerable socio-economic conditions with technical training remains an initiative of capital importance. However, it is estimated that this group find it difficult to develop a certain autonomy to integrate into the labor market. The “wait-and-see attitude” is very high. • With the socio-economic reality evolving in the geographic departments of the South and Grand’Anse, it is almost impossible to approach the economic development of young people from an angle strictly linked to vocational training. Any initiative aimed at the sustainable development of the departments must inevitably develop a harmonious formula capable of reconciling the expectations of young people in terms of professional integration, access to credit, investment insurance, an adapted legal framework, a safe and reliable environment, and infrastructure providing conditions capable of attracting exogenous finance;
<p>Context and any related preconditions</p>	<ul style="list-style-type: none"> • The specific vulnerabilities of this group relate to the fact that they are stigmatized as the ones “left behind” in rural areas and unfortunately the pathway to decent work in the project led to some frustrated expectations in this regard. The formal employment market for skills training graduates in South and Grand’Anse in the agro-forestry and fishing sectors is non-existent so young people must make their way in the family enterprises and possibly through the associations.
<p>Targeted users / Beneficiaries</p>	<ul style="list-style-type: none"> • Approximately 1000 18-25 years old youth were given skills training in the period 2017 to 2020 (30% women)

<p>Challenges /negative lessons - Causal factors</p>	<p><i>Main concerns voiced by the young technicians trained under FOPRODER</i></p> <p>During the surveys, in addition to the other fundamental aspects raised, the beneficiaries of the training programs were called upon to express their main concerns, which could be the subject of structuring discussions to match elements of adaptable responses to be formulated. The main claims raised can be grouped into nine (9) unifying questions (cf.: the data have been treated according to the principle of everything that looks like comes together), namely:</p> <ol style="list-style-type: none"> 1. Given that the sectorial and transversal ministries were not structurally involved in the implementation process, at the administrative and technical closure of the FOPRODER project, to which regional institution can young trained technicians address them to present their grievances? 2. Young trained technicians generally cannot have collateral to apply for loans from microfinance institutions (cf.: Very high repayment rate, conditionalities of credit services unsuited to the contexts of family farming). Most of them come from households with precarious socio-economic conditions. So, what would be the best alternative for these young graduates to consider in order to mobilize funds to create individual and collective economic initiatives that are solvent and responsible? 3. The INFP does not have an office at the level of the departments of South and Grand'Anse. Young people who have not yet obtained their diploma ask themselves: after the closure of FOPRODER, which regional entity can they contact to obtain their diploma? 4. With the departure of the FOPRODER management team, which entity can support young graduates in their job search efforts? In addition, given that the graduates are junior technicians - and who have not even had the time to complete a professional internship in an institution, will the ILO and / or the INFP set up a multidisciplinary technical support capable of guiding them, supervising them in relation to their project ideas and major concerns? 5. After the closing of FOPRODER, what will be the future of the technical committees in agriculture and fishing set up at the level of the two geographic departments (South and Grand'Anse)? In turn, how can these immature committees add value for young graduates? 6. In relation to the major problems currently facing young graduates from FOPRODER, why the INFP and the ILO do not develop a model of concerted and structured advocacy, with decision-makers, so that young technicians can integrate public administration as instructors responsible for conducting agricultural practices and sustainable management of resources and the natural environment, at the level of primary training cycles through their respective communities? 7. Why had the FOPRODER not thought of giving each of the trained technicians a basic tool kit, allowing them to be able to exercise their profession corresponding to their respective area of competence? 8. Can the ILO, in conjunction with the INFP, support young graduate technicians in resource mobilization initiatives in order to be able to formulate and materialize collective enterprise project ideas? 9. Why before its definitive closure the FOPRODER team does not think of carrying out a ceremony of collation of diplomas with high visibility and legibility on a national scale, as a strategy coming under a broad spectrum
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	<p>of promotion, in support of integration young people in the institutional ecology providing decent work?</p> <p>It is possible that future project might orientate themselves to the 25 to 35 year old groups who have been informally apprenticed by their parents/relatives and have some experience on which to build</p> <p><i>The first phase of training was really very young individuals who were trained (17-22 years old) they were too young to prove their experience. We worked with very young people who are not mature enough to work and that farming/fisheries cooperatives will not entrust or agree to give responsibility to these young people. I think that to have more impact with training, you must raise the age of young people entering training. (Interview, INFP National Coordinator)</i></p>
<p>Success / Positive Issues - Causal factors</p>	<p>The youth, when consulted in the final evaluation, gave many options for how to convert their training into more positive experiences if there can be follow up actions in a second phase:</p>
<p>ILO Administrative Issues (staff, resources, design, implementation)</p>	

ILO Lesson Learned Template

Project Title: FOPRODER

Project TC/SYMBOL: HTI/16/01/NOR

Name of Evaluator: Stuart Coupe/Yvon Guerrier

Date: July 2020

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Associations and Cooperatives. The field situation analysis shows a change in behaviour in the adoption of governance and management practices developed in agricultural and fisheries association's cooperatives in general. Behavioural changes are especially noted in the needs assessment strategies, in the rationality of the process of transformation of agricultural products, in the marketing of products and in the calculation of the performance levels which are done on an integrated basis, compared to situations before FOPRODER.
Context and any related preconditions	It was quickly recognized and negotiated with CNC that the project in order to be effective would work with associations for capacity strengthening on cooperative principles rather than insist that associations should compulsorily be registered as cooperatives in order to benefit from the project.
Targeted users / Beneficiaries	Throughout the project a total of approximately sixty associations/cooperatives received some form of capacity strengthening from the project.

<p>Challenges /negative lessons - Causal factors</p>	<p>This section was compiled from the consultations with Agriterra and ILO Cooperative Department. It is more suggestions for challenges faced rather than negative lessons <i>per se</i>.</p> <ul style="list-style-type: none"> • Make clear choice between relief or development approach. Though understandable with the difficult situation after hurricane Mathew at start of project, but unclear sometimes for targeted population why sometimes payments were given (HIMO) and subsequently training only. • A clearly defined approach on how to stimulate self-help among rural population might have aligned the outcomes more to the objective of rural socio-economic development in the ILO spirit of a “social and united” society. • Active participation of key stakeholders and create ownership for services continuity after project end: <ol style="list-style-type: none"> 1. in project advisory committee right from the start, 2. In project activities 3. For synergies among them 4. Provide long-term clarity (in actions & budget) for stakeholders • Map & analyze 2 or 3 value chains (fish, mango, cocoa, maize?) and actively involve private sector actors for business linkages with target producers’ organizations. • Add strong component of accompaniment (follow-up, coaching, linking to markets & financial institution) after the trainings for a comprehensive approach leading to tangible economic results at several cooperatives: several success stories suffice to inspire others. • Adopt the peer-to-peer methodology by stimulating networking among coops and associations and actively organizing exchange visits and coaching relationships (neighboring coops/associations can learn from each other at low cost and discover business opportunities; • Limit project staff turnover and increase field staff for close follow-up of coops & associations • Procedures: ensure clear and practical procedures for flexibility and swift actions, especially in context of fragile state with regular “lockdowns” due to insecurity. • Logistics: aim at a minimum standard of logistics and facilities enabling conducive environment for training, workshops and field visits. • Take up the issue of lobby for review of the cooperative law (initial talks with EU as funder /co-partner were started by Agriterra involving ILO and CNC).
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<p>Success / Positive Issues - Causal factors</p>	<p>Good choice of target population and project focus: farmers & fisherfolks, with special attention for youth and women, in Sud & Grande Anse are definitely in need of support to boost rural socio-economic development</p> <p>Rather good coverage over the 2 departments (participants to workshops from various areas),.</p> <p>Considerable participation of youth to Agriterra facilitated workshops. Women from farmers organizations were also actively involved, though much less women were reached in the fishery sector (the “Madam’s Sarah” who pre-finance fishing gear and organize processing & sale)</p> <p>Practice oriented workshops modules (Mycoop, Germe)</p> <p>Participatory and open atmosphere (“allowed” by ILO) in Agriterra facilitated workshops enabling participants to bring forward their real challenges.</p> <ul style="list-style-type: none"> •Experienced and committed project staff (Nicodeme Sainmestil & Jean Etzer). <p>Sufficient project budget (though seemingly long procedures)</p> <ul style="list-style-type: none"> • Openness of ILO-Haiti to recognize the value of “Tèt Kole” which is the existing solidarity practice and willingness among Haitian rural population (social capital) , which Agriterra found during the first assessment and proposed to use as a positive foundation to build on.
<p>ILO Administrative Issues (staff, resources, design, implementation)</p>	<p>The absence of a certified master trainer for practically all ILO training programs was a major obstacle to implementation, thus, the project is seen to depend a little too much on international consultants who sometimes are not always available depending the project implementation schedule or that the socio-political and security situation does not allow them to travel to the country at the desired time.</p> <p>In a good part of the time, the trainings are carried out by the staff of the project already introduced to the ILO methodologies while waiting for the process to be validated and completed by master trainers recognized by the ILO.</p> <p>Also, the continuous monitoring and sustainability of these different processes are becoming more and more compromised.</p> <p>As a major stake in a future project, priority must be given to training local master trainers who can ensure the process in the near future.</p>

Annex V | Emerging Good Practice Template

ILO Emerging Good Practice Template

Project Title: FOPRODER

Project TC/SYMBOL: HTI / 16/01 / NOR

Name of Evaluator: Stuart Coupe/Yvon Guerrier

Date: July 2020

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>Validation Program of Acquired Experience (VAE).</p> <p>The development of the VAE in collaboration with the INFP was done in conjunction with CINTERFOR. The project was the first attempt to develop VAE into an official INFP process with an accompanying training and certification ecosystem.</p> <p>Consultations with associations in diagnostic visits reveal the need to offer the possibility of training the people who were already in the field. The goal was to focus on the fishermen/farmers who were already there. And so, it was proposed to do a (VAE) validation of acquired work/experience/skills so that a certificate could be given to officialize their knowledge that could lead to another training offered by the INFP to reinforce/complement their competencies. The aim was also to improve their work on site and their employability. Regarding producers and fishermen, the objective was to improve their work performance.</p> <p>It was an intensive process in the development of 9 modules adapting to the local realities. They were piloted, validated by INFP and also translated into creole. The whole process took 2 years (2017-2019)</p> <p>Multiple additional components were developed for the full VAE system to be put in place, training of trainers, training of evaluators, development of the evaluation, involvement of the INFP Inspectors for validation and certification.</p> <p>With the absence of suitable INFP training institutions in the project zone to oversee the process, another innovation was to create Agriculture and Fisheries Technical Committees, comprises of all relevant ministries, implementing organizations (NGOs, Universities) and participation associations, to oversee the process from selection of candidates, organization of the training and process of certification.</p>

<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>Women in Fisheries</p> <p>Historically women are involved in fishing, but they only/mainly collect it, clean it and sell it. The main problem is for women to be able to go fishing, as they are dependent on someone else to get a boat out at sea, they cannot do much, they might be able to go once or twice a month fishing, not more.</p> <p>The assessors trained by AQUADEV found that women do know quite well the theoretical fishing techniques but regarding the practice, it is not so good. The fact that they did not pass one question/module does not mean that they did not pass but only that they have some weakness that needs to be improved. That has nothing to do with them not having a place in the fisheries.</p> <p>Time frame for assessment process.</p> <p>The time that assessors spent with fishermen was inordinate, since fishermen are often illiterate the assessment is done by observing the improvements in the fisheries practice as they go about their work. Evaluators should spend 3 hours with fishermen, but they spend a lot more time. it's tiring for everyone. Concentration is difficult for fishermen in particular. The partner AQUADEV that were given 4 months for their work in training 9 evaluators and then evaluating and assessing 180 fishermen/women for certification purposes, felt they should have had at least 6 to 8 months.</p> <p>Institutional Factors</p> <p>With regard to the worrying issue of the technical and vocational training sector in Haiti, this pioneering training program through VAE constitutes, for decision-makers and development operators, an opportunity to capitalize on this experience in order to strengthen public policies, the legal framework and the institutional architecture. There are many elements to consider.</p> <ul style="list-style-type: none"> • Lack of effective exit strategy to guarantee ownership/continuity by the State and private sector. • Need to think about adapting the legal framework and institutional architecture in connection with the field of technical and vocational training; • Lack of promotion (national visibility) and funding • Shortage of Master-trainers in the field of VAE; • Despite the existence of technicians certified by VAE, the absence of an input store for veterinary and / or agricultural care (fight against pests, pests, etc.) in very isolated areas is an obstacle to efficient delivery of agricultural services; • Difficulties for certified technicians to find funds to start their businesses of individual or collective agricultural services (including veterinary care), even on a collective basis; • Shortage of Master-Trainer and supervisors in the region, to continue to supervise newly certified technicians, in relation to certain emerging issues in their field;
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	<ul style="list-style-type: none"> • The INFP / MENFP alone, by virtue of its mission and its limitations, is not able to guarantee the monitoring and sustainability of the achievements of the project;
<p>Establish a clear cause-effect relationship</p>	<p>340 beneficiaries were trained and certified in Fisheries and Agroforestry through the program for the validation of acquired experience (VAE).</p> <p>The evaluation field work was able to substantiate that after their certification, the beneficiaries of "VAE" who were able to find economic opportunities, knew better professional conduct, and thus were socially better valued their skills in the eyes of their clients (see: individuals, projects and / or private or public institutions), so they are better paid for the services provided; despite the context of the pandemic and / or the very complex socio-political and socio-economic crisis.</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>Analysis of socio-economic data shows that for the most part, the beneficiaries are people from low socio-economic categories, even vulnerable;</p> <ul style="list-style-type: none"> • Of those mostly aged 18 to 35, the beneficiaries of the VAE program can go well beyond (up to 65); • People who did not hold any diploma before FOPRODER allowing them access to decent work; • People with the required minimum standard of training (capacity analysis) and / or professionals with practical know-how without having gone to a vocational school for which the program can be awarded a "VAE"; • The membership and / or the reference of a basic community organization at the level of the intervention zones of FOPRODER (cf.: The beneficiary entity must be a structure regularly registered, certified and recognized by the competent institutions in relation to the fields intervention claimed; and must not be in contravention of national law, and demonstrate a good reputation at the level of their respective communities), • The applicant must demonstrate and / or show a sustained interest to be certified by the VAE program, <p>The evaluation substantiated indirect as well as direct benefits from the presence of VAE certificate holders in the community. Thanks to this support from FOPRODER, according to the livestock keepers surveyed in the evaluation, the most frequent animal pathologies in the region are better understood and better mastered. Farmers trust technicians trained and reinforced within the framework of the VAE Program to provide them with services. Farmers and livestock keepers now develop a rather proactive attitude (preventive methods for animal health and plant pest reduction). Because in the past, they relied on limited curative care. And farmers have been able to find better support in the management and operation of agroforestry systems, thanks to VAE certified technicians</p>

<p>Potential for replication and by whom</p>	<p>Very often, development projects in the region complained a lot about their enormous difficulties in being able to find intermediate technicians at the regional level. In the absence of specialized technicians, some projects recruit engineers in their place. As the logic of their training and their functions are very different, although complementary, at the time of appraisal of these projects, the levels of technical performance are generally considered to be very low.</p> <p>According to development operators (FAO, BAC / MARNDR, UNDP, ORE, UNOGA, EU, UNEP, etc.), the adoption of the VAE certification process for on-the-job trained professionals constitutes a framework that allows the development of a network of professionals competent people able to assess and take into account the needs of the community while analyzing the mechanisms and constraints of the economic, environmental and institutional system.</p> <p>This would allow, among other things, to update the potentialities of the environment, to create the conditions for taking charge of their own destiny, and finally to establish themselves as real actors-levers or vectors of growth and sustainable development, within their respective communities.</p>
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</p>	<p>Higher ILO goals will need to embrace this institutional innovation for training systems in the informal sector, and promote deeper reflection on the sustainability of innovative multi-stakeholder skill training platforms created in the FOPRODER project, and consider how to ensure a pool of master trainers at national level to reduce continual dependence on international ILO experts and consultants to carry forward such processes.</p>
<p>Other documents or relevant comments</p>	

ILO Emerging Good Practice Template

Project Title: FOPRODER

Project TC/SYMBOL: HTI / 16/01 / NOR

Name of Evaluator: Stuart Coupe/Yvon Guerrier

Date: July 2020

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<p>Women's Enterprise.</p> <p>Based on MTR recommendation, from September 2018 onwards the project commenced a new consultation process for identification, selection, enrollment, capacity strengthening of women's associations, associations with mostly women and women's sections of larger associations. Some of these associations were identified amongst the existing GERME beneficiary associations but the majority were new, in order to rectify the gender imbalance in the project.</p> <p>The project capacity was for the training of 22 associations/women's groups representatives on Enterprise Development, representing an average membership of approximately 50, totaling at least 1,100. After a 5-module training process the associations signed a contract to receive a grant of up to \$2000 to purchase vital equipment to start up on their group enterprise business plan. Associations were required to provide a counterpart funding of up to \$500 in order to receive the grant, a good practice to ensure the self-help component of the enterprise development process.</p> <p>Part of this good practice is that both the contracted ILO implementing partner NGO, Entrepreneurs du Monde, (EDM) and also the 22 associations were selected by a screening (minimum qualifying criteria such as registration) and competitive selection panel using a rigorous objective points-based selection method. This is a vital transparency mechanism in a situation where opportunities are scarce, and organizations are fighting by any means they can think of to be selected</p>

<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>Some of the women in the 22 associations had been already trained in GERME in 2017 but due to lack of application of the training they had forgotten almost everything. This is the danger if training knowledge is not applied.</p> <p>The ILO has a programme specially for women’s enterprise development called GET Ahead: trainings of trainers are carried out by Lead Trainers who are independent trainers or trainers of partner organizations that have been identified, trained and certified by the ILO. The ILO-WED programme has a small pool of Lead Trainers though none are French-speaking in the Caribbean or Latin America. Thus, for Haiti it would have been necessary had to bring someone from Morocco or indeed, Geneva. Usually TOTs are 5 to 7 day full time trainings.</p> <p>In addition, in 2017 the GET Ahead materials were updated. The ILO-WED programme plans to update its certified trainers and lead trainers knowledge so they are able to use this new material which also forces them to do more follow-ups with participants in line with international good practice and research which finds training is more effective if not just a onetime thing. However, until ILO-WED has the means to do that updating of its trainers, it currently relies on the consultancy firm that helped develop the revised version to carry out training of trainers in the 2017 version. They are well respected in their field (the consultancy company is called Value For Women) but still, they remain on the higher end cost wise (around 650 USD a day for a minimum of 6 to 7 days). Besides their consultancy fees, you have to add the cost of travel (very expensive within the Caribbean) and daily allowance</p> <p>It is for this reason it was recommended by Virginia Lozada (technical backstopper, ILO regional office, Trinidad) that is was more cost effective and time efficient to have a team member of FORPRODER attend an already planned GET Ahead TOT that was set to take place in Tunisia. While costly possibly to get there, the added advantage was having FOPRODER learn about another project working on women’s entrepreneurship in rural areas and engaging with similar organizations and associations. In the end the decision was taken instead to award the work to a specialized organization EDM with the ILO staff playing a supporting role. With the knowledge on the principles of Get Ahead imparted during the visit, it was possible for the FOPRODER technical staff to implement some of the ideas involved in Get Ahead which enabled the project staff to engage in complementary community level awareness raising, to enable women to attend an intensive 2 week training; conversations with husbands, child care arrangements etc.</p>
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<p>Establish a clear cause-effect relationship</p>	<p>At the time of the evaluation the finalization of the business planning and disbursement of grants was in process, making precise attributions of cause and effect difficult. However, in the March 2020 FOPRODER Capitalisation Workshop, the following effects were predicted:</p> <ul style="list-style-type: none"> • Development of self-employment, • Business creation, wealth creation, • Formalization of activities through the institutional approach, • Probable contribution to the development of the agricultural potential of the regions.
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>A Capitalisation of Experiences Workshop held in March 2020 pointed to the following successes amongst the approx.. 1.100 beneficiaries.</p> <ul style="list-style-type: none"> • Adapted training methodology, • Adapted financing method, • Promotion of local products, • Involvement of associations in the community development process, • Capacity building of associations, • Support kit adapted to the needs of associations, • Integration and participation of women in development in their communities, • Associations can claim empowerment, • Training of 22 association “enterprise leaders” including 20 women and 2 men.
<p>Potential for replication and by whom</p>	<p>The approach has high replicability in future ILO rural decent work projects in Haiti and other countries/zones where the informal sector predominates.</p>
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</p>	<p>It is necessary for ILO projects and programmes and strategies to have a specific Gender Action Plan to address the specific barriers faced by women in developing micro-enterprise, to be addressed as programme and project design stage, awareness training for men on equal sharing of domestic tasks, provision of creches etc.</p> <p>Ensuring in-country Master Trainer capacity at national level on targeted ILO women’s training programmes such as Get Ahead</p>
<p>Other documents or relevant comments</p>	

Annex VI | Terms of Reference

Introduction et contexte

1. Haïti est un État fragile, et le pays le plus pauvre des Amériques et l'un des plus pauvres du monde ayant de sérieux besoins en services de base. C'est aussi un pays à la situation politique, économique et donc sociale très instable. L'informalité du travail dépasse 90% et 59% des Haïtiens (plus de 6 millions de personnes) vivent dans la pauvreté et 24% dans l'extrême pauvreté (plus de 2,5 millions). La situation de pauvreté et de manque d'opportunités génère une sortie massive des Haïtiens vers différents pays de la région.

2. Au cours des dernières décennies, il y a eu une réduction importante du couvert végétal en Haïti². Le plan triennal du Ministère de l'agriculture estime que 50% des produits agricoles ont été perdus en raison des mauvaises conditions de transport, de stockage, des lacunes de commercialisation et du manque de possibilités de transformation. Si l'industrie de la pêche a un bon potentiel de développement, les systèmes de production locaux sont quasiment inexistantes, les outils utilisés par les pêcheurs sont rudimentaires et l'accès aux infrastructures de stockage et de transport des produits de la pêche sont limités. En outre, les zones rurales manquent de possibilités pour les jeunes instructeurs d'employer leurs compétences de manière productive, encourageant ainsi l'émigration qui se traduit par un «exode des jeunes ruraux».

3. Il manque actuellement un maillon pour la formation professionnelle des jeunes et leur accès au marché du travail, en particulier dans les zones rurales. Les enfants et les jeunes d'âge scolaire excédentaire - dont certains sont encore à l'école primaire à plus de 20 ans - n'ont pas accès à une formation professionnelle formelle. Par conséquent, il est urgent d'améliorer l'accès à l'éducation et au marché du travail, dans les zones urbaines et rurales, car il est essentiel pour la fondation du développement socio-économique et de la démocratie en Haïti³.

4. Dans les départements du Sud et de la Grande Anse, le décrochage scolaire est supérieur à la moyenne nationale, les deux départements manquent d'infrastructures d'EFTP et présentent une réelle inadéquation entre les programmes de formation existants et le marché local de l'emploi qui est majoritairement orienté vers les secteurs potentiels tels que l'agriculture et la pêche. L'INFP dispose de deux centres de formation (écoles professionnelles); un dans chaque grande ville (Jérémie et Les Cayes).

5. Dans les deux grandes villes des Cayes (14) et de Jérémie (5), il existe également des centres de formation agréés privés ou à but non lucratif, mais pas tous accrédités par l'INFP. En général, ces centres de formation sont insuffisamment équipés, avec peu de personnel et la formation qu'ils dispensent est généralement inférieure aux normes. Bien qu'il soit décrit que l'économie des deux régions repose principalement sur les deux secteurs de l'agriculture et de la pêche, aucun des centres de formation n'a adopté de programme de formation lié aux deux secteurs.

6. La faible intensité du dialogue social et l'absence d'un mécanisme institutionnalisé de dialogue social tripartite pour les questions de travail représentent un obstacle important à la promotion et au suivi de l'agenda du travail décent en Haïti. Pour cette raison, l'OIT a soutenu la réalisation

Source d'information: document de projet FOPRODER

7. Pour lutter contre le niveau élevé d'informalité et le manque de possibilités d'emploi productif et de travail décent, l'OIT soutient des mesures de développement productif dans différentes régions du pays. Un exemple en est le travail dans la chaîne de valeur de la mangue dans le sud du pays, où des études ont été menées pour promouvoir son développement, le système de traçabilité, la gestion post-récolte la plus efficace et l'approche des acheteurs potentiels (National et international). D'autre part, grâce à l'adoption des méthodologies de l'OIT, les institutions et organisations nationales et locales chargées de la formation professionnelle et des services de développement des entreprises ont été renforcées. En ce sens, l'Institut national de formation professionnelle (INFP) a introduit la formation entrepreneuriale en tant que compétence transversale dans les programmes d'auto-entrepreneuriat, chez les prestataires de services de développement des entreprises tels que la Chambre de commerce des Cayes, qui a inclus dans sa liste de services les Start and Improve Your Business Program (SIYBP). Aussi, les associations de pêcheurs des départements du Sud et

de la Grande-Anse, qui ont adopté le programme MyCoop, pour améliorer leurs capacités de gestion. En outre, l'OIT a fourni une assistance technique et une formation aux fonctionnaires de l'INFP pour la conception de la nouvelle proposition de programme d'études, ainsi que pour l'évaluation et la certification des compétences ainsi que pour la conception et la mise en œuvre de programmes de formation pour les jeunes du sud d'Haïti.

8. Dans le cadre du PPTD, l'OIT et ses partenaires mettent en œuvre des interventions à Port-au-Prince et dans les zones rurales vulnérables, en mettant l'accent sur l'élimination du travail des enfants, le dialogue social, une formation professionnelle accélérée et certifiée par l'État et la promotion des entreprises pour les jeunes vulnérables. Plus précisément, ils ont coopéré dans le domaine du travail domestique des enfants à travers le renforcement du cadre juridique, la formation professionnelle des jeunes de plus de 14 ans à risque et des initiatives de mobilisation sociale. Enfin, en ce qui concerne l'un des secteurs d'activité économique qui contribuent le plus à l'emploi formel dans le pays, le secteur des maquilas textiles, l'OIT a fourni une coopération technique pour promouvoir le respect de la réglementation du travail et améliorer les conditions de travail.

9. L'OIT et la Norvège ont signé un accord en 2016, à hauteur de 4,111,200.00 \$, pour mettre en œuvre un programme visant à combler les lacunes, en matière d'éducation et de qualification pour les jeunes vulnérables en Haïti, dans la promotion du développement socio-économique rural des départements du sud et de la Grand'Anse. Ce projet aide les ménages ruraux du Sud d'HAÏTI à surmonter les obstacles à l'entrée sur le marché du travail par l'amélioration des compétences entrepreneuriales et l'employabilité de la main-d'œuvre rurale, notamment des femmes et des jeunes, à l'aide d'une meilleure formation professionnelle (formelle et informelle) liée à l'agriculture et au secteur de la pêche.

10. Le projet de Formation professionnelle pour le développement rural (FOPRODER) est un projet d'appui à la gouvernance et de renforcement des capacités économiques et institutionnelles auprès des associations et coopératives agricoles intervenant dans les départements du Sud et de la Grand'Anse. Il est financé par le gouvernement de la Norvège et sa mise en œuvre doit concourir aux résultats 2.2, 2.3 et 2.4 du PPTD : 2015 - 2020 de l'OIT en Haïti. Son déroulement a été décliné en cinq objectifs immédiats ou résultats d'effets :

Objectif 1. La capacité institutionnelle des centres de formation professionnelle est renforcée dans les départements du Sud et la de Grande Anse ; Objectif 2. La capacité technique des travailleurs des secteurs agricole et pêche est construite suivant un programme de formation simplifié et attesté avec un certificat d'état en vue d'une meilleure insertion dans le marché du travail chez les coopératives et entreprises intervenant dans l'agriculture et la pêche durable ; (une attention particulière sera accordée aux spécificités et besoins de genre) ; Objectif 3. De nouvelles associations coopératives efficaces sont promues et la capacité de celles existant est renforcée dans les secteurs non agricoles et agricoles (la pêche par exemple) ; Objectif 4. Pour les services d'emploi, des centres d'orientation seront créés (des systèmes de placement et d'insertion seront développés) ; Objectif 5. Les connaissances et les bonnes pratiques sont partagées pour permettre d'accroître les expériences dans d'autres régions.

11. Il s'agit en fait d'un projet de développement rural, basé sur la formation professionnelle continue visant la promotion de l'emploi et la protection des personnes. Il est développé depuis octobre 2016 en collaboration avec l'Institut National de Formation professionnelle (INFP) ou le Conseil National des Coopératives en Haïti.

12. Bénéficiaires et emplacement du projet. Le projet cible les jeunes femmes et hommes (15-25 ans) et a été mis en œuvre dans la Grand Anse et les départements du Sud (une des zones les plus fragiles et rurales). Il vise à améliorer l'employabilité des jeunes sans emploi pour accéder au marché du travail. Le projet cible les zones rurales et se concentre sur les deux secteurs potentiels les plus importants: l'agriculture et la pêche.

13. Le projet vise à améliorer les compétences d'au moins 1 200 jeunes hommes et femmes sans emploi (30%) parmi les plus vulnérables des zones rurales et semi-urbaines du Sud et des départements de la Grande Anse. Le projet améliorera également directement les compétences d'une centaine de formateurs. Ainsi, le projet ciblera au moins 9 100 personnes au moins parmi les chômeurs, les jeunes hommes et femmes vulnérables et employés et les membres de leur ménage. Le projet devrait avoir un impact indirect sur plus de 20 000 personnes grâce à l'augmentation de la production alimentaire et éventuellement à la baisse des prix des produits de première nécessité en termes de régime alimentaire et d'accès à d'autres services.

14. Certains changements ont eu lieu pendant la mise en œuvre: en raison des conséquences de l'ouragan Mathieu, qui a frappé les zones et communautés cibles initiales du projet le 4 octobre 2016, certaines activités ad hoc concernant les

emplois verts ont été introduites dans le cadre d'un travail conjoint avec ONU Environnement et en partenariat avec les ONG locales ORE et PADI.

15. Pour sa mise en œuvre, il a le support technique et logistique de «partenaires locaux» (comme ORE, PADI, AVSI, l'UNDP via UDERS des Cayes et principalement la Faculté d'Agronomie, le MARNDR via sa DDAS ou la DDA'GA, AUC des Cayes, ASPVEFS, le MDE à travers la direction départementale du Sud, AYTITIKA SA et OREB) et de «Partenaires internationaux» (comme AGRITERRA, CINTERFOR, SFAPME). Dans sa mise en œuvre au cours de l'année 2019, le FOPRODER s'appuie sur deux piliers : □ Le pilier: formation professionnelle, CLE (Comprendre l'entreprise qui est un Programme d'éducation à l'entrepreneuriat), Genre et entrepreneuriat féminin ; □ Le pilier: développement des Chaines de valeur (agricoles ou de pêche), de l'entrepreneuriat ou de l'emploi à l'aide des méthodologies GERME (Gérez mieux votre entreprise) et MY.COOP (Gérer votre coopérative agricole)

6La mise en œuvre de ces deux piliers devrait permettre aux populations les plus vulnérables, d'avoir un accès équitable aux moyens de subsistance, aux ressources productives, aux emplois verts et décents pour pouvoir réduire la pauvreté sous toutes ses formes, dans un environnement socio-économique et culturel favorable et inclusif.

16. Pilier 1. La formation professionnelle, l'approche par compétence et la validation des acquis de l'expérience (APC/VAE) à l'OIT-FOPRODER. L'une des méthodologies utilisées par le projet dans le domaine de la formation professionnelle est l'Approche Par Compétence (APC) et la Validation des acquis de l'expérience (VAE). Le processus vise la mise en valeur de l'expertise de certains producteurs ou intervenants de la filière pêche et est développé de concert avec l'INFP (Institut National de la Formation professionnelle) et l'appui technique du CINTERFOR/OIT (Centre Interaméricain pour la Formation Professionnelle).

L'évaluation des compétences dans les Filières «agroforesterie et technique de pêche » a été retenue comme prioritaire depuis l'élaboration du projet de formation professionnelle des Jeunes (FOPRODER) se déroulant dans les départements du Sud et de la Grande-Anse.

La justification de ce processus tient à la nécessité de mettre en place la Validation par les acquis de l'expérience (VAE) à travers l'approche par compétence (APC), permettant de certifier des producteurs (trices) et des pêcheurs. Ceci répond explicitement aux résultats 2.4 et 2.6 et aussi à la stratégie sectorielle adoptée par l'OIT et validée par la Norvège (bailleur de fonds du projet) en matière de développement de l'agriculture et des ressources halieutiques par l'amélioration des conditions de vie en milieu rural (en ciblant les jeunes sans emploi).

17. Pilier 2. Evaluation des compétences et la certification-AAP de marins pêcheurs artisanaux ou d'opérateurs de l'agroforesterie. Cette évaluation des compétences dans les filières «agroforesterie et technique de pêche » répond explicitement au résultat (2.6) présenté dans le cadre logique du projet à savoir:

Résultat (2.6): 1660 adultes (30% de femmes) et jeunes agriculteurs, pêcheurs et femmes travaillant dans les secteurs de la pêche et de l'agriculture ont reçu une formation simplifiée (à définir au stade de l'évaluation) (par exemple, la conservation et le transport du poisson. Pour le moment, 237 jeunes ont été formés sur les techniques agricoles, apicoles, de pêche ou de réparation de bateaux. 1423 jeunes pêcheurs et ouvriers agroforestiers doivent être formés et évalués (sur les techniques agricoles, apicoles et de pêche) et certifier en plusieurs cohortes suivant la méthodologie APC-VAE et de durant la période août à mi-décembre 2019. 3. Lien avec le Programme Pays pour le Travail Décent (PPTD), autres projets, l'UNDAF et les ODDs

18. Le PPTD vise les secteurs : de l'Emploi, des Normes du Travail, de la Protection sociale et du Dialogue social. Des différents résultats attendus par ce programme, 3 priorités ont été définies: Réforme de la formation professionnelle; le dialogue social et la révision du code du travail.

19. Depuis lors, plusieurs projets ont été mis en œuvre en Haïti touchant les domaines de la formation professionnelle, d'appui à l'emploi ou à l'entrepreneuriat, du travail décent et de la protection du droit des enfants dans l'objectif de renforcer les capacités des institutions en vue d'atteindre ces résultats. Parmi ces projets, nous pouvons citer : a) Le projet intitulé « Relèvement des lacunes en matière d'éducation et de compétences chez les jeunes vulnérables en Haïti par la promotion du développement socioéconomique rural dans les départements du sud et de la Grande Anse" connu actuellement sous le vocable: FOPRODER (Formation Professionnelle pour le Développement Rural) dont l'objectif est de contribuer à l'amélioration des conditions de vie par le développement ou le renforcement des compétences et des entreprises; b) Le Projet de lutte contre le travail domestique des enfants dont l'objectif global est de contribuer à l'élimination du travail des enfants, principalement le travail domestique. Il est exécuté conjointement avec l'UNICEF

et qui vise à donner une réponse complète à la problématique du travail domestique des enfants dans 16 communes des départements de l'Ouest, du Sud et de la Grande Anse ; c) Le projet Better Work qui adresse les patronats, les syndicats et directement les travailleurs pour les aider à exercer leurs droits à l'usine et à trouver des moyens de renforcer leurs compétences afin qu'ils puissent engager des discussions productives et négocier avec les employeurs.

20. Le projet FOPRODER sa mise en œuvre doit concourir aux résultats 2.2, 2.3 et 2.4 du PPTD : 2015 - 2020 de l'OIT en Haïti.

21. Le projet est géré par une équipe dirigée par un International Expert (CTA) qui en assure la gestion technique, la gestion administrative et financière et la gestion des ressources humaines.

Objet, champ et destinataires de l'évaluation

22. Objet. L'objectif de la mission est de procéder à une évaluation finale du projet et à apprécier les résultats qu'il a obtenus en terme stratégique.

23. La mission devra notamment: (i) Donner une appréciation indépendante des progrès du Projet vers l'atteinte des objectifs et résultats fixés, l'appréciation de la performance à la lumière des indicateurs de résultats et des produits, et aussi les résultats inattendus, dans le cadre de la politique nationale de l'éducation, notamment la formation technico-professionnelle; (ii) Donner une appréciation indépendante des stratégies et des modalités de mise en œuvre choisies, des partenariats établis au cours de la mise en œuvre du Projet, des contraintes et opportunités ; (iii) Examiner l'efficacité du processus de mise en œuvre du projet, en comparant les résultats obtenus aux produits attendus, et en analysant la façon dont les ressources financières et humaines ont été utilisées ; (iv) Examiner l'impact direct et indirect du projet, notamment sur le renforcement des capacités et la responsabilisation des écoles Professionnelles, de nombreux autres centres de formation privés ou à but non lucratif autorisés, mais pas tous accrédités par l'INFP, communes et des communautés locales; (v) Examiner les perspectives et la viabilité à long terme des résultats obtenus, y compris l'appropriation des résultats du projet par les différents partenaires et la durabilité des acquis; (vi) Apprécier la prise en compte des recommandations de l'évaluation du Projet en 2018 ; (vii) Mettre en évidence les leçons apprises et les bonnes pratiques et fournir des recommandations pour les parties prenantes, le BIT, le UNEP, les partenaires locaux et les « Partenaires internationaux».

24. Champ de l'évaluation. L'évaluation couvrira l'ensemble des résultats planifiés dans le cadre du projet, depuis le début du projet jusqu'à son terme.

- Période estimée : de la première semaine de avril au fin mai 2020

- Régions: départements du Sud et la de Grande Anse

- Groupes cibles : Le projet cible les zones rurales (et semi-urbaines) et se concentre sur les deux secteurs potentiels les plus importants: l'agriculture et la pêche. Au niveau individuel, les principaux bénéficiaires directs sont: les jeunes femmes et hommes (15-25 ans) et les formateurs. Au niveau institutionnel, l'INFP / MENFP

Le projet ciblera au moins 9 100 personnes au moins parmi les chômeurs, les jeunes hommes et femmes vulnérables et employés et les membres de leur ménage. Indirectement, le projet aurait un impact indirect sur plus de 20 000 personnes grâce à l'augmentation de la production alimentaire et éventuellement à la baisse des prix des produits de première nécessité en termes de régime alimentaire et d'accès à d'autres services.

Critères et principales questions d'évaluation

25. L'OIT est membre du Groupe des Nations Unies pour l'évaluation (UNEG) et adhère aux normes et standards d'évaluation du système des Nations Unies qui ont été élaborés par l'UNEG, qui sont reflétés dans les lignes directrices de l'OIT mener des évaluations axées sur les résultats (ILO Policy Guidelines for Results-Based Evaluation) et des normes techniques et éthiques.

26. L'évaluation sera effectuée dans le contexte des critères et approches de l'aide internationale au développement tels qu'établis dans les normes de qualité pour l'évaluation du développement du CAD / OCDE. Les directives normatives de l'OIT pour l'évaluation axée sur les résultats et les normes techniques et éthiques ainsi que le code de conduite pour l'évaluation dans le système des Nations Unies sont établis en fonction de ces critères et, par conséquent, l'évaluation doit respecter les de garantir la crédibilité internationale du processus d'évaluation.

27. Les questions de genre doivent être traitées conformément à la Note d'orientation 4 de l'OIT: (Integrating gender equality in monitoring and evaluation of projects). Toutes les données doivent être ventilées par sexe et les différents besoins des femmes et des hommes ainsi que les groupes vulnérables envisagés par les projets à l'étude doivent être pris en compte tout au long du processus de recherche.

28. L'évaluation devra adresser l'ensemble des critères d'évaluation énumérés dans le guide de l'OIT en la matière. Les questions clés ci-après sont destinées à guider l'évaluateur dans la collecte et l'analyse des informations, des conclusions et recommandations y relatives, ainsi que les leçons apprises et les bonnes pratiques. En concertation avec le gestionnaire de l'évaluation, l'évaluateur pourra modifier ou supprimer certaines questions qui ne seraient pas assez pertinentes dans le cadre du projet FOPRODER. Toute autre information ou question que l'évaluateur pourrait souhaiter inclure devra être discutée avec le gestionnaire de l'évaluation.

Pertinence et alignement stratégique du projet. Il analysera dans quelle mesure les objectifs stratégiques du projet sont pertinents pour: 1) le contexte national, 2) les objectifs politiques du gouvernement (central / régional ou local), 3) les objectifs stratégiques de l'OIT et les objectifs de développement durable.

1) Le problème justifiant l'intervention est-il clairement défini en termes d'ampleur, de répartition géographique et de population cible? La pertinence des actions du projet par rapport à d'autres alternatives est-elle discutée?

2) Comment le projet s'aligne-t-il aux priorités définies dans le PND, le PIE, le Programme pays pour le Travail Décent (PPTD) ?

3) Est-ce que la conception, l'organisation et les stratégies opérationnelles du projet étaient appropriées aux documents stratégiques nationaux de l'éducation ? Est-ce que les critères de sélection des interventions sous chaque axe ont-ils été pertinents pour traiter les causes du problème?

4) Dans quelle mesure le projet contribue-t-il aux stratégies nationales de développement, à l'UNDAF, les ODDs et aux autres cadres conjoints d'assistance au développement ? Validité de la conception du projet. Mesure dans laquelle la stratégie est logique et cohérente, critères de sélection des zones géographiques d'intervention, niveaux de gouvernement qui seront respectés dans le cadre du projet, ainsi que la cohérence entre la conception technique du projet et le budget alloué

5) Le projet était-il logique et cohérent dans sa conception ? Y a-t-il réellement une relation causale entre les produits/outputs et activités avec les résultats/outcomes escomptés, et entre ces outcomes et les objectifs de développement escomptés par le projet ? Dans quelle mesure la conception saisit-elle toutes les synergies possibles?

6) A-t-on clairement défini des indicateurs de performance avec des niveaux de référence et cibles ?

7) Au vu des résultats atteints, la conception du projet était-elle réaliste ?

8) Dans quelle mesure, dans la définition des objectifs, des actions et des résultats, sont incorporées des références aux normes internationales du travail, aux mécanismes de dialogue social, aux exigences des conventions internationales ratifiées par Haïti, aux recommandations de la Commission d'experts en application des conventions? La conception est-elle faite en tenant compte de l'approche genre et le durabilité environnementale au niveau de ses stratégies et actions?

9) Dans quelle mesure l'engagement et la participation constructive (avec des contributions et des commentaires clés) du partenaire et des autres parties prenantes ont-ils été donnés au stade de la conception et de la mise en œuvre du projet? Performances et efficacité du projet. Des processus, produits, résultats intermédiaires et finaux. L'analyse est réalisée en évaluant la logique horizontale de la matrice ML. L'efficacité du mécanisme de S&E du projet sera également évaluée.

10) A quel point les objectifs du projet ont-ils été atteints ?

11) La quantité et la qualité des produits/outputs réalisés jusqu'ici ont-ils été satisfaisants ? Les bénéficiaires ont-ils profité équitablement aux hommes et aux femmes ?

12) Dans quelles régions géographiques les interventions du projet ont-elles enregistré de bonnes performances et des succès et ou non? Quels facteurs ont contribué au succès ou ont constitué des contraintes ici et pourquoi ? Quelles ont été les adaptations nécessaires faites afin d'assurer l'atteinte des résultats, le cas échéant?

13) Dans quelle mesure les résultats escomptés ont-ils été obtenus dans les processus clés des interventions aux niveaux micro (développement des capacités individuelles: développement des aptitudes et compétences ; capacité entrepreneuriale) et niveau méso (développement des capacités institutionnelles: le renforcement des institutions étatiques nationales et locales dont le MENFP, le MAST, l'INFP, les mairies des villes d'intervention dans les communes rurales et urbaines du Sud et les zones de Grande Anse) et le Comité national tripartite et institutions membres. a. Processus de dialogue pour la conception, l'adaptation et l'approbation de l'approche par compétences

(APC) dans les secteurs de la pêche et de l'agroforesterie. Dans quelle mesure la méthodologie appliquée sur le territoire pour collecter les contributions aux recommandations sur le design génère-t-elle une reconnaissance par les acteurs impliqués? b. Appel et sélection des participants dans les différentes formations: évaluation de la transparence du processus, stratégies avec une approche genre c. Identification de l'offre de formation. Répondait-il à la demande du secteur productif et aux besoins des travailleurs potentiels? d. Compétences spécifiques et non techniques: l'identification était-elle basée sur le diagnostic des besoins et des exigences?

14) Dans quelle mesure les objectifs immédiats fixés par le projet ont-ils été atteints? Pourquoi et quels ont été les facteurs de succès? (Différences par région)

15) Dans quelle mesure avez-vous contribué à la réalisation des objectifs stratégiques du projet?

16) Dans quelle mesure les recommandations de l'évaluation à mi-parcours ont-elles été acceptées? Quels changements ont été observés à la suite de cette adoption de mesures? Efficacité des ressources utilisées et application de la gestion axée sur les résultats

17) Les ressources (financières, humaines, temporelles, expertise, etc.) ont-elles été allouées stratégiquement de façon à assurer l'atteinte des résultats/outcomes ?

18) Les ressources ont-elles été utilisées de façon efficiente ? Aurait-on pu obtenir les mêmes résultats à un coût moindre ? La qualité et la quantité des produits/outputs sont-elles conformes aux ressources mobilisées ?

19) Les services compétents du BIT à San Jose (Bureau pays) et Haiti et à Genève (Siège de l'OIT) ont-ils assuré un backstopping adéquat pour le management du projet sur les plans technique, programmatique, administratif et financier ?

20) La structure managériale du projet a-t-elle facilité de bons résultats et l'efficacité des réalisations, y compris l'existence d'un système de suivi et évaluation fonctionnel ?

21) Le projet a-t-il fait une utilisation stratégique de la coordination et de la collaboration avec d'autres projets et d'autres secteurs du BIT (CINTERFOR, SKILLS) et d'autres agences d'NU (comme l'UNESCO et le PMA par exemple) et avec d'autres donateurs dans le pays pour accroître son efficacité et son impact ? Le projet a-t-il fait une utilisation stratégique de la coordination et de la collaboration avec d'autres partenaires locaux comme ORE, PADI, AVSI, l'UNDH via UDERS des Cayes et principalement la Faculté d'Agronomie, le MARNDR via sa DDAS ou la DDA'GA, AUC des Cayes, ASPVEFS, le MDE à travers la direction départementale du Sud, AYITIKA SA et OREB ?

22) Quels sont les effets positifs déjà observables du projet, en général, ainsi qu'auprès des groupes cibles visés par ses activités ?

23) Quel est l'impact prévisible du projet au niveau du pays et de chacune des régions couvertes ?

24) A quel point les considérations liées à la durabilité ont-elles été prises en compte dans l'exécution du projet ?

25) Les capacités des partenaires d'exécution ont-elles été suffisamment renforcées pour assurer la durabilité des réalisations au-delà de la période de mise en œuvre du projet ?

26) A quel point la stratégie de sortie du projet est-elle efficace et réaliste ?

27) Dans quelle mesure l'approche du Projet peut être répliquée ? 28) Y a-t-il des leçons apprises à considérer pour un nouveau partenariat du BIT avec d'autres agences de SNU et/ou avec le Gouvernement norvégien dans ce champ d'action à Haiti?

Méthodologie de l'évaluation

29. La méthodologie combinera les approches quantitatives et qualitatives à conduire suivant les cinq éléments ci-après:

30. Briefing. Trois séances de briefing de l'Equipe d'évaluation est prévue au démarrage de la mission: une avec le gestionnaire pour l'approche méthodologique (en anglais), une avec le spécialiste ETD en charge de la supervision du projet et une autre avec le chef du projet pour une vision préliminaire du projet, acteurs clés, etc. et organiser la mission de terrain. Les briefings permettent d'apporter à l'Equipe les précisions que cette dernière sollicitera avant de rédiger le rapport de démarrage de l'évaluation.

31. L'étude préliminaire du projet pour faire la revue des documents suivants: 1) Documents du projet 2) Tous les rapports d'avancement du projet 3) Rapport d'évaluation indépendante à mi-parcours du Projet 4) Base de données, rapports périodiques, rapports de missions de suivi sur terrain ; 5) Programmes et budgets du BIT, 2016-2017 et 2018-2019 6) Programmes Pays pour le Travail Décent (PPTD) 2015-2020 de Haiti 7) UNDAF en cours de Haiti 8) Plan National de l'Education (au cas où il) 9) Toute autre publication clé ou étude produite dans le cadre du projet.

Documentations disponible au bureau du projet FOPRODER aux Cayes

32. La revue documentaire permettra de dégager un certain nombre de constats initiaux qui à leur tour pourront mener à d'autres questions d'évaluation ou à revoir celles qui existent. Cela aidera à élaborer les outils d'évaluation qui devraient être finalisés en concertation avec le gestionnaire d'évaluation. L'équipe d'évaluation examinera les documents avant de procéder à tout entretien. Pour répondre à cette évaluation, il est essentiel que l'équipe d'évaluation ait une bonne compréhension de la situation en Haïti. Plus précisément, une bonne compréhension du contexte politique, institutionnel et économique des 10 dernières années, ainsi que du rôle que l'ONU a joué dans la reconstruction du pays.

33. Entretiens individuels avec le staff du BIT et entretiens sur le terrain ou par téléphone avec (Voir Annexe 1): 1) Les spécialistes du BIT au niveau des départements techniques du Siège, le Directeur du BIT San Jose ainsi que le staff impliqué dans le projet à Haïti. 2) Les mandants de l'OIT dans les régions couvertes par le projet (représentants des travailleurs, employeurs et Gouvernement), 3) Les institutions impliquées dans la mise en œuvre du projet, notamment les responsables du Ministère de l'Éducation Nationale et de la Formation Professionnelle (MENFP) and Institut National de Formation Professionnelle (INFP); Ministère de l'Agriculture, des Ressources Naturelles et du Développement rural (MARNDR): MARNDR 4) Conseil National des Coopératives (CNC) 5) Autres organisations et institutions: représentants de UNOGA (University of the Nouvelle) Grand Anse (University of agronomy); représentants de AYITIKA, ASPVEFS et PADI. 6) Les bénéficiaires du projet dans les régions couvertes et les acteurs de la communauté au niveau local.

34. Après consultation avec le gestionnaire de l'évaluation, une liste indicative des personnes à interviewer avec leurs contacts (e-mail, téléphone) sera fournie par l'équipe de gestion du projet (CNP) à l'Equipe d'évaluation au démarrage de la mission. L'équipe d'évaluation aura la latitude sur le terrain de compléter cette liste initiale.

35. Déplacements sur les sites avec visites de projets, réunions avec les partenaires et entretiens avec les bénéficiaires : En principe, des visites sur le terrain devraient être effectuées à Grande Anse et au Sud, mais en cas de restrictions dues à des facteurs de sécurité ou à des restrictions budgétaires, le consultant, sur accord du gestionnaire de l'évaluation, visitera un échantillon représentatif des sites du Projet (les bons cas et les cas moins positifs pour mieux comprendre les résultats obtenus). Il utilisera tout autre moyen possible pour obtenir des informations indispensables et disponibles sur les sites non visités. Avant d'entreprendre des visites sur le terrain, le consultant devra tenir une séance de briefing avec le Directeur du Bureau du BIT San Jose et l'équipe de projet

36. La préparation/exécution de l'atelier de restitution pour les parties prenantes et l'élaboration des rapports préliminaire et final de l'évaluation Le consultant restituera ses résultats préliminaires et recommandations aux parties prenantes clés (y compris le Bureau du BIT San Jose, l'équipe de gestion du projet, Ministère, UNICEF, etc lors d'une réunion prévue à cet effet. Il bénéficiera de l'appui logistique et administratif du Projet pour son organisation. Il échangera également avec le gestionnaire de l'évaluation au terme de sa mission de terrain. Sur la base de la revue documentaire, des consultations lors des visites de terrain et des conclusions de l'atelier, le Consultant soumettra au gestionnaire de l'évaluation un rapport préliminaire d'évaluation qui, après la révision méthodologique, sera circulé aux parties prenantes pour leurs observations et commentaires. Puis, un rapport final d'évaluation prenant en compte les observations du BIT et des parties prenantes.

Principaux résultats attendus de l'évaluation

37. L'évaluation sera concrétisée par la production des livrables ci-après, qui devront satisfaire les checklist d'ÉVAL dont les liens sont indiqués en annexes des présents TDRs:

1. Un rapport de démarrage (Inception Report) précisant l'envergure de l'évaluation et les questions d'évaluation, la liste indicative des personnes à interviewer, décrivant de manière détaillée la méthodologie qui sera utilisée pour répondre aux questions d'évaluation, indicateurs de conformité et sources de vérification y compris les outils d'évaluation, détaillant le plan de travail entre autres aspects pertinents. 2. Un rapport d'évaluation préliminaire (Preliminary Report) concis selon la structure proposée dans les lignes directrices d'évaluation de l'OIT et répondant aux différentes questions et précisions d'analyse citées ci-avant. 3. Un rapport final d'évaluation prenant en compte les observations formulées.

Le rapport concis de l'évaluation (maximum 40 pages hors annexes) aura le plan proposé ci-après:

1) Page de couverture avec les informations clés sur le projet et les données de l'évaluation 2) Résumé exécutif 3) Acronymes 4) Description du projet 5) Objectif, étendue et clients de l'évaluation 6) Méthodologie et limitations 7) Résultats clairs identifiés pour chaque critère d'évaluation 8) Conclusions 9) Recommandations (maximum 7 recommandations pertinentes y compris recommandations pour les différentes parties clés), 10) Leçons apprises et bonnes pratiques 11) Annexes: a. Termes de Référence ; b. Documents consultés ; c. Table de niveau de réalisation des produits et résultats par indicateurs (cibles versus obtenu) et explication des résultats obtenus dans chaque cas ; d. Formulaire d'ÉVAL de Leçons apprises et Bonnes pratiques remplis ; e. Chronogramme de la mission sur le terrain (y compris la liste des réunions et interviews réalisées) ; f. Autres informations additives, s'il y en a

Le Résumé exécutif sera donné suivant le formulaire d'ÉVAL (maximum 4 pages).

Le rapport devra être rédigé en français.

Les détails importants ainsi que les formulaires à utiliser pour l'évaluation doivent être consultés sur les liens donnés en annexe.

Modalités de gestion

38. Composition de l'équipe d'évaluation: L'équipe d'évaluation sera composée d'un consultant avec expérience internationale en évaluation en tant que chef d'équipe et un consultant national. Le consultant en charge de l'équipe aura la responsabilité de l'équipe (répartition des tâches par membre) et l'élaboration du rapport d'évaluation. Il/elle sera un spécialiste senior de l'évaluation hautement qualifié avec une grande expérience des évaluations et, idéalement, des questions relatives au domaine du projet. Le/la consultant(e) national(e) devrait avoir une expérience particulière dans les domaines formation en cours d'emploi (programmes d'apprentissage formel et informel) ; emploi et éducation. L'équipe d'évaluation s'accordera sur la répartition du travail et le calendrier pour l'évaluation et la consultation des parties prenantes.

39. Principales qualifications et expérience requises de l'équipe d'évaluation. L'évaluation est exécutée par une équipe composée d'un(e) consultant(e) avec expérience internationale et d'un(e) consultant(e) national(e).

Chef de mission/évaluateur(riche) principal(e) Avoir au moins un Master en sciences sociales, en études de développement, économie ou qualifications équivalentes; Un minimum de 10 ans d'expérience professionnelle, particulièrement dans l'évaluation des initiatives internationales de développement, incluant les projets NU, notamment au niveau politique et de renforcement institutionnel; Une bonne compréhension du mandat de l'OIT et du tripartisme ; Une expérience avérée dans la facilitation des ateliers de restitution des résultats d'évaluation; N'avoir pas d'implication passée ou présente avec le Projet, n'avoir pas prospecté un emploi dans le Projet ; N'avoir pas de relations personnelles avec le staff impliqué dans la mise en œuvre et la gestion du Projet (ne pas être membre de la famille, ami ou un ancien collègue); Avoir des connaissances et expérience avérées sur des thématiques du Projet (en particulier en politique et économie de l'éducation ou approche Haute Intensité de Main d'œuvre-HIMO) et du pays seront des atouts ; Excellente maîtrise du français et anglais Une bonne maîtrise de la langue espagnole est un avantage

Consultant(e) national(e) Au moins un Master en génie civil, économie ou qualifications équivalentes ; Avoir un minimum de 5 ans d'expérience professionnelle, notamment dans la participation à Haïti comme membre d'équipe pour évaluer des initiatives internationales de développement, incluant les projets NU, particulièrement au niveau politique et de renforcement institutionnel ; Une bonne compréhension du mandat de l'OIT et du tripartisme ; N'avoir pas d'implication passée ou présente avec le Projet, n'avoir pas prospecté un emploi dans le Projet ; N'avoir pas de relations personnelles avec le staff impliqué dans la mise en œuvre et la gestion du Projet (ne pas être membre de la famille, ami ou un ancien collègue) ; Avoir des connaissances et expérience sur des thématiques du Projet (en particulier en politique et économie de l'éducation ou approche HIMO) et du pays seront des atouts Excellente maîtrise du français et des langues locales dans les zones d'intervention du Projet

Dans la conduite de sa mission, l'équipe de consultants bénéficiera de l'appui, de façon permanente, de la cellule technique du projet en tant qu'unité ressources (informations, données, logistique).

40. Le gestionnaire de l'évaluation. L'équipe d'évaluation adressera son rapport au gestionnaire de l'évaluation (Cybele Burga, burga@ilo.org) et devra discuter de toutes les questions techniques et méthodologiques avec elle en cas de besoin en langue anglaise ou en espagnol. L'évaluation sera réalisée avec le soutien logistique et des services complets du projet, avec le soutien administratif du Bureau de l'OIT à San Jose et le Bureau de projet d'Haïti.

41. Plan de travail et calendrier provisoire. La durée calendaire de l'évaluation sera de 45 jours qui s'étaleront de la première semaine d'avril à fin mai de 2020. Le planning provisoire (qui doit être revu par la mission) se présente comme suit: Le planning proposé permet de voir l'ensemble des activités du projet. Pour chaque activité, les évaluateurs choisiront les contacts et lieux définitifs qui seront définis dans la méthodologie approuvée par le BIT.

Budget

42. Un budget est disponible pour cette évaluation et est entièrement sous le contrôle du gestionnaire de l'évaluation pour le recrutement de consultants national et international, les voyages internationaux et nationaux et l'organisation d'ateliers et de réunions de consultations avec les parties prenantes. 43. Le Projet sera responsable de l'exécution administrative de l'évaluation sur la supervision et demandes techniques du gestionnaire de l'évaluation.

44. Les frais du consultant international chef d'équipe pour 45 jours.

45. Les frais de voyage international du consultant jusqu'à Haïti en conformité avec les règlements et les politiques de l'OIT ; - Les frais de DSA au cours du séjour à Haïti. - Tous les autres frais, tels que les visas, sont à la charge des membres de l'équipe d'évaluation

Aspects juridiques et éthiques

46. Cette évaluation est conforme aux normes et standards d'évaluation de l'ONU et garantira que les garanties éthiques concernant l'indépendance de l'évaluation sont prises en considération. Veuillez consulter les directives éthiques de l'UNEG: <http://www.unevaluation.org/ethicalguidelines>.

47. Pour garantir le respect des normes OIT / ONU qui garantissent l'indépendance de l'évaluation, le contractant ne sera pas éligible aux travaux techniques du projet au cours des 12 prochains mois et ne pourra pas être l'évaluateur de l'évaluation finale du projet.

Annex VII Inception Report

The ILO and Norway signed an agreement in 2016, amounting to \$ 4,111,200.00, to implement a program to fill the gaps in education and qualification for vulnerable youth in Haïti, in promoting socio-economic development of rural and southern departments of Grand'Anse. This project helps rural households in the south of Haïti to overcome barriers to entry to the labor market by improving entrepreneurial skills and employability of the rural labor force, including

women and youth , with better professional training (formal and informal) related to the agriculture and fisheries sector. The Project Vocational Training for Rural Development (FOPRODER) is a project Support governance and strengthening economic and institutional capacity from the associations involved and agricultural cooperatives in Sud and Grand Anse departments. It is funded by the Government of Norway and its implementation should contribute to results 2.2, 2.3 and 2.4 DWCP: 2015 - ILO in 2020 in Haiti.

The objective of the mission is to make a final evaluation of the project and appreciate results achieved in strategic terms.

The mission will:

- (i) Provide an independent assessment of the project's progress towards the set objectives and results, the assessment of performance against indicators of results and products, and also the unexpected results, as part of national policy education, including technical and vocational training;
- (ii) Provide an independent assessment strategies and implementation modalities chosen, partnerships established during the implementation of the Project, constraints and opportunities;
- (iii) Review the efficiency of the implementation of the project process, comparing the results with the expected products, and analyzing how human and financial resources have been used;
- (iv) examine the direct and indirect impact of the project, including capacity building and empowerment of public and private vocational training institutes,
- (v) To examine the prospects and long-term sustainability of results, including ownership of the project results by the partners and the sustainability of benefits;
- (vi) To appreciate the consideration the recommendations of the evaluation of the project in 2018;
- (vii) To identify lessons learned and best practices and provide recommendations for stakeholders, ILO, UNEP, local partners and the "international partners"

Conceptual Framework

The key methodological proposition of the independent consultants is that evaluation will use an enhanced results framework (above and beyond the limited monitoring framework utilised by the project) to establish the contextualised results of the project, which will then make possible an objective evaluation of the project performance according to the DAC and ILO evaluation criteria. This approach will be followed to ensure that the project is evaluated fairly according to what could have been realistically achieved in the increasingly **fragile state situation** in Haiti, where the response capacity of the government in terms of policy direction, convening power and delivery of public services is weak and even totally paralysed for considerable periods of time. It is considered that the existing context statements, whilst clearly laying out economic, employment challenges, do not factor in the extremely weak state response capacities for reforms, or even day-to-day functioning at certain periods of peak crisis. Since that means that society and even survival has to be driven by informal grassroots civil society organisation, it will be necessary to explore whether/how the project was able to adapt and innovate to produce results. It is predicted that the most important lessons learned, and good practices will emerge from this need to adapt to crisis circumstances. At a higher level of ambition, it could be possible to reflect back more generally on how ILO institutional propositions and frameworks can be adapted to make them more relevant and operational in fragile states.

Because of the high focus of the project on **training and capacity strengthening of individuals and organisations**, the level and quality of results at the output level will be analysed using several additional conceptual frameworks that have been designed specifically for this purpose. These are Donald L Kirkpatrick, *Evaluation Training Programmes, The Four Levels* (1994) and WFP *Corporate Approach to Country Capacity Strengthening (CCS) CCS Toolkit Component 001* (2018). Matrices derived from these frameworks are presented in **Annex 5**. The application of a step level approach to evaluating Training: **Reaction, Learning, Behaviour, Results** and to evaluating capacity: **Latent,**

Emergent, Moderate, Self-Sufficient will provide a basis for the judgements arrived on the quality of results achieved and feed into the the DAC multicriteria analysis.

The evaluation will also take the opportunity to map FOPRODER project approaches, achievements and learnings onto the broader ILO capacity development agenda with reference to the following documents: ILO, GB.337/PFA/1/1 *Programme and Budget for 2020–21, Programme of work and results framework*, September 2019; ILO,GB.335/INS/9, *ILO-wide strategy for institutional capacity development*, February 2019, and *An independent evaluation of ILO’s capacity development efforts 2010–2017*, September 2018, Evaluation Office, Geneva.

To reach the conclusions, the framework for presentation and discussion of the results will be based in particular on the analysis of the five main criteria recommended by the OECD and according to which the evaluation questions are selected, which are: 1) relevance, 2) consistency 3) effectiveness, 4) efficiency and 5) utility. The following diagram illustrates this reference framework:

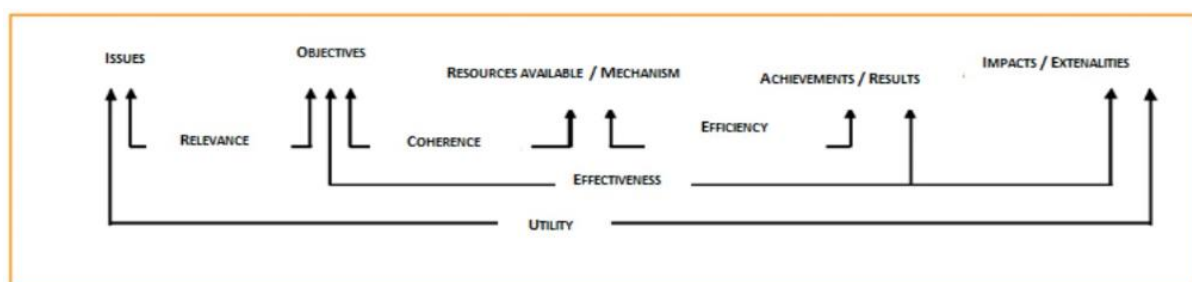


Fig. D | Links between performance criteria and certain key parameters of a programme

To these decisive criteria and parameters, it is necessary to add two other criteria no less important: internal coherence and external coherence. On these considerations, we have done our best to ensure that this evaluation is carried out on a SMART basis (i-e, Specific, Measurable, Achievable, Achievable, Achievable and Timely).

Operational Framework

The project lacks a baseline and also lacks targets that have been set and tracked at the outcome level. This will be compensated for by the **enhanced logical framework** that has been developed from documentation shared in the inception phase and clarified in some preparatory Q and A exchanges with the current and former CTAs. Outcome statements contained in the project document have been converted into evaluable outcomes, and a strategy to establish a baseline comparator has been developed combining socio-economic data covering the project zones from 2016 with interview techniques that capture the changes attributable to the project since 2016.

More so than in other evaluations, given the **fragile state** status of Haiti, this evaluation requires a thorough and detailed **context analysis** to examine the severity of the social, economic, political, institutional and environmental constraints that the project faced over its 3-year timeline. This will help to objectively assess the factors involved and make sound evaluative judgements where it is stated or affirmed that the original assumptions behind the project were a) unrealistic in the first place or b) realistic but derailed by a series of unexpected events.

The final evaluation of the "FOPRODER Project" responds to societal, ecological, socio-economic and socio-cultural issues and concerns. To achieve this, the evaluation data collection operation will mobilize an integrated approach method which considers certain key dimensions in relation to the conceptual and operational framework of the project. The components will be deciphered, analyzed and discussed, in the light of the evolution of the contexts (organizational, institutional, socio-economic, socio-cultural and even socio-political), which had possibly had an impact on the process of project implementation through its different phases.

In this sense, to answer the questions raised through the TOR, we will combine two (2) approaches. One focused on the **logic of the intervention**, the other focused on **interactions**. In order to guarantee an acceptable level of representativeness, the systematic random sampling system will be preferred, as far as possible. The sampling rate will be chosen according to the realities of each component to be assessed. To guarantee a good level of representativeness,

we will proceed to ensure that the sampling rate is not less than 25% for each of the components of the FOPRODER which will be subjected to statistical analyzes.

The information collected will be validated at different levels (community, organizational and institutional), through an iterative process focused on a representative and inclusive participation approach. The recommendation of this approach will have made it possible to look at the levels of involvement of each decision and each action on the overall living environment of the different categories of beneficiaries (direct and indirect) who were targeted by the project. The appreciation of the contribution of capacity building initiatives will focus on the analysis of the essential needs of stakeholders.

At the same time, in order to guarantee an optimal level of reliability, the process will be based on a technique consisting in the triangulation of information, through an iterative process. The number of entities and / or actors and beneficiaries surveyed will be based on the level of representativeness in each component evaluated.

The representativeness criteria will focus in particular on: (1) The areas of influence and concentration of the intervention of the Project; (2) The socio-economic profile of the beneficiaries; with a particular emphasis on households in the most socio-environmentally vulnerable categories; (3) The socio-cultural dynamics; (4) The gender dimension; (5) The typology of the different types of natural and induced risks and threats, to which the populations of the beneficiary areas and the ecosystems to be preserved are exposed.

Joint planning with in particular: the staff of the ILO, the FOPRODER Project team, the Departmental Focal Point of the INFP and those of the sectoral ministries (MARNDR: Ministry of Agriculture Natural Resources and Rural Development; also through the Fisheries and Aquaculture Department; The Ministry of the Environment); including natural leaders, resource persons from the region, youth organizations, development operators who work in these geographic departments (South and Grand'Anse), local authorities, the most representative civil society organizations concerned and / or involved in the process of implementing the FOPRODER project;

1. The realization of training sessions planned for the people who will have to involve in the conduct of field surveys;
2. The constitution of a literature review on the unifying themes of the project with an emphasis on the areas of intervention (Webography, specific bibliography);
3. The immersion in the field with a view to carrying out exploratory visits; which would also allow for blank tests on the tools developed; to assess the relevance of the theme, and to do rapid planning with the key players;
4. The process of adjusting and contextualizing the data collection tools;
5. The contact phase with Resource Persons,
6. The start of the field data collection process: a) Surveys on the socio-economic profile of the beneficiaries; focus-group / Brainstorming; b) semi-structured interviews with natural leaders and local and religious authorities; c) perception surveys among beneficiaries in order to assess their levels of satisfaction with regard to the implementation system and the various achievements of the project;
7. The realization of geomatic works: Mapping of actors and actions;
8. The restitution of data on a regional scale, as far as possible (cf : COVID-19),
9. The analysis and progressive processing to generate the expected deliverables (cf: Contractual clauses with the ILO);

Note that there will not always be a watertight partition between the stages. This can be explained by the degree of connectedness that exists in the process. The evaluation team wanted to opt to have a holistic look first to better understand the general/contextual, and then mobilize specific approaches and tools (analytical method) in order to build aligned responses to the major focus and discussion areas featuring in the project.

For strategic and practical reasons or based on experience, the team members will be distributed in pairs across the geographic territories of the project. And we intend to start the investigations first at the level of the department of Grand'Anse. The evolution of realities on the ground will dictate the adjustments to be made to go quickly and well.

Throughout the process, field experts will work closely with the national consultant hired by the ILO. During these regular exchanges, bottlenecks will be raised and discussed, with a view to finding together, in a concerted manner, elements of a practical response.

A two-day training course will be carried out during this week to empower the professional investigators mobilized to fully understand the framework of the evaluation and specially to interpret and use the tools developed for data collection.

At the end of each day, the survey coordinator, the agricultural engineer Jean-Philippe CINEAS, will make a note to the National Consultant to inform him of the progress. On the other hand, the National Consultant will be responsible for the "Quality Assurance" aspect, in conjunction with the field coordinator. At least three members of the team are natives of the South and Grand'Anse. The field team will be composed of:

1. Jean-Philippe CINEAS, Specialist in Andragogy; Agricultural engineer, specialist in multi-risk and multi-crisis cartography (Université Laval Québec, Canada);
2. Junior Ginel Sylvérin, Socio-anthropologist (State University of Haiti);
3. Phénel Delphonse, Agricultural Engineer, specialist in natural resources and the environment, executive Master in Development Policy and Practice (Institute for Advanced International and Development Studies - IHEID / Geneva);
4. Djefferson OSIAS, Agricultural Engineer, community facilitator (Université Polyvalente of Haiti);

This Cartesian approach will favor, among other things, the use of the best available technologies, as well as the continuous improvement of performance levels (Cf.: Deming wheel).

The collection and management of data will be done according to the rules of the art and ethical provisions. Also, the dignity and freedom of each respondent will be respected. The data collected will be used and managed in accordance with national law, in alignment with the principles and values advocated by the United Nations System (Cf: Standards of the Office of the UN Ethics Officer → Ethics and integrity; Financial transparency; Duty of care : <https://www.un.org/fr/ethics/> <https://www.un.org/fr/ethics/ethics-training/documents-resources.shtml>; <https://www.un.org/fr/ethics/advice/due-diligence.shtml> etc.). At this stage, emphasis will be placed on the "ILO Code of Ethics". (Cf. : [ILO Policy Guidelines for Results-Based Evaluation](#)).

The national consultant, in consultation with the coordinator of the field surveys, will do everything possible to respect the total confidentiality of the technical, administrative, financial and political information, of which they will be aware during the mission, or even after (according to the agreed clauses and co-signed).

Furthermore, in relation to the COVID-19 pandemic, the measures and instructions of the WHO, in alignment with those of the National Government, will be strictly observed, in order to corroborate efforts to prevent and stop the spread of the spread of virus in the country. Moreover, the CATEDEL Company with which these experts are associated has just funded the production of a video clip to support awareness campaigns against the pandemic.

Before going into the field, as usual, each member of the team will provide the field coordinator with a medical certificate. This certificate must not be older than one week. This document must be issued by a public health center in the country. This paper will have to certify that the person is in good health, and entitled to participate in field missions.

Team logistics will be provided by the coordinator. All members will be located in one place. A secure and independent space is already reserved for the reception of the team in each of the two geographic departments targeted at strategic locations. The team will be accompanied by a cook specifically hired for this purpose. This would, among other things, avoid possible cases of foodborne illness. Team food and beverages will be under the stove's control.

The displacement of the executives will be ensured through a Toyota Prado and a vehicle "Nissan Patrol" which will be mobilized accordingly.

Since the treated water in the project intervention areas does not offer enough guarantees in terms of quality standards, the team coordinator will buy a reasonable or sufficient quantity of gallons of treated water (Company " Culligan ") the day of his departure from the capital (Port-au-Prince) for the mission in the south.

The experts are trained and reinforced according to the updates made on the means of fight against the pandemic. Additional modules on the issue of the pandemic will be developed and discussed, before and during the field mission to better understand how to behave.

The investigators will be provided with masks (cf: see FFP2 masks & Site masks certified EN 142), gloves and goggles that comply with protection standards and in order to avoid the risks and threats of spread. Respect for physical distance will be required (at least 3 meters). We plan to mobilize innovative and intelligent technologies to minimize physical

contact, while ensuring the collection of relevant and reliable information. This strategy would, among other things, provide quality and timely work.

Ultimately, it is important to emphasize that: "The ILO will have no responsibility towards the members of the field team. The total responsibility of the team will be borne by the national consultant formally engaged by the ILO. National consultant fully responsible for his team. The mobilization of the field team is part of the strategy of the national consultant hired to facilitate him in carrying out field surveys as part of the final evaluation of the FOPRODER project. and legally, the ILO has commitments only with the national consultant, Yvon GUERRIER. "

The international consultant will work entirely from home in the UK, maintain daily coordination with the national consultant and will undertake interviews using Skype/Zoom/WhatsApp where appropriate. Interviews will be conducted in French as required and recorded for sharing with the national consultant. Transcriptions will be done in English. The draft report will be written in English and then translated into French.

The consultants have reviewed the Guidelines and will produce the evaluation report accordingly as follows:

BACKGROUND AND CONTEXT

Framing of the final evaluation (Introduction; Expectations of the sponsor (Outputs to be provided within the framework of the Contract; Summary of the conceptual and operational framework of the FOPRODER)

Comprehensive Context Analysis: Analysis of the project's enabling or receiving environment (a: Reconstruction of the overall situation before the implementation of the Project; b: Context of implementation and unforeseeable events)

Proposed Approach and Sources:

- Literature on the thematic area in the region
- Historical interviews on the trajectory and profile of targeted beneficiaries
- Exploratory mission (Attempt to build the SMART baseline: Specific, Measurable, Ambitious, Realistic, Temporal)
- Mapping of actors and actions in the region in relation to the unifying themes of FOPRODER Identification of initiatives underway in the sector during the last 10 years

Descriptive analysis of the organizational and institutional ecosystem of FOPRODER (Mapping of Actors and Actions)

Proposed Approach and Sources:

- Comprehensive description of the system put in place to support the FOPRODER implementation process (cf.: Steering committee)
- Interdepartmental consultation mechanism
- Description of roles and responsibilities
- Questioning the level of compliance with commitments in the ecosystem of stakeholders
- Check for compliance with ILO policies/standards on beneficiary feedback and complaints and protection of vulnerable groups within the implementation process (safeguarding)

MAIN FINDINGS

This will include the **assessment of the project's performance**, including its relevance, effectiveness, efficiency, impact and sustainability. Findings will be supported by evidence. Unintended and unexpected outcomes will also be discussed. Evidence-based and include the following elements:

- Findings are relevant to the purpose and scope of the evaluation;
- Findings are supported by evidence and are consistent with methods and data;

- All evaluation questions are addressed, and explanations provided when not be answered;
- All data is disaggregated by sex, age, ethnic group or other relevant demographic categories, where feasible;
- Unintended and unexpected results are discussed;
- Factors contributing to the success/failure of the project are identified and discussed; and Cross-cutting issues such as: (i) gender issues; (ii) tripartite issues and; (iii) international labour standards are assessed.

GENDER ISSUES ASSESSMENT

There will be a summary assessment of gender issues in the evaluation conclusions, and indications of any pertinent budgetary dedication regarding gender or sex-aggregated data. For more guidance on presenting gender in evaluation conclusions see Guidance Note 4 Considering gender in the monitoring and evaluation of projects .

TRIPARTITE ISSUES ASSESSMENT

There will be a summary assessment of tripartite issues in the evaluation conclusions following guidance on ILO tripartite constituents and their role in evaluation as set out in Guidance Note 7 Stakeholder Participation.

INTERNATIONAL LABOUR STANDARDS ASSESSMENT

There will be a summary assessment of any international labour standard (ILS) issues relevant to the pro Conclusions are formulated by synthesizing the main findings into statements of merit and worth. The evaluative reasoning and critical thinking used to formulate the conclusions must be clear. As such, special care should be given to their validity and reliability.

Proposed Approach and Sources:

- Field observations
- Project archives
- Interviews with stakeholders
- Surveys on the analysis of the quality of achievements
- Coherence in the programmatic framework of activities
- Semi-structured interviews for the identification of risks and threats (Compliance with environmental and social safeguard standards) in the process
- Perception surveys at the level of different categories of stakeholders (Sampling rate of 20% of direct beneficiaries: 200/2000; Stratified random sampling system; Representative and inclusive participation approach)
- Discriminatory criteria of representativeness: Gender of the beneficiary; geographic area (Municipality); Socio-economic profile; Age of beneficiaries; Agroecological zone;
- Mobilization of OECD criteria.

CONCLUSION

Conclusions will be formulated by synthesizing the main findings into summary judgments of merit and worth following the Guidelines in Checklist Five, namely .The evaluative reasoning and critical thinking used to formulate the conclusions must be clear; Judgments are fair, impartial, and consistent with the findings; Brief discussion of how the validity and reliability of the conclusions were determined

LESSONS LEARNED AND EMERGING GOOD PRACTICES

The evaluation will generate lessons that can be applied elsewhere to improve programme or project performance, outcome, or impact. The section on lessons learned and good practices will be developed according to the criteria in the Guidance Note 5:

Lessons Learned

Is the lesson significant? Does it deal with a non-trivial matter? Does the lesson concisely capture the context from which it was derived? Is the lesson applicable in different contexts? Is it clear in which situations the lesson could be reused in future? Does the lesson identify target users? Does the lesson specifically suggest what should be repeated or avoided in future contexts to guide future action?

Emerging good practices

Does it describe how it works? Does it concisely capture the context from which it was derived? Is it applicable in different contexts? Is it potentially replicable in different contexts? Does it identify target users? Does it demonstrate their link with specific impacts?

RECOMMENDATIONS

The recommendations will specify who is called upon to act: - ILO Country Office - Project Management - ILO HQ Administration - Tripartite Constituents - ILO HQ Technical Unit - ILO Regional Office. They will follow the Guidelines as follows

- Specify action needed to remedy the situation;
- Distinguish priority or importance (high, medium, low);
- Specify the recommended time frame for follow-up;
- Acknowledge whether there are resource implications.

It is understood that the recommendations text will be uploaded into separate data sets for a formal exercise on management follow-up. For this reason, recommendations will be expressed as complete, stand-alone concise statements.

Proposed Approach and Sources:

- Gradual construction / Iterative process
- Mobilization of the theory of change FOPRODER
- Use of additional frameworks (Kirkpatrick/WFP) to analyze training and capacity strengthening outcomes
- Conclusion on performance levels / Systemic approach (holism)
- Prospective analysis (co-construction of scenarios on the future of assets and legacies after the closure of the project)

Deliverables and Activities to be under the contract	Approximate Timeline
1. Inception Report Submission	May 12 2020
2. Commencement of Field Data Collection in Sud and Grand Anse (including interviews conducted remotely by Yvon Guerrier	May 19 2020 – June 7 2020

3. Interviews with Project Team and ILO Staff by Stuart Coupe	May 19 to May 26
4. Interviews with Partner/Donor Representatives by Stuart Coupe	May 26 to June 7
5. Data Analysis and Draft Evaluation Report Composition	June 7 to 23 2020
6. Final Evaluation Report	July 7 2020
7. Presentation to Stakeholders	Between July 7 and July 14

Outputs that are the responsibility of the national consultant

- Report on the data collection plan and the instruments adapted to the local context
- Rapid diagnostic report on the political-institutional context which includes a stakeholder mapping.
- Database in EXCEL format (and another ad hoc) with coding of the actors (coordinated with the main assessor)
- Results report with a complete tabulation plan.
- Powerpoint presentation (French/English versions) for stakeholders

Outputs that are the responsibility of the international consultant

- Inception Report
- Transcripts of Key Informant Interviews.
- Draft Evaluation Report
- Final Evaluation Report
- Powerpoint presentation (French/English versions) for stakeholders

Annex VIII Inception Report Annexes

FOPRODER Final Evaluation Inception Report, Annex 1 Interview Guides example: (all 9 guides will be included in the French version of this report)

TOOL 09 | FINAL / EXTERNAL EVALUATION OF THE FOPODER PROJECT ILO - INFP / DDS / A-MARNDR-MDE...

NATIONAL CONSULTANT: YVON GUERRIER (APRIL 2020)

Semi-structured interview guide in the form of a comprehensive survey for the ILO STAFF-LINE (In particular the Focal Point in relation to FOPRODER / Program Manager / Project Coordination)

***** *

I.- Conceptual and operational basis of the capacity building process:

- 1) Where does this project come from and who were the influential actors behind it ?
- 2) What is the vision, the mission and the main objectives pursued?
- 3) At what level were you involved in the formulation and the implementation process of the FOPRODER Project?
- 4) Was there any participation of the constituents in the design process? If not, why?
- 5) What were the main expectations at the start (pre-project vision)?
- 6) Does the project have any formal or informal design for accountability but also systems for receive feedback from stakeholders and beneficiaries?
- 7) Did the project utilise ILO safeguarding policies and procedures? What is the awareness concerning safeguarding?
- 8) How the CCI Sud and Grand'Anse, local elected officials, BACs (Communal Agricultural Bureau) of the related municipalities, the Departmental Direction of sectoral ministries (MARNDR, MDE, MCI, MJSAC),... certain decentralized public bodies, organized groups of civil society in the beneficiary areas were involved in the process (design, implementation and operation)?
- 9) Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs and activities that aim to promote gender equality? Did it also consider Universal Design, i.e. ensuring inclusion of, all regardless of specific vulnerabilities?
- 10) How did the project design mainstream the key ILO concepts of tripartism and social dialogue?
- 11) Are there any assumptions in the original project design (either implicit or explicit) that have not held true?
- 12) What changes to the project design were made during the 4 years of implementation to address challenges encountered, and did they have the desired effect?
- 13) What are the bridges of synergies developed with the initiatives of other agencies and specialized institutions of the United Nations system present in the intervention areas of FOPRODER (UNDP, UNFPA, UN-WOMEN, WFP, FAO, UNEP,...) compared to the SDG Agenda? With other non-UN operators?

II.- Profile of Beneficiaries & Selection process:

- 1) What were the criteria for choosing beneficiaries? How was the gender target of 30% women participants operationalised?
- 2) What were the issues and challenges (current and emerging) associated with beneficiary selection process (both individuals and organisations i.e. associations and cooperatives) ?
- 3) Have there been any cases of conflict? Methods, means of resolution and their effectiveness? impacts on social cohesion and / or on the process?
- 4) Was project staff aware on how to include gender in the planning, implementation, monitoring, progress reporting and evaluation of projects? Was technical backstopping sought and received from gender specialists when needed? Were project team (ILO staff) sensitized and trained on gender issues? And other cross cutting policy drivers (CCPD)?
- 5) In your opinion, what should we possibly review or adapt to guarantee better alignment of the selection process (of individuals and organisations) to the project objectives.
- 6) Lessons learned from the selection process?

III. Interpersonal / inter-institutional relationships and movements

- 1) How effective were the project M&E systems and reporting? Any gender consideration? (e.g. was sex-disaggregated data and monitoring of gender-related results conducted?)
- 2) Overview of the decision-making process and operational mechanisms established (Communication channels)? Is there beneficiary feedback and if so how has it been taken into account?
- 3) Is there a functional Steering Committee (CoPIL)? If not, what is related device?
- 4) How have the relationships developed between the ILO, the implementing and supervision firms, the MDE / MARNDR,..., the beneficiaries, and other project stakeholders?

- 5) Level of involvement and effective commitment of the different groups of actors in relation to the responsibilities that have been set in the project reference documents?
- 6) Was the ILO able to meet all of its commitments in implementing the project? To what extent has results based management been used to ensure that project outputs and objectives are met.

IV.- Perceived satisfaction & Exit strategy

- 1) Was it possible to raise the bar in the last phase of FOPRODER with regard to the recommendations linked to the mid-term evaluation carried out in 2018?
- 2) Has the time allotted to FOPRODER been rationally well managed? Was there something that could not be managed effectively?
- 3) What is the effect that FOPRODER could have had into improving environmental sustainability? Does it helped tackle the effects of climate change?
- 4) At what level do the staff of the ILO say they are satisfied with the achievements and / or the first benefits of the project, compared to the expectations of departure?
- 5) Are there any dissatisfactions? In relation to who or what? What does the ILO intend to do to provide elements of response in relation to claims considered legitimate?
- 6) Is there an exit strategy? Which device? The recommended approach? How are local actors concerned and involved in the development of this strategy? The commitment of the state government to this exit strategy?

Other specific sensitivities to the Assessment agenda:

- Issues and challenges to take into account in the final evaluation process?
- Reflections regarding the importance of COVID-19 crisis into sustainability of achievements of FOPRODER. What actions could mitigate these effects? What would be the role of counterparts in this context?
- Other remarks, comments or questions to share?

Thank you so much,

FOPRODER Final Evaluation Inception Report Annex 2 Enhanced Logical Framework

Key

Final Evaluation Comments and Additions are in blue font

Modifications to the logframe made in October 2018 are in red font

Most recent report on cumulative results of the project Dec 2019 are in green font

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
<p>Beneficiaries: 30% of all trainers and beneficiaries will be women. Beyond this quota, systematic preference will be given to women in the selection process for equal level of competencies.</p> <p>The ultimate beneficiaries of this project are young Haitian men and women from two targeted Southern Departments: Department of South and Department of Grand Anses. They will benefit from (a) improved capacity of the training providers to conduct market relevant skills training in the farming and fishing sectors, (b) entrepreneurial skills to start up their business (for graduates from selected TVET institutions) and c) Employment services-Placement and insertion services leading at the end, that these young men and women get decent work.</p>				
<p>Project Title: Addressing Education and Qualification Gaps for Vulnerable Youths in Haiti: Promoting rural socio-economic development in South and Grande Anse Departments</p>		<p>Project Duration: 36 Months</p>		
<p>Outcome/Impact</p> <p>Living Standards improved for project beneficiaries and the communities in the intervention zones.</p> <p>OR</p> <p>Living standards maintained/protected for project beneficiaries and their communities maintained despite broader socio-</p>	<p>Recipients of Attestation d’Aptitude Professionnelle (AAP) report maintained /improved living standards since 2016.</p> <p>Recipients of Certificat d’Aptitude Professionnelle (CAP) report improved /maintained living standards.</p> <p>Trainers from South and Grand Anse departments report improved/maintained living standards.</p> <p>Cooperative and Association Members report improved/ maintained living standards.</p> <p>Estimated 20,000 people impacted by the improvement of the quality and increase of the quantity and availability of food product in the</p>	<p>Baseline information for the socio-economic situation in 2016 (UNDP reports etc).</p> <p>Key informant interviews</p>		<p>This is new content introduced into the project logframe from the original project document, (impact table , p.5) for the purposes of the final evaluation.</p>

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
economic crisis in Haiti during the project period	market/ benefit of the improvement of cash flow in the market and the business increase in their localities	Final evaluation beneficiary surveys		<p>The original project document mentions the dependents of trainees as direct beneficiaries, but this is considered unrealistic given the age profile of the targetted beneficiaries.</p> <p>The final formulation of the impact/outcome objective will be derived from the evaluation context analysis.</p>

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
<p>Development Objective:</p> <p>To address Education and Qualification Gaps for Vulnerable Youths in Haiti in promoting rural socio-economic development in South and Grande Anse Department</p>	<p>Technical Schools or VET Centres equipped to offer skills training required by the local labour market in the agriculture (farming and non-farming) and fishing sectors.</p> <p>Active integration and utilization of employment/insertion developed systems.</p> <p>Productivity in selected farms and fishing selected production is increased</p>	<p>Baseline survey (not done)</p> <p>Interim reports</p> <p>Final impact study as part of the final project evaluation</p> <p>Other publications</p>	<p>Sustainability assumptions</p> <p>The Election process leads to a more stable government that is able to foster a more sustainable development strategy and durable framework fostering decent work for young people.</p> <p>Development assumptions</p> <p>The investment climate improves for job rich sectors.</p> <p>Implementation assumptions</p> <p>The security situation in the country remains stable and unforeseen unrest does not prevent</p>	<p>An analysis of assumptions will be carried out. It is apparent that none of these assumptions fully held true and some were not met at all. The implications for the project will be explored</p>

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
			<p>activities to be implemented since most of them will be implemented by local partners.</p> <p>Management assumptions</p> <p>Staff trained by ILO remain at their function long enough to contribute to lasting change</p>	
Intermediate Objectives				
<p>Intermediate Objective-1. Institutional capacity of the professional training centres in Grande Anse and Sud is strengthened.</p> <p>Intermediate Objective-1. Institutional capacity of the networks of fishing workers in Grand Anse and networks of Agro-forestry workers in Sud strengthened</p>	<p>80% of the trainees conclude successfully their training courses (internal efficiency).</p> <p>75% of the training providers follow the Modular Employment Oriented (MET) training material developed.</p> <p>80% of the fisheries operators and agricultural producers successfully conclude their evaluation or training following the APC/VAE approach. (internal efficiency).</p> <p>75% of the evaluators and training providers follow the Modular Employment Oriented (MET) training material developed.</p>	<p>Project progress reports</p> <p>Training providers reports and evidence of achievements</p> <p>ILO monitoring</p>	<p>Stability of key-institutions and staff involved in the project throughout the project period.</p> <p>Movement and work in all departments should not be restricted.</p>	

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
<p>Intermediate Objective-2. Technical capacity of agriculture and fishing workers along the selected products is built - through state certified technical training and simplified training – for insertion into labor market in sustainable farming and fishing cooperatives or enterprises, with a particular attention to gender specificities and needs</p>	<p>90% of training contracts are fully accomplished by the training providers.</p> <p>95% of the trainees are placed in the jobs for which they were trained.</p> <p>Women participation in vocational training courses is more than 30% of total trainees enrolled.</p>	<p>mission reports</p> <p>Questionnaires & surveys</p> <p>Post-training evaluation and tracer study</p>		
<p>Intermediate Objective-3. Efficient cooperative organizations are promoted and capacity of existing cooperatives is strengthened in non-farming and farming (e.g. fishing) sectors</p>	<p>Number of newly established self-employment income generating activities following participation in the SIYB programmer.</p>			
<p>Intermediate Objective-4: Placement and insertion systems developed and centres created</p>	<p>At least two main Job placement and insertion Centres developed and strengthened in providing relevant services to key stakeholders, both job seekers and employers, in the fishing and the agriculture sectors</p> <p>At least two main orientation and insertion centres developed and strengthened in providing relevant services to key stakeholders, both job seekers and employers, in the fishing and the agriculture sectors</p>			

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
	Integrated approach established between the project and the Job Centres to utilize its services to provide vocational counseling, guidance and linkages with the labour market for the graduated trainees.			
Intermediate Objective-5. Knowledge and good practices are shared to upscale experience in other regions.	A data base providing information on training undertakings, performance-based training contracts and job placements.			
<u>Project Outputs</u>				
1) Output related to the Institutional capacity				
<p>Output 1.1: Two excellence training centres in sustainable farming and fishing are implemented in <i>Jeremie</i> and <i>Les Cayes</i> in partnership with INFP and local partners.</p> <p>Output 1.1: Two networks of operators/producers are created or strengthened in farming and fishing sectors, 1</p>	<p>Two centres equipped and capacity built and operational in both Technical and Vocational Education Training (TVET) and accelerated Vocational Training (VT).</p> <p>Two technical committees (fishing Grand Anse and agroforestry Sud built and operational according to the APC/VAE approach developed in partnership with INFP and CINTERFOR</p> <p>The two previously formed technical committees (1 on fishing in Grand'Anse and 1 on agroforestry in the South) were reinforced following APC during working meetings carried out by the project with the support of the CINTERFOR consultant Ms. Nina BILLOROU); However, the situation of sociological chaos which had reigned in the country since February 2019 and the</p>	<p>Project progress reports</p> <p>Training providers reports and evidence of achievements</p> <p>ILO monitoring</p>	<p>Stability of key-institutions and staff involved in the project throughout the project period.</p> <p>Movement and work in all project areas should not be restricted.</p>	

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
for fisheries (Grande Anse) and one for agroforestry (Sud)	administrative and logistical constraints did not allow travel for exchange meetings at regional level.	mission reports Questionnaires & surveys		
Output 1.2: A local tripartite (government/employers/workers) Project Advisory Committee is created to advice on adaptation of technical training offer responding to the local Labor market demands	One Committee formed and meeting at least once each semester to advice on the project strategies For the establishment of the local tripartite advisory committee of the project, the first contacts were established with the representatives of the three constituents of the ILO (the departmental office of MAST and INFP for the government, the two chambers of commerce of the Grand'Anse and the South, moreover, beneficiaries of the trainings provided by the project in SIYB or in the value chain, the representatives of the trade union of the South and farmers' associations). However, the socio-political unrest situation installed in the country since earlier this month February did not facilitate formalization meetings	Post-training evaluation and tracer study		
Output 1.3: A training participatory needs assessment is conducted to determine the key new or adapted training programs (curricula) in farming, sustainable agricultural transformation, fishing and non-farming sectors to be developed at	One need assessment is conducted, report is used to identify the needs, the priority jobs in the two sectors and to identify, develop or improve adapted curricula One need assessment is conducted, report is used to identify the needs, the priority jobs in the two sectors and to identify, develop or improve adapted occupational profiles and evaluation guides in farming and fishing. To facilitate the analysis of training needs, improve professional profiles and establish assessment guides adapted to the context, 24			

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
<p>INFP Professional Training Centre of Jeremie.</p> <p>Output 1.3: A training participatory needs assessment is conducted to determine the key new or adapted training programs (Occupational profiles and evaluation guides by APC/VAE approach) in farming, sustainable agricultural transformation, fishing and non-farming sectors to be developed or reviewed with the two producer networks)</p>	<p>assessors have been trained following the CPA for the fields of agroforestry and fishing with technical support from CINTERFOR.</p>			
<p>Output 1.4: Curricula are developed and trainers' capacity to deliver new training program is strengthened</p> <p>Output 1.4: Occupational profiles, evaluation guides and modules are established for certified technical training and simplified training</p>	<p>At least six curricula (3 per sector) are developed tested and used for training</p> <p>At least two occupational profiles, two evaluation guides and six modules (3 per sector) are developed of reviewed, tested and used for evaluation and training.</p> <p>The two profiles or standards of professional training (agroforestry and fishing) are validated by the INFP and translated into Creole; These training modules are educational tools used during skills-based training (APC-VAE)</p>			

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
<p>Output 1.5: At least two orientation and placement centres – in partnership with the private sector and cooperatives - is developed and implemented at INFP Professional Training Centres of <i>Jeremie</i> and <i>Les Cayes</i></p> <p>Output 1.5 Dropped altogether. Not present in revised logframe</p>	<p>Orientation Centre is developed and operational</p> <p>Not possible to proceed with this Output</p>			
2) Output related to the Farmers and fisher-folk skills development				
<p>Output 2.1: A network of cooperative and sustainable farming businesses is created to reinforce linkages in the value chains</p> <p>Output 2.1: A network of actors and sustainable farming businesses is created to reinforce linkages in the value chains</p>	<p>At least 50% of the local cooperatives and farming business are enrolled under the network.</p> <p>One network of actors is functional</p> <p>For the constitution of the network of actors and agricultural companies, from August 23 to September 1, 2019 was held in Les Cayes, a week of training on the concept of the value chain during which 32 participants including 13 women were trained with the support of the Turin center and its experts, Mr. Thierry Marchandise and Mr. Christian Marlin, value chain expert (Americas and the Caribbean)</p> <p>In the same line as the institutional analysis of associations carried out in 2017 with AGRITERRA, information forms were distributed to the heads of associations selected as potential members of the network to be developed in connection with value chains during regional meetings</p>	<p>Project progress reports</p> <p>Training providers reports and evidence of achievements</p> <p>ILO monitoring mission reports</p>	<p>Stability of key-institutions and staff involved in the project throughout the project period</p> <p>Movement and work in all project areas should not be restricted.</p>	

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
	held with the project team; From the information sheets previously distributed, a database was established on associations and cooperatives as agricultural and fishing actors;	Questionnaires & surveys		
<p>Output 2.2: Best employment, entrepreneurship opportunities for youth including women are identified through two parallel studies: value chains analysis and rapid labor market assessment</p>	<p>Value Chain Analysis (VCA) is completed for at least three emerging products in the South and Grand Anse (among Cacao, Mango, Citrus, seafood etc.)</p> <p>Value Chain Analysis (VCA) is completed for at least three emerging products in the South and Grand Anse (among breadfruit, cashew nut, beekeeping, livestock or seafood)</p> <p>At least six occupation are identified to represent priority jobs and where skills are in need to be upgraded among youth.</p> <p>With a view to identifying the best employment and entrepreneurship opportunities for young people: A platform (Agrotracking) has been established for mango producers in collaboration with ASPVEFS and with the support of GEONOVA SA. A study for the implementation of a study on four (4) value chains (cocoa, cashews, castor oil and breadfruit) is being finalized. After publication of the call for proposals on jobpaw, Ilo etc. the call for expressions of interest with Haitian design offices collected twelve (12) application files and after studies of the files following an open tender procedure, it is the SOCIODIG design office which was retained.</p>	Post-training evaluation and tracer study		
<p>Output 2.3: Gender analysis is conducted to address specific educational and training needs (farming and non-farming) of women in the rural areas and</p>	<p>30% of trained people are women</p> <p>A gender analysis on educational and training needs (farming and non-farming) is conducted on the South and Grand'Anse departments;</p>			

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
changes in gender cultural bias in farming and non-farming employment in the region	<p>30 executives involved in the project are trained on the WED approach developed by the OIT (including the project staff, the representatives of the technical committees and the local partners)</p> <p>To meet the specific education and training needs (agricultural and non-agricultural or entrepreneurial) of women, an evaluation mission was carried out according to the GET AHEAD and WED methodologies with the support of the manager Ms. Virginia Rose LOSADA, expert in female entrepreneurship within the ILO. This mission took place from May 18 to 24, 2019, provided technical advice and recommendations to the FOPRODER project regarding support for female entrepreneurship in the two pre-identified sectors. It focused on:</p> <p>Support to current and future partners on the use of ILO tools and approaches for the development of female entrepreneurship. This specific ILO approach (www.ilo.org/wed) is based on the need not only to look at the technical and business skills of women, but also to ensure that the overall environment is more favourable to the creation and management of small businesses.</p> <p>Support and advice to the project on the basis of concrete suggestions on what it would be necessary to undertake in order to strengthen the gender component allowing to support female entrepreneurship in the fishing and agroforestry sectors.</p>			
Output 2.4: 1200 youth (30% females) received an INFP certificate in farming, sustainable agricultural transformation, fishing and non-farming techniques selected through the participatory needs	<p>1200 youth (30% women) are graduated after accelerated session of training on farming or fishing</p> <p>About 700 young (30% women) are certified for an AAP (Attestation d'Aptitude Professionnelle) by INFP in agricultural sector</p> <p>To date 423 young people have already obtained their certificates (since the end of 2018) and for 2019, a service contract has already</p>			<p>Target numbers to be reached were reduced on the grounds of higher than expected unit costs</p>

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
<p>assessment, (including environmental protection analysis). Within them, 1000 received a state certified "Attestation d'Aptitude Professionnelle" (AAP) and 200 youth received a state certified "Certificat d'Aptitude Professionnel" (CAP).</p> <p>Output 2.4: 700 youth (30% women) received an INFP certificate in farming, sustainable agricultural transformation, fishing and non-farming techniques selected through the participatory need assessment, (including environmental protection analysis).</p>	<p>been signed with the New Grand'Anse Foundation (FNGA) responsible for training the 277 young fishermen and producers using the APC / VAE approach.</p>			
<p>Output 2.5: 1000 youth (30% female) completed their training through apprenticeship in cooperatives in sustainable farming and fishing sectors.</p> <p>Output 2.5 40 youth (30% female) completed their training through</p>	<p># of Youth (30% females) complete training through apprenticeship in sustainable farming and cooperatives and fishing sectors.</p> <p>40 Youth (Mainly women/More than 50%) completed their Didactic training on business plan, accounting for sustainable farming and fishing sectors on 11 sites in the South and Grand'Anse departments;</p> <p>22 cooperatives / associations have been reinforced and established their own business plan and the implementation plan for their microenterprise.</p>			<p>The original output was not adequately contextualised as it is stated that there are not enough farms and cooperatives</p>

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations										
<p>apprenticeships and cooperatives or enterprises involved are strengthened for sustainable farming and fishing sectors</p>	<p>Fisheries The project will train 20 youth in 5 fishing sites. It will reinforce 4 associations, create 4 small fishing enterprises and 8 small units for fish processing and conservation.</p> <p>Agroforestry. The project will train 20 youth in 6 sites for agroforestry. It will reinforce 5 associations, create 5 small enterprises and 10 small units for agricultural product processing and conservation</p> <p>A service contract signed with Entrepreneurs du Monde (EDM) aims to strengthen the skills of 22 cooperatives and associations to support a process of development of their income-generating activities by the transformation of agricultural and fishery products generating income.</p>			willing / able to take apprentices.										
<p>Output 2.6: 2000 adults (30% females) and young farmers, fisherfolks and women working in the fishing and farming industry received simplified (to be defined at the assessment stage) training (e.g. fish conservation and transportation)</p> <p>Output 2.6: 1660 adults (30% females) and young farmers, fisherfolks and women working in the fishing and farming industry received simplified (to be defined at the assessment stage) training (e.g. fish conservation and transportation)</p>	<p># of young farmers who receive simplified training (# of men and women)</p> <p>1660 adults and young people (30% of women) receive simplified training (techniques and small jobs related to agroforestry, to fishery and to beekeeping, processing techniques and conservation of fishing and agricultural products.</p> <p>Assessment of skills in the “agroforestry and fishing technique” sectors according to the APC / VAE approach has been selected as a priority since the development of the project. For the moment, 660 young people already have an AAP training on agricultural or simplified techniques (beekeeping, grafting, fishing or boat repair. In order to achieve this result, from June 20 to 29, 2019 was held in Jérémie, a training session following the APC / VAE which enabled the selection of 23 assessors and one (1) INFP supervisor.</p> <table border="1" data-bbox="495 1317 1333 1422"> <thead> <tr> <th>Departments</th> <th>Fishing (H)</th> <th>Agroforestry (H)</th> <th>Fishing (F)</th> <th>Agroforestry (F)</th> </tr> </thead> <tbody> <tr> <td>South</td> <td>2</td> <td>7</td> <td>2</td> <td>3</td> </tr> </tbody> </table>	Departments	Fishing (H)	Agroforestry (H)	Fishing (F)	Agroforestry (F)	South	2	7	2	3			
Departments	Fishing (H)	Agroforestry (H)	Fishing (F)	Agroforestry (F)										
South	2	7	2	3										

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here					Means of Verification	Important assumptions	Final Evaluation Observations
	Grande Anse	6	1	0	2			
<p>This training led by Ms. Nina BILLOROU expert from CINTERFOR / OIT aimed to equip these assessors with analytical and certification skills in agroforestry and fishing techniques, so that they acquire the necessary skills allowing them to assess in turn 260 farmers and 180 fishermen in the (2) two departments (Sud and Grand'Anse).</p> <p>In order to better understand the financial costs relating to these assessments from 08 May to 08 July 2019, a socio-economic study, relating to the estimation of the costs of carrying out the skills assessment for a technical operator in the agroforestry sector and d 'an artisanal fisherman, was led by Mr René CAMOENS, ILO / CINTERFOR consultant. At the end of this study, the FOPRODER project has a complete financial document for the whole process of assessing the skills of the artisanal fisher fisherman according to the seven (7) skills of the standard profile, validated by the technical fishing committee as well as " a complete financial document for the whole process of assessing the skills of the agro-forestry operator according to the nine (9) skills of the standard profile validated by the agroforestry technical committee</p> <p>This result 2.6 will be finalized at the end of the project when the certifications of 440 young agroforestry and fishermen will have been carried out under the supervision of the NGO AQUADEV (service contract signed with AQUADEV for the certification of 180 fishermen according to the APC-VAE) in the two departments and UNDH (service contract signed with UNDH for the certification of 260 young agroforestry according to APC-VAE) in these same departments.</p>								

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
3) Output related to the Small and Medium Enterprise (SME) and cooperative enterprises				
<p>Output 3.1: Local cooperatives participatory institutional analysis is conducted</p>	<p># of cooperatives included in the analysis</p> <p>100 cooperatives and associations analysed. An institutional analysis is conducted for SME and cooperative enterprises involved in the fishing and agroforestry sectors in both the south and Grand'Anse departments.</p> <p>According to the recommendations of the institutional analysis report of associations carried out with AGRITERRA, 30 trainers are certified according to the MY.COOP methodology in order to deepen the institutional analyses and the strengthening of their basic structure; To achieve this result:</p> <p>The My.Coop Module has been translated into Creole and is being adapted with the support of the National Centre for Cooperatives (CNC).</p> <p>From August 17 to 30, 2019, the fourth My.Coop training mission from Agriterra was held in Les Cayes, concerning the Certification of My.Coop trainers (including thirteen (13) women), from the departments of the south and Grand Anse . This training in connection with associations of producers and fishermen, was conceptualized by CINTERFOR and the National Center of Cooperatives (CNC) and implemented by AGRITERRA and its experts Mr. Alex Danissen and Ms. Marine Umukunzi.</p> <p>During this last mission, 37 apprentice-trainers considerably deepened their skills in cooperative management, the My.Coop training based on four educational modules adapted to the Haitian context. These educational modules are available at the FOPRODER project.</p>	<p>Project progress reports</p> <p>Training providers reports and evidence of achievements</p> <p>ILO monitoring mission reports</p> <p>Questionnaires & surveys</p> <p>Post-training evaluation and tracer study</p>	<p>Stability of key-institutions and staff involved in the project throughout the project period</p> <p>Movement and work in all project areas should not be restricted.</p>	

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
	<p>Deliverables achieved during the training from August to September 2019</p> <p>Deliverable 1: a training of trainers workshop on modules 2, 3 and 4 of My.Coop.</p> <p>Deliverable 2: revised content of the My.Coop 2, 3 and 4 modules, adapted to the national context in the political and legislative history of cooperatives.</p> <p>Deliverable 3: Report of follow-up meetings and supervision of cooperatives or associations of farmers and fishermen in the South department and the Grand Anse department.</p> <p>Coaching of MY COOP trainers;</p> <p>Training workshop with fifteen (15) fishermen from associations in the South and 12 fishermen from associations in Grande Anse;</p> <p>Development of an action plan to support cooperatives in the training of their members.</p>			
<p>Output 3.2: The capacities of the local cooperative service centres are strengthened to deliver services to their members (production material and equipment, access to markets, micro-credits, etc.)</p>	<p>At least 50% of increase in the satisfaction of the members (measured against a baseline study)</p> <p>Five representatives of local partners trained in management of associations in partnership with INCAE; 22 cooperatives / associations created their microenterprises in fish and agroforestry sectors.</p> <p>About 100 members of target these structures have access to production material and equipment, markets and financing for their economic activities</p> <p>For the creation of micro-enterprises processing agricultural or fishery products, the project has already identified around 200 Basic Community Organizations (CBOs) in the two departments and 70 of</p>			

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
	<p>them have been pre-selected on the basis of recognized experience and skills. This result is the subject of a service contract with the NGO Entrepreneurs du Monde (EDM), which has institutionally recognized experience and expertise. This same service contract should also give birth to 22 new micro-companies specializing in the transformation of agricultural and fishery products with an emphasis on female entrepreneurship.</p>			
<p>Output 3.3: 1200 farmers and fisherfolks (30% are females) in Jeremie are trained in enterprise and cooperative creation and management (Start and Improve Your Business – SIYB methodology as well as Managing Your Agricultural Cooperative – MyCOOP methodology)</p>	<p>SIYB module translated to creole</p> <p># of people trained on SIYB</p> <p># of graduated trainees who were able to start their business</p> <p>6 modules translated to creole (SYIB (TRIE and CREE) and MY COOP)</p> <p>At least 4 masters trainers certified and licensed in SIYB methodology;</p> <p>50 trainers certified on SIYB methodology by ILO and INFP;</p> <p>About 600 young people and adults trained as entrepreneurs by the trainers using the SIYB methodology</p> <p>50 trainers certified on MY.COOP methodology by ILO in partnership with CNC and AGRITERRA;</p> <p>About 300 young people and adults trained by the trainers using the MY.COOP methodology</p> <p>10% (30% of females) of graduated trainees (about 100) start their own business or with their associations or cooperatives.</p> <p>In terms of training farmers and fishermen in the creation and management of businesses and cooperatives, until 2018, 18 young</p>			

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
	<p>people and adults were certified as SIYB trainers and 583 certified as SIYB entrepreneurs.</p> <p>In 2019, 40 people were trained in TRIE as potential SIYB entrepreneurs and 31 new trainers were certified for MY Coop. In addition to these results, 20 other SIYB trainers are ready to follow their certification course which has not been finalized to date, due to the socio-political unrest that Haiti experienced in 2019 and the consular constraints of obtaining a Schengen Visa for African French-speaking master trainers to whom the FOPRODER project appeals. In fact, Haiti does not yet have master trainers, the FOPRODER project calls on the French-speaking resources necessary for certification, resources from West African countries. This result will however be achieved at the end of the project</p>			
<p>Output 3.4: List of Microfinance Institutions is compiled through a comprehensive mapping and partnership MoUs are developed between the MFIs and the local cooperatives</p>	<p>Database of MFIs</p> <p># of MoUs developed and signed between MFIs and cooperatives</p> <p>A Database of MFIs created including the mapping;22 partnership MoUs developed and signed between ILO or MFIs and cooperatives or associations of farmers and fisher folks.</p> <p>The list of microfinance institutions (MFIs) is established With the 22 cooperatives and associations of farmers and fishermen who are part of the entrepreneurship strengthening process by Entrepreneurs du Monde, 22 memorandums of understanding are being drawn up with the ILO.</p>			
<p>Output 3.5: Access to financial services including loans is facilitated through the management training of</p>	<p># of people who are aware of credit facilities</p> <p># of institutions with appropriate credit facilities implemented in the region and ready to serve the farmers</p>			

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
cooperatives and associations and market information (gender analysis conducted) Deleted	This output has been deleted from the revised logframe			
Output 3.6: 30 teachers of the National System of Vocational Training are trained on the CLE methodology (Understanding the company)	64 teachers of INFP (30% of women) trained on CLE methodology. 600 students (at least 30% of women) of the National System of Vocational Training are trained by the trainers using the CLE methodology The coaching of the 36 CLE trainers trained in 2018 is in the follow-up phase with the INFP. The technical and pedagogical documentation necessary for this coaching will be given to the INFP so that the process chosen succeeds as indicated in the work plan.			This product was not specified in PRODOC 1. However, INFP has included entrepreneurship in the curriculum and asked to integrate this formation. By now 34 teachers of INFP are on training in the CLE methodology.
2) Output related to the Employment services- Placement and insertion Insertion and Career Guidance				
Output 4.1 : At Least two Mobile Facilities to access markets for farming and fishing services are developed	# of insertion centres 2 services centres for insertion and Career Guidance developed in the South and Grand'Anse department;	Project progress reports	Stability of key-institutions and staff involved in the	

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
	<p>This product is being implemented in synergy with the Child Labor project (ILO-IPEC / Employment) with the chambers of commerce of the South and Grand'Anse through an agreement signed with the ILO;</p>	<p>Training providers reports and evidence of achievements</p>	<p>project throughout the project period</p>	
<p>Output 4.2: Placement centre staff possess capacity to carry out systematic collection, analysis and dissemination of simplified labour market information (LMI) from different sources and provide services.</p> <p>Output 4.2: Insertion and Career Guidance centre staff possess capacity to carry out systematic collection, analysis and dissemination of simplified labour market information (LMI) from different sources and provide services.</p>	<p># of people who are registered in the centers</p> <p>20 members of the center's staff are reinforced on Labor Market Information (LMI) to provide services of insertion and Career Guidance in the two centers on South and Grand'Anse departments;</p> <p>-600 young and adults registered (50% men and 50% of women) for services in the centres on the two departments.</p> <p>This component of professional integration relating to the support of 20 staff members in labour market information (LMI) is not finalized in its programming envisaged in the work plan. 423 young people (under 18) have been trained by the IPEC / ILO project and the remaining 277 young people will have their training finalized at the end of the project.</p>	<p>ILO monitoring mission reports</p> <p>Questionnaires & surveys</p> <p>Post-training evaluation and tracer study</p>	<p>Movement and work in all project areas should not be restricted.</p>	
<p>Output 4.3: At least 6 Job fairs are organized (twice each year) with local farmers, fishermen, cooperatives and associations</p>	<p># of Job fairs organized</p> <p># of Cooperative or Association attended the job fairs</p> <p>The first fair was held in May 2018, the second which was planned with farmers, fishermen, cooperatives and local associations for the month of November 2019 could not be launched because of the climate</p>			

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
Output 4.3: At least 2 Job fairs are organized with local farmers, fishermen, cooperatives and associations	of sociological chaos that reigned in the country since February 2019. It will be carried out in mid-February 2020 (check)			
<p>Output 4.4: 900 trainees (30% females) get support to insertion into labor market in farming an fishing sectors through the orientation and placement center</p> <p>Output 4.4: 300 trainees (30% women) get support for insertion into labour market in farming and fishing sectors through the orientation centre</p>	<p># of trainees graduated (# of men and # of women)</p> <p># of trainees inserted into the labor market</p> <p>300 youth and adults (30% women) trained and graduated by the centers on the techniques of insertion in the farming and fishing markets</p> <p>100 trainees inserted into the labor market for farming and fishing sectors.</p> <p>Integration into the labor market . See the agreement between IPEC and the CCIs. Please Explain</p>			Unreachable result. There are no companies capable of receiving trainees in the agriculture and fisheries sectors in the departments of SUD and Grand'Anse.
3) Output related to the Good practices knowledge and sharing				
Output 5.1: Document on capitalization of knowledge sharing and good practices produced	<p># of documents ready/reports</p> <p># of people/institution got the information</p> <p># of workshop for sharing is organized</p> <p>A training done for 20 people on the capitalization of experiences methodologies (Including the project staff and representatives of local partners);</p> <p>A study of capitalization of experiences realized for 6 field of training of the project (Among GERME, MYCOOP, CLE, techniques related to</p>	<p>Project progress reports</p> <p>Training providers reports and evidence of achievements</p>	<p>Stability of key institutions and staff involved in the project throughout the project period</p> <p>Movement and work in all project areas should not be restricted.</p>	

Objectives/Outputs/Activities	Measurable indicators /inputs Results reported December 2019 entered here	Means of Verification	Important assumptions	Final Evaluation Observations
	<p>fishing, to beekeeping and to agroforestry, to agricultural and seafood processing / conservation);</p> <p>At least 20 of the local partners of the project involved in the study and got the final report;</p> <p>At least 2 workshops for sharing is organized (one by department).</p> <p>A budget and TOR are being prepared to establish the capitalization process (Concept training and systematization document) and the final evaluation of the project</p>	<p>ILO monitoring mission reports</p> <p>Questionnaires & surveys</p> <p>Post-training evaluation and tracer study</p>		
Output 5.2: Exchanges with other countries vocational institutes and schools are organised	<p>At least one report on best practices is compiled and shared</p> <p>Within the framework of exchanges with vocational institutes and schools in Latin America and the Caribbean, in partnership with the ILO / SJO office in Costa Rica, five representatives of our local partners were trained in the management of associations in partnership by INCAE</p>			
Output 5.3: Exchanges of experiences on Mobile fisheries from Trinidad Tobago, University of West Indies and other relevant institutions	<p># of trainees share experience with their peers from other countries</p> <p>At least 5 trainees shared experience with their peers from other countries in the field of fishery</p> <p>This result has not yet reached its objectives</p>			

FOPRODER Final Evaluation Inception Report Annex 3: Evaluation Questions.

DAC CRITERION AND KEY QUESTIONS	INDICATORS	SOURCES
<p>Relevance and strategic alignment, Task: Analyze to which extent the strategic objectives are relevant to :1) the national context, 2) the political objectives of the Government (central / regional or local), 3) the strategic objectives of the ILO and of the sustainable development goals.</p>		
<p>1) Is the problem justifying the intervention clearly defined in terms of scale, geographic distribution and target population?</p>	<p>Assessment of clarity of problem statement through focus on the comprehensiveness and completeness relevant parameters : 1) Situation of technical training centers; 2) bottlenecks in the agricultural and fisheries value chains; 3) the socio-economic profile of the learners, before the project; 4) the government's ambitions for the targeted sectors; 5) the socio-political, environmental and economic context of geographic regions, areas of concentration of FOPRODER interventions; 6) the challenges associated with inaction: that is, the scenarios that could have happened if the ILO did not intervene via the implementation of FOPRODER from 2017, etc. From the historical survey and the collection of secondary data, we will reconstruct and / or strengthen existing elements of the baseline</p>	<p>Project Documentation Interviews with project staff and broader ILO staff. Context Analysis.</p>
<p>2) How is the project in line with the priorities of the NDP, educational strategies, the EIP and the country Program for Decent Work (DWCPs)?</p>	<p>Degree of alignment of project with broader government/ILO national strategies. A scale of magnitude will be considered. It will be built around 6 levels: (1) Strongly aligned, (2) Aligned, (3) moderately aligned, (4) mixed or controversial situation (5) Weakly aligned and (6) Non-aligned;</p>	<p>Strategies and Documents Mentioned</p>

<p>3) Were the criteria for selecting interventions under each axis relevant to deal with the causes of the problem?</p>	<p>Degree of relevance of each the five project objectives to reaching the overall goal. A scale of magnitude will be considered. It will be built around 6 levels: (1) Strongly relevant, (2) Relevant, (3) moderately relevant, (4) mixed or controversial situation (5) Weak relevance and (6) Non-relevant; Making comparisons is part of the approaches that can be mobilized. However, very often, we find ourselves in situations where the elements of socio-political and socio-economic context between geographic environments are similar, on the other hand, the levels of organization, structuring, involvement, participation; commitment actors are different from one area to another. From the above, we must, at the outset, imperatively consider this project as a particular experience (even unique), despite the observable similarities. Therefore, this requires the recommendation of an adaptive approach, and the construction of a specific analysis grid. We will deploy a review of broader youth agricultural employment generation strategies eg Feed the Future, to see if some potentially relevant strategies were underutilised. I think we should consider how actually radical it is to re-orientate technical and professional training of youth to traditional rural occupations, when the emphasis has always been to move youth out of these into more “modern” occupations</p>	<p>Logical Framework and revised TOC</p>
<p>4) To what extent does the project contribute to national development strategies, to the UNDAF, the SDGs and to other joint development assistance frameworks?</p>	<p>Degree of alignment of project with broader government/ILO national strategies.</p>	<p>Strategies and Documents Mentioned</p>
<p>Validity/coherence of the project design. Task: Analyse the extent to which the strategy is logical and consistent, criteria for selecting specific geographical areas of intervention, levels of government that will be respected in the project, and the coherence between the</p>		

<p>technical design of the project and the allocated budget.</p>		
<p>5) Was the project logical and coherent in its conception, with clearly defined benchmarks and targets?</p>	<p>Use of evidence in the results chain Inclusion of assumptions/preconditions Sufficient assessment of risks in relation with the context Adequacy of the response to problem statement. the formulation process. Suitability of the methods, approaches and strategies contained in the conceptual framework and the management arrangements. Suitability to the context of the targeted geographic departments in terms of mobilizable technologies; socio-political governance; socio-economic precariousness; ecological vulnerability; Analysis of capacities and capabilities), and the potential impacts of other neighboring regions. Level of involvement of key potential stakeholders in the process. The OECD framework, and in particular that of the donor designed for setting up projects and programs in the context of developing countries (Cf .: LDCs) will also be used, as far as possible. Pertinence of changes to project design following MTR.</p>	<p>Project documents, project logical framework, project progress reports.</p>
<p>6) In view of the results achieved, was the project design realistic?</p>	<p>Appropriateness of the assumptions.</p>	<p>Logical framework. Enhanced logical framework. Project documents. Final compilation of results achieved at the end of the project. Results of quantitative/qualitative surveys of project beneficiaries Field data from the various instruments.</p>

<p>7) To what extent, in the definition of objectives, actions and results, are references to international labor standards-(ILS), social dialogue-(SD) mechanisms incorporated? Is the design made considering the gender approach and environmental sustainability-(ES) at the level of its strategies and actions?</p>	<p>Degree of alignment with ILO current strategic priorities : Presence of strategies, output content, resources, goals or other specific aspects of the Project design that reveal that gender focus, ILS, SD, ES has been incorporated into the Project design</p>	<p>Project Documentation Mid Term Review Interviews with project staff and broader ILO staff. Interviews with designated government officials. Context Analysis.</p>
<p>8) To what extent have the commitment and constructive participation (with key contributions and comments) of the partner and other stakeholders been given at the project design and implementation stage?</p>	<p>Quality of stakeholder participation: Type of active participation preparation eg ; type of consultation; opportunity for comments on the design; validation of the final version, null) by the government, employers 'organizations and workers' organizations in the design of the Project</p>	<p>Interviews with beneficiaries, representatives of organisations and key stakeholders.</p>
<p>Project performance: Task: Review processes, outputs, intermediate and final results. The analysis is performed by evaluating the horizontal logic of logframe. The effectiveness of the project's M&E mechanism will also be assessed.</p>		
<p>9) How well have the project objectives been achieved?</p>	<p>Level of achievement of results on each output and the five project objectives. Field surveys should provide statistics related to the level of efficiency for each objective, depending on the quality and levels of achievement. Subsequent analyzes will be made to assess the objectively verifiable indicators, when possible. In addition, the tools developed will make it possible to carry out quali-quantitative analysis for certain intangible but very important aspects of the project.</p> <p>Level of achievement of outcomes/impacts as expressed in the outcome statements in the project document.</p>	<p>Logical framework. Enhanced logical framework. Project documents. Final compilation of results achieved at the end of the project. Results of quantitative/qualitative surveys of project beneficiaries. Field data from the various instruments. TPR: Technical progress reports prepared to the donor</p>

	These are outside the results framework of the project as designed, not included in any monitoring or reporting, and are being reconstructed as part of the evaluation. The outcome statements will be derived from statements in the project document that were not incorporated into monitoring and progress reporting. (see top section of enhanced logframe on outcomes)	
10) Have the benefits been positive for men and women equally? Where there differences by regions? What factors contributed to success or were there any constraints here and why? What were the necessary adaptations made to ensure the achievement of results (if any)?	Degree of gender equity in project implementation and outcomes. Degree of change and improvement in benefits for women since the MTR Comparative coverage and contribution to results of South and Grand Anse Departments Extent of levelling-up of coverage and results since the Mid Term Review	Logical framework. Enhanced logical framework. Project documents. Final compilation of results achieved at the end of the project. TPRs Results of quantitative/qualitative surveys of project beneficiaries Disaggregated data on participation and outcomes
11) What were the criteria for selection of beneficiary individuals and organisations, and did they change over the course of the project ? How transparent were the project selection processes?	Degree of relevance, effectiveness and transparency in beneficiary selection.	Field data from the various instruments.
12) To what extent have the different organisations and individuals involved contributed to achieving the strategic objectives of the project?	Level of commitment, contribution and ownership of the project strategic objectives by beneficiary individuals and organisations.	Field data from the various instruments.
13) To what extent have the recommendations of the mid-term evaluation been accepted?	Number of recommendations acted upon as a proportion of all recommendations. Analysis of reasons for adoption/non adoption of recommendations.	Logical Framework Project Documentation
14) What changes have been observed as a result of these measures?	Level of project performance on outputs/ objectives changed in response to MTR Link between the achievements of projects objectives and outcomes of Program & Budget 18-19: review of the P&B 2018-2019 indicators to which the project contributed	Logical Framework Project Documentation Project Progress Reports Field data from the various instruments.
Resource efficiency and application of results-based management.		

15) Have resources (financial, human, time, expertise, etc.) been strategically allocated to ensure the achievement of results?	Extent of strategic resource allocation.	Interviews with Project Staff and ILO staff Logical Framework and modifications. Budget and Expenditure Data Human Resources data.
16) Have the resources been used efficiently? Could we have achieved the same results at a lower cost? Are the quality and quantity of the products / outputs in line with the resources mobilized?	Efficiency of training implementation Justification for usage of international consultants Extents of follow-up processes related to trainings	Interviews with Project Staff and ILO staff Logical Framework and modifications. Budget and Expenditure Data Human Resources data.
Effectiveness of managerial organization of the project		
17) Have the relevant ILO departments in San Jose (Country Office) and Haiti and Geneva (ILO Headquarters) ensured adequate backstopping for project management on the technical, program, administrative and financial levels	Adequacy/satisfaction levels of backstopping support. Type of support provided by each of the ILO components (technical assistance, documentation and transfer of experiences and good practices, convening of employers 'and workers' organizations, coordination of the Project with other interventions)	Interviews with Project Staff and ILO staff Internal training reports and assessments
18) Did the managerial structure of the project facilitate good results and the effectiveness of achievements, including the existence of a functional monitoring and evaluation system?	Extent of deployment of a monitoring and results-based management system. Assessment of key actors regarding the advantages and disadvantages of working with the ILO developing capacity building topics.	Interviews with Project Staff and ILO staff Logical Framework and modifications. Project Progress Reports Monitoring Data Systematisation and Learning products
19) Has the project made strategic use of coordination and collaboration with other ILO, UN and national projects and sectors	Quality and added value of implementation partnerships.	Consultations, interviews. Group discussions with partner organisations.
20) Did the project have a beneficiary feedback mechanism for suggestions and complaints? If so, how effective was it? If not, how were suggestions and complaints from	Satisfaction levels of beneficiaries and partners with handling of suggestions /complaints.	Interviews with ILO staff Administrative and monitoring data. Field data from the various instruments

partners/beneficiaries handled in practice?		
21) How were ILO safeguarding policies implemented in the project.	<p>Level of awareness of safeguarding issues (if any) amongst the beneficiaries?</p> <p>Effectiveness of handling of any reports of misconduct by ILO staff/partner organisation staff, according to the ILO policies</p> <p>Development of any specific mechanisms or procedures to receive feedback from final beneficiaries. Also if these aspects of project implementation of activities were discussed with beneficiaries and key actors. Are these aspects relevant in both two departments? What beneficiaries think about this aspect? Is it relevant for them? Why and in what circumstances?</p>	<p>Project staff Responsible ILO staff Human Resources records</p>
<p>Impact and sustainability. Task: Assess to what extent the design of the intervention made it possible to achieve strategic objectives - which tend not to depend solely and exclusively on the actions of the project, as well as to what extent there are risks that the development results (or the expected results) are not maintained (or will not be executed).</p>		
22) What are the positive effects already observable from the project in general, as well as from the focus groups targeted by its activities?	<p>Level of improvement/stability of living standards, decent work and positive outlook for the future of project beneficiaries</p> <p>This aspect will be looked at in particular through the synergies bridges developed between FOPRODER and other operators in the region who intervene in the field of livelihoods and post-disaster recovery.</p> <p>The project is in line with the initiatives developed after the passage of Hurricane Matthew; which has ravaged almost the entire southern peninsula; with heavy and devastating effects and impacts on the south and in particular the Grand'Anse.</p> <p>So we will also have to establish these links. Everything is linked to this level. In the same vein, we will also try to look at the contribution or added value of FOPRODER, with regard to</p>	Data from the various instruments

	the structural interconnections that should exist in the development of sustainable development initiatives (cf.: 17 SDGs), particularly in terms of resilience of institutions, local organizations, communities and natural ecosystems.	
23) What is the expected impact of the project at the country level and in each of the regions covered?	Level of impact expected/predicted by primary and secondary project beneficiaries and stakeholders.	Data from the various instruments
24) To what extent have sustainability considerations been considered in implementation of the project?	Extent of sustainability mechanisms built into project implementation	Project documentation Interviews with project staff and partners.
25) Have the capacity of implementing partners been sufficiently strengthened to ensure sustainability of achievements beyond the project implementation period?	Level of change in capacity attributed to the project by partners	ILO capacity strengthening review/strategy: ILO, GB.337/PFA/1/1 Programme and Budget for 2020–21, Programme of work and results framework, September 2019 ILO,GB.335/INS/9, ILO-wide strategy for institutional capacity development, February 2019. An independent evaluation of ILO’s capacity development efforts 2010–2017, September 2018, Evaluation Office, Geneva Interviews/Consultations with partners. Capacity strengthening conceptual frameworks
26) To what extent is the project exit strategy effective and realistic?	Quality of exit strategy	Project documents Interviews with project and partner staff
27)To what extent can the Project approach be replicated?	Level of replicability reported by project partners	Project documents Interviews with project and partner staff
28) Are there any lessons learned to consider for a new ILO partnership with other agencies, SNU and / or with the Norwegian Government in this field of action in Haiti?	Lessons Learned	Analysis by evaluation team.
29) How have the pending final activities/ exit strategy been affected by the coronavirus crisis? What mitigation measures (if any) have been adopted to allow activities to continue?	Level of negative impact reported by beneficiaries and stakeholders on exit strategy and success of mitigation measures adopted	Data from various instruments

<p>30) What impact is the coronavirus crisis expected to have upon the sustainability of project achievements? What mitigation measures could be adopted by project stakeholders to minimise the negative impact</p>	<p>Level of expected impact reported by beneficiaries and stakeholders on sustainability</p> <p>At this level, we should not have any particular concerns. Because, in our method of approach, despite the complex and complicated context of carrying out this final evaluation, we prefer instead an iterative, participatory and inclusive approach. This strategy will, among other things, triangulate the most relevant information or that presents serious challenges. Our cross-analysis of the understanding, contribution and perception of each actor (on a representative participation basis), will allow us to draw objective, pragmatic conclusions; and taking into account the challenges and issues associated with the enabling or receiving environment of the FOPRODER project. Our criticisms will not be based too much on judgments, but rather, they will be fundamentally focused on a constructive approach, in order to appreciate and propose ideas in favor (possibly) of reinforcement, consolidation, replication, even the extension of knowledge and experience, even proposing prospective analyzes with the construction of probable scenarios after the administrative and technical closure of FOPRODER.</p>	<p>Data from various instruments</p>
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Annex IX List of Persons Consulted in the Evaluation.

Institution	Nom	Fonction -s
BIT, San Jose	Carmen Moreno	Directrice
BIT, San Jose	Alvaro Ramirez	Especialista Principal en Desarrollo Empresarial y Formación Profesional
BIT, San Jose	Nidia Zúñiga	Recursos Humanos
BIT, PauP	Fabrice Leclercq	Coordinator for the ILO Programme in Haiti
BIT Moscow	Ramiro Pizarro	CTA 2016-208
BIT, Foproder	Jean-Marie Duval	CTP projet
BIT, Foproder	Nicodeme Sainmestil	Officier Germe-MyCoop-Chaines de valeurs
BIT, Foproder	Rose Béyenne Hérode	Officier Genre-Entreprenariat-CE
BIT, Foproder	Michèle Pascale Prou	Assistante. Admin
BIT Foproder PaP	Daphney Valmy	Assistante Admin
BIT, Foproder	Jean Patrick Beauté	Officier Suivi Evaluation
BIT, Genève	Guy Tchami	COOP
INFP Haïti PAP	Lise Boucicault	Directrice des opérations
Chambre de Commerce et industrie Sud	Jacquelin Dérismé	Directeur exécutif
UNDH, Cayes	Rév. Jean Marcel LOUIS	Préposé aux affaires académiques
Haïti PAP	Jean Michel Buteau	Expert chaine de valeurs
SOCIODIG	Timothy Schwartz	Bureau d'études
AQUADEV	Yamil Coriolan	Coordonnateur
UNDH, Cayes	Oriza James	Doyen
FNGA Jérémie	Blanchard Louis	Coordonnateur
AGRITERRA	Alex Danissen	Expert
CINTERFOR	Nina Billorou	Consultante
BIT, Turin	Thierry Marchandise	ILO Centre, Turin
BIT, POS	Virginia Rose Losada	Spec, Sustainable Enterprise Development & Job Creation
BIT, Bangkok	Julien Magnat	Spec, Skills and Employability

AMBASSADE ROYALE DE NORVEGE à Havana-Cuba	Vibeke Soegaard	Conseillère Haïti (Donateur)
FAO	M. Patrick NICOLAS,	Assistant du Représentant de la FAO (Chargé de Programme)
Expert Senior de la région	Jean Renand Valière (Une des personnes ressources incontournables de la région)	Expert indépendant régional
UGC/BID-MACAYA/MDE	Emanuel Sildor	Coordonnateur Unité de Gestion du Parc-Macaya (Sud et Grand'Anse), Financement de la BID
ANATRAF	Yvon Yacinthe FAUSTIN,	Coordonnateur de l'Association Nationale des Transformateurs de Fruits (ANATRAF)
PNUD	Cezil Guy	Conseiller Technique, PNUD[2]/ABE Sud, Nippes et Grand'Anse
DUE	Herley-Richard JULIEN	Chargé de Programmes Section Coopération Union Européenne Délégation en République d'Haïti
ADESCH	Monsieur Alix Denis HIBART,	Directeur Exécutif de l'Association pour le Développement de la Côte Sud d'Haïti (ADECSH)
CAUD	Jean-Frido FORESTAL	Coordonnateur de la Coopérative Agricole Union Développement (CAUD), Trésorier
MOPROPS	Julio Forges	Coordonnateur Général de l'ONG régionale « MOUVEMENT PROGRESSISTE PORT-SALUTAIN (MOPROPS) »
OTPH	Angelina LANOSE	Présidente de l'« Organisation des Techniciens et Paysans d'Haïti (OTPH) »
Sud	Enor TILUS Marjory SANDAIRE Venel DIEUJUSTE	Maire de Camp-Périn
Sud	Ernst AIS Jean Mary NAISSAINT Myriame JEAN LOUIS	Maire de Cavaillon
Sud	Jean-Gabriel FORTUNE Marie Claudette REGIS Pierre Etienne FRANCE	Maire des Cayes, Sud
Sud	Claude MEMEUS,	Maire des Chardonnières, Sud
Sud	Jean Max CHARLES Marc Soniel NOEL Anne Marie Ilna PHILOGENE	Maire de Chantal, Sud
Sud	Jean Yvres AMAZAN Marie Edveline OXERRE Jean Fritz-Nel PIERRE	Maire de Ile-à-Vache, Sud
Sud	Jean Claude DESPIERRE Rose Marie POINT-DU JOUR Jean Robert SAINT-LUC	Maire de les Anglais
Sud	Wilson DENA Staco GREGOIRE Marie Mathe DESCARDES	Maire de Port-Salut
Sud	Guidile JOSEPH Pierre Erick DORUS Jean Enold RESIMOND	Maire de Torbeck
Grand'Anse	Claude Harry MILORD Sylmatha PIERRE	Maire de Jérémie

Grand'Anse	Gilbert JEAN Guerlince MICHEL Marie Guerda REVOLUS	Maire de Dame-Marie
Grand'Anse	Jean Ricaldo LOUIS Yvrose NEPTUNE Jean Seraphin BRUNACHE	Maire des Abricots
Grand'Anse	Faveur ALEXIS David NAZAIRE Viviane JOSIL	Maire de Beaumont
Grand'Anse	Jean Richard OLIN Dianie CAYEMITTE Jean Tibrière AUGUSTE	Maire de Roseaux
BAC-MARNDR/ SUD, Cayes Torbeck	Pierre Justin JOSEPH	Directeur de BAC
BAC-MARNDR/ SUD, 78Chantal	Alberto JEAN-BAPTISTE	Directeur de BAC
BAC-MARNDR/ SUD, Ile-à-Vache	Jose Abner FLEURANT	Directeur de BAC
BAC-MARNDR/ SUD, Camp-Perrin / Maniche	Jean Fritzner AMAZAN	Directeur de BAC
BAC-MARNDR/ SUD, Saint-Jean du Sud	Jean Beaunes JOSEPH	Directeur de BAC
BAC-MARNDR/ SUD, Port-Salut	Jean Rony FAUSTIN	Directeur de BAC
BAC-MARNDR/ SUD, Côteaux / Roche-à-Bateau	Richard SAINT-PAUL	Directeur de BAC
BAC-MARNDR/ GRAND'ANSE, Jérémie / Mafranc	Jeff FORGES	Directeur de BAC
BAC-MARNDR/ GRAND'ANSE, Dame- Marie	Lalane Ange YENSLY	Directeur de BAC
BAC-MARNDR/ GRAND'ANSE, Beaumont	Jean Amos DUVERSEAU	Directeur de BAC
BAC-MARNDR/ GRAND'ANSE, Bespet	Josué BASIL	Directeur de BAC
OFVDRDC : Org. Femmes Vaillantes Dévt Rivière Coteaux	Marie-Fauta Augustin	coordinatrice
ASPVEFS	Pierre Jacques Willio	Coordonnateur
OREB, Haiti les Cayes	Moise Victor	Coordonnateur
Association	Jean Daniel Caton	Formateur GERME
Association OFVDBRC Coteaux	Augustin Marie Fauta	Coordonnatrice, Formatrice GERME
Association PPAJ	Louis-Jean Opson	Bénéficiaire MyCOOP
Association APA	Sanon Smith	Bénéficiaire MyCOOP

Structures Associatives Agricoles Impliquées	Nom
Fondation paradis des indiens	Harvel Louis
Fanm Deside	Chery Marie Lise
Oganizasyon fanm ak gason devwe Mòn aktif	Bastien Myrtha
Union des paysans pour le dévop de Guinaudée (UPDG)	Pierre Louis Moise
Organisation des travailleurs-euses de Chambellan (OTAC)	Nanette Jean-Baptiste
Mouvement des jeunes progressistes de Moron (MJPM)	Marie-Herène Cermerzier
Association des Femmes Solidaires pour le Développement de Dame-Marie (AFSDDM)	Odner Laguerre
Organisation solution femme Caracolie (OSFAC)	Philippe Marie Gertha
Association des pêcheurs d'abricots APA	Sanon Smith
Associations des pêcheurs de Roseaux (APER0)	Frémont Dévick
Unité des Femmes de Gommier pour la production agricole transformée (UFGPAT)	Jean-Marie Pamphile
Asosyasyon fanm kore fanm AFK	Rosemaine Beauchamps
Association groupe de femmes en action des Coteaux (AGFAC)	Gema Celestin
Organisation pour le Relèvement des Femmes de Bouffard (OREFEB)	Bethesda Jean
Organisation des femmes active pour la transformation de riz et de Fruits (OFATDCF)	Tancyl Jean Thery
Coordination des femmes organisées Commune Aquin (COFOCA)	Marie Donelle Masseillan
Abeille atelier de transf artisanale du Sud (AATAS)	Germaine Mercy
Groupement Union, Maniche de Malot (GUM)	Marie Yolaine Excelhomme
Organisation des femmes engagées pour le devp de Chev (OFEDECCS)	Léonie Chevalier/Madeleine Jn Pierre
Association des transformateurs des produits locaux (ATPLS)	Dachny Pierre
Association des planteurs Guillaume APOG	Latour Joseph Dufanal
Organisation des femmes combattantes de Chantal (OFCC)	Marie Edelle Dorval