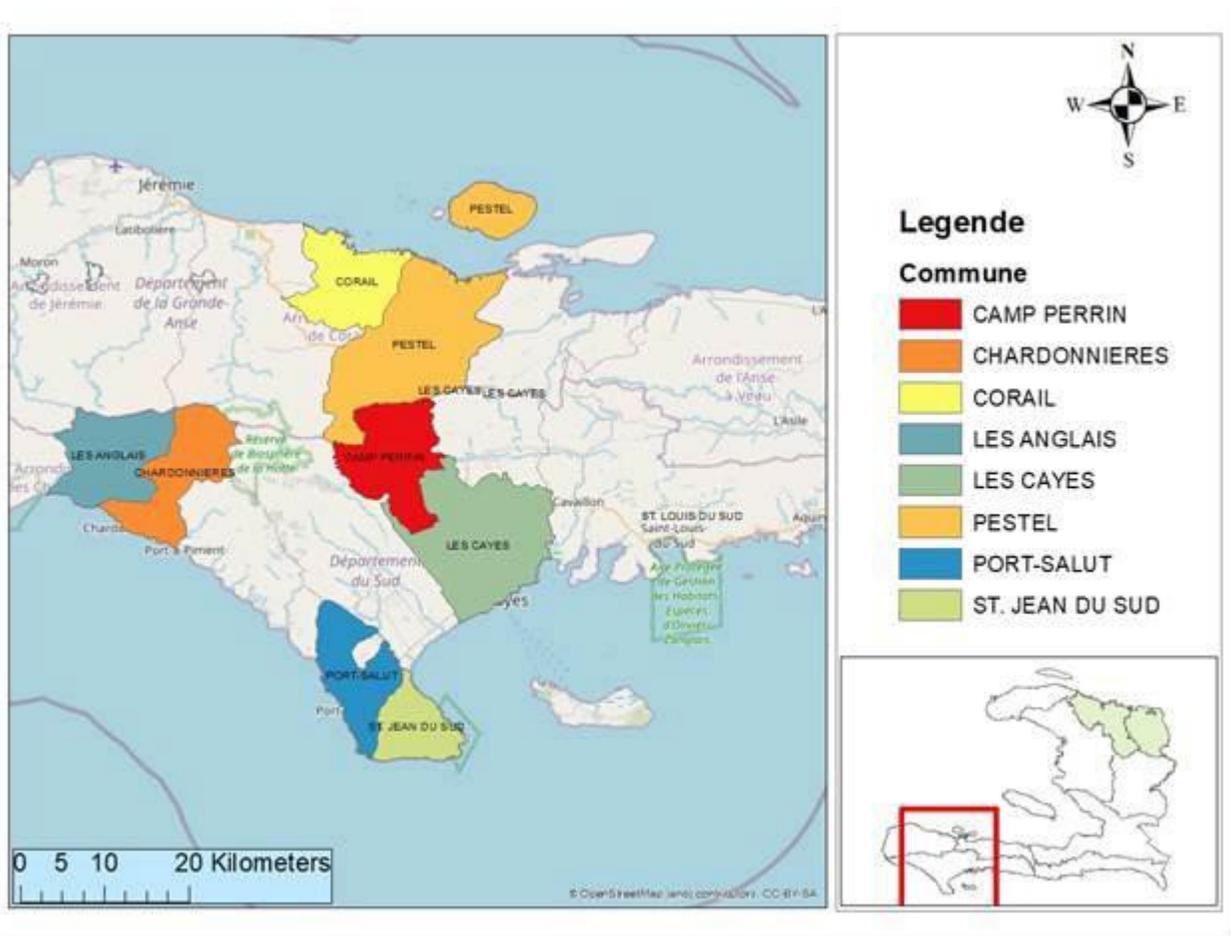


## Final external evaluation of the “Economic Empowerment of Women in Agriculture/Fanm nan Agrikilti se Devlopman Ekonomi Ayiti (FADEKA)” project (2018–2021)



**Final Report**  
**December 2022**



This report was independently prepared by the firm Guynemer Développement Group (GDG) at the request of the Haiti Adolescent Girls Network (HAGN) organization and the UN Women Representation in Haiti.

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## List of acronyms and abbreviations

%	Percentage
LA	Local authorities
ANATRAF	Association Nationale des Transformateurs de Fruits (National Association of Fruit Processors)
ASEC	Assemblée de la Section Communale (Communal Section Assembly)
BAC	Bureau Agricole Communal (Communal Agricultural Office)
CASEC	Conseil d'Administration de la Section Communale (Communal Section Administrative Council)
CEC	Caisses d'Épargne et de Crédit (Savings and Loan Institutions)
CESVI	Cooperazione e Sviluppo
CCFEH	Chambre de Commerce des Femmes Entrepreneures d'Haïti (Haiti Women Entrepreneurs' Chamber of Commerce)
CNSA	Coordination Nationale de la Sécurité Alimentaire (National Food Security Coordination Unit)
DDA-GA	Direction Départementale Agricole de la Grand'Anse (Grand'Anse Departmental Directorate of Agriculture)
DDA-S	Direction Départementale Agricole du Sud (Southern Departmental Directorate of Agriculture)
ET	Evaluation team
GE	Gender equality
FADEKA	Economic Empowerment of Women in Agriculture/ Fanm nan Agrikilti se Devlopman Ekonomi Ayiti
FED	Femmes en Démocratie (Women in Democracy)
FG	Focus group
GDG	Guynemer Développement Group
GERAAS	UN Women Global Evaluation Report Assessment and Analysis System
Ha	Hectare
HAGN	Haiti Adolescent Girls Network
HTG	Haitian gourde
IHSI	Institut Haïtien de Statistique et d'informatique (Haitian Institute of Statistics and Information Technology)
IPC	Integrated Food Security Phase Classification
Kg	Kilogram
KOFASID	Koòdinasyon Fanm Sid
MARNDR	Ministère de l'Agriculture, des Ressources naturelles et du Développement rural (Ministry of Agriculture, Natural Resources and Rural Development)
MCI	Ministère du Commerce et de l'Industrie (Ministry of Trade and Industry)
MCFDF	Ministère à la Condition Féminine et aux Droits des Femmes (Ministry of Women and Women's Rights)
MSPP	Ministère de la Santé Publique et de la Population (Ministry of Public

	Health and Population)
MUSO	Mutuelles de Solidarité (Mutual Solidarity Groups)
CBO	Community-based organizations
SDG	Sustainable Development Goals
NGO	Nongovernmental organization
CSO	Civil-society organization
RDP	Rural development programme

PESADEV	Perspectives pour la Santé et le Développement (Health and Development Outlook)
PNIA	Plan national d'investissement agricole (National Agricultural Investment Plan)
PNSSANH	Politique Nationale de Souveraineté et de Sécurité Alimentaire et Nutritionnelle en Haïti (National Policy on Food and Nutritional Sovereignty and Security in Haiti)
PPS	Probability proportional to size
PSDH	Plan Stratégique de Développement D'Haïti (Haiti Strategic Development Plan)
USD	United States dollar
GBV	Gender-based violence

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## Executive summary

### **Purpose of the evaluation – overview**

This report records the final external evaluation of the “Economic Empowerment of Women in Agriculture (FADEKA)” project. The project was implemented in the Sud (communes of Saint Jean du Sud, Port-Salut, Camp-Perrin, Chantal, Torbeck and Côte Sud) and Grand’Anse (Corail and Pestel) departments by UN Women and was funded by the Norwegian Agency for Development Cooperation through the Norwegian Ministry of Foreign Affairs for the period 2018–2021.

Following the end of the project, UN Women commissioned a final evaluation, carried out by an independent external firm, to measure the progress made in relation to the target objectives and outcomes. A participatory strategy was adopted in response to the objectives and expected outcomes of the evaluation, which provided an opportunity to analyse and evaluate all the project’s characteristic elements, both qualitatively and quantitatively.

The project aims to support female entrepreneurship in the castor oil, honey, cocoa, fishing and small-scale processing (soaps, peanut butter and cornmeal) sectors through catalytic investments and capacity-building for female producer organizations on the south coast and the buffer area of Macaya Park. Given the recurrence of natural hazards in Haiti, the project also explores initiatives aimed at strengthening female farmers’ and agricultural entrepreneurs’ preparedness for shocks and their capacity to adapt to the effects of climate change.

### **Objectives of evaluation and target audience**

This final evaluation, which covers the period from 2018 to 2021, aims to show the extent to which the project outcomes were achieved or not (level of implementation) in the context of national development and, as far as possible, its immediate impact on the lives of the beneficiary populations.

It also aims to analyse the intervention logic of the project as a whole, by seeking to understand the quality of its interventions based on relevance, effectiveness, efficiency, impact and sustainability criteria, in addition to the cross-cutting aspects of human rights, gender equality and the inclusion of disabled people.

Specifically, the evaluation’s objectives are as follows:

- Assess and verify to what extent and for what reason the strategy implemented has contributed to the effective implementation of the project (achievement of its strategic objectives) connected to the themes of women’s economic empowerment, adaptation to climate change and increasing the resilience of rural women

- Produce substantial evidence-based knowledge based on the implementation by identifying best practices, lessons learned, cases and success factors, and the challenges and difficulties encountered that could be useful to other projects on the same theme at the national (scaling up) or international (replicability) level
- Produce recommendations designed to ensure the sustainability of the lessons learned in terms of women's economic empowerment, adaptation to climate change, resilience and active female participation in the national economy
- Assess and verify the extent to which the project contributed to gender equality and women's empowerment (on the basis of international human rights standards and the Sustainable Development Goals) and consideration of the underlying causes of gender inequality.

The results of the evaluation will be used by the project's various stakeholders, including its implementation partners (UN Women, MCFDF and MARNDR) and the donor to:

- Contribute to the development of effective strategies to improve women's participation in the agricultural sector, preparedness for shocks and their capacity to adapt to the effects of climate change
- Improve the implementation of norms and standards for women's economic empowerment and their adaptability to the effects and impacts of climate change
- Contribute to gender mainstreaming in implementing economic activities
- Improve women's access to land, information, credit, infrastructure, technologies and markets
- Guide strategic decision-making on funding economic empowerment projects and improving women's incomes.

The stakeholders who will use the evaluation include:

- The UN Women Country Office
- The Haitian government, including the Ministry of Women and Women's Rights (MCFDF) and the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR)
- The donor
- Civil society
- The beneficiary women's associations and agricultural organizations

## **Methodological framework**

The methodology adopted for this evaluation was based on two complementary approaches, qualitative and quantitative.

The aim of the qualitative analysis was to gauge how the project's performance was perceived by both its key actors and beneficiaries, based on the evaluation criteria indicated in the terms of reference. In addition, it provided an opportunity to understand why certain activities succeeded or failed, and was carried out using interview and focus-group guides. Thirteen interviews in total were carried out with project managers and implementation partners, in addition to eight focus-group discussions with beneficiaries from the project's eight intervention areas.

The quantitative analysis collected data through a survey involving a representative sample of 310 project beneficiaries in all the communes and all beneficiary organizations.

The performance analysis was approached based on the five traditional evaluation criteria, namely relevance, effectiveness, efficiency, effects/impacts and sustainability.

## **Main observations**

1: The project is relevant in terms of its alignment with the country's national objectives in relation to agricultural development, climate resilience and gender equality, with reference to the national policy documents produced by the two sovereign ministries (the MARNDR and the MCFDF) of the two main sectors affected.

2: The project activities are coherent with UN Women's areas of intervention in the country according to its four-year strategic framework and the Sustainable Development Goals.

3: The project took into account the needs for economic empowerment, greater resilience in response to shocks, technical and operational capacity-building and women's participation at the community level in its design and implementation.

4: The project's theory of change is based on logical cause-and-effect relationships. However, the robustness of the theory is limited by the failure to take account of scenarios connected to the country's security situation and the health crisis, which underpin the results chain.

5: The activities implemented during the project provided a response to the problems identified by the contextual analysis. Beneficiaries and community leaders are very

satisfied with the project and the project activities clearly align with their needs. Moreover, participating in the project was positive for the beneficiaries and they felt closely involved in all project activities.

6: The project's performance remains average because of the challenging context, marked by the deterioration in the security situation, the COVID-19 pandemic, socio-political unrest and a number of organizational difficulties. All activities associated with Outcome 1, on strengthening the institutional framework and the socioeconomic environment, were completed. A total of four out of 12 activities for Outcome 2 were not completed. For Outcome 3, a total of two activities out of eight were unable to be completed; for Outcome 4, three out of seven activities were unable to be completed.

7: The average completion (achievement) rate for the indicators was 60 per cent, i.e. the targets were achieved for 18 out of a total of 31 indicators. Of these 18, a total of eight indicators, i.e. 25 per cent of the total, significantly exceeded their targets. Nine of the 13 indicators that did not achieve their targets were close to doing so, while the remainder had a zero achievement rate. This performance was achieved in a challenging context, marked by the deterioration in the security situation, the COVID-19 pandemic, socio-political unrest, the earthquake on 14 August 2021 and a number of organizational difficulties.

8: The project lacked a plan for guiding the monitoring and evaluation of activities and outcomes. While the contractual deliverables – notably progress reports – were produced and submitted, the evaluation team noted the lack of information on measurement of the indicators and normal project monitoring and evaluation tools and mechanisms.

9: The project lacked a steering committee to manage the smooth running of the project and the objectives to be achieved. Moreover, it lacked a consultation and periodic dialogue framework for facilitating communication and discussions between the various stakeholders, and for strengthening the accountability system.

10: All the human and material resources mobilized were also used to carry out the scheduled activities. The project did not have sufficient staff to implement activities and was obliged to use service providers (NGOs) instead; as a result, there was a lack of monitoring at the end of these partners' contracts. Moreover, the activities were geographically scattered rather than being focused on a limited list of communes for better results.

11: The project's planned financial resources were mobilized and implemented in accordance with UN Women procedures. Conversely, the financial implementation rate is calculated at 100.11 per cent of the project resources (final report), so there was an overrun of over \$3,000 against the project's total budget. There were also

overruns ranging from 3 to 17 per cent on three out of four project outcomes or budget headings. Any budget overrun indicates a weakness in budget implementation.

12: Several positive changes (intentional and unintentional) occurred in the project intervention area. The changes to which this project contributed relate mainly to:

- Improving women's economic empowerment
- Strengthening female farmers' and agricultural entrepreneurs' preparedness for shocks and their capacity to adapt to the effects of climate change
- Strengthening female leadership and women's participation in decision-making settings;
- Strengthening women's role in the household
- Capacity-building for women's organizations and their members.

13: The project adopted a participatory and transfer of responsibility approach in respect of local authorities, administrative authorities and women's associations. These structures have built their capacity and can now consider issues of economic empowerment, preparedness for shocks, adaptation to the effects of climate change, gender equality, etc. Women have greater capacity in various project areas. All beneficiaries declare they are committed to pursuing the initiatives implemented and perpetuating the project's achievements.

14: The project did not develop a strategy for maintaining and repairing the equipment provided by it, a significant amount of which was already not working when the project ended. Moreover, there was no strategy for cascading training to other members of the beneficiary associations and groups. In addition, there was a lack of coordination between local authorities and the project's administrative authorities. Finally, there were no activities to capitalize on experiences and the project outcomes.

15: The project considered gender issues by improving women's economic empowerment and strengthening their technical, managerial, advocacy and leadership capabilities, the idea being to reduce the gaps between men and women and deflect sociocultural issues. Women benefited from various forms of capacity-building training on production, processing, marketing, basic accounting and access to credit. They also benefited from training on their rights, leadership and advocacy. These capacity-building activities raise women's skill levels and equip them to speak to men and assert their rights without feeling inhibited.

16: Disabled people did not benefit from specific project activities. There is no mention of disabled people, either in the project document or in the activity reports. These people face a number of constraints, which limit their inclusion in projects.

### **Recommendations:**

The evaluation team's recommendations are as follows:

- Strengthen and safeguard the project's achievements, taking care to correct the weaknesses observed in the first phase and recorded in this report, and emphasizing the maintenance and repair of the materials and equipment provided to beneficiaries (for processing, storage of fish products, etc.), the consolidation of mutual solidarity groups and the affiliation to a recognized institution, and strengthening the association of fishers and fish wholesalers to take control of the system for storing and drying fish to guarantee the sustainability of the service, which is so important within the area
- Define a simpler and more engaging theory of change that is achievable with the resources available, backed by critical assumptions, and set out in an easy-to-use results framework
- Include other activities to improve livelihoods in the theory of change for women's economic empowerment and resilience to shocks projects through community micro-projects (such as tapping water sources and setting up water-supply points to ensure the availability of water for agricultural activities, support for setting up small workshops to repair processing equipment that was already failing, even before the end of the project, etc.)
- Improve results-based management, monitoring and evaluation by appointing someone tasked with helping to develop a monitoring and evaluation framework during the project formulation phase, and support future project teams with implementing simple, effective monitoring and evaluation systems
- Set up a steering committee, including the project's various actors and partners, as a strategic space for discussing the interventions and approaches implemented (this could be set up in a potential second phase)
- Strengthen the project's implementation team to oversee the project's various components (credit, fishing and processing) once the service providers' contracts have ended.

- Create a framework for periodic meetings between the local authorities (or their representatives) and the representatives of the beneficiary organizations to discuss ways and means of developing the activities
- Ensure efficient capitalization of the lessons learned and improve communication of the project's outcomes at all levels
- Improve the inclusion of disabled people in the design and implementation of future projects. Include specific activities for them when planning future interventions. Implementation will require local expertise in the area to support the planned activities.

# 1. SECTION 1: PURPOSE AND CONTEXT OF EVALUATION

## 1.1. Introduction and presentation of evaluation

As part of its gender equality and empowerment of women in Haiti mandate, UN Women works alongside national partners to implement a series of projects aimed at ending violence against women, broadening their economic opportunities and increasing their participation in decision-making processes.

It implemented the “Economic Empowerment of Women in Agriculture/Fanm nan Agrikilti se Devlopman Ekonomi Ayiti (FADEKA)” project following the recovery operations in response to hurricane Mathew in the Grand Sud area and in order to improve women’s economic autonomy, between 2018 and 2021.

The project aims to support female entrepreneurship in agriculture, fishing and small-scale processing through catalytic investments and capacity-building for female producer organizations in the Sud and Grand’Anse departments. Given the recurrence of natural hazards in Haiti, the project also explores initiatives aimed at strengthening female farmers’ and agricultural entrepreneurs’ preparedness for shocks and their capacity to adapt to the effects of climate change.

This report records the final, external, independent evaluation of the FADEKA project. The project was implemented by UN Women and funded by the Norwegian Agency for Development Cooperation through the Norwegian Ministry of Foreign Affairs. This evaluation covers the period 2018–2021.

The main purpose of this end-of-project assessment is to show the extent to which the project outcomes were achieved or not (level of implementation) in the context of national development and, as far as possible, its immediate impact on the lives of the beneficiary populations.

The evaluation was carried out by the firm GUYNEMER DEVELOPPEMENT GROUPE (GDG), supported by a technical team and investigators, under the direct supervision of the Programme Specialist and Gender Coordinator at UN Women, and the director of the Haiti Adolescent Girls Network (HAGN), which commissioned the evaluation.

A participatory strategy was adopted in response to the objectives and expected outcomes of the evaluation, which provided an opportunity to analyse and evaluate all the project’s characteristic elements, both qualitatively and quantitatively. The analysis covered all the project’s components, activities, outputs and effects based on documentation, interviews with the project’s various implementation stakeholders, the results of surveys carried out with direct beneficiaries, and visual observations.

This report consists of six (06) main sections:

- 1) The first section provides a brief overview of the project, including a description of the context, objective, scope, beneficiaries, partners and intervention areas.
- 2) The second sets out the objectives (general and specific), the scope of the evaluation and the target groups.
- 3) The third outlines the methodological approach used for the evaluation. This section also explains the criteria used and the evaluation's constraints and limitations.
- 4) The fourth, main, section reports on the evaluation's analyses and deductions. This section reviews the various qualitative and quantitative analyses in relation to the main evaluation criteria, namely relevance, effectiveness, efficiency, effects/impacts and sustainability. It also deals with cross-cutting aspects of gender, gender equality and human rights.
- 5) The fifth sets out the main conclusions and lessons learned through the project, which are likely to inform the implementation of similar projects.
- 6) The project recommendations are set out in the sixth and final section.

The report concludes with a series of annexes, including the evaluation matrix, terms of reference, list of documents consulted as part of the evaluation, data collection tools, etc.

## **1.2. Project context**

Agriculture is the primary source of employment in Haiti, with 40 per cent of households involved in agricultural activities and around 75 per cent of rural households engaged in some form of agriculture, such as fishing or beekeeping.

Only a third of farms in Haiti are managed by women, although they make up 44.2 per cent of the agricultural workforce. The majority of their agricultural production is intended for sale, which emphasizes not only the potential for agricultural production and processing in Haiti, but also the fact that women's production is geared to the markets. Indeed, among farmers whose production is mainly consumed by their own household, i.e. subsistence agriculture, women represent just 27.7 per cent and men 71.9 per cent.

However, female producers and small agricultural entrepreneurs are often overlooked and their contribution to the national economy is rarely recognized, valued or rewarded. In general, they are marginalized in the implementation of development projects. Highly discriminatory criteria, such as being the head of the household, have been adopted to prevent their access to production factors and the benefits of numerous projects.

The uneven distribution of services between urban and rural areas, along with difficulties in accessing public services, both physical and economic, tends to increase the burden of caring responsibilities for women living in rural areas. Women pay a higher price associated with their reproductive role, with repercussions in terms of economic opportunities, prejudices about their capacity to occupy decision-making roles, limitations around negotiating spaces, constraints associated with reduced mobility, limited access to resources, and sometimes health.

As well as working the land, women also play a key role in processing and marketing food products. Yet it is at these stages in the value chain that their potential is least realized.

Despite the existence of agricultural activities in Haiti, which are assessed on both the national and export markets, women involved in agriculture and agricultural processing often face a number of obstacles, particularly in terms of access to land, information, credit, infrastructure, technologies and markets.

Given this situation, UN Women implemented the FADEKA project from 2018 to 2021, thanks to funding of \$3,142,174.68 from the Norwegian Agency for Development Cooperation.

### **1.3. Project objectives**

The project aims to support female entrepreneurship in the castor oil, honey, cocoa, fishing and small-scale processing (soaps, peanut butter and cornmeal) sectors through catalytic investments and capacity-building for female producer organizations on the south coast and the buffer area of Macaya Park. Given the recurrence of natural hazards in Haiti, the project also explores initiatives aimed at strengthening female farmers' and agricultural entrepreneurs' preparedness for shocks and their capacity to adapt to the effects of climate change.

The project aims first, to improve the performance of organizations, associations and cooperatives involved in the production, processing, storage and marketing of agricultural products and the marketing of fish products and secondly, to increase the income they earn from their activities.

The project's main outcomes are:

Outcome 1 – The institutional framework and local socioeconomic environment generate opportunities for rural women to progress in sustainable agriculture value chains.

Outcome 2 – The cooperatives, female farmers’ organizations and individual farmers involved in the target value chains have access to markets with higher added value and are more resilient to climate change.

Outcome 3 – Rural women’s access to credit and funding mechanisms is increased.

Outcome 4 – The FED’s One Stop Center in the Sud department strengthens its business and governance models for improved sustainability and support for women in community-based organizations and communities.

The project’s main activities are as follows:

- Development and delivery of training on climate-smart agriculture for the cooperatives / community organizations supported.
- Development and delivery of training modules on gender equality for 150 male members of the cooperatives / community organizations supported.
- Training and technical support on agroforestry, plant cultivation, grafting, production of natural fertilizers and beekeeping.
- Capacity-building programmes for 500 rural women involved in the target value chains to improve their financial knowledge.
- Development of an integrated strategy to improve the sustainability of the FED’s One Stop Center.

There were no major changes during the implementation of the project.

#### **1.4. Project target population**

The target population consists of female agricultural producers involved in the castor oil, honey, cocoa, fishing and small-scale processing (soaps, peanut butter and cornmeal) sectors and members of organizations, associations and cooperatives involved in the production, processing, storage and marketing of agricultural products and the marketing of fishing products. The project targeted a total of 3,425 beneficiaries, 90 per cent of them women, belonging to 25 organizations.

## 1.5. Partners

The project's implementation partners were an international nongovernmental organization (NGO), Cooperazione e Sviluppo (CESVI), national NGOs, such as Femmes en Démocratie (Women in Democracy – FED), Perspectives pour la Santé et le Développement (Health and Development Outlook – PESADEV), the Chambre de Commerce des Femmes Entrepreneures d'Haïti (Haiti Women Entrepreneurs' Chamber of Commerce – CCFEH) and the Association Nationale des Transformateurs de Fruits (National Association of Fruit Processors – ANATRAF), the women's organizations supported, ministerial partners and the direct beneficiaries of the project's activities.

## 1.6. Intervention areas

The project was implemented in the Sud (communes of Les Cayes, Saint Jean du Sud, Port-Salut, Camp-Perrin, Chantal, Torbeck, Les Anglais and Chardonnières) and Grand'Anse (Corail and Pestel) departments.

## 1.7. Project theory of change

The theory of change set out in the project document states that:

IF

- The institutional framework and local socioeconomic environment generate opportunities for rural women to progress in sustainable agriculture value chains
- The cooperatives, women's community organizations and individual female farmers involved in the target value chains have access to a market with higher added value and are more resilient to climate change
- Women's capacity to invest in assets, tools and climate-smart technologies is increased
- The FED's One Stop Center in the Sud department strengthens its business and governance models for improved sustainability and support for women, community-based organizations and communities.

THEN

Rural women's capacity for accessing resources likely to improve productivity and marketing, and move up value chains, is strengthened.

BECAUSE

- Local authorities are concerned by the needs of rural women in the agricultural sector and the challenges they face, and by climate-smart practices
- Female farmers' organizations have more time and access to forums to play an active role in local governance mechanisms and to ensure that their needs and views are incorporated in local agricultural planning processes
- Women have better access to markets, added-value activities and opportunities to join the value chain in a relevant way at the local level to increase their income
- Female farmers are supported to develop short-cycle and/or faster-ripening crops and to store food to mitigate the impact of natural disasters
- Women have improved entrepreneurial skills (including functional literacy, basic accounting, financial and technological literacy and information on credit services)
- Women's access to renewable energy sources and digital technologies is increased
- Community dialogue on the relationship between the sexes fosters increased male participation in childcare and strengthens women's participation in decision-making within the household and autonomy in business decisions.

## **2. SECTION 2: AIM, OBJECTIVES AND SCOPE**

### **2.1. General objective**

This final evaluation, which covers the period from 2018 to 2021, aims to show the extent to which the project outcomes were achieved or not (level of implementation) in the context of national development and, as far as possible, its immediate impact on the lives of the beneficiary populations.

It also aims to analyse the intervention logic of the project as a whole, by seeking to understand the quality of its interventions based on relevance, effectiveness, efficiency, impact and sustainability criteria, in addition to the cross-cutting aspects of human rights, gender equality and the inclusion of disabled people.

### **2.2. Specific objectives**

Specifically, the evaluation's objectives are as follows:

- Assess and verify to what extent and for what reason the strategy implemented has contributed to the effective implementation of the project (achievement of its strategic

objectives) connected to the themes of women's economic empowerment, adaptation to climate change and increasing the resilience of rural women

- Produce substantial evidence-based knowledge based on the implementation by identifying best practices, lessons learned, cases and success factors, and the challenges and difficulties encountered that could be useful to other projects on the same theme at the national (scaling up) or international (replicability) level
- Produce recommendations designed to ensure the sustainability of the lessons learned in terms of women's economic empowerment, adaptation to climate change, resilience and active female participation in the national economy
- Assess and verify the extent to which the project contributed to gender equality and women's empowerment (on the basis of international human rights standards and the Sustainable Development Goals) and consideration of the underlying causes of gender inequality.

### **2.3. Scope of evaluation and target groups**

This evaluation was carried out in the FADEKA project's intervention areas, namely in the Sud department, more specifically, the communes of Les Cayes, Port Salut, Camp-Perrin, Chantal, Torbeck, Chardonnières and Les Anglais and in the Grand'Anse department, namely the communes of Corail and Pestel. It also targeted the project's implementation partners, ministerial partners and the direct beneficiaries of the project's activities.

### **2.4. Use and users of evaluation results**

The results of the evaluation will be used by the project's various stakeholders, including its implementation partners (UN Women, MCFDF and MARNDR) and the donor to:

- Contribute to the development of effective strategies to improve women's participation in the agricultural sector, preparedness for shocks and their capacity to adapt to the effects of climate change
- Improve the implementation of norms and standards for women's economic empowerment and their adaptability to the effects and impacts of climate change
- Contribute to gender mainstreaming in implementing economic activities

- Improve women’s access to land, information, credit, infrastructure, technologies and markets
- Guide strategic decision-making on funding economic empowerment projects and improving women’s incomes.

The table below summarises the users and main uses of the evaluation.

**Table 1: Users and uses of the evaluation**

Users (Roles)	Uses		
	Learning and improvement in decision-making	Responsibility / Accountability	Mobilization of national stakeholders
UN Women Country Office <i>(Subject to obligations)</i>	Lessons learned from the project; Areas for improvement and conditions for sustainability	Project effectiveness and efficiency; Level of participation and inclusion	Positive effects at the community and institutional level created by project
Government including MCFDF and MARNDR <i>(Subject to obligations and responsibilities)</i>	Lessons learned from the project; Areas for improvement and conditions for sustainability	Project effectiveness and efficiency; Level of participation and inclusion	Positive effects at the community and institutional level created by project
Donors <i>(Subject to obligations)</i>	Lessons learned from the project; Areas for improvement and conditions for sustainability Strategic funding priorities	Project effectiveness and efficiency; Level of participation and inclusion	Positive effects at the community and institutional level created by project
Civil society <i>(Subject to responsibilities)</i>	Lessons learned from the project; Areas for improvement and conditions for sustainability	Project effectiveness and efficiency; Level of participation and inclusion of women and girls	
Women’s associations and agricultural organizations <i>(Rights holders)</i>	Lessons learned from the project; Areas for improvement and conditions for sustainability		

### 3. SECTION 3: METHODOLOGY

#### 3.1. Overall evaluation approach

The performance analysis was approached based on the five traditional evaluation criteria, namely relevance, effectiveness, efficiency, effects/impacts and sustainability. The evaluation questions can be found in Annex 1: Evaluation matrix.

This evaluation took a **hybrid approach**, i.e. a combination of **quantitative** and **qualitative** methods aimed on the one hand, at the project's direct beneficiaries and on the other, at discussion groups and key informants. Both methods were applied in parallel, and the information gathered used to enhance the analysis and conduct a series of cross-checks, to ensure that the data were consistent.

Prior to implementing this approach, the evaluation team carried out an extensive documentation review, which involved consulting all the key project documents and national policy documents on gender, gender equality, women's economic empowerment, food security and agricultural development.

Parallel to the hybrid approach, the evaluation team also adopted a **participatory strategy**, which has the merit and advantage of involving the various stakeholders in the evaluation exercise as broadly and actively as possible, in particular HAGN and UN Women. The principles of inclusion and dialogue formed the common core for the various aspects of this participatory approach to the evaluation.

As well as being participatory and inclusive, the evaluation also aimed to be gender-responsive. In practical terms, gender responsiveness was built into the design and implementation of the evaluation through:

- The composition of the evaluation team, which combined both female and male expertise, represented by a qualitative data collection expert and head of evaluation missions expert, respectively.
- The creation of a gender-balanced team of investigators (six men and six women), who were sent to each intervention area. The fact that the team was recruited locally (in the intervention areas) helped the respondents (especially women) feel more confident and encouraged them to play their full part in the interviews. Moreover, the timing and venues for the interviews and discussion groups were discussed with the women to help create the right conditions for their full participation.

- The adoption of a gender-mainstreaming approach, evaluating whether gender had been taken into account at the various stages of programming and implementation, across all aspects of the evaluation (objectives, outcomes, indicators and activities, stakeholders, etc.). A gender-specific analysis of primary and secondary data was carried out as part of this approach, disaggregating the data by gender and age. The aim was to use this analysis to assess how the project had taken the specific priorities of each group (gender, age and type of vulnerability) into account.

### 3.2. Documentation review

The main documents collected during the meeting with the project managers were reviewed. These included the project document, logical framework, budget, final narrative activities report, final financial report and annual reports, the project baseline, monitoring and evaluation plan, action plan or detailed timetable of activities, list of beneficiary organizations, etc.

Key UN Women evaluation guidance documents were also consulted, including the UN Women Global Evaluation Report Assessment and Analysis System (GERAAS) Evaluation Quality Assessment Checklist, UN Women Evaluation Consultants Agreement Form, etc.

Diagnostic, policy and Agricultural and Rural Development Strategic Plan documents were also consulted, including 1) the Agricultural Development Plan 2010–2025; 2) the National Agricultural Investment Plan (PNIA 2016–2021); 3) the National Policy on Food and Nutritional Sovereignty and Security in Haiti (PNSSANH); 4) the Grand’Anse Agricultural and Rural Strategic Development Plan; 5) the Rural Development Programme (RDP) for Grand’Anse; 6) the Situational Analysis and Agricultural Development Outlook for Grand’Anse.

### 3.3. Quantitative methods

The quantitative survey was used to measure the project’s effects and impact indicators, according to the level of disaggregation by gender and age. The survey base for the quantitative analysis was made up of the project’s direct beneficiaries (women and men).

The survey used the simple random sampling method with probability proportional to size (PPS). A representative sample of beneficiaries was selected. The formula proposed by Kish (1965) was used to calculate the sample (Equation\*).

$$n_o = D * \frac{z^2 * p * (1-p)}{e^2} \quad (\text{Equation*}) \quad \text{and} \quad n = \frac{n_o}{\text{Expected response rate}} \quad (\text{Equation**})$$

With:

*n*: Sample size

*no*: initial sample size

$Z_{\alpha/2}$ : critical value of normal distribution at  $\alpha/2$ .

*e*: Margin of error

*p*: Population variance

With a confidence interval of 95% ( $z=1.96$ ), an error rate of 5 per cent ( $e=0.05$ ), a sampling plan of 1 ( $D=1$ ), a total target population variance ( $p=0.5$ ) and a response rate of 90 per cent, the sample size ( $n$ ) is therefore 434 beneficiaries.

The 434 beneficiaries were split proportionally to the size of the number of project beneficiaries per commune and per beneficiary organization to ensure greater representativeness of the sample in each intervention area and each organization participating and/or involved in the project.

Quantitative data collection took place from 25 November to 3 December 2022. Unfortunately, only 310 beneficiaries of the 434 wanted were found to take part in the surveys during the data collection process. Some managers of some beneficiary organizations faced a number of constraints in mobilizing the planned number of beneficiaries to interview.

**Table 2: Summary table of the quantitative survey sample**

No.	Communes	Organizations	Beneficiary populations	Theoretical sample	Actual sample <sup>1</sup>	Number of women	Number of men
1	Saint Jean du Sud	4	371	58	19	16	3
2	Port-Salut	7	942	62	66	46	20
3	Pestel	5	1,061	59	63	61	2
4	Les Anglais	1	185	59	23	23	0
5	Corail	5	560	59	66	64	2
6	Chardonnières	1	100	59	30	30	0
7	Cayes	1	56	39	6	5	1
8	Camp-Perrin	1	50	39	37	33	4
<b>Total</b>		<b>25</b>	<b>3,325</b>	<b>434</b>	<b>310</b>	<b>278</b>	<b>32</b>

<sup>1</sup> The actual sample is lower than the calculated sample since in some organizations and/or communes where the project was implemented, the evaluation team was unable to find the total number of people it intended to survey. As a result, only the people found, who gave consent to take part or were available during the survey were questioned.

### 3.4. Qualitative methods

The tools used for the qualitative evaluation were as follows:

**i) Semi-Structured Interview (SSI) Guide** to gather information from the project's key informants, including UN Women Programme Managers and the Gender Coordinator, managers of implementation partner organizations and/or service providers, ministerial partners, local authorities, managers of the project's beneficiary organizations, etc.

A total of 13 semi-structured interviews were carried out as part of the evaluation, including two interviews with UN Women executives involved in the project, two with the managers of partner organizations, two with ministerial partners (one each from MCFDF and MARNDR), two with local authorities (one town hall and one Communal Section Administrative Council/Communal Section Assembly (CASEC/ASEC)) and one with project beneficiaries (three managers of beneficiary organizations) in the Sud and Grand'Anse departments.

Ten of the 13 people who took part in the semi-structured interviews were women and just three were men.

**ii) Focus Group (FG) Discussion Guide** to collect information from target groups (direct beneficiaries of all project activities or those involved in all the pillars and/or themes covered by the project) at the community level.

A total of eight discussion groups were carried out with eight groups of eight to 12 project beneficiaries (including, in particular, women who benefited from support for agricultural production, processing, marketing of fish products, mutual solidarity groups, etc.).

One discussion group was organized in each of the project's eight intervention areas, including Saint Jean du Sud, Port-Salut, Camp-Perrin, Chantal, Torbeck, Chardonnières and Les Anglais in the Sud department and Corail and Pestel in Grand'Anse.

**iii) Observation matrices** to observe certain activities implemented with support from the project, such as beneficiaries' plots of land, equipment purchased by the project and given to beneficiaries, processing activities during their period of operation, etc.

A total of four economic activities, namely support for production, support for processing agricultural products, support for marketing fish products and support for mutual solidarity groups were observed in the communes covered by the evaluation.

**Table 3: Summary table of the qualitative survey sample**

Target groups / Stakeholders	Data collection activity		Location
	Interview	Discussion groups	
UN Women project managers	2		Online
Ministerial partners (MCFDF, MARNDR)	2		In the field
Local authorities (Town halls, CASEC/ASEC)	2		In the field
Managers of beneficiary organizations	5		Online or in the field
Managers of partner organizations (national and international NGOs)	2		
Beneficiary families		8*	In the field
<b>Total</b>	<b>13</b>	<b>8</b>	

\*A total of 77 people took part in the eight discussion groups, with eight to 12 people in each group. All participants were women who had benefited from the project; there were no men.

### **3.5. Data processing and analysis**

#### **3.5.1. Processing and analysis of qualitative data**

Once information had been collected in the field, the discussions were transcribed and the data from the semi-structured interviews and discussion groups with the various stakeholders and all entities that took part entered and coded, according to the themes in the interview guides used. This allowed the inclusion of verbatim comments to illustrate and enhance the subsequent analyses, with notes taken during the focus groups and contextual information taken from the documentation.

The analysis was carried out using the content analysis technique, with the statements made by the informants evaluated according to the selected themes and sub-themes. It then involved identifying the trends expressed in the statements on the various themes, and aggregating them into unambiguous categories. Finally, a thematic analysis of the interviews with beneficiaries provided additional insight into the content analysis. The information gathered was thus triangulated through the combination of sources and analytical methods.

### 3.5.2. Entry, quality control and processing of quantitative data

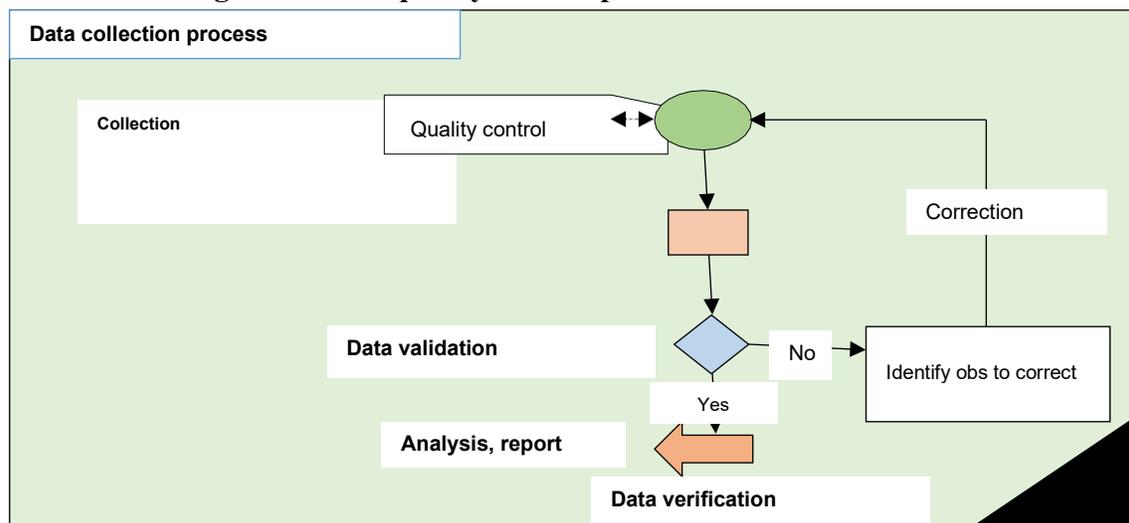
The data were collected on tablets via Open Data Kit and then transferred first to the web platform SurveyCTO and then to SPSS, the statistical software most commonly used on the survey market in Haiti. These formed a set of data with the rows representing statistical units and the columns representing the variables used to explore the issue.

Quality control is fundamental in the context of this study to ensure the accuracy of the data (**Figure 1**). Controls were carried out at two levels: first, the Data Managers checked the quality of the investigators' interviews with the respondents. This involved checking the consistency of the responses for each questionnaire and then synchronizing the validated survey forms on the ONA server that would be used to host the data.

The second check was carried out by the statistician, who analysed the variables collected. The database cleaning phase began straightaway, with systematic verification of all consistency checks related to leaps of logic during this stage. Simple frequency tables were created for the purpose of checking the contents of the dataset.

Consistency checks were carried out on SPSS before moving immediately to the organization of the database. Each variable was given a name or label and the values used for the variables associated with closed questions each given a numeric code. The variables associated with open or semi-open questions were all closed, coded and labelled. Once the dataset had been processed and organized, it was ready for the analysis report.

**Figure 1: Data quality control process**



### **3.6. Ethical considerations**

The data were collected in strict accordance with ethical rules. The basic principles were therefore as follows:

- Informed consent: given that the target audience consisted of people over the age of 18 years (women and young people), respondents were asked to give their consent directly. Participation in the data collection process was free and fully informed. Respondents were required to give their consent before taking part. The purpose of the evaluation, use of the data and average length of the discussions were explained in advance by the investigator.
- Respect for the principle of “Do no harm”, i.e. avoid any harm, even unintentional harm, to the survey participants at any price.
- Minimize the risks of discomfort for the respondents: the interviews were carried out on dates and at times when the respondents were available. Officials were also trained and required to treat the target groups with the strictest respect.
- Confidentiality and data protection: the data collected were kept anonymous. This included, among other things:
  - A ban on collecting data by SMS;
  - Coding the completed questionnaires so that the respondents were not identifiable by name.
  - Protecting the database with a password.

### **3.7. Limitations and constraints of the evaluation and mitigating actions**

#### **3.7.1. Absence of a control sample in developing the study for the project baseline**

The intention was to carry out surveys with a sample of people who had not benefited from the project, i.e. a control sample. This allows unambiguous identification of causal relationships and therefore, the actual effects of a project. The underlying principle involves taking a random selection of project beneficiaries from the eligible beneficiaries. This type of random selection itself creates a target group and a control group that are statistically equivalent, provided the sample sizes are appropriate. The impact of the project can then be measured simply by the difference between the averages of the target group and the control group. Unfortunately, the fact that when the project was set up, it was not decided to select a

control sample with the same characteristics as the target group for the purpose of making comparisons at the end of the project, meant that it was not possible to use this method for this evaluation. Its observations will therefore have no scientific significance or theoretical foundation. The project team addressed this failing by only surveying the project's beneficiaries and did not carry out any investigations with non-beneficiaries.

### **3.7.2. Inaccurate assessment of certain project indicators when establishing the project baseline**

Some project indicators were not assessed correctly when establishing the project baseline, which prevented the evaluation team from comparing the situation before and after the project. Some of these relate to the number of individual women benefiting from the project, while the value used for the project baseline was the number of beneficiary organizations. Clearly, it is impossible to compare the number of individual women who benefited from the project with the number of organizations, since these are different statistical units and the individual women exist within the organizations. The evaluation team addressed this problem by correcting the inaccurately assessed indicators and provided accurate values for all the project indicators.

### **3.7.3. Difficulties in finding some beneficiaries and implementation partners for the project**

One of the more significant constraints was the inability of certain project beneficiary organizations to mobilize their members to take part in the beneficiary surveys. As a result, only 310 out of the 434 planned beneficiaries were available, i.e. 71 per cent of the intended sample. Although the number of beneficiaries found was lower than forecast, the group was representative of the beneficiary population and therefore sufficient to carry out the evaluation.

Moreover, some managers of the project's partner institutions were not available at the time of the interviews because of assignments abroad and the withdrawal of the focal points that had worked on the project. As a result, it was not possible to speak to all the key informants who were supposed to be included in the evaluation for more detailed analyses. The evaluation team addressed this by maintaining close contact with the beneficiaries and key informants by phone and email throughout the mission, which allowed it to achieve a response rate of over 70 per cent of the original forecast.

### **3.7.4. The insecurity situation in Haiti**

The unstable security situation in Haiti and the volatile political situation affected the conduct of the evaluation. Although a lower level of social unrest (barricades and demonstrations) was noted throughout the country, Haiti continues to suffer from gang activities, which have been particularly marked in recent weeks. Gang activities restrict travel via the

main trunk roads, including in the Sud department where part of the evaluation was carried out (the roads affected are RN no. 2 in Martissant and the Laboule road no. 12, an alternative route used to bypass Martissant, which has been blocked since June 2021). Kidnappings are also on the rise, along with deaths and displacements caused by gang rivalries. This situation caused a delay in carrying out the evaluation. The evaluation team addressed this problem by maintaining maximum vigilance and followed United Nations security guidelines to avoid exposing its members to the prevailing insecurity in the country.

### **3.7.5. The shortage of fuel throughout the country**

The country has faced a shortage of fuel, which has paralysed all aspects of national life, since April 2022. The media, private institutions, United Nations institutions and even state institutions have been severely affected by the problem. Despite the press release from the Ministry of Trade and Industry (MCI) stating that three days had been reserved for supplying the pumps and that fuel would be available for distribution in petrol stations on Saturday 12 November 2022, it should be noted that it is not yet available in service stations in the Sud and Grand'Anse departments targeted by the project. A gallon of petrol continues to sell for 2,500 Haitian gourdes (HTG) and diesel for around HTG 2,000 on the informal market in both departments. This situation caused delays in the data collection process. The evaluation team was obliged to travel from Port-au-Prince to the project's target areas with a supply of fuel to mitigate the effects of the problem.

### **3.7.6. The cholera situation**

Cholera continues to spread. A cumulative total of 13,672 suspected cases of cholera, including 283 deaths (i.e. a mortality rate of 2.05 per cent) in the country's 10 departments were reported by the Ministry of Public Health and Population (MSPP) between 2 October and 6 December 2022. Eighty-six per cent (n=11,751) of all reported cases were hospitalized. Infectious pressure remains high in the southern communes, particularly Aquin and Saint Louis, and has increased in the communes close to Jérémie. The rapid rise in cholera cases in the Sud and Grand'Anse departments targeted by the project evaluation caused delays in implementing it. The evaluation team addressed the problem during the focus groups by setting up hand-washing stations and making participants aware of appropriate hygiene measures to limit the spread of the disease.

## 4. SECTION 4: OBSERVATIONS

This section analyses the project according to traditional, commonly used programme evaluation criteria, namely relevance, coherence, effectiveness, efficiency, sustainability and impact, underpinned by evidence and justification for each criterion.

### 4.1. Relevance and coherence

In general, a project's relevance is assessed based on the problems identified and solutions envisaged by the various stakeholders. The main issue for this criterion is understanding the "real" needs of the target populations. Coherence refers to the alignment or connection between the project and national priorities and UN Women's mandate in the country.

#### 4.1.1. In relation to the MARNDR and MCFDF sectoral policy

##### Observation 1

**The project activities are aligned with the country's national objectives in relation to agricultural development, climate resilience and gender equality, with reference to the national policy documents produced by the two sovereign ministries (the MARNDR and the MCFDF) of the two main sectors affected.**

The project addresses four main themes, namely gender equality, women's economic empowerment, adaptation to climate change and increasing the resilience of rural women.

Following an analysis of these themes, we note that the main areas of intervention are in line with the policy of the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR) and the three-year sectoral policy. In terms of the National Agricultural Policy 2010–2025, this aims to promote women who earn income from agricultural production, particularly by improving access to production factors, appropriate technologies, training and employment. The National Agricultural Investment Plan (PNIA) 2016–2021 policy document includes the establishment of income-generating activities for women, adopting actions to adapt to climate change, reducing climate risks and improving the resilience of cultivation systems in response to the risks of drought.

The Gender Equality Policy 2014–2034 produced by the Ministry of Women and Women's Rights (MCFDF) aims to foster women's economic empowerment, build women's capacity for entering buoyant sectors of the economy and support the development of female entrepreneurship.

At the national level, the project is also aligned with the Haiti Strategic Development Plan (PSDH), whose Social Refoundation Plan aims to ensure gender equality and reduce vulnerability to climate change, and sets out an economic empowerment policy for rural women, as well as a gender and development fund.

#### 4.1.2. In relation to the UN Women country strategy and the SDGs

##### Observation 2

**The project activities are coherent with UN Women’s areas of intervention in the country according to its four-year strategic framework and the Sustainable Development Goals.**

The project is also coherent with the UN Women Haiti Strategic Note 2018–2021, which sets out the following three strategic priorities: i) women lead, participate in and benefit equally from governance systems; ii) Haitian women enjoy a secure income, decent work and economic independence and iii) women and girls contribute to and have more influence on sustainable peacebuilding and resilience, and benefit equally from natural disaster and conflict prevention and humanitarian action in Haiti.

The various training courses delivered to women during the project on female leadership, gender and human rights to build their technical and operational capacities contribute to the achievement of strategic priority 1.

Training on agricultural techniques and basic accounting, establishing Creole gardens and the agricultural produce processing activities implemented by the project, training on mutual solidarity groups and refinancing them in order to increase the credit portfolio intended for their members are coherent with strategic priority 2, on secure incomes and economic empowerment for women.

Training on climate change, disaster risk management, metal silo management, and setting up and managing nurseries are coherent with strategic priority 3 insofar as they contribute to improving women’s resilience and preventing natural disasters.

The FADEKA project therefore aligns well with the UN Women strategy and operational approach, despite being hindered by the current political situation, climate constraints and the scarcity of some equipment and materials needed for the project’s successful implementation. At least in its design, it addresses gender equality, women’s economic empowerment, adaptation to climate change and increasing the resilience of rural women, and has never deviated from this.

In terms of its relevance to international goals, the project is fully aligned with Sustainable Development Goal 5 (SDG5), which aims to eliminate gender equality and empower women, and SDG13, which provides for urgent action to combat climate change and its impacts.

#### 4.1.3. In relation to the reality of the area and beneficiaries' priorities/needs

##### Observation 3

**The project took into account the needs for economic empowerment, greater resilience in response to shocks, technical and operational capacity-building and women's participation at the community level in its design and implementation.**

Agriculture, livestock farming and fishing are the dominant activities throughout the intervention area in the Sud and Grand'Anse departments, with variations depending on certain potential climate considerations and socioeconomic constraints.

Both departments offer strong agricultural potential and are a rich source of fish, however neither of these has been exploited to its fullest extent because of the lack of applied techniques and the complications associated with marketing (transport and roads).

Unfortunately, because they are located on the hurricane path and are also dealing with deforestation, both departments are exposed to risks of drought, flooding, landslides and earthquakes. Disaster preparedness, response capacity and resilience are currently still too poor.

The agricultural sector has declined, except in financial year 2012–2013, when it saw positive growth. This period has been marked by a continuous decline in the productivity of the land (Benoit-Cattin 2015). Among other things, this situation is the result of poor agro-climatic conditions, which have affected agricultural production.

It has grown steadily worse since, following the various natural disasters that have struck the region. First, there was the 2015–2016 drought and then Hurricane Matthew in 2016, which devastated both departments. Around 80 per cent of the families met after Hurricane Matthew struck stated that they had lost a significant portion of their production assets. The damage on each occasion was enormous, yet there is no adequate mechanism in place to resist such shocks or mitigate the damage caused by them.

Both departments were also affected by poor weather in April/May 2017. The impact of this serious of shocks continues to affect livelihoods in the region. In 2017, for example, the lean season was longer than in previous years, affecting income and the availability

of foodstuffs, with a direct impact on the food and nutritional security of the poorest households.

All the difficulties mentioned above were worsened by galloping price inflation, which began in April 2018 and continued until June 2019. Food prices in both departments are among the highest in the country. In 2018, the El Niño climate pattern caused a drought in the department, affecting the production of the main crops and reducing the harvest.

According to the Integrated Food Security Phase Classification (IPC) analysis carried out by the National Food Security Coordination Unit (CNSA) in December 2018 for the period from October 2018 to February 2019, i.e. two months before the FADEKA project began, the three areas in the Sud and Grand'Anse departments (HT01, HT07 and HT08) were some of those with the highest percentages of people facing food insecurity (IPC Phase 3 and higher). Overall, 28 per cent of people in the two departments faced food insecurity, 37 per cent in Grand'Anse and 23 percent in the Sud department, respectively.

The situation in both departments prior to the project implementation period therefore demanded actions aimed at increasing resilience and improving the food and nutritional security of poor and vulnerable households.

As a consequence, actions relating to women's economic empowerment, adaptation to climate change and improving the resilience of rural women are coherent with the needs of the intervention area and appear to be both appropriate and a priority in terms of improving the living conditions of the beneficiary households.

#### 4.1.4. Relevance of the theory of change

##### Observation 4

**The project's theory of change is based on logical cause-and-effect relationships. However, the robustness of the theory is limited by the failure to take account of scenarios connected to the country's security situation and the health crisis, which underpin the results chain.**

The theory of change clearly sets out the goal of the expected outcomes and the connection between them. This connection is described in point 1.7.

The project's intervention logic is coherent with the contextual analysis. The themes of support for female entrepreneurship, capacity-building for women's producer organizations, increasing shock preparedness for female farmers and their capacity to adapt to the effects of climate change, community dialogue, gender and human rights are formally identified and the expected outcomes are clearly defined.

However, there is a lack of scenarios connected to the security situation and the health crisis: even if all the other conditions are met, the desired results will not be achieved if the security and health situations are unfavourable. This was shown with the health situation, which hindered dialogue between the south of the country and Port-au-Prince regarding the purchase of supplies and product distribution, and with COVID-19, which prevented the implementation of certain activities because of the constraints associated with social distancing and travel.

#### 4.1.5. Relevance of the project in relation to testimonials gathered from communities

##### Observation 5

**The activities implemented during the project provided a response to the problems identified by the contextual analysis. Beneficiaries and community leaders are very satisfied with the project and the project activities clearly align with their needs. Moreover, participating in the project was positive for the beneficiaries and they felt closely involved in all project activities.**

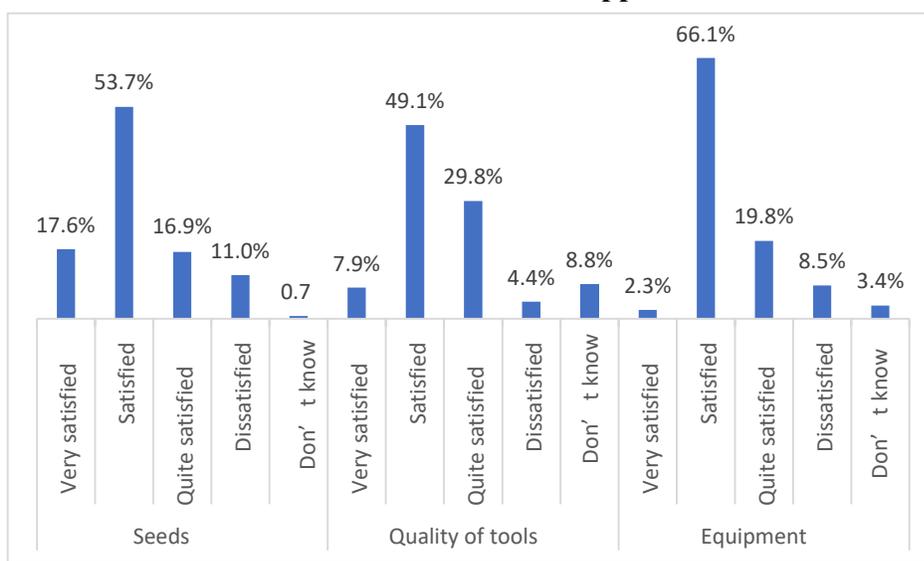
The project interventions were highly appreciated by the beneficiaries. The various responses to questions on the relevance of the project and the testimonials gathered from the communities show that the project allowed them to access high-quality training and to develop skills in management, climate change, credit, agricultural processing, etc., which were useful for their day-to-day lives and activities.

##### a) Satisfaction of beneficiaries

Several types of support were given to beneficiaries during the project, in the form of seeds, tools or equipment. Each of them was asked to rate their level of satisfaction with each type of support received on a scale of 1 to 4, to assess how satisfied they were. An analysis of the responses received reveals that the beneficiaries' level of satisfaction was 66.1 per cent for equipment, 53.7 per cent for seeds and 49.1 per cent for the quality of tools.

According to the beneficiaries who took part in the focus group discussions, the training sessions allowed women's organizations to serve their communities better and to contribute to their development. As a result, they were satisfied with the project. The agricultural training was highly appreciated, since women were involved in agriculture prior to the project but lacked a solid understanding of it. They are now better armed and equipped to tackle agricultural risks and the challenge of climate change.

**Figure 2: Beneficiaries’ level of satisfaction with support received from the project**



**b) Alignment of project activities and beneficiaries’ needs**

When the beneficiaries were asked whether the project activities in which they had been involved had actually met their real needs – for example, whether the seeds they received were the ones they actually needed or whether the training they were offered was what they actually needed – almost 80 per cent of them responded positively.

**Table 4: Percentage of beneficiaries questioned who confirmed that the project activities met their needs**

	Number	Percentage
<b>Yes</b>	245	79.3%
<b>No</b>	64	20.7%

According to those who participated in the interviews and focus group discussions, the activities proposed by the FADEKA project, such as delivering training sessions on the themes mentioned above, the introduction or continuation of support for mutual solidarity groups, etc. were aligned with the needs of the target group. In addition, the local authorities were satisfied with their participation in certain training sessions.

**c) Benefits of participating in the project**

Beneficiaries were asked to state whether participating in the project had been beneficial to them, with the majority stating that it had. Just 5.2 per cent of the beneficiaries indicated that participating in the project had not been beneficial to them.

**Table 5: Percentage of beneficiaries questioned who acknowledged that the project was beneficial to them**

	Number	Percentage
Yes	293	94.8%
No	16	5.2%

**d) Beneficiaries’ involvement in project activities**

In terms of their involvement in the project, i.e. in identifying needs, as well as prioritizing and analysing them, 59.2 per cent of beneficiaries responded positively for both activities.

**Table 6: Percentage of beneficiaries questioned who acknowledged their involvement in the project**

		Number	Percentage
<b>Needs identification</b>	Yes	183	59.2%
	No	126	40.8%
<b>Needs prioritization and analysis</b>	Yes	183	59.2%
	No	126	40.8%

**The evaluation found that the project met communities’ expectations in terms of learning, capacity-building (setting up Creole gardens, training on mutual solidarity groups, financial management, female leadership, training on resilience to climate change, etc.). The fact that activities were identified based on the real needs of the population contributed significantly to ensuring the relevance of the project. The evaluation confirmed that the project was highly relevant for communities, population groups, the country and the SDGs.**

**4.2. Effectiveness**

Effectiveness refers to the project’s actual achievements compared with the activities initially planned and/or with regard to the objectives to which they were intended to contribute. Evaluating whether “the project objectives were achieved” can therefore be used to validate the choices made in terms of strategy and activities.

The evaluation team opted to carry out a comparative analysis of the planned activities and those actually implemented to assess the effectiveness of the project in terms of planning and implementation, as well as an evaluation of the level of achievement of each indicator, to identify the progress made. The indicators from the logical framework calculated during the quantitative survey were also presented. It then analysed the project’s monitoring and management system, which acts as a guarantor of its monitoring and evaluation system.

#### 4.2.1. Achievement of outcomes

##### Observation 6

**The project's performance remains average because of the challenging context, marked by the deterioration in the security situation, the COVID-19 pandemic, socio-political unrest and a number of organizational difficulties. All activities associated with Outcome 1, on strengthening the institutional framework and the socioeconomic environment, were completed. A total of four out of 12 activities for Outcome 2 were not completed. For Outcome 3, a total of two activities out of eight were unable to be completed; for Outcome 4, three out of seven activities were unable to be completed.**

A comparative analysis between the planned activities and those actually implemented, to assess the effectiveness of the project in terms of planning and implementation, is shown in the table below:

**Table 7: Main outcomes identified and achievement at the end of the project**

Activities planned	Activities completed	Remarks
<b>Outcome 1: The institutional framework and local socioeconomic environment offer rural women the opportunity to progress in sustainable agriculture value chains.</b>		
<i>Outcome 1.1: The local authorities, cooperatives and community organizations supported, as well as the target communities, have a better understanding of climate-smart and gender-responsive agricultural policies.</i>		
Activity 1.1.1: Development and delivery of training on climate-smart agriculture for the cooperatives / community organizations supported.	According to the project reports, an international climate change and gender expert was recruited and produced a brochure on the topic.	
Activity 1.1.2: Round table organized with local authorities, cooperatives and civil-society organizations (CSOs) on smart agriculture initiatives from a gender perspective.	According to the project reports, 700 people, 80 per cent of whom (560) were women, 12 mayors, 16 CASEC/ASEC and representatives of cooperatives and community organizations were trained on climate-smart and gender-responsive agriculture in 15 training sessions.	Need for better documentation on these activities. More on-the-job training than round tables/events.
Activity 1.1.3: Community awareness campaign on appropriate climate-smart agriculture strategies.	Awareness-raising for 700 people on appropriate climate-smart agriculture strategies.	
<i>Outcome 1.2: The cooperatives and mixed community organizations involved in the target value chains are aware of the discriminatory attitudes and behaviours that perpetuate gender inequality and adopt corrective measures.</i>		
Activity 1.2.1: Development and delivery of training modules on gender equality for 150 male members of the cooperatives / community organizations supported.	According to the project reports, training modules and 20 mini-videos were developed and 400 women and men trained on the underlying causes, signs and impact of gender inequality; they were also given information on how to foster gender equality and promote women in rural development and agriculture.	There is no information on the number of individual men who received training.

Activities planned	Activities completed	Remarks
Activity 1.2.2: Development and dissemination of modules on self-care, self-esteem and power relations with 350 women from the cooperatives /community organizations supported.	According to the project reports, over 150 women leaders developed skills through training on self-care, self-esteem, female leadership and gender equality.	Only 150 out of the planned 300 women received training on self-care, self-esteem and power relations.
<b><i>Outcome 1.3: Female farmers' organizations have more opportunities to express their views and work as part of a network with actors involved in designing sustainable agricultural policies and the formal private sector.</i></b>		
Activity 1.3.1: Creation of local consultation groups on women's economic empowerment (comprising local authorities, civil society and the private sector).	A total of five local consultation groups were established during the project implementation period and each held one meeting attended by 50 people, 80 per cent of whom were women (comprising local authorities, civil society and the private sector).	
Activity 1.3.2: Organization of agricultural fairs to extend and strengthen links between public bodies, private companies in the formal sector and female entrepreneurs and cooperatives for the target value chains.	Fifty-six women leaders from 33 associations took part in the fair, which was organized in cooperation with the MCFDF's Sud departmental directorate. Two women's organizations that benefited from the FADEKA project took part in a central bank forum in the Nord department on financial inclusion and economic empowerment for rural women, and exhibited their produce.	
<b>Outcome 2: The cooperatives, female farmers' organizations and individual farmers involved in the target value chains have access to markets with higher added value and are more resilient to climate change.</b>		
<b><i>Outcome 2.1: The target cooperatives, female farmers' organizations and individual farmers improve their technical and organizational management capabilities.</i></b>		
Activity 2.1.1: Training and technical support on agroforestry, plant cultivation, grafting, production of natural fertilizers and beekeeping.	Training on climate and environmentally responsible agricultural techniques, agroforestry, planting Creole gardens, which combine cocoa beans with several other food products, processing and storage, packing, packaging and marketing, fish storage, set-up and beekeeping.	According to the reports and discussions, there was no training on grafting or the production of natural fertilizers (compost).

Activities planned	Activities completed	Remarks
Activity 2.1.2: Training on governance, basic accounting and stock management.	A total of 500 people, mainly women leaders of community organizations, were trained on governance, basic accounting and stock management.	
<b><i>Outcome 2.2: The target cooperatives, female farmers' organizations and individuals involved in the production, storage and processing of agricultural products acquire goods and equipment to develop sustainable activities.</i></b>		
Activity 2.2.1 Tailored support on assets and equipment for women's community organizations involved in processing agricultural products, such as beekeeping, castor oil production, processing cashew nuts ("tablets"), cornmeal production and peanut butter ("mamba").	Over 15 organizations received support, including 10 involved in cocoa bean, coffee bean and peanut production by providing them with grinders, four involved in peanut processing, nine involved in processing cashews, honey, castor oil, peanuts and soap, and one refurbishing the premises.	
Activity 2.2.2: Support for women from community organizations involved in food storage.	Provision of metal silos for food storage to eight organizations.	
Activity 2.2.3: Support for cooperatives and female farmers involved in cocoa bean production (creation of cocoa tree gardens for individual farmers and construction of fermentation/drying facilities for a cooperative of cocoa bean producers).	Support for 206 women through cocoa bean-based agroforestry to set up 206 Creole gardens, which combine planting cocoa beans with several other food products. Provision of 10 cocoa bean, coffee bean and peanut grinders to 10 women's organizations involved in producing and processing cocoa beans.	Cocoa trees need at least three years before they start to produce, so there were no activities to construct fermentation/drying facilities for a cooperative of cocoa bean producers. This should be planned into any second phase of the project.
<b><i>Outcome 2.3: Women's community organizations involved in agricultural production and food processing have increased capacity for marketing and retail sales.</i></b>		
Activity 2.3.1: Support women's community organizations involved in the production of honey, soap, castor oil, peanut butter and cashew nut tablets in developing packaging, labels and product branding solutions.	Training for 10 women's organizations involved in processing agricultural products and four other organizations on developing packaging, labels and product branding solutions.	

Activities planned	Activities completed	Remarks
	<p>Training for 112 representatives of member organizations (102 women and 10 men) on the importance of product design, improving the visual appearance of their products and choosing appropriate packaging.</p> <p>Provision of packaging materials for bottling honey and castor oil.</p>	
<p>Activity 2.3.2: Development of marketing strategies to increase sales of processed agricultural products.</p>	<p>Support for organizations in developing logos, improving the effectiveness of products' visual identity, product branding and selecting and presenting products for better marketing.</p>	<p>The project did not support other sales strategies, such as bundling.</p>
<p>Activity 2.3.3: The digital “Buy from Women” (BfW) retail sales and sourcing platform is up and running.</p>	<p>This activity was not completed.</p>	<p>This technology is not yet appropriate for the context and reality of rural life and would require a lot of effort in terms of organizing and structuring rural producers and traders.</p>
<p>Activity 2.3.4: Support for fish wholesalers to increase potential sales using energy solutions to secure the cold chain.</p>	<p>Support for around 100 fish wholesalers who are members of a women’s organization to acquire and install a solar refrigeration solution to store fish and a drier to dry it.</p>	<p>Lack of a structure to manage the system.</p>
<p><b><i>Outcome 2.4: The target cooperatives have more commercial outlets through sales contracts</i></b></p>		
<p>Activity 2.4.1: Organization of workshops with the private sector to present the BfW platform and its features.</p>	<p>This activity was not completed.</p>	
<p>Activity 2.4.2: Identification of business, store chains and specific companies interested in joining the BfW platform.</p>	<p>This activity was not completed.</p>	

Activities planned	Activities completed	Remarks
Activity 2.4.3: Administrative and legal assistance for setting up contracts.	This activity was not completed.	
<b>Outcome 3: Rural women's access to credit and funding mechanisms is increased.</b>		
<i>Outcome 3.1: The female farmers' organizations and cooperatives targeted by the project have improved their financial capabilities and are developing group savings initiatives.</i>		
Activity 3.1.1: Capacity-building programmes for 500 rural women involved in the target value chains to improve their financial knowledge.	Five hundred members from 23 community organizations (70 per cent women) were trained in financial literacy in 2021 and early 2022, with three modules: 1- Improve basic knowledge of financial literacy for better financial inclusion, individually and collectively; 2- Establish and ensure sound management of a mutual solidarity group (MuSo); 3- Financial inclusion through grassroots associations.	
Activity 3.1.2: Training sessions for community organizations interested in mutual solidarity groups delivered through peer-to-peer modules and the purchase of basic equipment (cases, notebooks and savings books).	<p>Four organizations were trained in administrative and financial management. Two trainers were selected from the participants to cascade the knowledge down to 75 members of 28 organizations.</p> <p>Sixty-six members of 25 mutual solidarity groups took part in training sessions on financial literacy. Furniture/equipment to help the groups to operate was distributed. Members of the groups also received training on the financial and operational management of their group. An operating manual was also developed by PESADEV and given to each group.</p>	
<i>Outcome 3.2: The female entrepreneurs and SMEs targeted by the project have a better understanding of loans and credit at the local level.</i>		

Activities planned	Activities completed	Remarks
Activity 3.2.1: Identification of entrepreneurs and SMEs interested in investment (synergy with the International Labour Organization (ILO) Start and Improve Your Business (SIYB) programme.	This activity was not completed.	
Activity 3.2.2: Capacity-building programme for entrepreneurs and SMEs on the lending and credit system.	Eighty-three beneficiaries learned about public administration, private and public-sector contract management, mechanisms to combat corruption, ethics and professional conduct. One hundred and forty-seven members of organizations (128 women and 19 men) took part in training sessions to help them understand the process of legalizing their social organizations and for-profit businesses, such as: one-person companies, partnerships and limited companies (drafting of formal records of constitutional documents and articles of association). The beneficiaries also learned about the legal procedures for creating organizations and for-profit businesses.	
<b><i>Outcome 3.3: The female farmers' organizations, entrepreneurs and cooperatives targeted by the project have access to appropriate financial products and services.</i></b>		
Activity 3.3.1: Support for cooperatives and women's community organizations to set up a working capital fund to increase their capacity to invest in their activities.	The initial study into setting up a working capital fund was conducted very late, almost at the end of the project, and the fund was not set up because of the delays.	Two partners, Femmes en Démocratie (FED) and the Haiti Women Entrepreneurs' Chamber of Commerce, were selected to set up the project's planned guarantee fund. Although both partners took action to sign an agreement with a microfinance institution to co-manage the fund, the process was not complete by the end of the project and UN Women had to ask them to return the funds.
Activity 3.3.2: Identification, evaluation and selection of partner financial institutions and commercial banks in the target areas.	Based on the various data gathered during the study, a list of five institutions could have been produced to set up the guarantee fund in terms of management capacity.	

Activities planned	Activities completed	Remarks
Activity 3.3.3: Development and prototyping of financial products in response to the obstacles encountered by female entrepreneurs with the institutions selected.	Data from the study established the link between the profile of female entrepreneurs and the funding mechanisms to be set up by the guarantee fund. A report explaining the strategies for setting up and managing the fund followed the two analysis reports presented.	
Activity 3.3.4: Support for female entrepreneurs and SMEs through lines of credit, guarantees and insurance.	This activity was not completed.	
<b>Outcome 4: The FED's One Stop Center in the Sud department strengthens its business and governance models for improved sustainability and support for women in community-based organizations and communities.</b>		
<b><i>Outcome 4.1: The organization FED develops an integrated strategy to improve the sustainability of its One Stop Center.</i></b>		
Activity 4.1.1: Joint assessment of obstacles to the viability of the FED's One Stop Center and the opportunities it presents.	There is a plan to strengthen the centre developed in 2020, which is still being implemented. However, it remains difficult to follow the recommendations in the plan because of a lack of funding.	
Activity 4.1.2: Exchange visit with organizations working on similar successful initiatives.	This activity was not completed.	
Activity 4.1.3: Consultation on revising the business model of the FED's One Stop Center.	A communications and fundraising plan was developed at the end of 2020 to determine how to help the centre remain viable.	
<b><i>Outcome 4.2: The FED's One Stop Center in the Sud department offers sustainable facilities and services to partner community organizations involved in agricultural production/processing.</i></b>		
Activity 4.2.1: Inventory of the FED's active partner community organizations in the Sud department and classification by main activity and area of intervention.	FED updated its list of community organizations in 2021 to facilitate cooperation with them in the areas of agrobusiness and the necessary empowering of women in leadership, sexual and sexist violence, humanitarian actions and peace and women's security, among other key themes.	

Activities planned	Activities completed	Remarks
Activity 4.2.2: Organization of a workshop and round table on the governance model of the FED's One Stop Center, including partner community-based organizations (CBOs), full-time and ad hoc employees.	Organization of awareness-raising activities on civic and citizenship education for 2,636 people (1,492 women (56.60 per cent) and 372 children (14.11 per cent)).	
Activity 4.2.3: Analysis of cooperation models for the One Stop Center to improve networking between the partner community organizations and strengthen mutual benefits.	This activity was not completed.	
Activity 4.2.4: Identification and testing of childcare models within the community with partner community organizations.	This activity was not completed.	However, a psychologist was appointed to support women and girls experiencing violence in the Sud department. Six hundred and forty women benefited from this service.

In general terms, all activities planned as part of the project's implementation and which enabled its objectives and expected outcomes to be achieved were completed. Twenty-six of the project's 34 planned activities (i.e. 76 per cent) were implemented.

The table above shows that all activities relating to Outcome 1, aimed at strengthening the institutional framework and local socioeconomic environment to offer rural women the opportunity to progress in sustainable agriculture value chains were initiated and in some cases launched, even if not all were completed so as to achieve the associated targets.

In terms of Outcome 2, on access to markets with higher added value and greater resilience to climate change for cooperatives, female farmers' organizations and individual farmers involved in the target value chains, a total of four activities associated with the "Buy from Women" platform were not completed.

In addition, there were delays in relation to Outcome 3, on rural women's access to credit and funding mechanisms. First, there was a delay in conducting the study on the strategy for setting up and managing a guarantee fund. Secondly, as a consequence of the delay to the study, the Haiti Women Entrepreneurs' Chamber of Commerce did not have time to set up the guarantee fund, which would have helped the process of offering credit to rural women in the target areas. Two activities were unable to be completed as a result. Two activities for Outcome 4, in relation to the FED's One Stop Center, were similarly unable to be completed.

The failure to complete these activities can be explained, notably, by a socioeconomic context characterized by political instability, the country's chronic insecurity and a health situation marked by the COVID-19 crisis. It should also be noted that Haiti has been paralysed by a political and social crisis since 7 July 2018. Roadblocks, stones thrown at vehicles or individuals, sporadic gunfire, social unrest and violence had a rapid impact on the project's implementation.

On the security front, numerous cases of kidnappings, murders, rapes, gang confrontations and other acts of violence against individuals have contributed to a sense of general insecurity in the country, which prevents executives from travelling to the intervention areas. In addition, there are the inherent constraints in the project intervention areas, including natural disasters and the earthquake that occurred on 14 August 2021.

An evaluation of the level of achievement of each indicator was carried out to supplement the comparative analysis between planned and completed activities, the assessment of outcomes and the project's performance. The completion rate for each indicator or achievement was estimated by comparing what had been planned and what was actually completed. The arithmetical average of the achievement of indicators for a given outcome constitutes the achievement rate for that outcome.

**Table 8: Estimated achievement rates of the outcome indicators**

Indicators/Outcomes	Targets	Achievements	Achievement rate	Remarks
<b>Outcome 1: The institutional framework and local socioeconomic environment offer rural women the opportunity to progress in sustainable agriculture value chains.</b>				
Number of measures adopted by local authorities, civil society and the private sector to encourage women's initiatives in sustainable agriculture value chains.	5	1	20%	Contribution to a single measure of the BRH (central bank) guarantee fund for women. No contribution at the local level.
Percentage of female members of mixed cooperatives and agricultural organizations who consider that their organizations are free from discrimination and gender stereotypes.	75%	58%	77%	According to the project's final evaluation survey, only 58 per cent of female members of mixed cooperatives and agricultural organizations consider that their organizations are free from discrimination and gender stereotypes.
<b><i>Outcome 1.1: The local authorities, cooperatives and community organizations supported, as well as the target communities, have a better understanding of climate-smart and gender-responsive agricultural policies.</i></b>				
Number of local authorities and representatives of cooperatives and community organizations participating in training sessions and the round table on climate-smart agriculture.	300	700	233%	Seven hundred people, 80 per cent of them (560) women, 12 mayors, 16 CASEC/ASEC and representatives of cooperatives and community organizations took part in 15 training sessions on climate-smart agriculture.
Percentage of local authorities and representatives of cooperatives and community organizations who have better knowledge and understanding of climate-smart agriculture.	60%	19%	31%	Nineteen per cent of local authorities, representatives of cooperatives and community organizations (700 out of the 3,623 planned) have better knowledge and understanding of climate-smart agriculture.
Number of advocacy initiatives on climate-smart agriculture implemented at the community level.	5	2	40%	Two advocacy initiatives on climate-smart agriculture were implemented.
<b><i>Outcome 1.2: The cooperatives and hybrid community organizations involved in the target value chains are aware of the discriminatory attitudes and behaviours that perpetuate gender inequality and adopt corrective measures.</i></b>				
Percentage increase in the proportion of women participating in decision-making processes in cooperatives and mixed agricultural organizations.	25%	11%	44%	Four hundred women (11 per cent) out of the 3,425 members of organizations that benefited from the project were trained on the underlying causes, signs and impact of gender inequality; they were also given information on how to foster gender equality and promote women in rural development and agriculture.

Indicators/Outcomes	Targets	Achievements	Achievement rate	Remarks
Percentage of women from mixed cooperatives and agricultural organizations who state that they feel comfortable when expressing their opinion in general meetings or management committees.	70%	99%	141%	According to the evaluation's quantitative survey, 99 per cent of women from mixed cooperatives and farmers' organizations state that they feel comfortable when expressing their opinion in general meetings or management committees.
<b><i>Outcome 1.3: Female farmers' organizations have more opportunities to express their views and work as part of a network with actors involved in designing sustainable agricultural policies and the formal private sector.</i></b>				
Number of CCFEH consultation groups on women's economic empowerment created.	3	5	167%	Five local consultation groups have been set up and are operational. The groups were set up by UN Women and not by the CCFEH, which was not a project partner at this time.
Number of women from target farmers' organizations playing an active part in local women's economic empowerment consultation groups.	15	40	267%	The five local consultation groups set up during the project implementation period each held one meeting attended by 50 people, 80 per cent of whom were women.
<b>Outcome 2: The cooperatives, female farmers' organizations and individual farmers involved in the target value chains have access to markets with higher added value and are more resilient to climate change.</b>				
Percentage of target organizations with access to markets with higher added value thanks to the project.	75%	50%	66%	50 per cent of the target organizations (1,700 of the 3,425 women targeted by the project) have access to markets with higher added value thanks to the project since, according to the reports, 60 women's and mixed farmers' associations, or more than 1,700 female farmers, were supported to adopt climate- and environment-friendly agricultural practices.
Percentage of female members of cooperatives, community organizations or individual farmers reporting an increase in income.	75%	84.8%	84.8%	According to the final evaluation survey, 84.8 per cent of female members of cooperatives, community organizations or individual farmers reported an increase in income thanks to the project.
Number of initiatives supported that adopt at least two environment-friendly practices (renewable energy sources, type of supplies used, soil conservation measures, etc.).	10	4	40%	At least four initiatives that adopt at least two environment-friendly practices (renewable energy sources, type of supplies used, soil conservation measures, etc.) were supported, namely: 1) Creole gardens (cocoa bean-based agroforestry), 2) processing and storage of agricultural produce using grinding equipment and metal silos, 3) packing, packaging and marketing of agricultural products, 4) marketing of fish products through acquiring and installing a solar refrigeration system

Indicators/Outcomes	Targets	Achievements	Achievement rate	Remarks
				for storing fish and installing a drier (for drying fish)
<b><i>Outcome 2.1: The target cooperatives, female farmers' organizations and individual farmers improve their technical and organizational management capabilities.</i></b>				
Percentage of female members of cooperatives, community organizations and individual farmers stating that they follow the technical recommendations shared during training.	75%	89.7%	119%	89.7% of female members of cooperatives, community-based organizations and individual farmers state that they follow the technical recommendations shared during training
Percentage of target cooperatives and community organizations that adopt operating guidelines.	15%	0%	0%	The project did not instigate actions aimed at the adoption of operating guidelines by the target cooperatives and community organizations.
<b><i>Outcome 2.2: The target cooperatives, female farmers' organizations and individuals involved in the production, storage and processing of agricultural products acquire goods and equipment to develop sustainable activities.</i></b>				
Number of cooperatives and farmers' community organizations that improve their production facilities and equipment.	15	15	100%	According to the reports, over 15 organizations received support, including 10 involved in cocoa bean, coffee bean and peanut production, four involved in peanut processing, one in storing and drying fish, 12 in agricultural equipment, nine involved in processing cashews, honey, castor oil, peanuts and soap, one refurbishing the premises and 206 women in Creole gardens; 10,000 plants were distributed, of which five were native varieties (2,000 lemon tree plants, 2,500 cashew plants, 2,000 moringa plants, 1,500 corossol plants and 2,000 orange tree plants).
<b><i>Outcome 2.3: Women's community organizations involved in agricultural production and food processing have increased capacity for marketing and retail sales.</i></b>				
Percentage of cooperatives, community organizations and individual farmers reporting an increase in sales.	50%	85.2%	170%	The result of the data analysis from the final evaluation survey shows that, across all cooperatives, community organizations and individual farmers, 85.2 per cent stated that they had increased their sales thanks to the activities and/or actions initiated by the project.
Number of producers who use the "Buy from Women" platform.	500	0	0%	The activities for this indicator were not completed.
<b><i>Outcome 2.4: The target cooperatives have more commercial outlets through sales contracts</i></b>				
Percentage of private-sector participants involved in the agricultural value chain	30%	0%	0%	The activities for this indicator were not completed.

Indicators/Outcomes	Targets	Achievements	Achievement rate	Remarks
who expressed an interest in joining the “Buy from Women” platform.				
Number of contracts or draft agreements signed between cooperatives/agricultural organizations and the private sector.	10	0	0%	The activities for this indicator were not completed.
<b>Outcome 3: Rural women’s access to credit and funding mechanisms is increased.</b>				
Number of loans granted to rural women involved in climate-smart agriculture (including production, processing and marketing).	100	100	100%	Twenty-five savings and credit institutions (mutual solidarity groups) were strengthened through training on managing these MuSos and received renewable funding of HTG 15,000 (around \$120) to develop their activities. At least four rural women per MuSo involved in climate-smart agriculture have already received loans as part of the project.
Percentage of women who say they feel more involved in the lending and credit system	50%	91%	182%	According to the final evaluation survey, 91.0 per cent of the women questioned stated that they felt more involved in the lending and credit system.
<b>Outcome 3.1: The female farmers’ organizations and cooperatives targeted by the project have improved their financial capabilities and are developing group savings initiatives.</b>				
Percentage of rural women who have improved their financial capabilities.	75%	79.7%	106%	According to the final evaluation survey on the granting of credit training delivered during the project, 79.7 per cent of all the women questioned stated that they now have a better understanding of the lending and credit system.
Number of savings groups reactivated/created in the target communities.	15	25	166%	This indicator is well in excess of forecasts. A total of 25 groups compared with the 15 planned – i.e. 10 more – were reactivated in the target communities. Unfortunately, no new groups were created and there was no assessment of the groups supported in terms of their loan portfolio or reimbursement rate. The refinancing of HTG 15,000 may appear derisory for a mutual and it is impossible to know without a proper baseline assessment.
<b>Outcome 3.2: The female entrepreneurs and SMEs targeted by the project have a better understanding of loans and credit at the local level.</b>				
Percentage of female entrepreneurs or representatives of SMEs who say they have a better understanding of the lending and credit system.	80%	79.7%	99.6%	According to the final evaluation survey, 79.7 per cent of female entrepreneurs or representatives of SMEs say they have a better understanding of the lending and credit system.
<b>Outcome 3.3: The female farmers’ organizations, entrepreneurs and cooperatives targeted by the project have access to appropriate financial products and services.</b>				

Indicators/Outcomes	Targets	Achievements	Achievement rate	Remarks
A list of public and private-sector institutions that provide financial services to female entrepreneurs/cooperatives in the target areas is available (Y/N).	Yes	Yes	100%	UN Women, with the support of its partner CESVI and the firm Haiti Efficace, was able to carry out a feasibility study on setting up a guarantee fund and developing an implementation, operational and monitoring strategy for it. Based on the various data gathered, a list of five public and private-sector institutions that provide financial services to female entrepreneurs/cooperatives in the target areas is available and these could be considered for setting up the guarantee fund in terms of their management capacity.
Percentage of target female entrepreneurs and cooperatives who have used or intend to use the financial services recommended.	30%	24%	80%	This target was not achieved. According to the final evaluation survey, 23.7 per cent of the target female entrepreneurs and cooperatives have used or intend to use a bank account, 26.95 per cent transfer services, 22.8 per cent microfinance/microcredit services and 22.7 per cent insurance services.
<b>Outcome 4: The FED's One Stop Center in the Sud department strengthens its business and governance models for improved sustainability and support for women in community-based organizations and communities.</b>				
Number of partner community-based organizations (CBOs) who participate in the One Stop Center decision-making process.	4	4	100%	The One Stop Center for women's well-being in Torbeck has a board of directors with seven members, comprising three members of FED and four from the KOFASID women's network based in the Sud department.
Number of CBOs involved in agricultural processing who use the One Stop Center's services on a regular basis	5	5	100%	A total of 300 women, members of five community organizations, received direct support for agricultural production and processing (corn, peanuts, vegetables, etc.).
<b>Outcome 4.1: The organization FED is developing an integrated strategy to improve the sustainability of its One Stop Center.</b>				
A revised business model for the FED's One Stop Center is available.	1	1	100%	There is a plan to strengthen the centre developed in 2020, which is still being implemented. However, it remains difficult to follow the recommendations in the plan because of a lack of funding. A communications and fundraising plan was developed at the end of 2020 to determine how to help the centre remain viable.
<b>Outcome 4.2: The FED's One Stop Center in the Sud department offers sustainable facilities and services to partner community organizations involved in agricultural production/processing.</b>				
A detailed inventory of the FED's CBO partners in the Sud department is available.	1	1	100%	FED updated its list of community organizations in 2021 to facilitate cooperation with them

Indicators/Outcomes	Targets	Achievements	Achievement rate	Remarks
				in the areas of agrobusiness and the necessary empowering of women in leadership, sexual and sexist violence, humanitarian actions and peace and women's security, among other key themes.
Operating guidelines for the One Stop Center have been adopted by the FED and partner community organizations.	1	1	100%	Once the centre opened, a draft agreement was signed by the FED and KOFASID, which is a member of its board of directors. The centre has a set of operating guidelines, which are shared with the members of the KOFASID board of directors.

## Observation 7

**The average completion (achievement) rate for the indicators was 60 per cent, i.e. the targets were achieved for 18 out of a total of 31 indicators. Of these 18, a total of eight indicators, i.e. 25 per cent of the total, significantly exceeded their targets. Nine of the 13 indicators that did not achieve their targets were close to doing so, while the remainder had a zero achievement rate. This performance was achieved in a challenging context, marked by the deterioration in the security situation, the COVID-19 pandemic, socio-political unrest, the earthquake on 14 August 2021 and a number of organizational difficulties.**

In light of the analysis of indicators or outputs compared with the initial plans set out in the table above, it should be noted that the outcomes achieved fall below the expected targets.

A total of 18 of the project's 31 indicators achieved their targets, which represents an overall achievement rate of 60 per cent. A total of eight indicators, i.e. 25 per cent, significantly exceeded their targets.

With regard to Outcome 1, on the institutional framework and local socioeconomic environment offering rural women the opportunity to progress in sustainable agriculture value chains, a total of four out of nine targets were not only achieved but significantly exceeded, by more than 200 per cent for two targets.

For Outcome 2, on access to markets with higher added value and greater resilience to climate change for cooperatives, female farmers' organizations and individual farmers involved in the target value chains, a total of just three targets out of 10 were achieved. The overriding explanation for this is that there were numerous targets linked to the "Buy from Women" platform, which was never implemented for the reasons outlined previously.

In terms of Outcome 3, on rural women's access to credit and funding mechanisms, a total of six out of seven targets were achieved. This was largely due to activities connected with the establishment of mutual solidarity groups, but the delay in conducting the study on setting up the guarantee fund and the failure to implement it meant that not all the planned indicators were achieved.

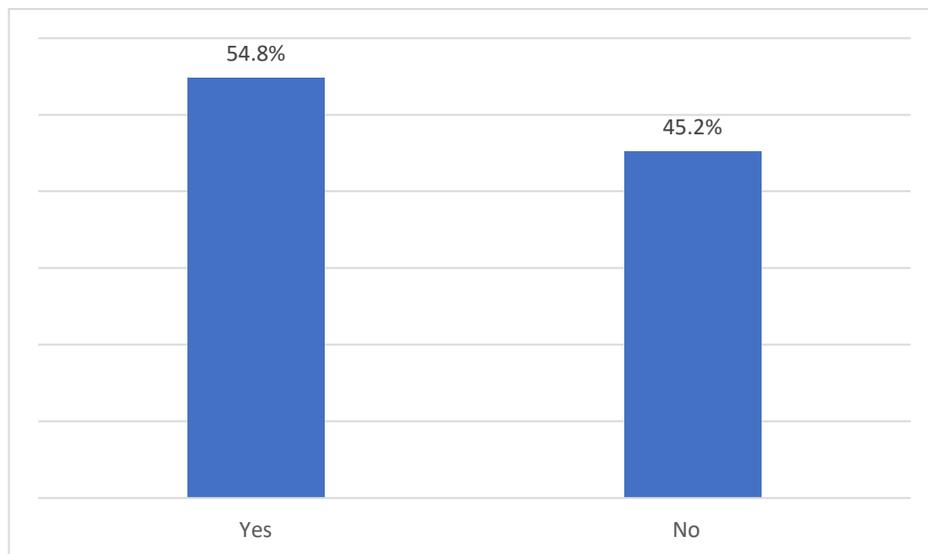
For Outcome 4, on the FED's One Stop Center in the Sud department strengthening its business and governance models for improved sustainability and support for women in community-based organizations and communities, all five targets were achieved, although there are some areas for operational improvements from a quality point of view, largely due to constraints connected to COVID-19.

#### 4.2.2. Analysis of indicators calculated based on the evaluation’s quantitative survey

In this section, the evaluation team analyses the indicators set out in the project document, which were calculated based on the evaluation’s quantitative survey with a view to seeing their final values at the end of the project.

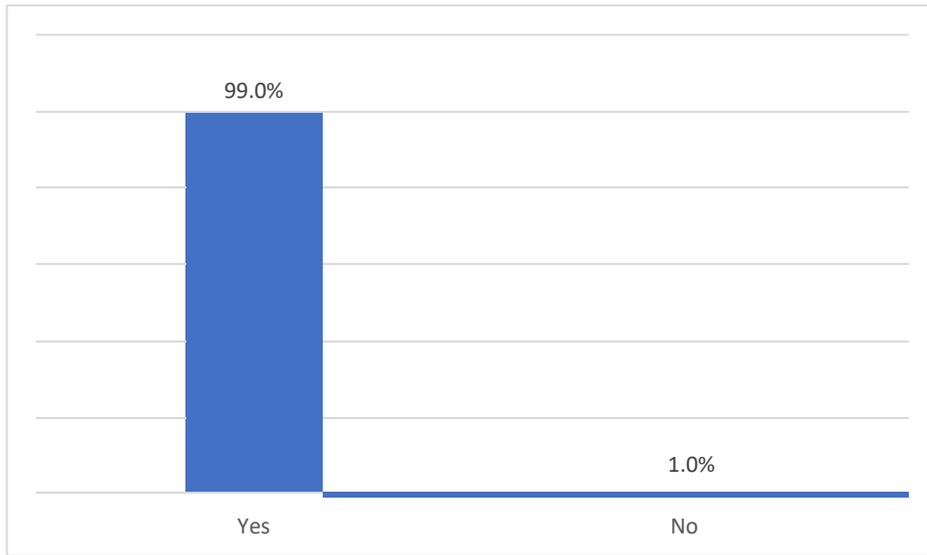
The survey also touched on the issue of gender and was therefore interested in male-female relationships within organizations. When beneficiaries whose organizations included men 60.6 per cent) if women were victims of violence, sexist discrimination or stereotyping within their organizations – for example, if women and men were equal, if women were not marginalized because they were women or whether they were able to occupy any position, etc. – it was noted that over half the beneficiaries questioned, i.e. 54.8 per cent, indicated that they had encountered these problems in organizations.

**Figure 3: Percentage of female members of mixed cooperatives and agricultural organizations who consider that their organizations are free from discrimination and gender stereotypes**



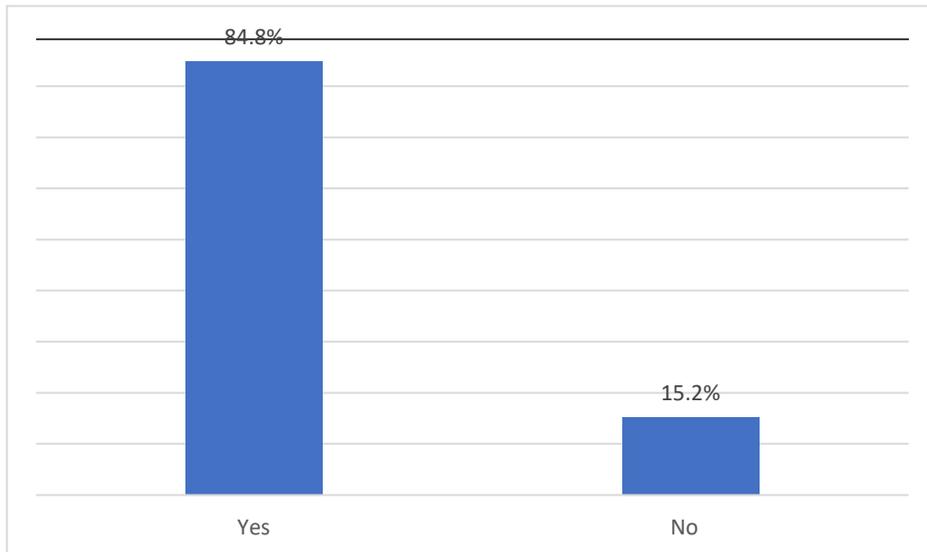
However, when they were asked whether they felt comfortable expressing their point of view during general meetings or management committees, almost all respondents said they did. In fact, just 1 per cent of the women asked replied ‘no’ to this question. The project has therefore, through the training delivered to beneficiaries, built women’s capacity so that they feel comfortable expressing their point of view during general meetings or management committees of the organizations to which they belong.

**Figure 4: Percentage of women from mixed cooperatives and farmers' organizations who state that they feel comfortable when expressing their opinion in general meetings or management committees**



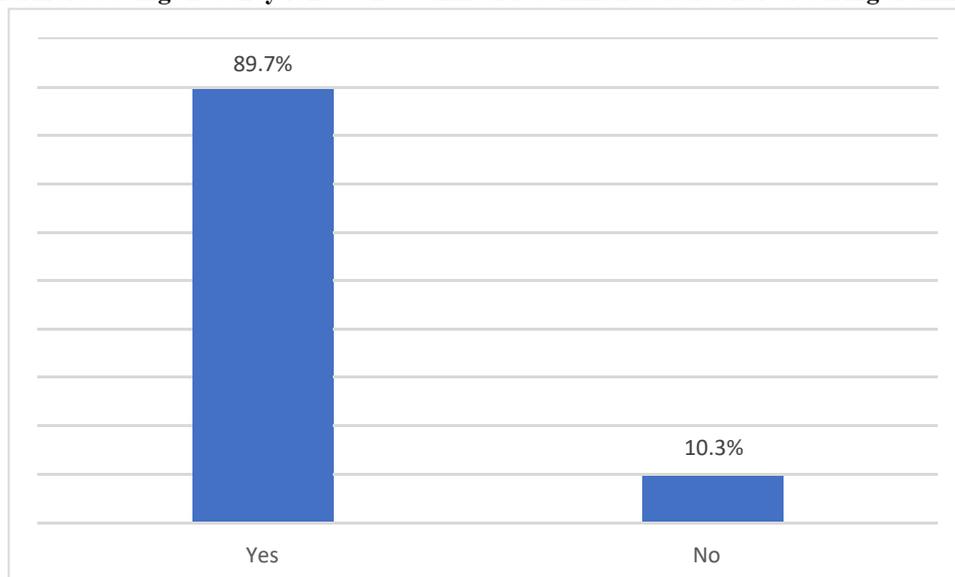
The survey was also interested in the incomes of female members of cooperatives and community organizations in relation to the project. Almost 85 per cent of those questioned on a possible increase in their income thanks to the activities and/or actions initiated by the project since they began to benefit from it answered 'yes'.

**Figure 5: Percentage of female members of cooperatives or community organizations or individual farmers reporting an increase in income**



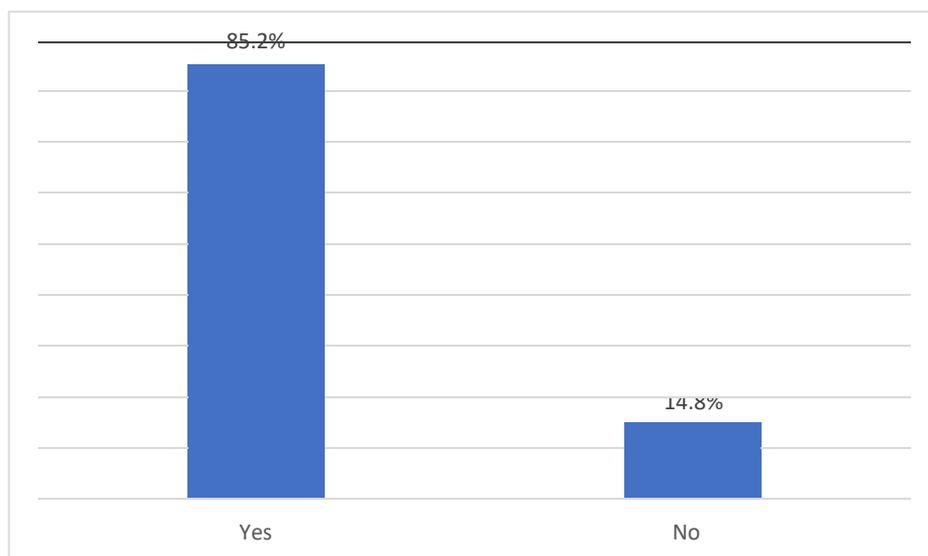
When asked if they had followed the technical recommendations shared during the training they had received as part of the project, the majority (89.7 per cent) responded that they had.

**Figure 6: Percentage of female members of cooperatives, community-based organizations and individual farmers stating that they follow the technical recommendations shared during training**



The result of the data analysis from this survey shows that, across all cooperatives, community organizations and individual farmers, 85.2 per cent stated that they had increased their sales thanks to the activities and/or actions initiated by the project.

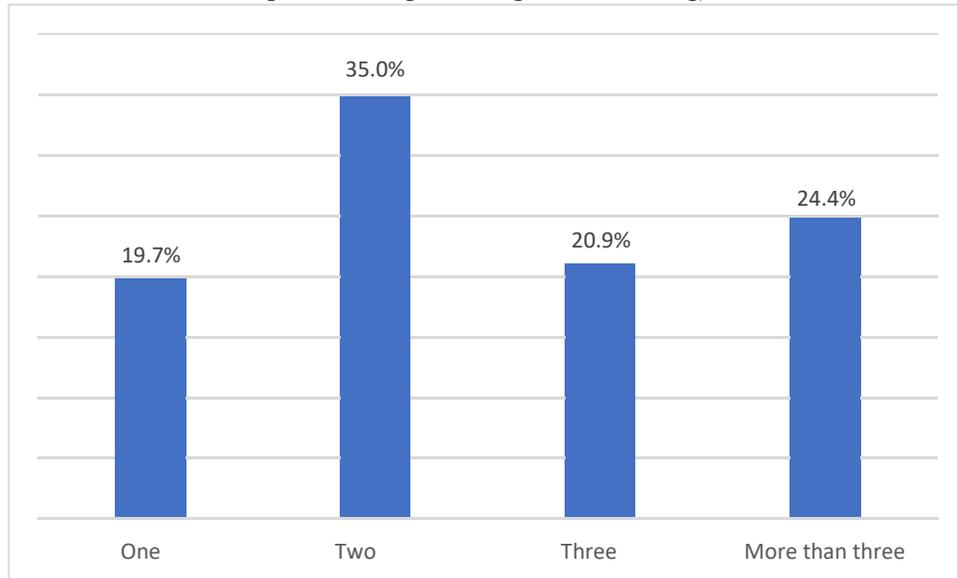
**Figure 7: Percentage of cooperatives, community organizations and individual farmers reporting an increase in sales**



The survey also included questions on loans and more specifically, the number of loans granted to rural women involved in climate-smart agriculture. According to the analysis of the results obtained, the distribution is fairly even

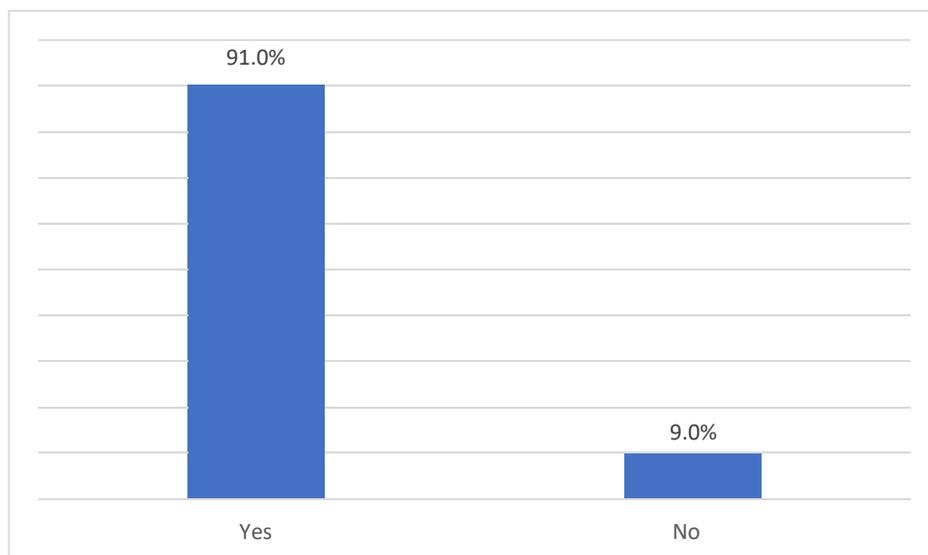
between the number of loans granted, with 35.0 per cent of women indicating that they had had access to a total of two loans.

**Figure 8: Number of loans granted to rural women involved in climate-smart agriculture (includes production, processing and marketing)**



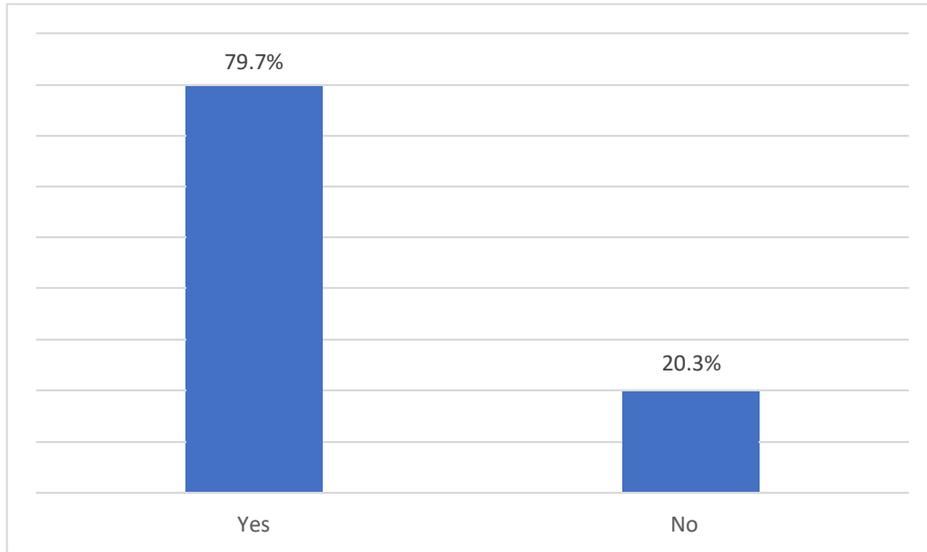
Moreover, when asked how involved they felt in respect of the lending and credit system – i.e. whether they currently felt more involved in the lending and credit system and more specifically, whether it was now easier for them to get credit compared with the period prior to the project – 91.0 per cent of women responded positively.

**Figure 9: Percentage of women who say they feel more involved in the lending and credit system**



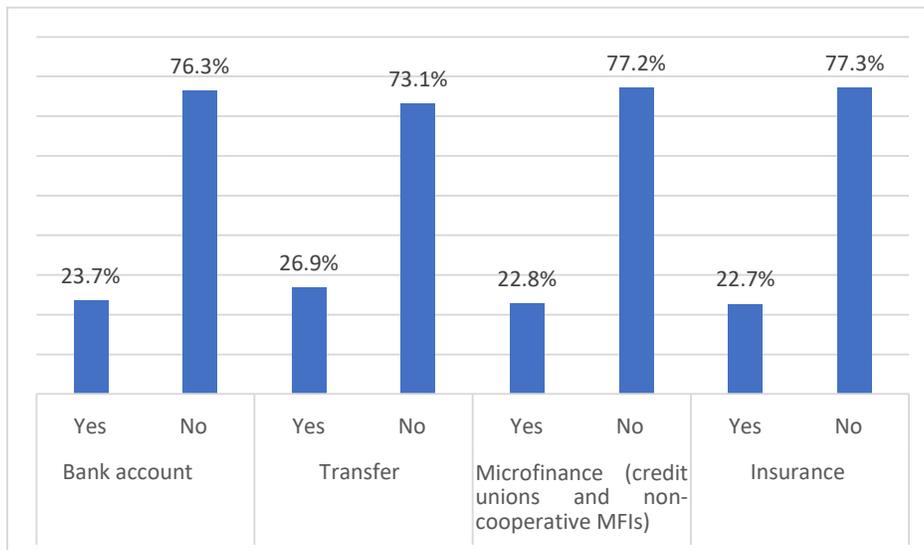
In terms of training on the granting of credit delivered during the project, 79.7 per cent of all the women questioned stated that they now have a better understanding of the lending and credit system.

**Figure 10: Percentage of female entrepreneurs or representatives of SMEs who say they have a better understanding of the lending and credit system**



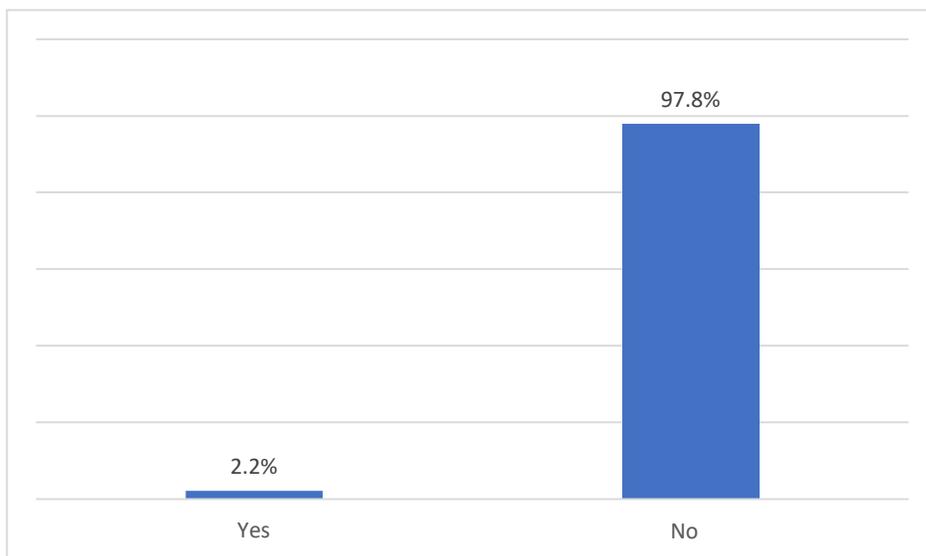
However, in terms of the use or intention to use the financial services recommended by the project – i.e. bank accounts, transfers, microfinance and insurance – at least 73 per cent of the women surveyed indicated their reluctance to do so in all cases.

**Figure 11: Percentage of target female entrepreneurs and cooperatives who have used or intend to use the financial services recommended**



The One Stop Center is not used by the survey respondents. Some 97.85 per cent of female survey respondents stated that they did not participate in the One Stop Center's decision-making process.

**Figure 12: Number of representatives of the community-based organization partner participating in the decision-making process for the One Stop Center**



### 4.2.3. Project

#### monitoring

#### Observation 8

**The project lacked a plan for guiding the monitoring and evaluation of activities and outcomes. While the contractual deliverables – notably progress reports – were produced and submitted, the evaluation team noted the lack of information on measurement of the indicators and normal project monitoring and evaluation tools and mechanisms.**

One of the project's weaknesses was undoubtedly the lack or absence of a monitoring and evaluation system for proper management and accountability. The evaluation mission did not observe the existence of programming and monitoring tools implemented by the project implementation team.

There was some effort or attempt to set up a monitoring and evaluation system, but only a timetable with the scheduled dates of each of the activities and their duration was produced. There is no information on responsibilities, indicator monitoring, monthly team meetings, the monthly reports produced by the team,

half-yearly reports, annual reports, geo-referencing maps of the activities, follow-up surveys to monitor indicators, etc.

#### 4.2.4. Project

##### management

#### Observation 9

**The project lacked a steering committee to manage the smooth running of the project and the objectives to be achieved. Moreover, it lacked a consultation and periodic dialogue framework for facilitating communication and discussions between the various stakeholders, and for strengthening the accountability system.**

The project document makes no provision for a steering committee comprising members of all the stakeholders to oversee the implementation of the project. A committee of this kind should meet periodically to discuss the progress of the project, deal with any grievances identified, validate the periodic reports and define the timetable for the next period. The steering committee should encourage ownership of the project and transparency in its implementation. This committee was never set up, which is unfortunate, as it would have provided an opportunity for monitoring with all project actors and for transparency in the communities concerned.

The project did not have or did not set up a functional consultation and discussion space, at least at the departmental level, with local actors and local elected officials able to put forward suggestions to support the project.

**In brief, based on the actual achievement rates, the outcomes achieved by the project were below the targets set. Activities relating to Outcomes 2, 3 and 4 have the lowest level of achievement, i.e. three out of 12 activities not completed for Outcome 2, two out of eight activities not completed for Outcome 3 and two out of seven activities not completed for Outcome 4. In terms of indicators, the achievement rate is no more than 60 per cent. However, in light of the qualitative outcomes noted, the evaluation concludes that effectiveness is average in terms of the implementation of activities and the achievement of the planned indicators. The project's main weakness was the absence of a specially designed monitoring and evaluation system to measure the progress achieved and a feedback mechanism to improve the project's operation and effectiveness.**

#### 4.3. Project efficiency

Efficiency refers to the rational use of the resources mobilized and aims to analyse whether the objectives have been achieved at the lowest (financial, human and organizational) cost while maintaining quality criteria. For evaluation purposes, we tried to compare the work carried out with the budget used/available.

### 4.3.1. Analysis of resources available (HR, financial)

#### Observation 10

**All the human and material resources mobilized were also used to carry out the scheduled activities. The project did not have sufficient staff to implement activities and was obliged to use service providers (NGOs) instead; as a result, there was a lack of monitoring at the end of these partners' contracts. Moreover, the activities were geographically scattered rather than being focused on a limited list of communes for better results.**

The level of full-time personnel available to the project (a project manager and a driver) is not sufficient to implement the project in two departments and 10 communes. To mitigate this, the project uses a range of service providers (including civil society organizations and local NGOs), which come and carry out certain activities on an ad hoc basis and then leave again, while the project team does not necessarily have the capacity required to monitor them. Most of these NGOs are based in Port-au-Prince and do not have offices in the Sud or Grand'Anse departments, making it difficult to monitor their activities.

The UN Women monitoring and evaluation officer, who was only paid 15 per cent on the project for less than half a year, did not make a sufficient contribution to setting up a monitoring and evaluation system. The attempt to set up a monitoring and decision-making system did not succeed, which means that the project does not have an up-to-date dashboard for monitoring indicators and progress. It would have been advisable to assign a full-time or part-time (50 per cent) monitoring and evaluation officer dedicated to the project, which would have allowed a monitoring and evaluation system to be set up.

The budget of \$3,142,174 does not appear sufficient to implement a three-year project with so many components/themes in so many communes, with the aim of reaching so many beneficiaries. Ultimately, the activities were scattered in geographical terms and it will be difficult to see their true impacts on the beneficiaries. It would be much more efficient to concentrate the project's activities on a smaller geographical area and with fewer components to achieve better outcomes.

### 4.3.2. Budget analysis

The following table shows the breakdown of the budget by item or heading, according to the funding agreement. A more detailed budget, with the various lines and percentage breakdown, is attached to the report.

**Table 9: Budget breakdown per outcome or component**

<b>Outcome</b>	<b>Budget</b>	<b>Percentage</b>
Outcome 1 – The institutional framework and local socioeconomic environment generate opportunities for rural women to progress in sustainable agriculture value chains.	179,565.00	6%
Outcome 2 – The cooperatives, female farmers’ organizations and individual farmers involved in the target value chains have access to markets with higher added value and are more resilient to climate change.	670,800.00	21%
Outcome 3 – Rural women’s access to credit and funding mechanisms is increased.	254,800.00	8%
Outcome 4 – The FED’s One Stop Center in the Sud department strengthens its business and governance models for improved sustainability and support for women in community-based organizations and communities.	991,637.00	32%
Technical assistance	340,350.00	11%
Contribution to operations and management process	472,269.00	15%
Direct costs	2,909,421.00	
Indirect support costs 8%	232,753.68	7%
<b>Total programme in USD</b>	<b>3,142,174.68</b>	<b>100%</b>

Source: Produced by the author based on the funding agreement.

The budget breakdown across the various categories is coherent. Human resources represent 26 per cent of the budget, while the proportion allocated to field activities, i.e. those that actually affect the beneficiaries (the remaining four components) is 67 per cent. In some other projects, the proportion allocated to human resources is around 50 per cent, with 30 per cent allocated to activities and beneficiaries, which is not coherent. This is not the case for this project.

### 4.3.3. Analysis of expenditure against budget

#### Observation 11

**The project’s planned financial resources were mobilized and implemented in accordance with UN Women procedures. Conversely, the financial implementation rate is calculated at 100.11 per cent of the project resources (final report), so there was an overrun of over \$3,000 against the project’s total budget. There were also overruns ranging from 3 to 17 per cent on three out of four project outcomes or budget headings.**

An analysis of the financial reports shows that a total of \$3,145,616.53, i.e. 100.11 per cent of the budget, had been spent by the end of the project. There was therefore excess expenditure of \$3,441.85, which could have been corrected by the project team. In terms of the budget lines, there was a budget overrun on the first three outcomes, although this only exceeded 15 per cent for Outcome 3. The person responsible for monitoring the

project's budget should have alerted the technical and procurement teams to these overruns, which point to a level of weakness in the project's budget monitoring system.

The table below shows how the project's budget was implemented:

**Table 10: Summary table of project expenditure**

<b>Outcome</b>	<b>Budget</b>	<b>Expenditure</b>	<b>Balance</b>	<b>Use of budget in %</b>
Outcome 1 – The institutional framework and local socioeconomic environment generate opportunities for rural women to progress in sustainable agriculture value chains.	179,565.00	202,071.69	(22,506.69)	112.53%
Outcome 2 – The cooperatives, female farmers' organizations and individual farmers involved in the target value chains have access to markets with higher added value and are more resilient to climate change.	670,800.00	692,963.39	(22,163.39)	103.30%
Outcome 3 – Rural women's access to credit and funding mechanisms is increased.	254,800.00	299,332.38	(44,532.38)	117.48%
Outcome 4 – The FED's One Stop Center in the Sud department strengthens its business and governance models for improved sustainability and support for women in community-based organizations and communities.	991,637.00	968,162.27	23,474.73	97.63%
Technical assistance	340,350.00	310,919.03	29,430.97	91.35%
Contribution to operations and management process	472,269.00	439,159.14	33,109.86	92.99%
<b>Direct costs</b>	<b>2,909,421.00</b>	<b>2,912,607.90</b>	<b>(3,186.90)</b>	<b>100.11%</b>
Indirect support costs 8%	232,753.68	233,008.63	(254.95)	100.11%
<b>Total programme in USD</b>	<b>3,142,174.68</b>	<b>3,145,616.53</b>	<b>(3,441.85)</b>	<b>100.11%</b>

Source: Produced by the author based on the project financial report

The level of expenditure varies by heading:

- Expenditure on component 1, on the institutional framework and socioeconomic environment, was over 112 per cent
- For component 2, on access to value chains and markets, it was 103 per cent
- For component 3, on access to credit, it was 117 per cent, i.e. the highest rate of expenditure
- For the One Stop Center in the Sud department, it was only 98 per cent
- Expenditure on the human resources component was 91 per cent, i.e. the lowest of all the headings.

#### **4.3.4. Ambitious geographical coverage of the project in light of the resources available**

The project covered a total of eight communes, with a relatively small budget. It would have been beneficial for the project to focus its interventions on a smaller number of communes for greater impact.

**The evaluation finds that the organizational efficiency of the project's management was very satisfactory. The budget breakdown across all the main headings was coherent. The resources allocated to field activities, i.e. those that actually affect the beneficiaries (the remaining four components) accounted for 67 per cent, so human resources costs consumed only a limited share of the budget. The only negative point was the weakness in the project's budget monitoring system, as the team identified a budget overrun of less than 1 per cent; while this is very small, it should be highlighted nonetheless. Furthermore, overruns ranging from 3 to 17 per cent were seen in the project's budget lines or headings, indicating a certain of weakness in the budget monitoring system.**

#### **4.4. Effects/Impacts**

It is difficult to measure the impact of a project just a few months after it has ended given that in general terms, impact is assessed over a much longer time frame than the project's actual implementation period; it also implies combining the efforts of other institutional actors operating in the geographical area concerned. However, some positive effects, which could be classed as early impacts, are already evident.

##### **Observation 12**

**Several positive changes (intentional and unintentional) occurred in the project intervention area. The changes to which this project contributed relate mainly to:**

- Improving women's economic empowerment**
- Strengthening female farmers' and agricultural entrepreneurs' preparedness for shocks and their capacity to adapt to the effects of climate change**
- Strengthening female leadership and women's participation in decision-making settings**

- **Strengthening women’s role in the household**
- **Capacity-building for women’s organizations and their members**

In terms of unintentional changes and/or changes that were not planned by the project, the mission observed better women’s participation in household financial decisions and decision-making processes in their local community (consultation spaces, Communal Committees, Communal Section Committees, etc.).

#### **4.4.1. Women’s economic empowerment**

##### **a) Project’s contribution to women’s financial inclusion**

Activities relating to financial inclusion, such as granting loans and setting up savings groups through mutual solidarity groups, accounted for a significant proportion of the activities implemented by the project. As a result, 25 groups were strengthened and 750 female members were involved in savings and loans activities. This contributed to the creation of (and support for) income-generating activities and an awareness of entrepreneurship.

By joining mutual solidarity groups, the families supported through the mechanism implemented to manage the resources generated by the groups are in the process of creating a space for learning and giving their members a sense of responsibility towards their community. The mutual solidarity groups set up and organized with the support of PSAED are subject to some fundamental changes taking place in the local financial environment, with a local microfinance system of this kind having a foreseeable impact on agricultural productivity and other economic activities in the intervention areas. Furthermore, as a result of the project, these local financial institutions are eligible to benefit from any subsequent support.

According to the women who took part in the focus groups, the mutual solidarity groups have allowed them to borrow money at a low interest rate (2 per cent), which was not possible previously. Moreover, in their view, this significantly reduces the risk of travelling to Les Cayes and paying transport costs with a high likelihood of services not being available. The group is therefore very important for them and improves the socioeconomic conditions of its members.

##### **b) Contribution to food security and income generation made by Creole gardens**

The project has developed local know-how by setting up Creole gardens based on cocoa beans, and processing local produce. Creole gardens combine planting cocoa beans with several other food products. The “Jaden Kreyol” remains a key alternative for women’s organizations, allowing them to diversify their production while they wait for the cocoa trees to grow.

Moreover, the agroforestry/Creole garden system provides guaranteed money and/or a source of income for women producers in the meantime, until the cocoa plantations are established. This model also guarantees the regeneration of forest and fruit species, thus contributing to the reforestation process in a mountainous country such as Haiti.

### **c) Effect of training on beneficiaries**

One of the project's indisputable strengths was the number of training sessions delivered in different areas, which have helped to build the capacities of beneficiaries. They were particularly appreciated by those who attended, the vast majority of whom were women. It is also important for training of this kind to be disseminated as widely as possible.

According to the focus group participants, training on gender equity allowed women to know their rights and responsibilities and they are now better equipped to find their place in the social arena.

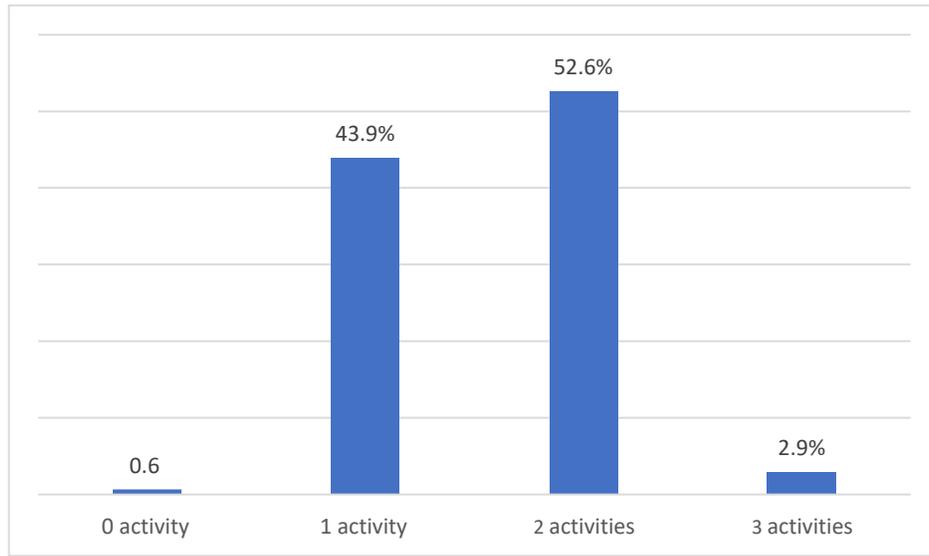
The training delivered by the project on good agricultural practices (Creole gardens and agroforestry) has – based on a contagion or imitation effect – changed practices across the board, with a positive impact on environmental protection and food security. Moreover, the various training programmes form a foundation that the associations can use as a basis for developing their area. They are already involved in identifying solutions to the problems they face.

However, there is still work to be done to consolidate local associations more effectively, by inviting them to join forces and reflect on interests that extend beyond their local area. We did see a degree of nervousness among the associations in terms of their members' perception of the associations' vision and the role they may be asked to play in their communes, department or even country in the future.

### **d) Implementation of economic activities by beneficiaries**

An analysis of the data gathered on women's income-generating activities indicates that almost all these women are currently involved in at least one activity. In fact, over half (52.6 per cent) said they were involved in two activities and 43.9 percent in one. Less than 1 per cent said they were not currently involved in any activity.

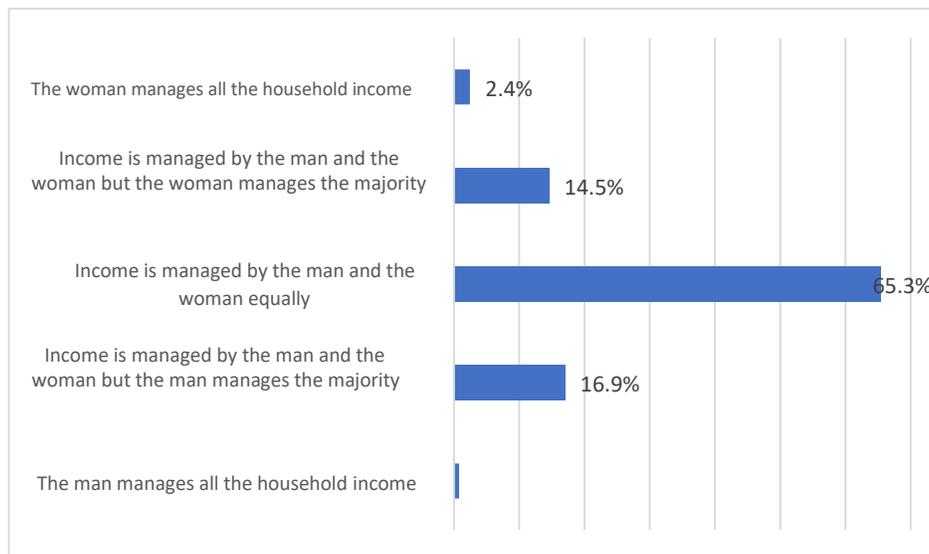
**Figure 13: Percentage of women involved in more than one income-generating activity**



**e) Household income management**

In terms of household income management, most women (65.3 per cent) reported that income was managed equally between the man and woman, 16.9 per cent said that the majority was managed by the man and 14.5 per cent said it was managed by the woman.

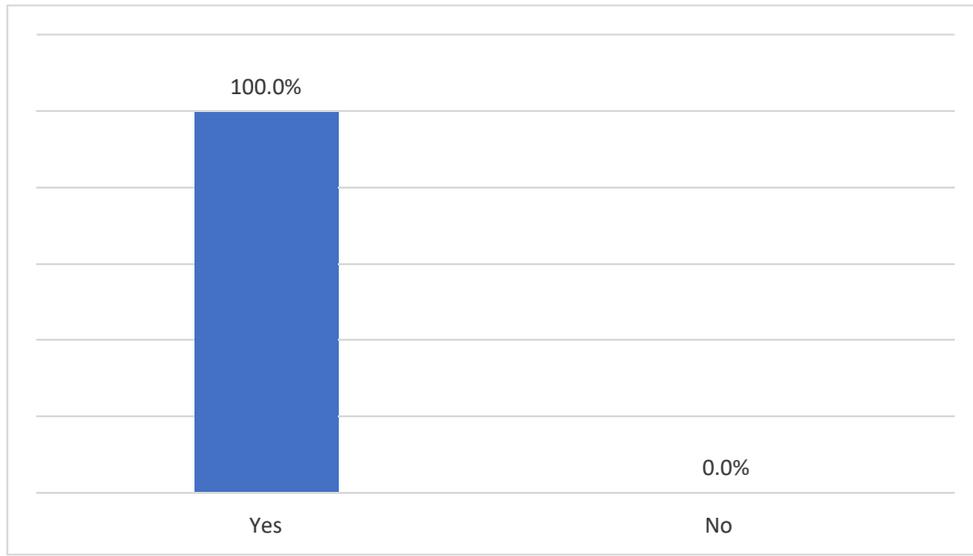
**Figure 14: Household income management**



**f) Women's participation in household expenditure**

When asked about their participation in household expenditure, all the women stated that they contributed to it.

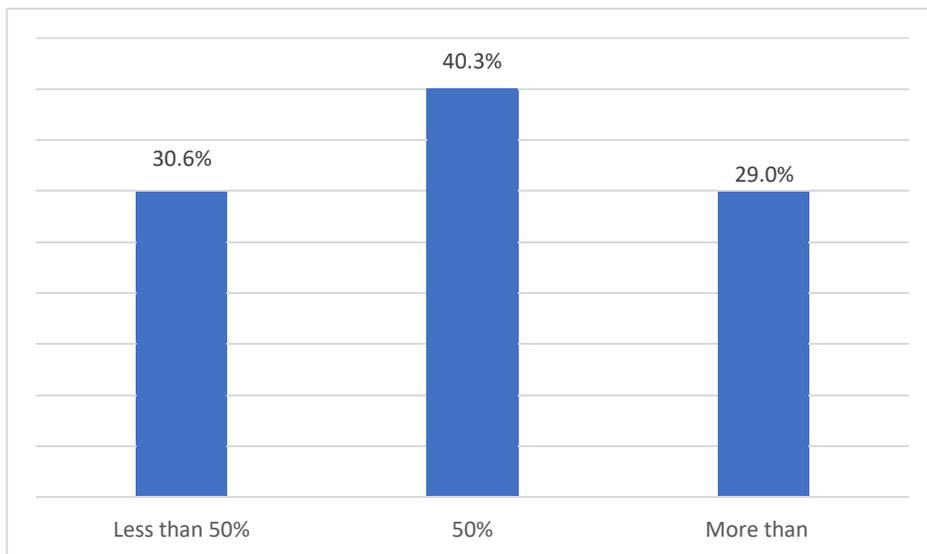
**Figure 15: Percentage of women participating in household expenditure**



**g) Women’s participation in household financial decisions**

Moreover, in terms of their actual capacity to participate in household financial decisions, 40.3 per cent of women stated that they were able to contribute equally.

**Figure 16: Percentage of women who (state they) are able to participate equally in household financial decisions**

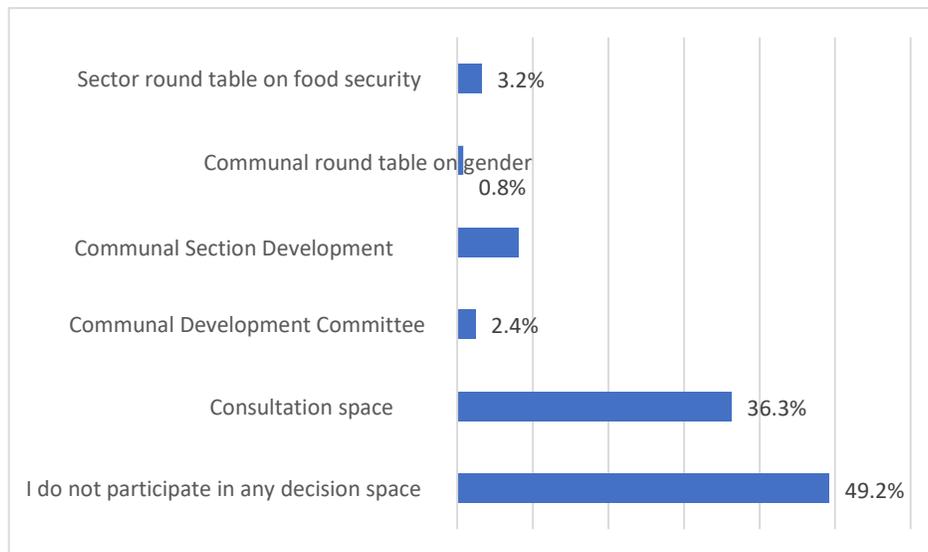


**h) Women’s participation in formal decision spaces**

An analysis of the data on women’s participation in formal or informal decision spaces in their commune reveals that almost half of women (49.2 per cent) do not participate

in any decision space. However, 36.3 per cent of them stated that they took part in consultation spaces.

**Figure 17: Percentage of women who have actually taken part in formal and informal decision spaces**



#### **4.4.2. Adaptation to climate change and increased resilience among rural women**

A total of 8.7 per cent of the beneficiaries surveyed stated that they had taken training on climate change, 7.8 per cent on climate change and 7.3 per cent on nursery management within the context of the project. According to the discussion group participants, this training built their technical capacity on climate change and resilience.

#### **4.4.3. Organizational capacity-building**

Although the project contributed to organizational capacity-building, it was hesitant about approaching local coordination bodies, such as round-table discussions. The inadequate efforts made and lack of initiative shown in setting up the steering committee, which would have given a more overarching view of the actors involved and interventions taking place in the area, are also regrettable.

Some effects of the project are already beginning to be felt, particularly in terms of improving women's economic empowerment through mutual solidarity groups, Creole gardens, support for economic activities throughout the agricultural and fishing value chains, strengthening their preparedness for shocks and their capacity for adaptation to the effects of climate change. However, the effects of the project are limited because of the scattered geographical distribution of its activities.

## 4.5. Sustainability and viability

### Observation 13

**The project adopted a participatory and transfer of responsibility approach in respect of local authorities, administrative authorities and women's associations. These structures have built their capacity and can now consider issues of economic empowerment, preparedness for shocks, adaptation to the effects of climate change, gender equality, etc. Women have greater capacity in various project areas. All beneficiaries declare they are committed to pursuing the initiatives implemented and perpetuating the project's achievements.**

One of the aspects of the sustainability and viability of the project's actions and achievements is the capacity to maintain and reproduce those achievements beyond the life of the project. To achieve this, structures and mechanisms must be put in place during the implementation phase, either by the beneficiaries or by the project team to ensure that actions are viable over the long term. Following an analysis of the data gathered when familiarizing ourselves with the reports, interviews and surveys with those directly involved, we were able to establish the following:

- **The strategy creates a sense of responsibility**

UN Women adopts a strategy for carrying out activities that creates a sense of responsibility – rather than a charitable approach – that emphasizes training for the families supported and bringing them together in associations so that they are well equipped to initiate activities. Support in kind (seeds, tools, processing equipment, management tools, etc.) is provided to the families supported to get them started. Families who remain interested will continue by purchasing new seeds themselves. This is a good strategy, which avoids dependence on the project and fosters an internal momentum in the intervention area so that activities continue once the project has ended.

- **The presence of associations makes a positive contribution to viability**

The project's gateway to the intervention areas was the presence of women's, female farmers' and fishing organizations, among others. The project therefore grew out of existing structures rather than seeking to create new ones that risk disappearing when it ends. This practice is a sustainable strategy that allows groups/associations to continue to engage in income-generating activities and cascade training to other members of the association after the project's implementation period.

- **The provision of relevant mass training to group members is essential for successful activities**

The provision of training to several members of a single association on topics directly connected to their economic activities is a strategy for the success of those activities and prompts women farmers to engage in new ones – even though the strategy of cascading training down to all members wishing to embark on a particular activity was not developed within the context of the project.

At this stage, the activities and effects achieved by the project have the opportunity to endure beyond the implementation period, thanks to the following factors:

- The appropriateness of the strategy adopted by UN Women, which gives the families supported a strong sense of responsibility, to which they have responded positively
- The organizational approach underpinning the implementation of activities through the associations
- Capacity-building for the beneficiaries, so that they can continue to carry out the activities beyond the project implementation period.

#### Observation 14

**The project did not develop a strategy for maintaining and repairing the equipment provided by it, a significant amount of which was already not working when the project ended. Moreover, there was no strategy for cascading training to other members of the beneficiary associations and groups. In addition, there was a lack of coordination between local authorities and the project’s administrative authorities. Finally, there were no activities to capitalize on experiences and the project outcomes.**

However, there are other elements that need to be strengthened for the mechanisms and factors that will ensure the viability of the project to produce the outcomes expected:

- **Failure to maintain the materials and equipment provided**

Much of the processing equipment supplied to beneficiaries in the context of the project has already broken down and is no longer working. There is no strategy in place for maintaining and repairing it. The beneficiaries and/or associations do not have funds for repairs and in some cases, do not even know where to find suppliers who could carry them out.

- **Lack of strategy for cascading training**

The training delivered under the project targeted representatives from each organization, which could be one to three people. Once they were back, the women were meant to cascade the training to other members of their organization. However, the lack of a cascade training strategy

means that this is not systematic and is solely reliant on the goodwill of the person attending the training.

- **Limited involvement of some managers of associations that benefited from the project**

The lack of coordination and consultation with local authorities and the Communal Agricultural Office (BAC). Agricultural activities require good coordination with local government structures. The project was unable to establish this working relationship, which is a significant failing. Better coordination and building synergies between UN Women, the BAC and the CASECs would have very useful for agricultural activities.

- **Failure to capitalize on the project outcomes**

There was, to some extent, a failure to capitalize on experiences because of the fact that there were no capitalization workshops at the end of the project. Projects should, in fact, demonstrate their sustainability by outlining a strategy and describing how they will ensure their long-term viability and capitalize on the outcomes achieved. This would have allowed the project's outcomes and lessons learned to be disseminated.

The sustainability assessment shows that there are indications that would normally appear to guarantee the continuity of the project's achievements once it is over. Nonetheless, it is important to consolidate these achievements, in particular by responding appropriately to the various weaknesses observed.

#### **4.6. Gender equality, gender and human rights**

##### **Observation 15**

**The project considered gender issues by improving women's economic empowerment and strengthening their technical, managerial, advocacy and leadership capabilities, the idea being to reduce the gaps between men and women and deflect sociocultural issues. Women benefited from various forms of capacity-building training on production, processing, marketing, basic accounting and access to credit. They also benefited from training on their rights, leadership and advocacy. These capacity-building activities raise women's skill levels and equip them to speak to men and assert their rights without feeling inhibited.**

Gender considerations were taken into account during every phase of the project. The project was gender-responsive, with women representing over 90 per cent of the project's beneficiaries and over 90 per cent of the budget allocated to activities linked to gender equality/

capacity-building for women. A total of 10.4 per cent of the beneficiaries surveyed stated that they had taken training on gender and female leadership. This training helped build the capacities of members of the beneficiary associations.

The achievements in terms of capacity-building for women and the effects produced in the intervention area, in terms of involving women in mixed organizations, particularly those for fishers and fish wholesalers, the affirmation of female leadership, the change of perception of women in social dialogue and the fact that the leaders of organizations and local authorities take human rights into account in carrying out their missions have contributed to improving these women's quality of life.

In concrete terms, this is expressed in terms of self-esteem, protection from physical and sexual violence, and protection from a worsening of their economic and health situation associated with the security crisis and COVID-19. All these effects contribute to creating an environment that is conducive to recognizing the fundamental rights of women and girls, particularly those connected to security and protection, gender equality, participation in public and political life, education and a decent standard of living.

#### 4.7. Inclusion of disabled people

##### Observation 16

**Disabled people did not benefit from specific project activities. There is no mention of disabled people, either in the project document or in the activity reports. These people face a number of constraints, which limit their inclusion in projects.**

The evaluation, which focused on the terms of reference, did not take into account the percentage of disabled people who participated in the quantitative survey and did not question the beneficiaries on the extent to which the project considered their priorities. No disabled people participated in either the interviews or the discussion groups.

However, it should be noted that there is no mention of disabled people or the specific support they should be offered in the project document. Moreover, beneficiaries are not broken down by level of disability in the project reports and no activities that take the needs of disabled people into account were developed by the project.

The general trend suggests that activities were not specified based on the beneficiaries' level of vulnerability but that they were aimed at both non-

disabled and disabled people. This explanation does not seem persuasive, given that disabled people tend to self-exclude because of a lack of self-esteem or self-confidence.

The main barriers to the inclusion of disabled people in project implementation are the persistence of a negative perception of disability, a lack of organizations for disabled people, a lack of self-esteem and self-confidence, which lead to self-exclusion, the weakness of legislation on the inclusion of disabled people and the lack of attention paid by projects to disabled people.

Given that the specific needs and interests of disabled people were not formally addressed, the project's added value for these people, in terms of improving their quality of life, was limited. Nonetheless, it is important to recognize that the benefits of the project, such as economic independence and building capacity for adaptation to climate change, benefit the entire community, including disabled people.

## **5. SECTION 5: CONCLUSION**

The conclusions for each of the evaluation criteria set out below are based on an analysis of the project documentation and data from the interviews and discussion groups, as well as other data gathered from project partners.

### **Conclusion 1 – Relevance**

The project is relevant in terms of its alignment with the country's national objectives in relation to agricultural development, climate resilience and gender equality, with reference to the national policy documents produced by the two sovereign ministries (the MARNDR and the MCFDF) of the two main sectors affected. The project activities are coherent with UN Women's areas of intervention in the country according to its four-year strategic framework and the Sustainable Development Goals.

The project took into account the needs for economic empowerment, greater resilience in response to shocks, technical and operational capacity-building and women's participation at the community level in its design and implementation.

The project's theory of change is based on logical cause-and-effect relationships. However, the robustness of the theory is limited by the failure to take account of scenarios connected to the country's security situation and the health crisis, which underpin the results chain.

The activities implemented during the project provided a response to the problems identified by the contextual analysis. Beneficiaries and community leaders are very satisfied with the project and the project activities clearly align with their needs. Moreover, participating

in the project was positive for the beneficiaries and they felt closely involved in all project activities.

## **Conclusion 2 – Effectiveness**

General speaking, the effectiveness of the project's implementation was satisfactory in light of the outcomes achieved. All partners are unanimous in recognizing that the project was very useful and supported the beneficiary communities in several respects. In fact, there would be a logic in rating its effectiveness higher, given that the project was implemented in extremely challenging conditions as a result of insecurity and the restrictions imposed by COVID-19.

The project's performance remains average because of the challenging context, marked by the deterioration in the security situation, the COVID-19 pandemic, socio-political unrest and a number of organizational difficulties. All activities associated with Outcome 1, on strengthening the institutional framework and the socioeconomic environment, were completed. A total of four out of 12 activities for Outcome 2 were not completed. For Outcome 3, a total of two activities out of eight were unable to be completed; for Outcome 4, three out of seven activities were unable to be completed.

The average completion (achievement) rate for the indicators was 60 per cent, i.e. 18 indicators out of 31. Of these 18, a total of eight indicators, i.e. 25 per cent of the total, significantly exceeded their targets. A total of nine other indicators partially achieved their targets, while four indicators had a zero achievement rate. This performance was achieved in a challenging context, marked by the deterioration in the security situation, the COVID-19 pandemic, socio-political unrest, the earthquake on 14 August 2021 and a number of organizational difficulties.

The project lacked a plan for guiding the monitoring and evaluation of activities and outcomes. While the contractual deliverables – notably progress reports – were produced and submitted, the evaluation team noted the lack of information on measurement of the indicators and normal project monitoring and evaluation tools and mechanisms (Observation 8). The project lacked a steering committee to manage the smooth running of the project and the objectives to be achieved. Moreover, it lacked a consultation and periodic dialogue framework for facilitating communication and discussions between the various stakeholders, and for strengthening the accountability system.

## **Conclusion 3 – Efficiency**

Overall, the programme's efficiency was satisfactory, largely because of the partnerships established with civil-society organizations to carry out activities, and a refocusing of interventions in response to the constraints imposed by insecurity and the COVID-19 pandemic. However, the lack of executives to monitor the work done by these organizations after the end of their contract hindered the monitoring of these activities.

All the human and material resources mobilized were also used to carry out the scheduled activities. The project did not have sufficient staff to implement activities and was obliged to use service providers (NGOs) instead; as a result, there was a lack of monitoring at the end of these partners' contracts. Moreover, the activities were geographically scattered rather than being focused on a limited list of communes for better results.

The project's planned financial resources were mobilized and implemented in accordance with UN Women procedures. Conversely, the financial implementation rate is calculated at 100.11 per cent of the project resources (final report), so there was an overrun of over \$3,000 against the project's total budget. There were also overruns ranging from 3 to 17 per cent on three out of four project outcomes or budget headings.

#### **Conclusion 4 – Impact**

Several positive changes (intentional and unintentional) occurred in the project intervention area. The changes to which this project contributed relate mainly to:

- Improving women's economic empowerment
- Strengthening female farmers' and agricultural entrepreneurs' preparedness for shocks and their capacity to adapt to the effects of climate change
- Strengthening female leadership and women's participation in decision-making settings
- Strengthening women's role in the household
- Capacity-building for women's organizations and their members. (Observation 12).

In terms of unintentional changes and/or changes that were not planned by the project, the mission observed better women's participation in household financial decisions and decision-making processes in their local community (consultation spaces, Communal Committees, Communal Section Committees, etc.).

#### **Conclusion 5 – Sustainability**

The sustainability of the project's achievements is entirely possible, particularly given its high degree of relevance, but required a short additional period to strengthen the project's exit strategy. Many beneficiaries found that they were left to themselves and that many of the materials provided by the project and much of the equipment was no longer working. This argues in favour of a

second phase of the project, as most of the stakeholders met, and the beneficiaries, wanted. If a second phase is approved, the focus should be on consolidating the project's achievements and on capacity-building for local authorities and the beneficiary communities. Anything that is still ongoing, which includes several significant activities, should be completed, along with any activities that are incomplete or were not implemented at all.

The project adopted a participatory and transfer of responsibility approach in respect of local authorities, administrative authorities and women's associations. These structures have built their capacity and can now consider issues of economic empowerment, preparedness for shocks, adaptation to the effects of climate change, gender equality, etc. Women have greater capacity in various project areas. All beneficiaries declare they are committed to pursuing the initiatives implemented and perpetuating the project's achievements.

The project did not develop a strategy for maintaining and repairing the equipment provided by it, a significant amount of which was already not working when the project ended. Moreover, there was no strategy for cascading training to other members of the beneficiary associations and groups. In addition, there was a lack of coordination between local authorities and the project's administrative authorities. Finally, there were no activities to capitalize on experiences and the project outcomes.

#### **Conclusion 6 – Gender equality, gender and human rights**

All the project's initiatives are essentially focused on women, who are the main victims of inequality and restricted access to production factors and the benefits of other projects. The project considered gender issues by improving women's economic empowerment and strengthening their technical, managerial, advocacy and leadership capabilities, the idea being to reduce the gaps between men and women and deflect sociocultural issues. Women benefited from various forms of capacity-building training on production, processing, marketing, basic accounting and access to credit. They also benefited from training on their rights, leadership and advocacy. These capacity-building activities raise women's skill levels and equip them to speak to men and assert their rights without feeling inhibited.

#### **Conclusion 7 – Inclusion of disabled people**

Disabled people did not benefit from specific project activities. There is no mention of disabled people, either in the project document or in the activity reports. These people face a number of constraints, which limit their inclusion in projects.

## 6. SECTION 6: RECOMMENDATIONS

The preliminary observations and discussions on next steps took place with the UN Women office in Haiti to inform the final recommendations set out below. Each recommendation includes key action points to be taken into consideration by the office, according to their feasibility in the context of its existing programme. The level of priority, timetable for implementation and corresponding observations are indicated under each recommendation.

CONCLUSIONS / OBSERVATIONS	RECOMMENDATIONS	BODY RESPONSIBLE	PRIORITY	TIMETABLE
C1, C2, C3, C5, C6, C7	Strengthen and safeguard the project’s achievements, taking care to correct the weaknesses observed in the first phase and recorded in this report, and emphasizing the maintenance and repair of the materials and equipment provided to beneficiaries (for processing, storage of fish products, etc.), the consolidation of mutual solidarity groups and the affiliation to a recognized institution, and strengthening the association of fishers and fish wholesalers to take control of the system for storing and drying fish to guarantee the sustainability of the service, which is so important within the area	UN Women	High	Short term
C4	Define a simpler and more engaging theory of change that is achievable with the resources available, backed by critical assumptions, and set out in an easy-to-use results framework	UN Women	High	Medium term

C4	Include other activities to improve livelihoods in the theory of change for women's economic empowerment and resilience to shocks projects through community micro-projects (such as tapping water sources and setting up water-supply points to ensure the availability of water for agricultural activities, support for setting up small workshops to repair processing equipment that was already failing, even before the end of the project, etc.)	UN Women	High	Medium term
C8	Improve results-based management, monitoring and evaluation by appointing someone tasked with helping to develop a monitoring and evaluation framework during the project formulation phase, and support future project teams with implementing simple, effective monitoring and evaluation systems.	UN Women	High	Short term
C9	Set up a steering committee, including the project's various actors and partners, as a strategic space for discussing the interventions and approaches implemented (this could be set up in a potential second phase).	UN Women	High	Short term
C10	Strengthen the project's implementation team to oversee the project's various components	UN Women	High	Short term

	(credit, fishing and processing) once the service providers' contracts have ended.			
C9	Create a framework for periodic meetings between the local authorities (or their representatives) and the representatives of the beneficiary organizations to discuss ways and means of developing the activities.	Local authorities, Beneficiaries	High	Medium term
C9	Ensure efficient capitalization of the lessons learned and improve communication of the project's outcomes at all levels.	UN Women	High	Medium term
C16	Improve the inclusion of disabled people in the design and implementation of future projects. Include specific activities for them when planning future interventions. Implementation will require local expertise in the area to support the planned activities.	UN Women	High	Short term

## 7. SECTION 7: LESSONS LEARNED

Setting up a monitoring and evaluation plan for the project is essential, not only to facilitate its monitoring and evaluation processes but also to guarantee the quality of the data and information produced in the context of the project. As indicated above, the lack of a monitoring and evaluation plan for the project resulted in failings such as the absence of a database and a failure to harmonize data collection tools and methods, and indicator calculations.

Where there is a limited budget, actions should not be scattered across too many themes or too large a geographical area. The project was supposed to focus on economic empowerment and strengthening resilience, yet a third of the budget was allocated to improving a well-being centre offering a range of services for women who had experienced violence, as well as certain health services essential for women's well-being. While it is fair to say that the centre continues to strengthen women's economic independence by giving them access to knowledge and equipment for better management and access to credit, it could have been the subject of a separate project to combat gender-based violence (GBV) or much more funding could have been allocated to the project to cover all these themes.

The project tried to move away from a sequential approach by implementing a genuine strategy of developing different streams, taking all parts of the chain into consideration. In design terms, it attempted to address all aspects of the value chain but was prevented from doing so by various constraints and the limited time frame. In the case of cocoa-based agroforestry, for example, the time required for cocoa production made it impossible to implement drying or fermentation activities, etc.

## Annexes

### Annex 1: Evaluation matrix

#### Evaluation matrix – Relevance

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
<b>KQ1.</b> To what extent was the support provided by the project (i) appropriate to the needs of the target populations concerned? (ii) compatible with national agricultural, environmental and gender policies?	Did the project take into account the needs of women and young people?	Proportion of direct beneficiaries (women) who state that the project took their needs into account in terms of access to land, information, credit, infrastructure, technology and markets.	Project document Activity reports UN Women project team, implementation partner executives, Community leaders and local and administrative authorities	Documentation review Semi-structured interviews and focus group discussions	Stakeholder availability for data collection Availability of documentation and data No worsening of the country's health and security situation
	Do the project activities and outcomes contribute to Haiti's national agricultural, environmental and gender objectives?	Alignment (yes or no) of the project's activities and outcomes with national objectives and sectoral agricultural, environmental and gender policies?	Project document Activity reports UN Women project team, implementation partner executives, Community leaders and local and administrative authorities	Documentation review Semi-structured interviews and focus group discussions	

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
<b>KQ2.</b> To what extent is the project aligned with the UN Women country strategy and the Sustainable Development Goals (SDGs)?	Is the project aligned with the UN Women country strategy and the Sustainable Development Goals (SDGs)?	Alignment (yes or no) with the UN Women country strategy and the Sustainable Development Goals (SDGs)	Project document UN Women Strategic Plan Project team	Documentation review Semi-structured interviews and focus group discussions	
<b>KQ3.</b> To what extent did the project take into account women's problems with access to land, information, credit, infrastructure, technologies and markets in this context?	Do the project activities provide a response to difficulties with access to land, information, credit, infrastructure, technologies and markets?	Number of direct beneficiaries (women and young people) who state the project took into account the problem of access to land, information, credit, infrastructure, technologies and markets.	Project document Activity reports UN Women project team, implementation partner executives, Community leaders and local and administrative authorities	Documentation review Semi-structured interviews and focus group discussions	
	Are the beneficiaries satisfied with the activities implemented by the project?	Proportion of beneficiaries who state they are satisfied with the activities implemented by the project	Activity reports UN Women project team, implementation partner executives, Community leaders and local and administrative authorities Direct beneficiaries	Documentation review Semi-structured interviews and focus group discussions Quantitative surveys	

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
	Did the needs and problems identified at the start remain the same during the project implementation or did they change?	Number of activities adjusted, withdrawn or added in response to changes in the beneficiaries' needs  Adjustment to the theory of change	Activity report Revised project document Project team	Documentation review Semi-structured interviews	
	Where needs changed, what was the project's capacity to respond to the changes and the emergence of other needs and priorities?	Number/nature of new problems identified.	Activity reports UN Women project team, implementation partner executives, Community leaders, local and administrative authorities Direct beneficiaries	Documentation review Semi-structured interviews and focus group discussions Quantitative surveys	
<b>KQ4.</b> To what extent is the theory of change valid?	Was the definition of the goal and outcomes clearly articulated? Are the cause-and-effect relationships set out in the theory	Relevance of the cause-and-effect relationships: Impact - Effects - Relevance of the cause-and-effect relationships Effects - Outputs	Activity reports UN Women project team, implementation partner executives	Documentation review Semi-structured interviews	

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
	of change relevant ?				
	Are the assumptions that underpin the project activities realistic?	Realism of the assumptions stated			

## Evaluation matrix – Effectiveness

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
<b>KQ5.</b> What outcomes did the project achieve? What the current values of the project output indicators?	What were the project's main achievements?	Number of people benefiting from the project's various achievements (training, Creole gardens, processing, mutual solidarity groups, etc.) Number of activities implemented by the project Number of people recruited for implementation	Activity reports UN Women project team, implementation partner executives, Community leaders, local and administrative authorities Direct beneficiaries	Documentation review Semi-structured interviews and focus group discussions Quantitative surveys	Stakeholder availability for data collection Availability of documentation and data No worsening of the country's health and security situation
	What outputs were completed or not, compared with the forecasts?	Number of outcomes achieved by the project Completion rate of project output indicators Success factors Targets reached	Activity reports Indicator monitoring Project team Local authorities Community leaders Female beneficiaries Households	Documentation review Semi-structured interviews and focus group discussions Quantitative surveys	
	Were satisfactory outcomes achieved compared with the objectives set?	Better outcomes achieved (better than the target)			

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
	What are the reasons for the achievement or not of the expected outcomes?	Explanatory factors for satisfactory results Explanatory factors for non-achievement of results			
<b>KQ6.</b> To what extent can the changes or progress made be attributed to the project?	What is the project's contribution to the changes and progress observed in the field?	Number of outcomes achieved thanks to the project Lessons learned from the project	Indicator monitoring Project team Local authorities Community leaders Female beneficiaries Household beneficiaries	Documentation review Semi-structured interviews and focus group discussions Quantitative surveys	
<b>KQ7.</b> What constraints were faced by the project? What efforts were made to overcome these difficulties?	What cultural, social and institutional obstacles did the project face? What measures were taken to overcome these difficulties?	Number/nature of obstacles and constraints faced by the project Number of actions implemented to overcome the difficulties encountered	Indicator monitoring Project team Local authorities Community leaders Female beneficiaries Household beneficiaries	Documentation review Semi-structured interviews and focus group discussions Quantitative surveys	
<b>KQ8.</b> Was a monitoring and accountability system for the project's activities	Did the project set up a monitoring and accountability system for its activities?	Existence (or not) of a results-based monitoring planning document	Activity report Project team	Documentation review Semi-structured interviews	

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
set up and implemented?		Half-yearly and annual implementation reports Supervision reports Periodic action plan Joint beneficiaries' database Minutes Level of sharing and dissemination of project documents			
	Did the planning, monitoring and reporting system work and contribute to applied decision-making?	Number of project indicators entered			

## Evaluation matrix – Efficiency

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
<b>KQ9.</b> To what extent did the intervention mechanisms (funding mechanisms, administrative regulatory framework, personnel, timetable and procedures) support or hinder the achievement of the project outcomes?	To what extent did the procedures (regulatory framework, disbursement requests, personnel and timetable) delay or disrupt the implementation of project activities?	Number of days/months of delay linked to procedures (regulatory framework, disbursement requests, personnel and timetable)	Activity report Project team	Documentation review Semi-structured interviews	Stakeholder availability for data collection Availability of documentation and data No worsening of the security and health situation
<b>KQ10.</b> To what extent did the resources mobilized (funds, skills, time) help to achieve all the project outcomes?	Were all the project activities completed during the implementation period?	Proportion of activities not completed	Activity report Project team	Documentation review Semi-structured interviews	
<b>KQ11.</b> Did the project use resources (financial, human and technical) in the most economical way possible	What was the level of overrun of resources (human, financial and material) compared with the plan?	Overrun of resources (financial, time and material)	Financial reports Activity report Project team	Documentation review Semi-structured interviews	

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
to achieve its objectives?	What was the level of use of the financial resources?	Level of use of financial resources.	Financial reports Activity report Project team	Documentation review Semi-structured interviews	
<b>KQ12.</b> Did the coordination mechanisms put in place to implement the project help promote the efficient use of financial and human resources?	Did the coordination mechanisms put in place encourage a pooling of resources?	Number of draft agreements signed with NGO implementation partners Number of coordination meetings held Number of activities implemented jointly	Activity reports UN Women project team, implementation partner executives, Community leaders, local and administrative authorities	Documentation review Semi-structured interviews	
<b>KQ13.</b> What more efficient strategies could be put forward for an optimal use of resources?	What alternatives would have achieved the same outcomes at a lower cost or in a shorter time frame?	Existence of alternatives to use of resources	Activity report Minutes of coordination meetings Project team	Documentation review Semi-structured interviews	

## Evaluation matrix – Impact

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
<b>KQ14.</b> What were the <b>unintentional</b> (positive and negative) effects of the project on communities, especially women?	What unexpected changes did the project bring about for women and the communities?	Number of unintentional effects on female beneficiaries and communities Number of good practices Life stories and testimonials on the changes brought about	Activity reports UN Women project team, implementation partner executives, Community leaders, local and administrative authorities	Documentation review Semi-structured interviews Focus group discussions	Stakeholder availability for data collection Availability of documentation and data No worsening of the security and health situation
<b>KQ15.</b> What were the <b>intentional</b> (positive and negative) effects of the project on communities, especially women?	What is the level of the project's effects indicators?	Number of women with access to credit through mutual solidarity groups Number of Creole gardens set up under the project Number of women trained on the project's various themes Proportion of women involved in an economic activity	Activity report Project team Local authorities Community leaders Female beneficiaries Household beneficiaries	Documentation review Semi-structured interviews Focus group discussions Quantitative surveys	

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
		thanks to the project Women's participation in household expenditure Women's participation in household financial decisions Women's participation in formal decision-making spaces			

## Evaluation matrix – Sustainability

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
<p><b>KQ16.</b> To what extent did the intervention strategy help to build the technical and operational capacities of the government (local authorities and MCFDF and MARNDR departments), guaranteeing the project’s expected outcomes? Was the project’s approach inclusive and formative, encouraging the actors concerned to take ownership, and ensure continued service provision?</p>	<p>Did the strategy of delegation, capacity-building and involving actors help to ensure the long-term viability of the project’s activities and achievements?</p>	<p>Proportion of women who state that they are committed to maintaining women’s participation in community mechanisms            Proportion of women who state that they wish to continue economic activities after the implementation of the project            Proportion of women who state that they wish to cascade the training received to other members of their organization            Number of association leaders who state that they wish to take charge of maintaining</p>	<p>Activity report            Project team            Local authorities            Community leaders            Female beneficiaries            Household beneficiaries</p>	<p>Documentation review            Semi-structured interviews            Focus group discussions            Quantitative surveys</p>	<p>Stakeholder availability for data collection            Availability of documentation and data            No worsening of the security and health situation</p>

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
		the materials and equipment provided			
	Did the various forms of support for technical and operational capacity-building contribute to the project outcomes, namely, to support female entrepreneurship and strengthen preparedness for shocks?	Nature of support for technical and operational capacity-building Number of administrative and local authorities stating that the support provided by the project contributed to supporting female entrepreneurship and strengthening preparedness for shocks	Activity report Project team Local authorities Community leaders Female beneficiaries Household beneficiaries	Documentation review Semi-structured interviews Focus group discussions Quantitative surveys	
	Have the project activities been incorporated into the practices of partner institutions, especially at the national level, and what is the likelihood of the project's benefits being maintained over the long term, once the project is over?	Number of activities incorporated into the practices of national institutions Number of administrative and local authorities stating that the benefits of the project will be maintained over the long term	Activity report Project team Local authorities Community leaders Female beneficiaries Household beneficiaries	Documentation review Semi-structured interviews Focus group discussions Quantitative surveys	

<b>Key Questions</b>	<b>Sub-question</b>	<b>Indicators</b>	<b>Information sources</b>	<b>Collection methods</b>	<b>Assumptions</b>
<b>KQ17.</b> To what extent were the capacities of women and girls built?	Are women and girls in a position to maintain their commitment and sustain the project's initiatives and achievements as a result of capacity-building?	Number of women and girls with increased capacity Number of training themes	Activity report Project team Local authorities Community leaders Female beneficiaries Household beneficiaries	Documentation review Semi-structured interviews Focus group discussions Quantitative surveys	
<b>KQ18.</b> To what extent is it possible to scale up the project strategies and outcomes?	What precautions should be taken for the project strategy to be used in other departments in the country or on a national scale?	Number of good practices identified	Activity report Project team Local authorities Community leaders Female beneficiaries Household beneficiaries	Documentation review Semi-structured interviews Focus group discussions Quantitative surveys	

## Evaluation matrix – Gender equality and human rights

Key Questions	Sub-question	Indicators	Information sources	Collection methods	Assumptions
To what extent were gender considerations and human rights incorporated into the design and implementation of the project?	Did the project activities address responses to human rights issues?	Number of leaders of local and administrative authorities and leaders of CBOs who state that the project activities are connected to human rights issues	Project document Activity reports Project team	Documentation review Semi-structured interviews	Stakeholder availability for data collection Availability of documentation and data No worsening of the security and health situation
Did the composition of the project management team take gender balance into account?	How many women were on the project management team?	Number of women on the project management team	Project document Activity reports Project team	Documentation review Semi-structured interviews	
In what way did the project contribute to women's priorities being taken into account in community mechanisms?	What were the project's approaches or methods for incorporating women and young people into community mechanisms?	Project approaches taking the priorities of women and young people into account	Project document Activity reports Project team Community leaders Women and young people	Documentation review Semi-structured interviews	
What were the obstacles or positive factors for involving	What were the obstacles (constraints or difficulties) to	Obstacles (description) to involving women in	Project document Implementation report Project team	Documentation review Semi-structured interviews	

<b>Key Questions</b>	<b>Sub-question</b>	<b>Indicators</b>	<b>Information sources</b>	<b>Collection methods</b>	<b>Assumptions</b>
<p>women and women's leadership in the community? What efforts were made to overcome these difficulties?</p>	<p>involving women and women's leadership in the community ?</p>	<p>local committees and mixed organizations</p>	<p>Community leaders</p>	<p>Focus group discussions</p>	
	<p>What are the benefits of involving women in local committees and mixed organizations?</p>	<p>Benefits (description) of involving women in local committees and mixed organizations</p>			
<p>Did women's participation and leadership in this project allow them to acquire and/or strengthen their decision-making power and self promotion?</p>	<p>Do the women who benefited from the project contribute to the decisions of local committees in local committees and mixed organizations?</p>	<p>Proportion of women who state that their views and opinions are taken into account in the decisions of local committees and mixed organizations</p>	<p>Project document Implementation report Project team Community actors and direct beneficiaries Women and young people</p>	<p>Documentation review Semi-structured interviews Focus group discussions</p>	
<p>What was the project's main added value in changing the quality of life of women and female survivors?</p>	<p>To what extent did the project add to the living conditions of women and female survivors?</p>	<p>Testimonials or life stories of qualitative changes in the life of women and female survivors</p>	<p>Project document Implementation and monitoring report Project team Community actors and direct beneficiaries</p>	<p>Documentation review Semi-structured interviews Focus group discussions</p>	



## Annex 2: Study terms of reference

### **I. CONTEXT**

Agriculture is the primary source of employment in Haiti, with 40 per cent of households involved in agricultural activities and around 75 per cent of rural households engaged in some form of agriculture, such as fishing or beekeeping.

Only a third of farms in Haiti are managed by women, although they make up 44.2 per cent of the agricultural workforce. The majority of their agricultural production is intended for sale, which emphasizes not only the potential for agricultural production and processing in Haiti, but also the fact that women's production is geared to the markets. Indeed, among farmers whose production is mainly consumed by their own household, i.e. subsistence agriculture, women represent just 27.7 per cent and men 71.9 per cent.

However, female producers and small agricultural entrepreneurs are often overlooked and their contribution to the national economy is rarely recognized, valued or rewarded. The uneven distribution of services between urban and rural areas, along with difficulties in accessing public services, both physical and economic, tends to increase the burden of caring responsibilities for women living in rural areas. Women pay a higher price associated with their reproductive role, with repercussions in terms of economic opportunities, prejudices about their capacity to occupy decision-making roles, limitations around negotiating spaces, constraints associated with reduced mobility, limited access to resources, and sometimes health.

As well as working the land, women also play a key role in processing and marketing food products. Yet it is at these stages in the value chain that their potential is least realized.

Despite the existence of agricultural activities in Haiti, which are assessed on both the national and export markets, women involved in agriculture and agricultural processing often face a number of obstacles, particularly in terms of access to land, information, credit, infrastructure, technologies and markets.

The project aims to support female entrepreneurship in the castor oil, honey, cocoa, fishing and small-scale processing (soaps, peanut butter and cornmeal) sectors through catalytic investments and capacity-building for female producer organizations

on the south coast and the buffer area of Macaya Park. Given the recurrence of natural hazards in Haiti, the project also explores initiatives aimed at strengthening female farmers' and agricultural entrepreneurs' preparedness for shocks and their capacity to adapt to the effects of climate change.

Recognition of the diversity of Haitian agricultural systems, as evidenced by the practice of creating Creole gardens, an agricultural ecosystem based on combining several crops and the co-existence of subsistence farming and cash crops, will also be sought.

The organizations, associations and cooperatives supported through the project are involved in the production, processing, storage and marketing of agricultural products and the marketing of fish products. The project aims first, to improve their performance and secondly, to increase the income they earn from their activities. Commercial partnerships are critically important to achieving this, therefore knowing how to negotiate and manage contracts with partners are crucial for the CBOs and cooperatives that have benefited from the FADEKA project.

As a result, HAGN, in collaboration with UN Women, wishes to recruit a research firm or group of consultants to carry out a final evaluation of the “Economic Empowerment of Women in Agriculture, FADEKA” project, funded by the Norwegian Agency for Development Cooperation through the Norwegian Ministry of Foreign Affairs. This evaluation will be based on the principles of gender equality and human rights (ref.: UN Women Evaluation Policy<sup>2</sup> and UN Norms and Standards<sup>3</sup> for evaluation within the United Nations system). In addition, it will refer to the quality assessment checklist in the GERAAS Evaluation Report and the Evaluation Performance Indicator set out in the UN System-Wide Action Plan (UN SWAP EPI).

## **II. SCOPE & OBJECTIVES OF FINAL EVALUATION**

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<sup>2</sup> UN Women, Evaluation Policy (2012) -UN Women Evaluation Handbook:  
<http://genderevaluation.unwomen.org/en/evaluation-handbook> -  
<https://genderevaluation.unwomen.org/en/evaluation-handbook/country-portfolioevaluation-guidance>

<sup>3</sup> UNEG Norms (<http://unevaluation.org/document/detail/21>) – UNEG Standards  
(<http://unevaluation.org/document/detail/22>)

The main objective of this project evaluation is to establish and document the impact and effectiveness of the outcomes achieved by the project during the implementation period (2018–2021) by evaluating the extent to which the project outcomes were achieved and determining the relevance, effectiveness and sustainability of the project activities.

The conclusions and recommendations will contribute to strengthening a culture of organizational learning and responsibility, identifying and communicating the lessons learned and key messages on good practices, as well as sharing the outputs from the implementation phase that could be replicated or expanded, both nationally and internationally.

In addition, the evaluation should weigh the evidence of the project’s success or failure compared with the expected outcomes set out in its results framework and theory of change. More specifically, it aims to<sup>4</sup>:

- Assess and verify to what extent and for what reason the strategy implemented has contributed to the effective implementation of the project (achievement of its strategic objectives) connected to the themes of women’s economic empowerment, adaptation to climate change and increasing the resilience of rural women.
- Produce substantial evidence-based knowledge based on the implementation by identifying best practices, lessons learned, cases and success factors, and the challenges and difficulties encountered that could be useful to other projects on the same theme at the national (scaling up) or international (replicability) level.
- Produce recommendations designed to ensure the sustainability of the lessons learned in terms of women’s economic empowerment, adaptation to climate change, resilience and active female participation in the national economy.
- Assess and verify the extent to which the project contributed to gender equality and women’s empowerment (on the basis of international human rights standards and the Sustainable Development Goals) and consideration of the underlying causes of gender inequality.

The final evaluation should report in detail on the following questions<sup>4</sup>:

A. Project implementation outcomes:

- Evaluate the project’s main achievements as defined in the annual action plans (with reference to the indicators set out in the results framework and by area of expected outputs).

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<sup>4</sup> All the evaluation criteria are detailed in the section: Criteria and key evaluation questions (see page 10). <sup>4</sup> Ibid

- Examine the relevance of the studies and training undertaken and the extent to which they were used effectively by the beneficiaries.
- Assess the main factors (positive, negative / external, internal) that contributed to or hindered progress towards achieving the project's objectives (political environment, legal framework, sociocultural environment, institutional arrangements, institutional constraints, project steering and management set-up, etc.).
- Evaluate the relative effectiveness and efficiency (cost/benefits and value for money) of the project's strategy compared with other strategies implemented by the government or other donors or actors to achieve the same outputs.
- Assess the level of satisfaction of the project's key actors compared with the latter and the outcomes achieved.

#### B. Capacities:

- Establish a baseline and analyse how the capacities of national actors develop; put forward recommendations to consolidate this development for the long term and ensure it has a positive impact.
- Evaluate the quality, relevance and availability of the support provided by UN Women based on the needs expressed by ministerial partners and civil society, and its impact on the execution of activities and achievement of outcomes.

#### C. Sustainability:

- Learn lessons from past and present experience likely to produce future development scenarios to improve women's economic empowerment and their adaptability to the effects and impacts of climate change.
- Evaluate the sustainability of the project outcomes over the long term, independently of external assistance, in terms of (i) impact on public policies, (ii) replicability and (iii) sectoral governance.
- What should the project have done differently according to the key people interviewed, the evaluators and the experience gained?
- Determine what factors and constraints influenced the implementation of the project, particularly in technical, management and organizational terms, and at the institutional level, in addition to other external factors that were not foreseen when the project was designed.
- Learn lessons from the experience that could be put to use for a new cooperation programme.

### **III. METHODOLOGICAL APPROACH:**

The evaluation will take place over a period of 50 days, spread over three months. It will be conducted in accordance with the HAGN evaluation policy and with United Nations evaluation norms and standards.

The approach for this evaluation will be as follows:

- Documentation review: the research firm or group of consultants must familiarise themselves with all the project documents before starting work (project document, previous phases including activities, annual work plans, progress reports, studies, other reports, etc.).
- Finalization of framework document: the research firm or group of consultants must determine the most appropriate way of carrying out the evaluation and involving the project's implementation partners, in consultation with the project managers. The evaluation methods must be chosen for their rigour in producing empirical evidence in response to the evaluation criteria, in order to respond to the evaluation questions and the purpose of the evaluation.
- Combined quantitative and qualitative data analysis and production of an initial interim report: the research firm or group of consultants will organize working meetings, direct interviews and working sessions with the project's implementation managers and partners so that they can evaluate the impact of the project and identify any difficulties, coordination gaps or problems with the implementation mechanisms. These meetings will provide an opportunity to evaluate the project's performance against the objectives and outcomes set out in the project document. The evaluation team will ensure that the views and opinions of the beneficiaries/participants are taken into account.
- Production of the final evaluation report: the team will report on its work to HAGN and the project's implementation managers. A meeting to feed back on/approve the evaluation report will be organized for HAGN staff and the project's financial partners. HAGN reserves the right to guarantee the quality of the deliverables submitted by the external evaluation team and will request modifications until the product complies with quality standards (ref.: Evaluation Report Quality Assessment Checklist<sup>5</sup>).

The report will be national in scope, with the aim of creating leverage effects across the sector, and will cover almost all of the project's implementation period. In light of cost constraints, however, sampling will be used in the areas to cover and with partners, based on the criteria defined and approved by the management team, including the reference and management group.

**Table 1:** Geographical and programme coverage

Pillar	Themes covered	Geographical coverage
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<sup>5</sup> UN Women Evaluation Handbook: How to manage gender-responsive evaluation: <http://genderevaluation.unwomen.org/en/evaluationhandbook>

Economic empowerment	Support for production (cocoa, corn, peanuts and aromatic plants)	Sud and Grand'Anse
	Support for processing (peanuts, corn, cashew nuts, cassava)	
	Support for marketing fish products	Sud
Climate change	Awareness-raising/training, adaptation to climate change	Sud and Grand'Anse
Financial literacy, Set-up of mutual solidarity groups,	Training in financial literacy and set-up of mutual solidarity groups	Sud and Grand'Anse
Gender equity and female leadership	Community-based training in gender equity and female leadership	Sud and Grand'Anse
Management and basic accounting	Training in management and basic accounting	Sud and Grand'Anse
Online sales platform	Set-up of Buy from Women (online digital sales platform)	National
Access to financial services	Establishment of a guarantee fund for women-led micro, small and medium-sized enterprises	Sud and Grand'Anse

Three groups of actors are involved: implementation partners, ministerial partners and beneficiaries. The project will ensure that the team conducting the evaluation seeks active and effective participation from the representatives of each of these actors as part of the evaluation process.

#### **IV EXPECTED OUTPUTS<sup>6</sup> FROM THE EVALUATION:**

The evaluation team is expected to produce a report evaluating the project's outcomes and impact. The following are expected:

- A framework document, describing the evaluation method and tools to be used.
- An interim report, containing the analyses and results of the evaluation.
- A final evaluation report, incorporating the observations and comments made by UN Women and other stakeholders. The evaluation report will set out its conclusions on the performance of the support provided by the project, the lessons learned and the team's recommendations, including with regard to the intervention strategy in Haiti.
- A concept note, identifying priorities for future cooperation, along with a results and resources matrix, based on the standard format used by UN Women.

The evaluation will be managed by a **management group**, which will be responsible for overseeing the evaluation process, comprising the HAGN project officer and the UN Women programme committee (Programme Manager, Programme Specialist, Monitoring and Evaluation Officer and Programme Officer). This team will be responsible for approving the terms of reference, selecting the evaluation team, and oversight and approval of all outputs/deliverables. The team will also be responsible for distributing the evaluation and implementing its recommendations (if applicable). The management group will work closely with the regional evaluation specialist at the UN Women regional office in Panama and the Independent Evaluation Office.

#### **V. PROFILE REQUIREMENTS:**

The evaluation team will comprise at least three members, including at least one national consultant with extensive experience of evaluating agricultural development projects and preferably, in the areas of economic empowerment of rural women, resilience to climate change and the theme of normative work on gender equality.

1. General experience of firm/consultation team
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<sup>6</sup> See Annexes 4 and 5

Experience:	<ul style="list-style-type: none"> <li>○ Proven experience in running and evaluating rural development and/or women’s economic empowerment projects</li> <li>○ Proven experience in support for the development of agriculture and/or fishing</li> <li>○ Proven experience in conducting final evaluations for agricultural support projects</li> <li>○ Proven experience in supporting or conducting evaluations for projects implemented by UN agencies</li> <li>○ Proven experience in carrying out development project evaluations in Haiti or similar conditions.</li> </ul>
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2. Main programme evaluation expert	
Education	<input type="checkbox"/> University education to Master’s level or above, in at least one of the following areas: Agriculture, Economics and Rural Development
Experience:	<ul style="list-style-type: none"> <li>• At least 15 years’ professional experience</li> <li>• Has conducted at least four programme evaluations in rural development and/or support for agriculture/ fishing over the last 10 years</li> </ul>
	<input type="checkbox"/> Proven international experience.
Language:	<input type="checkbox"/> Proficient in French and Creole <input type="checkbox"/> Knowledge of English would be an advantage.

3. Main expert in gender and evaluation	
Education	<input type="checkbox"/> At least a Master’s in development, social sciences or an associated discipline. Specialist knowledge of gender-responsive evaluation would be an advantage.
Experience:	<ul style="list-style-type: none"> <li>• At least 10 years’ experience in women’s economic empowerment</li> <li>• At least five years’ experience in gender equality and women’s empowerment in rural environments, integration of gender mainstreaming and gender analysis.</li> </ul>
Language:	<ul style="list-style-type: none"> <li>• Proficient in French and Creole</li> <li>• Knowledge of English would be an advantage.</li> </ul>

3. Other expert	
Education	University education to Master’s level or above, in an area connected to agriculture or rural development

Experience:	<ul style="list-style-type: none"> <li>○ At least five years' experience in areas including monitoring and evaluation or evaluation of rural development projects (rehabilitation of irrigation networks, support for agriculture and livestock farming, rural financing)</li> <li>○ Has already conducted three programme evaluations in rural development / support for agriculture and/or fishing</li> <li>○ Proven experience in Haiti or similar conditions.</li> </ul>
Language:	<ul style="list-style-type: none"> <li>• Proficient in French and Creole</li> <li>• Knowledge of English would be an advantage.</li> </ul>

**VI. DOCUMENTS TO BE SUBMITTED:**

All documents must be submitted no later than noon local time on 12 February 2022. Technical and financial proposals must be sent by email on the same date to: [administration@haitigirlsnetwork.org](mailto:administration@haitigirlsnetwork.org). Proposals received after the date and time indicated will not be considered. No proposal may be amended after the date and time indicated for submission.

Interested research firms or groups of consultants must submit their technical and financial proposals separately. Proposals that do not comply with these instructions will be automatically eliminated. Each proposal (technical and financial) must be sent as a separate file. However, financial proposals must be password-protected and only candidates whose proposals pass the technical stage will be contacted to send the password to open their financial proposals. HAGN cannot under any circumstances be held responsible for the proposal being opened prematurely if these instructions are not followed.

**1. Technical proposal**

- Evidence of the research firm's statutory and organizational status and financial statements for the past two years.
- A letter of expression of interest and availability.
- The CVs, including detailed references, of the consultants' experience in relation to the terms of reference.
- A presentation demonstrating the firm's understanding of the mandate.

**2. Financial proposal**

The financial proposal must include the overall cost of the consultation, with a detailed description of all the associated expenses, including fees and all related costs (training session logistics, mobilization of participants, expected travel costs, etc.).

## **VII. EVALUATION OF SUBMISSIONS:**

Technical proposals will be evaluated based on their compliance with the terms of reference, using the evaluation criteria and scoring system set out below. Candidate research firms or groups of consultants must, at the request of the selection committee, provide any additional information that may be deemed useful, in writing and within the allotted time frame. This information cannot in any way amend the basic proposal.

Only those submissions that score a minimum of 70 points following the analysis of the technical proposals will be considered for the next stage, i.e. the opening and evaluation of the financial proposals. The financial proposal must not indicate the identity of the consultant.

If there is any inconsistency between the unit price and the total price obtained by multiplying the unit price by the quantity, the unit price cited will be taken as authoritative, unless the evaluation committee believes there is a misplaced decimal point in the unit price, in which case the total price as presented will be taken as authoritative and the unit price corrected.

<b>EVALUATION OF TECHNICAL PROPOSAL (70% OF TOTAL SCORE)</b>	<b>Max. points</b>
<p><b>Criterion 1:</b> Members of the team hold a university qualification in agronomic sciences or an associated discipline.</p> <ul style="list-style-type: none"> <li>• Degree ..... <b>5 pts</b></li> <li>• At least a Master’s and a specialization... ..... <b>10 pts</b></li> </ul>	<b>10</b>
<p><b>Criterion 2:</b> Have the required professional experience for team members in the areas indicated above:</p> <ul style="list-style-type: none"> <li>• At least 10 years’ experience in the fields of empowerment, support for agriculture or climate change ..... <b>5 pts</b></li> <li>• At least seven years in conducting project and programme evaluations..... <b>5 pts</b></li> <li>• At least 5 years’ proven experience in economic empowerment for rural women ..... <b>5 pts</b></li> </ul>	<b>15</b>
<p><b>Criterion 3:</b> Have good knowledge of how to approach the agricultural / fishing sectors (team leader)</p> <ul style="list-style-type: none"> <li>• At least 5 actions ..... <b>5pts</b></li> <li>• More than 5 actions ..... <b>10 pts</b></li> </ul>	<b>10</b>
<p><b>Criterion 4:</b> Knowledge of gender equality and women’s empowerment in rural environments, integration of gender mainstreaming and gender analysis.</p> <ul style="list-style-type: none"> <li>• Yes... ..... <b>5 pts</b></li> <li>• No..... <b>0 pt</b></li> </ul>	<b>5</b>
<p><b>Criterion 5:</b> Suitability of the methodology for the conditions and the timetable for the implementation plan</p> <ul style="list-style-type: none"> <li>• Have the key aspects of the mandate been addressed in sufficient detail? ..... <b>20 pts</b> <ul style="list-style-type: none"> <li>• Is the content of the tasks to be carried out well defined and does it align with the terms of reference?..... <b>25 pts</b></li> </ul> </li> <li>• Is the presentation clear and are the rollout of activities and planning logical and realistic, and do they guarantee the effective implementation of the project?..... <b>15 pts</b></li> </ul>	<b>60</b>

### **ANNEX 1: Description of HAGN**

The Haiti Adolescent Girls Network (HAGN) is a group of local and international partners involved in girls’ empowerment, security, health and well-being in Haiti. HAGN

supports grassroots Haitian NGOs to create safe spaces for girls aged 10 to 18 years. The network is designed to foster collaborative learning and relies on its members' expertise to create programming that is focused on girls and rooted in their local communities.

The HAGN safe space model has two distinguishing characteristics: an emphasis on the most vulnerable and most underserved girls, who are identified using a community survey; and leadership by older, adolescent mentors, who receive training and financial support to work with younger girls in their communities. The safe space model includes weekly meetings, called Espas Pa Mwen ("My space"), during which girls learned about sexual and reproductive health and sexist violence, develop their financial knowledge and form friendships with their peers and mentors. The groups are led by paid mentors aged 18 to 30 years, who come from the same communities as their mentees.

HAGN was founded following the devastating earthquake in 2010, and now has over 5,000 girls in its network.

It is a key part of the social fabric in Haiti, where girls face high levels of discrimination and violence. By participating in the programme, girls and mentors gain confidence, acquire a better understanding of sexual health and relations between the sexes, and improve their financial stability.

## **ANNEX 2: List of key evaluation guidance documents (ref.: UN Women): to consult**

### **1- UN Women GERAAS Evaluation Quality Assessment Checklist**

Guidance on the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) is available at:

<http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>

### **2- UN Women Evaluation Consultants Agreement Form UN**

Women Evaluation Consultants Agreement Form: \_

<https://gate.unwomen.org/resources/docs/SiteDocuments/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>

UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system

<http://www.uneval.org/document/detail/100>

### **3- UNEG Norms and Standards for evaluation**

UNEG Norms: UNEG website <http://unevaluation.org/document/detail/21>

UNEG Standards: UNEG website <http://unevaluation.org/document/detail/22>

#### **4- UN Women Evaluation Handbook UN Women**

Independent Evaluation Office website:

<http://genderevaluation.unwomen.org/en/evaluation-handbook>

<https://genderevaluation.unwomen.org/en/evaluation-handbook/country-portfolioevaluationguidance>

#### **5- Resources for data on gender equality and human rights**

- UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: <http://uhri.ohchr.org/en>
- UN Statistics – Gender Statistics: <http://genderstats.org/>
- UNDP Human Development Report – Gender Inequality Index: <http://hdr.undp.org/en/content/gender-inequality-index-gii>
- World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>
- Organization for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>
- World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/global-gender-gap>
- A listing of UN reports, databases and archives relating to gender equality and women’s human rights can be found at: [http://www.un.org/womenwatch/directory/statistics\\_and\\_indicators\\_60.htm](http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm)

### Annex 3: List of publications and documents consulted

- 1) Project document “Final external evaluation of the “Economic Empowerment of Women in Agriculture/Fanm nan Agrikilti se Devlopman Ekonomi Ayiti (FADEKA)” project (2018–2021)”
- 2) UN Women GERAAS evaluation quality assessment checklist - Guidance on the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) is available at: <http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>
- 3) UN Women Evaluation Consultants Agreement Form:  
<https://gate.unwomen.org/resources/docs/SiteDocuments/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>
- 4) UNEG Ethical Guidelines and Code of Conduct for Evaluation in the UN system
- 5) <http://www.uneval.org/document/detail/100>
- 6) UNEG Norms and Standards for evaluation, UNEG Norms:  
UNEG website <http://unevaluation.org/document/detail/21>  
UNEG Standards: UNEG website <http://unevaluation.org/document/detail/22>
- 7) UN Women Independent Evaluation Office website:  
<http://genderevaluation.unwomen.org/en/evaluation-handbook>  
<https://genderevaluation.unwomen.org/en/evaluation-handbook/country-portfolioevaluationguidance>
- 8) UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights - Index: <http://uhri.ohchr.org/en>
- 9) UN Statistics – Gender Statistics: <http://genderstats.org/>
- 10) UNDP Human Development Report – Gender Inequality Index:  
<http://hdr.undp.org/en/content/gender-inequality-index-gii>
- 11) World Bank – Gender Equality Data and Statistics:  
<http://datatopics.worldbank.org/gender/>
- 12) Organization for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>
- 13) World Economic Forum – Global Gender Gap Report:  
<http://www.weforum.org/issues/global-gender-gap>

- 14) A listing of UN reports, databases and archives relating to gender equality and women's human rights can be found at:  
[http://www.un.org/womenwatch/directory/statistics\\_and\\_indicators\\_60.htm](http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm)Population total of 18 years and older, households and density estimated in 2015, IHSI (2015).

#### Annex 4: List of individuals/organizations consulted

<b>Interviews conducted</b>				
Date	Department	Commune	Organization	Name of person
29/11/2022	Sud	Cayes	MCFDF Sud	Dichly Saint Victor
30/12/2022	Sud	Port-Salut	ASFAVAB	SENAT Laurette
30/12/2022	Sud	Port-Salut	Bac Port-Salut	SIMY Joseph Jaxone
30/12/2022	Sud	Port-Salut	KAZEK	Manette CHERY
01/12/2022	Sud	Saint-Jean du Sud	GWOFAVAT	Ena NAZAIRE
01/12/2022	Sud	Saint-Jean du Sud	ASFECOS	Myrlande SAMEDY
2/12/2022	Sud	Camp-Perrin	OFSC	Johanne BELUS
3/12/2022	Sud	Cayes	ACHAGEV	Marie Angela BANATTE
7/12/2022	Online	Online	UN Women	Nadege BEAUVIL
7/12/2022	Online	Online	UN Women	Sondernyse MICHEL
8/12/2022	Sud	Les Anglais	Mayor of Les Anglais	Rose Marie EXILE
13/12/2022	Online	Online	CCEH	Donald Marc Saint Ange
15/12/2022	Online	Online	PESADEV	Weaver Destin
<b>Focus groups conducted</b>				
01/12/2022	Sud	Saint-Jean du Sud	GWOFAVAT	
2/12/2022	Sud	Camp-Perrin	OFSC	
3/12/2022	Sud	Cayes	ACHAGEV	
4/12/2022	Sud	Port-Salut	ASFAVAB	
5/12/2022	Sud	Les Anglais	OFDAN	
5/12/2022	Sud	Chardonnières	APEC	
2/12/2022	Grand'Anse	Corail	OFAJEB	
7/12/2022	Grand'Anse	Pestel	GFVK	
<b>Quantitative surveys</b>				
22/12/2022	Training for investigators and supervisors in Les Cayes			
24/11/2022				
25/11/2022	Collection of quantitative data for investigators and supervisors in the			
3/12/2022	Sud and Grand'Anse departments			

## Annex 5: Survey questionnaire – beneficiaries

### Final external evaluation of the “Economic Empowerment of Women in Agriculture, FADEKA” (2018–2021)

#### Quantitative survey with beneficiaries

##### Section 0: Identification

Department 1. Sud 2. Grand’Anse	_
Commune: 1. Cayes 2. Saint Jean du Sud 3. Port-Salut 4. Camp-Perrin 5. Chantal 6. Torbeck 7. Chardonnières 8. Les Anglais 9. Corail 10. Pestel	_
Communal section:	
Location:	
Organization 1) MOFASOAF 2) OPFD 3) MOFAM 4) OFPDF 5) OFAJEB 6) AFAB 7) AFTP 8) GFVK 9) OFJB 10) AFPT 11) COPAB 12) ASFAVAB 13) AFECOS 14) MOPJI 15) MOUPRADES 16) AJESNOV 17) RAFAE 18) AFCHVD 19) TAB 20) Main dans la Main 21) GWOFVAT	

<ul style="list-style-type: none"> <li>22) OFDAN</li> <li>23) APEC</li> <li>24) OFSC</li> <li>25) ACHAGEV</li> <li>26) FED</li> <li>27) Other organizations not on the list</li> <li>28) Not members of an organization</li> </ul> <p>.....</p>	
<p>Last name and first name of investigator</p> <ul style="list-style-type: none"> <li>1) Investigator 1</li> <li>2) Investigator 2</li> <li>3) Investigator 3</li> <li>4) Investigator 4</li> <li>5) Investigator 5</li> <li>6) Investigator 6</li> <li>7) Investigator 7</li> <li>8) Investigator 8</li> <li>9) .....</li> </ul>	<p> _  </p>

**Section 1: General information about the producer**

1.1.	Last name of beneficiary: _	
	First name of beneficiary: _	
1.2.	Tel.:  _  _   _  _   _  _   _  _	
1.3.	Tel.:  _  _   _  _   _  _   _  _	
1.4.	Do you have any identification documents available? 1) Tax number (NIF) 2) National identity card (CIN) 3) Unique national identity card (CINU) 4) Passport	_
1.5.	Document number?	_ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _
<b>Section 2: Sociodemographic and socioeconomic information</b>		
2.1.	What is the respondent's gender? 1= Male / 2 = Female	_
2.2.	Respondent's marital status 1 = single 2 = widow/widower 3 = separated/divorced 4 = cohabiting 5 = married	_
2.3.	How old is the respondent?	_ _  years
2.4.	Producer's level of education ( <i>traditional</i> )? 1 = none 2 = did not finish primary 3 = finished primary 4 = did not finish secondary 5 = finished secondary 6 = did not finish university 7 = finished university	_
2.5.	How many people live in the respondent's household? <input type="text"/> <input type="text"/>	
2.6.	Main economic activity 1= None 2 = Farmer 3 = Shopkeeper	

4 = Housewife	
5 = Craftsperson	
6 = Private-sector employee	
7 = Civil servant	
8 = Other	

**Section 3: Project activities from which the respondent benefited and satisfaction**

3.1.	<p><b>Which project activity did you benefit from?</b></p> <p><b>1) Economic empowerment</b></p> <p>a) Support for agricultural production (seeds, farming tools, etc.)</p> <p>b) Support for production (cocoa, corn, peanuts and aromatic plants)</p> <p>c) Support for processing (peanuts, corn, cashew nuts, cassava)</p> <p>d) Support for marketing fish products</p> <p><b>2) Climate change</b></p> <p>e) Awareness-raising/training on adaptation to climate change</p> <p><b>3) Financial literacy, Set-up of mutual solidarity groups,</b></p> <p>f) Training in financial literacy and set-up of mutual solidarity groups</p> <p>g) Caisses bleues loan</p> <p>h) Solidarity group management tools (contribution booklets, notebooks, etc.)</p> <p><b>4) Gender equity and female leadership</b></p> <p>i) Community-based training in gender equity and female leadership</p> <p><b>5) Management and basic accounting</b></p> <p>j) Training in management and basic accounting</p> <p><b>6) Online sales platform</b></p> <p>k) Set-up of the Buy from Women platform (online digital sales platform)</p> <p><b>7) Access to financial services</b></p> <p>l) Establishment of a guarantee fund for women-led micro, small and medium-sized enterprises</p>	_
3.2.	<p><b>If Yes, where on a scale of 1 to 4 would you rank your satisfaction with each of the project activities you benefited from?</b></p> <p><b>1) Very satisfied</b></p> <p><b>2) Quite satisfied</b></p> <p><b>3) Satisfied</b></p> <p><b>4) Extremely satisfied</b></p>	_

**Section 4: Relevance**

4.1.	<p><b>Did the project activities in which you were involved respond effectively to your real needs? (For example: 1) Were the seeds you received the ones you actually needed? 2) Was the training you received what you actually needed?, etc.</b></p> <p><b>1) Yes</b></p> <p><b>2) No</b></p>	_
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4.2.	Do you think that participating in the project was positive and/or beneficial for you? 1) Yes 2) No	_
4.3.	Were you involved during the project in: 1) Targeting the intervention areas 2) Targeting/selecting the beneficiaries 3) Identifying needs 4) Prioritizing and analysing needs	_
4.4.	Do you think the project addressed the main needs you face? 1) Yes 2) No	_
4.5.	Do you think the project met your needs? 1) Yes 2) No	_
4.6.	What are the community's priority needs that the project did not address? 1) Health 2) Drinking water 3) Other, please specify	
<b>Section 5: Effectiveness</b>		
<b>Indicator 1: Percentage of female members of mixed cooperatives and agricultural organizations who consider that their organizations are free from discrimination and gender stereotypes</b> <b>Indicator 1.2: Increase in the number of women participating in decision-making processes in cooperatives and mixed agricultural organizations (%)</b>		
5.1.	Does your organization have men? 1) Yes 2) No	_
5.2.	If Yes, do women face violence / sexist discrimination or stereotypes within your organization? (For example, are women and men equal? Are women not marginalized because they are women? Are all positions open to women?, etc.) 1) Yes 2) No	_
5.3.	If Yes, before the project, how many women were part of the committee or board of directors of your organization?	_
5.4.	How many women are currently part of the committee or board of directors of your organization?	_
5.5.	To be completed by the investigator ==> The increase is therefore_% <b>(Teach them how to calculate the increase)</b>	_

<b>Indicator 1.3: Percentage of women from mixed cooperatives and farmers' organizations who state that they feel comfortable when expressing their opinion in general meetings or management committees.</b>		
5.6.	Do you feel comfortable when expressing your ideas and points of view in general meetings, board meetings or steering committees? 1) Yes 2) No	_
5.7.	Do you think that before the project (particularly before attending the training delivered during the project), it was more difficult for you to express your ideas and points of view in general meetings, board meetings or steering committees?	_
<b>Indicator 2: Percentage of female members of cooperatives, community organizations or individual farmers reporting an increase in income</b>		
5.8.	Have you noticed an increase in your income thanks to the activities or actions implemented by the project or since you began to benefit from the project activities? 1) Yes 2) No	_
5.9.	If yes, what do you estimate is the percentage increase in your income? 1) 0-10% 2) 10 – 20% 3) 20 – 30% 4) > 30%	_
<b>Indicator 2.1: Percentage of female members of cooperatives, community-based organizations and individual farmers state that they follow the technical recommendations shared during training</b>		
5.10.	Have you followed the technical recommendations shared during the training you attended during the project? 1) Yes 2) No	_
5.11.	Following the training, have you improved your professional practice, income-generating activities, etc. 1) Yes 2) No	_
<b>Indicator 2.2: Percentage of cooperatives, community organizations and individual farmers reporting an increase in sales</b>		
5.12.	Are you a farmer? 1) Yes 2) No	_

5.13.	<b>If Yes, have you noticed an increase in your sales thanks to the activities or actions implemented by the project or since you began to benefit from the project activities?</b> 1) Yes 2) No	_
5.14.	<b>If yes, what do you estimate is the percentage increase in your sales?</b> 1) 0-10% 2) 10 – 20% 3) 20 – 30% 4) > 30%	_
<b>Indicator 3: Number of loans granted to rural women involved in climate-smart agriculture (includes production, processing and marketing)</b> <b>Indicator 3: Percentage of women who say they feel more involved in the lending and credit system</b>		
5.15.	<b>Were you granted loans for the production, processing or marketing of agricultural products between 2018 and 2021?</b> 1) Yes 2) No	_
5.16.	<b>If Yes, how many loans did you receive during this period?</b> 1) 1 2) 2 3) 3 4) > 3 loans	
5.17.	<b>If Yes, which institutions / organizations did your loans come from?</b> 1) Bank 2) Non-cooperative MFI (FONKOZE, SOGESOL, MCN, etc.) 3) Credit unions 4) Mutual Solidarity Groups 5) Moneylenders 6) Family or friends	_
5.18.	<b>Do you feel that you are now more involved in the lending and credit system? (In other words, do you think it is now easier for you to get access to credit than in the past – for example, prior to 2018 – before the project)?</b> 1) Yes 2) No	_
<b>Indicator 3.1: Percentage of rural women with increased financial capabilities</b> <b>Indicator 3.2: Percentage of female entrepreneurs or representatives of SMEs who say they have a better understanding of the lending and credit system</b>		
5.19.	<b>Did you attend training on financial management, entrepreneurship and basic accounting during the project?</b>	_

	1) Yes 2) No	
5.20.	Do you think you have improved your financial capabilities (better financial management, entrepreneurship and basic accounting skills) as a result of the project? 1) Yes 2) No	_
5.21.	Did you attend training on loans during the project? 1) Yes 2) No	_
5.22.	Do you think you now have a better understanding of the lending and credit system? (In other words, do you know where to get a loan, how to calculate interest rates, how to calculate repayments, etc.?) 1) Yes 2) No	_
<b>Indicator 3.3: Percentage of target female entrepreneurs and cooperatives who have used or intend to use the financial services recommended</b>		
5.23.	Do you have access to or do you routinely use the following financial services: 1) Bank account 2) Transfer 3) Microfinance (credit unions and non-cooperative MFIs) 4) Insurance	_
5.24.	If you have not yet used them, do you intend to use the following financial services? 1) Bank account 2) Transfer 3) Microfinance (credit unions and non-cooperative MFIs) 4) Insurance	_
<b>Indicator 4: Number of representatives of the CBO partner participating in the decision-making process for the One Stop Center</b>		
5.25.	Are you aware of the existence of the One Stop Center in Torbeck, comprising members of the organizations Femmes en Démocratie (FED) and KOFASID? 1) Yes 2) No	
5.25.	If Yes, Do any members of your organization participate in the decision-making process of the One Stop Center? 1) Yes 2) No	
<b>Section 6: Impacts</b>		

6.1.	<b>Economic independence 1: How many income-generating activities are you currently involved in?</b> 1) 0 activity 2) 1 activity 3) 2 activities 4) 3 activities	
6.2.	<b>Economic independence 2: If you are married, how is income managed in your household?</b> 1) The man manages all the household income 2) Income is managed by the man and woman but the man manages the majority 3) Income is managed by the man and woman equally 4) Income is managed by the man and woman but the woman manages the majority 5) The woman manages all the household income	
6.3.	<b>Economic independence 3: If you are married, do you participate in the household expenditure?</b> 1) Yes 2) No	
6.4.	<b>Economic independence 4: If Yes, how would you estimate your participation in the household expenditure?</b> 1) Less than 50% 2) 50% 3) More than 50%	
6.5.	<b>Do you participate in formal or informal decision spaces in your commune?</b> 1) I do not participate in any decision space 2) Consultation space 3) Communal Development Committee 4) Communal Section Development Committee 5) Communal round table on gender 6) Sector round table on food security 7) Other, please specify	

## Annex 6: Semi-structured interview (SSI) guide for key informants

### ***Guide to interviews with project managers/implementation partners (PM<sup>7</sup>), ministerial partners (MP) (MCFDF/MARNDR) and local authorities (mayors, CASECs, ASECs)***

<p><b>Relevance and coherence of action</b></p>	<ol style="list-style-type: none"> <li>1- Where did the idea for this project come from? Who initiated it, and why? (PM)</li> <li>2- What was the role of the target groups in selecting the interventions and strategies to be put in place for this project? How did they take part in the decisions?</li> <li>3- To what extent can you say that the project objectives align with the problems, needs and priorities of the target groups and are coherent with national policies on women’s economic empowerment and food security?</li> <li>4- What was done to ensure that the actions implemented reflected the actual needs of the population affected? (PM)</li> <li>5- What is your view of the activities carried out by the project considering the reality of the context and that of the target groups?</li> <li>6- How was the project able to adapt to the socio-political and security contexts, and the COVID pandemic? (PM)</li> <li>7- How did the security and political situation, and COVID-19, influence the needs of the target groups? (PM)</li> <li>8- What did the project do to adapt to these new needs, if applicable? (PM)</li> <li>9- To what extent did the training provided align with the training priorities of the target groups?</li> <li>10- What is your perception of the level of satisfaction of local actors (local authorities, field officers, target groups, etc.) compared with the project itself and the outcomes actually achieved?</li> <li>11- What did you do or see done to understand/evaluate the level of satisfaction with the project outcomes among local actors?.</li> </ol>
<p><b>Effectiveness</b></p>	<ol style="list-style-type: none"> <li>1. In your view, what were the main outcomes achieved by the project?</li> <li>2. Did the project achieve all the expected outcomes? If not, which ones were not achieved?</li> <li>3. What other outcomes and effects not expected by the project were achieved, if applicable?</li> </ol>

<sup>7</sup> PM: Project managers, Monitoring and evaluation managers, gender coordinators, etc.

	<ol style="list-style-type: none"> <li>4. To what extent did the assistance and support provided help to achieve the project's intended outcomes?</li> <li>5. What were the main studies and training carried out during the project?</li> <li>6. Did the beneficiaries use these studies and training in an operational context?</li> <li>7. Which mechanisms underpinned the operational and financial management and monitoring/evaluation of the project? Were they effective? (PM)</li> <li>8. What should be considered to improve the effectiveness of future interventions (as part of a new project)?</li> <li>9. What are the main positive factors that supported the implementation of the project's successful activities?</li> <li>10. What are the negative factors that prevented the project from completing all the planned activities?</li> </ol>
<p><b>Efficiency</b></p>	<ol style="list-style-type: none"> <li>1- How do you view the budget allocation of the project's financial resources in terms of optimizing the achievement of the project's specific objectives? (PM)</li> <li>2- How did the multidimensional context of Haiti since 2018 affect the implementation of the project activities?</li> <li>3- To what extent were the project's planned activities implemented according to the approved timetable?</li> <li>4- In your view, to which changes did the support of UN Women and HAGN contribute in the project's target communities?</li> <li>5- Which changes do you think were the most important? Why?</li> <li>6- What did each of the organizations gain from the partnership? (PM)</li> <li>7- What weaknesses were identified in the cooperation? (PM)</li> <li>8- What is your view of the administration of the project funds, budget and expenses? (Transparent, reasonable, rational?) (PM)</li> <li>9- What is your view of the budget initially forecast/produced compared with what was actually spent during the project? (PM)</li> <li>10- To what extent can you say that the roles of the project's various actors were well defined and respected? (PM)</li> </ol>
<p><b>Impacts</b></p>	<ol style="list-style-type: none"> <li>1- What were the effects of the project activities on the target groups and communities?</li> <li>2- How did the target group participate in the project?</li> <li>3- How was the target group able to influence the project?</li> <li>4- Which of the project's actions changed the living conditions of agricultural producers? Processors? Fishers?</li> </ol>

	<p>5- To what extent can you say that the project activities contributed to improving the living conditions of the target groups?</p> <p>6- In your view, what positive impact did the project have on the direct target groups? How do you explain this? What helped?</p> <p>7- In your view, what unexpected positive effects did the project have on the target groups? To what extent did the actions implemented benefit the target partners (local authorities and women’s organizations?)</p>
<p><b>Capacity-building and participation of local actors</b></p>	<p>1- How were local actors (the Communal Agricultural Office, local authorities, community leaders, women’s agricultural groups, etc.) involved in designing and implementing the project?</p> <p>2- Did the project contribute to capacity-building for national actors (MCFDF, local authorities, other ministries, etc.)? (PM)</p> <p>3- What needs expressed by ministerial partners and civil society were met by the project? (PM)</p>
<p><b>Sustainability and viability of action</b></p>	<p>1- To what extent did the project improve the capacity of UN Women and HAGN to help them persist beyond the period of the project? (PM)</p> <p>2- To what extent do you think that the activities implemented by the project will have a sustainable effect on the target groups?</p> <p>3- To what extent do you think that the organizations taking part in the project and the families that benefited from the project activities reached a level meaning that the support provided by the project team could be reduced in future actions? (PM)</p> <p>4- In your view, what is the likelihood of maintaining the benefits of the intervention now that the project is over?</p> <p>5- To what extent did the project improve the capacity of UN Women and HAGN to continue their work in the community and/or other communities beyond the period of the project? (PM)</p> <p>6- To what extent did the project have an impact on: *the attitudes, practices and behaviours of families, groups and other local project beneficiaries? What about the transfer of skills and responsibilities to the target actors and groups?</p>
<p><b>Lessons learned and capitalization of results</b></p>	<p>1- What did you find particularly pleasing (considered a success) about the implementation of the project? If the project were to be repeated, what could usefully be improved (areas for improvement)?</p> <p>2- What recommendations and guidance are there for the period after the project, and for designing and implementing similar projects in the future?</p>

	<p>3- In what way do you think this project was different from other projects in the area of women's economic empowerment in Haiti? What explained these differences?</p> <p>4- To what extent do you think you can use the lessons learned/good practices from the project to improve your work and interventions in this area in Haiti or elsewhere?</p>
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## Annex 7: Guide to Focus Group (FG) discussions with target groups (direct project beneficiaries)

### *Guide to Focus Group discussions with project beneficiaries*

<p><b>Relevance and coherence of action</b></p>	<ol style="list-style-type: none"> <li>1. Can you talk to us about the FADEKA project?</li> <li>2. How did the project come to the community? <i>Kòman pwojè a te kòmanse?</i></li> <li>3. Did the activities carried out meet the real priority needs of people in the commune/communal section?</li> <li>4. What are the population's main needs that the project did not satisfy or was unable to meet?</li> <li>5. To what extent did the training provided during the project align with the training priorities of the target groups? / <i>Nan ki sans nou ka di fòmasyon ki fèt yo te reponn ak bezwen e priyorite nou yo?</i></li> </ol>
<p><b>Efficiency and effectiveness</b></p>	<ol style="list-style-type: none"> <li>1. Can you tell me what the project's main achievements in your community were? (<i>Gather information for each achievement and/or activity, how it was implemented, number of people reached, type of training received, number of days, type of equipment received, etc.</i>)</li> <li>2. Tell us if you were satisfied with the theme of economic empowerment (support for production, support for marketing fish products) (<i>if mentioned above</i>) If yes, why? If not, why not?</li> <li>3. Tell us if you were satisfied with the theme of climate change (awareness-raising, training and adaptation to climate change) (<i>if mentioned above</i>) If yes, why? If not, why not?</li> <li>4. Tell us if you were satisfied with the theme of financial literacy and set-up of mutual solidarity groups (<i>if mentioned above</i>) If yes, why? If not, why not?</li> <li>5. Tell us if you were satisfied with the theme of gender equity and female leadership (community-based training in gender equity and female leadership (<i>if mentioned above</i>) If yes, why? If not, why not?</li> <li>6. Tell us if you were satisfied with the theme of management and basic accounting (training in management and basic accounting) (<i>if mentioned above</i>) If yes, why? If not, why not?</li> <li>7. Tell us if you were satisfied with the theme of financial services (Establishment of a guarantee fund for women-led micro, small and medium-sized</li> </ol>

	<p>8. enterprises) (if mentioned above) If yes, why? If not, why not?</p> <p>9. Were all the activities planned at the start of the project (during the information and awareness-raising period) by the project executives or managers of your organization actually implemented? Which activities were not implemented, if any? Why were they not implemented?</p> <p>10. What are the main positive factors that supported the implementation of the project's successful activities?</p> <p>11. What are the negative factors that prevented the project from completing all the planned activities?</p>
<b>Impacts</b>	<p>1. What changes did the project make to you personally, your family and the people in your community?</p> <p>2. Did your income increase as a result of the project? If yes, which project activities helped to increase your income?</p> <p>3. What were the positive impacts of the project on you personally, your family and the people in your community? How do you explain this? What helped?</p> <p>4. What were the negative impacts of the project on you personally, your family and the people in your community? How do you explain this? What caused it?</p>
<b>Participation of local actors</b>	<p>1- How were local actors (the Communal Agricultural Office, local authorities, community leaders, agricultural group leaders, women, etc.) involved in designing and implementing the project? /Kòman aktè lokal yo te enplike nan konsepsyon ak reyalizasyon (aktivite) pwojè a?</p> <p>2- Were you involved in implementing the project (choice of activities to implement, choice of training, selection of beneficiaries, choice of seeds, choice of tools, etc.)?</p>
<b>Sustainability and viability of action</b>	<p>1. Do you think that the project activities will continue now that the project is over?</p> <p>2. What activities do you think may not continue after the project ends? Why? What support do you need for the activities to continue?</p>
<b>Lessons learned and capitalization of results</b>	<p>1. What did you find particularly pleasing (considered a success) about the implementation of the project? If the project were to be repeated, what could usefully be improved (areas for improvement)? Kisa ki plis make nou oswa nou te plis renmen, nou ka konsidere kòm yon siksè nan kad pwojè sa a? Kisa nou wè ki ta merite amelyore si nou tap gen pou refè pwojè sa?</p>

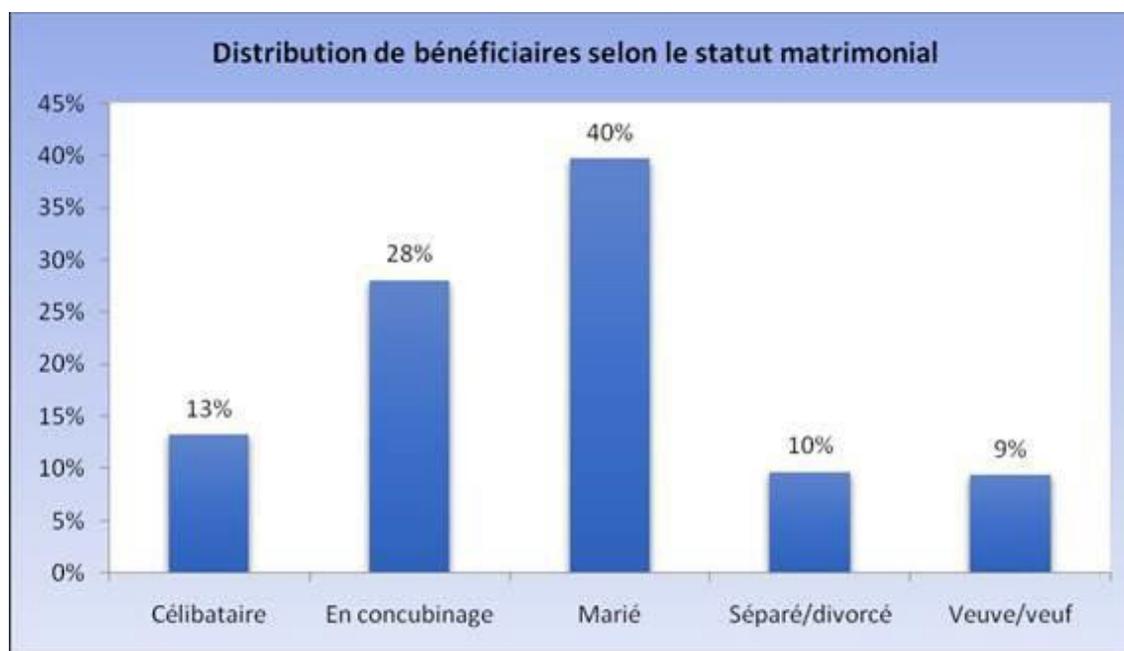
	<p>2. What recommendations and guidance are there for the period after the project, and for designing and implementing similar projects in the future? <i>Ki rekòmandasyon oswa sijesyon nou ta fè pou asire ke chanjman pwojè a pote yo ap dire oswa ka pèmèt nou fè lòt pwojè tankou sa a?</i></p> <p>3. To what extent do you think you can use the lessons learned/good practices from the project to improve your work as farmers, processors, fishers, shopkeepers, etc.? <i>/Nan ki mezi nou panse nou ka itilize ansèyman ak bon pratik pwojè a ba nou pou amelyore travay nou kòm agrikiltè/plantè, pechè, komèsan elatriye?</i></p>
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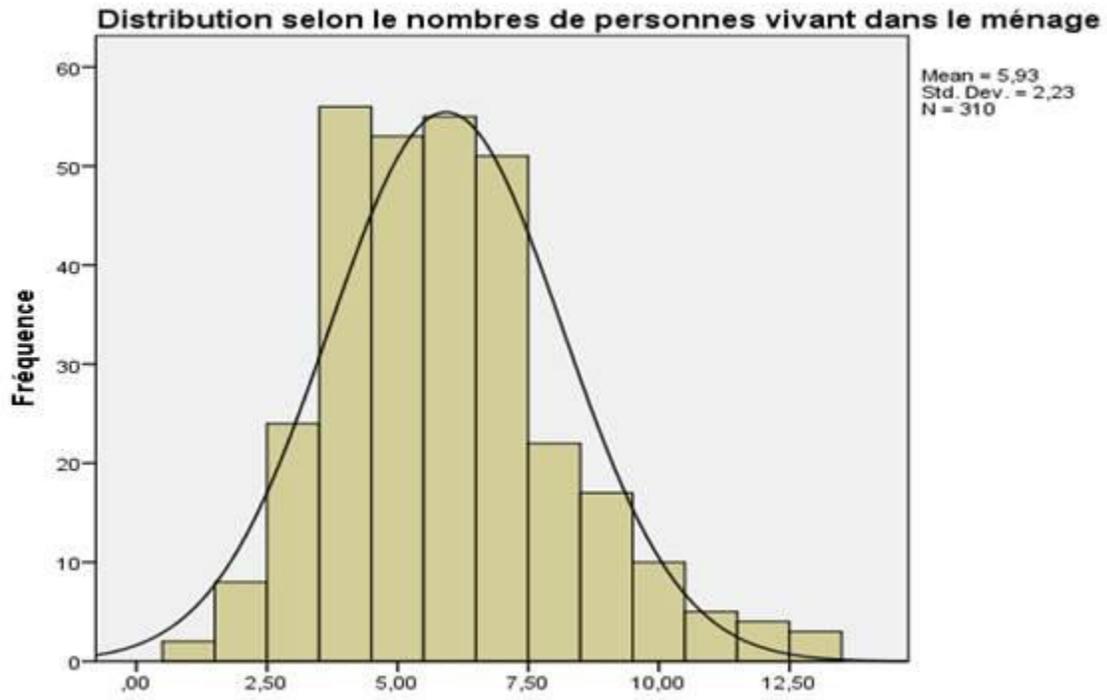
## Annex 8: Statistical tables in addition to the quantitative survey

### 1. Socioeconomic data

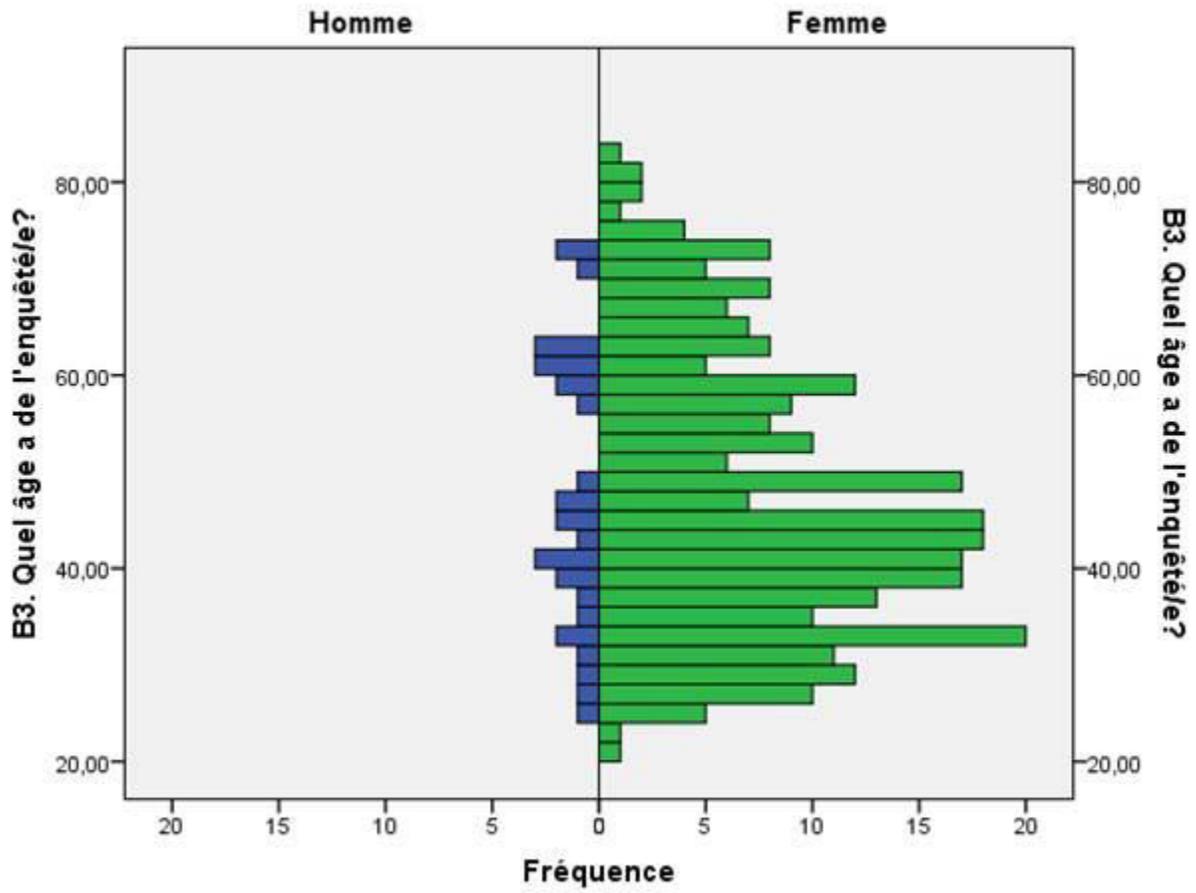
1.1. Breakdown of beneficiaries interviewed by commune, organization, gender, marital status and age group (under 25 years, 25–35 years, 35–50 years, 50 years and over), level of education and number of people living in the household

Commune	Gender		Total
	Female	Male	
Camp-Perrin	89.19%	10.81%	100.00%
Cayes	83.33%	16.67%	100.00%
Chardonnières	100.00%	0.00%	100.00%
Corail	96.97%	3.03%	100.00%
Les Anglais	100.00%	0.00%	100.00%
Pestel	96.83%	3.17%	100.00%
Port-Salut	69.70%	30.30%	100.00%
Saint Jean du Sud	89.47%	10.53%	100.00%
<b>Grand total</b>	<b>90.00%</b>	<b>10.00%</b>	<b>100.00%</b>

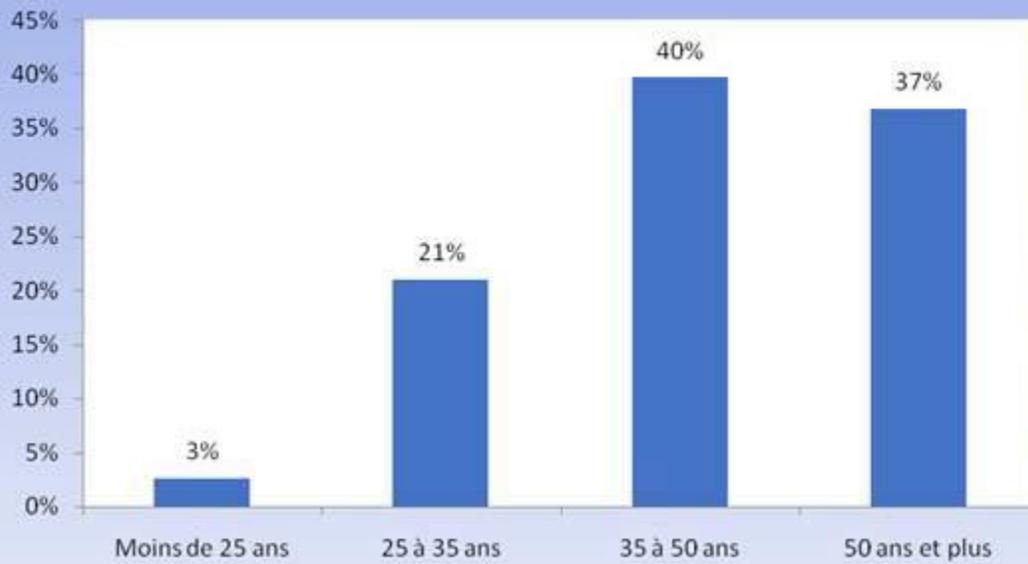




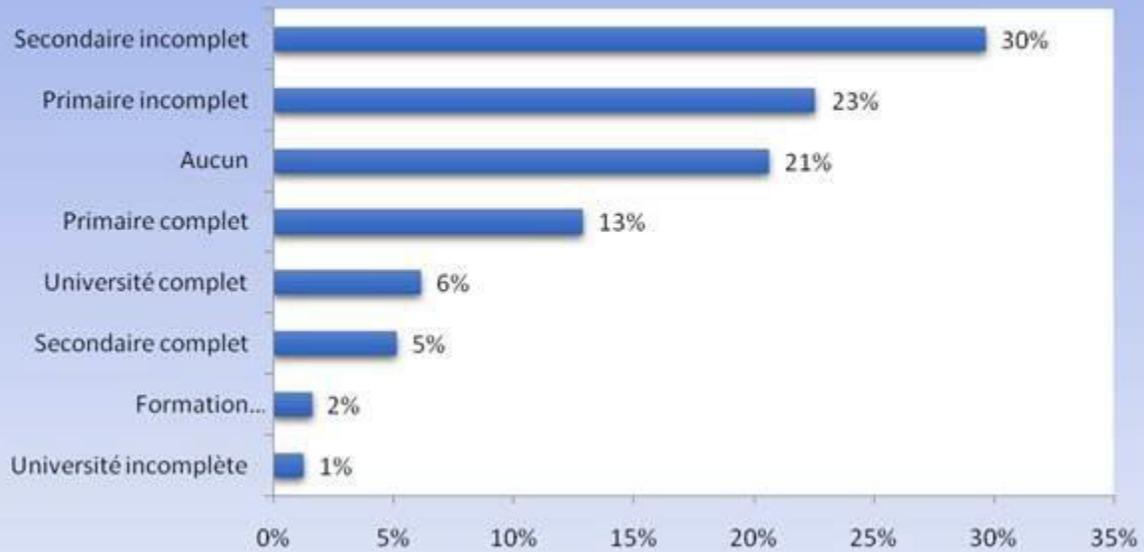
### B1. Quel est le sexe de l'enquêté/e?



Distribution des bénéficiaires par tranche d'âge

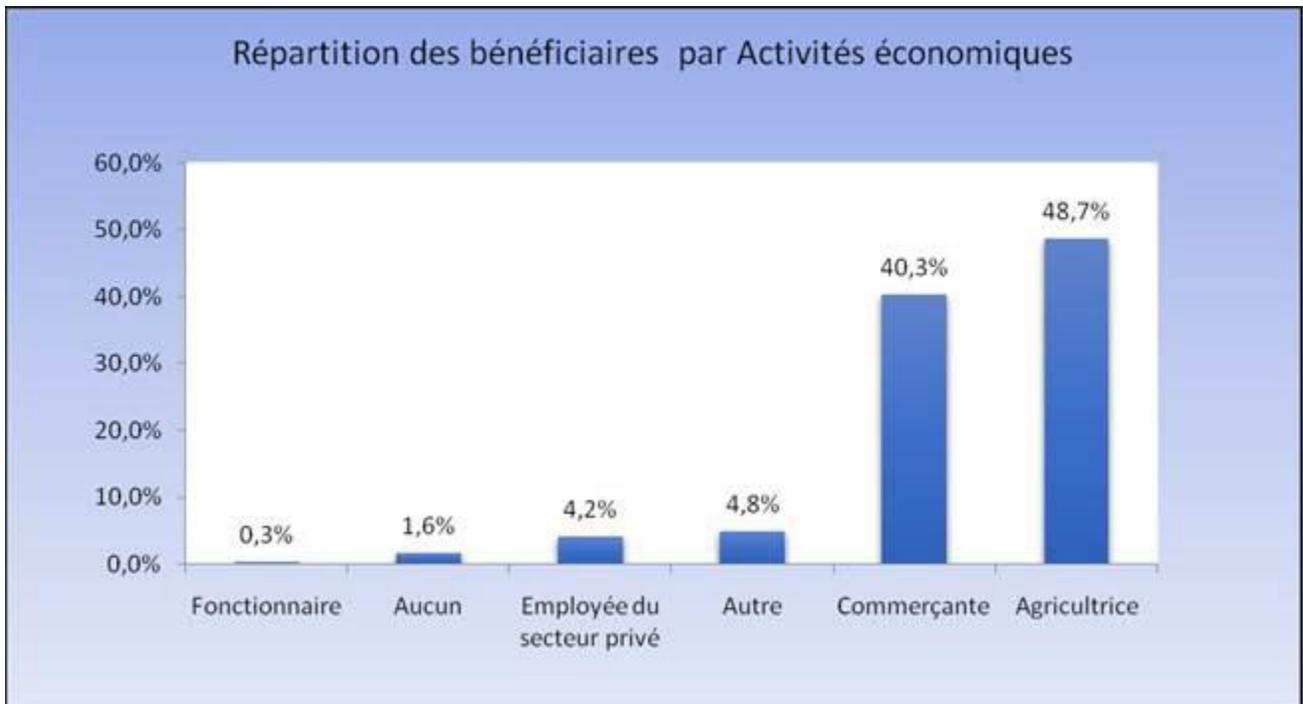


Distribution des bénéficiaires selon le niveau d'étude



An analysis of the data from this survey shows that the beneficiaries' main economic activity is agricultural production. In fact, agriculture ranks first (48.7 per cent) out of the main economic activities cited by all the beneficiaries questioned, followed by commerce (40.3 per cent). While 1.6 per cent of beneficiaries stated that they were not involved in any economic activity, just 0.3 per cent said they were civil servants.

Breakdown of beneficiaries interviewed by economic activity (graph).



The beneficiaries were asked about the themes of the training delivered through the project, with training on the management of mutual solidarity groups ranked first, at 14.1 per cent of all the responses given. This was followed by training on financial management (10.6 per cent), female leadership (10.4 per cent) and gender (10.4 per cent).

Breakdown of beneficiaries interviewed by activity/theme they benefited from through the project (graph).

