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Project to Strengthen Agricultural Opportunities through Training and Technological Investment (PROFIT) – Final independent evaluation

ILO DC/SYMBOL: HTI/20/01/NOR

Type of Evaluation: Project

Evaluation timing: Final

Evaluation nature: Independent

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

**Report of the final and independent evaluation of PROFIT “Project to strengthen agricultural opportunities through training and technological investment”.
(PROFIT : HTI/20/01/NOR)**

The masculine gender is used to lighten the text, without any discriminatory intention.

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ABBREVIATIONS LIST

- ABDH: Analysis based on Human Rights
- AIC: Alternative Insurance Company
- APA: Before-During-After
- ASEC: Communal Section Assembly
- AUC: American University of the Caribbean
- BRH: Bank of the Republic of Haiti
- CARI: Consolidated Approach for Reporting indicators /Consolidated approach to reporting food security indicators
- CASEC: Board of Directors of the Municipal Section
- CATEDEL: Technical support unit for local development (Haitian firm : <https://catedel.ca/public/>)
- CNSA: National Coordination of Food Security
- CBO: Community-Based Organizations
- DDAGA/S: Departmental Agricultural Directorate of Grande-Anse / South
- EMS: Environmental Management System
- ESMP: Environmental and social management plan
- ENUSAN: National Emergency Survey of Food and Nutritional Security
- ESIA: Environmental and Social Impact Assessment
- GIS: Geographic Information System/Geographic Information System
- GRD: Risk and Disaster Management
- ha: Hectare
- HTG: Haitian monetary unit, the Gourde
- IHSI: Haitian Institute of Statistics and Informatics
- INFP: National Institute of Professional Training
- IOV: Objectively Verifiable Indicators
- ILO: International Labor Organization
- MAG: Global acute malnutrition
- MAM: Moderate acute malnutrition
- MARNDR: Ministry of Agriculture , Natural Resources and Rural Development
- MARP: Accelerated Participatory Research Method
- MAST: Ministry of Social Affairs and Labor
- MDE: Ministry of the Environment
- MEF: Minister of Economy and Finance
- MENFP: Minister of National Education and Vocational Training
- MPCE: Ministry of Planning and External Cooperation
- PLACAGA: Plateform of Agricultural Cooperatives of Anse d'Hainault
- PROFIT: Project to Strengthen Agricultural Opportunities through Training and Technological Investment
- NGO: Non-Governmental Organization
- SAM: Severe Acute Malnutrition
- NGO: Non-Governmental Organization
- SCA: Food consumption score
- SDA: Dietary Diversity Score
- SEEUR: Maintenance Service for Urban and Rural Equipment
- SMART: Specific, Measurable, Achievable, Realistic and Timely
- SWOT: Strengths, Weaknesses, Opportunities, Threats
- TOR: Terms of Reference
- UNCTAD: United Nations Conference on Trade and Development
- UNDAF: United Nations Development Assistance Framework
- UNDP: United Nations Development Program
- UNEP: United Nations Environment Program
- UNEG : United Nations Evaluation Group
- UNS: United Nations System
- USD: United States currency unit, the Dollar
- WFP: World Food Program

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EXECUTIVE SUMMARY OF THE EVALUATION

The PROFIT Project (HTI/20/01/NOR), funded by the Norwegian Ministry of Foreign Affairs for a total amount of USD 4,297.393, is being implemented following a set of recommendations from evaluations of other sustainable development initiatives carried out in Haiti – in accordance with its mandate; in consultation with the most representative public authorities and civil society organizations concerned by the areas and/or sectors of intervention of the said project and therefore, in consistency with: The “country program for the promotion of decent work” of the ILO for the period in Haiti. This project is in principle aligned with "Product 4.2.: Strengthening the capacities of businesses and their support systems to improve productivity and sustainability" of the said program and focused on SDG 8 and nested in other strategic orientation frameworks developed by the United Nations System and national sectoral public policies of Haiti. Its implementation is ensured by the National Projects Office of the International Labor Organization (ILO) of Haiti in support of sectoral ministries and in consultation with stakeholders. It began in December 2020 and its closing date was theoretically scheduled for November 30, 2023. With the arrival of the EMERGENCY PROFIT Project component, the closing date has just been modified to March 15, 2024, on the one hand, and then, brought up to January 31, 2024, due to lack of funds.

The overall objective of the project is to contribute to improving the living conditions of small farmers in the promising agricultural sectors of the Grand-Anse department. The main expected results are:

- (i) The capacity of farmers to develop (refined) products in greater quantity and better quality, corresponding to growing market demand, is improved (adapted technical and managerial training, better structured producers), with particular attention to the specificities and gender needs.
- (ii) The technological capacity of agriculture and applied research along value chains for selected products is improved (traceability, fermentation, post-harvest equipment);
- (iii) The income and financial capacity of beneficiary farmers are improved, green and decent jobs are created in support of the two targeted agricultural and agri-food value chains;
- (iv) Support for the establishment of a credit/savings system;
- (v) The living conditions of the populations of the PROFIT project area victims of the earthquake in Haiti on August 14 and of hurricane Grace are improved.

This final evaluation reviewed the achievements at the level of each of these results using a holistic approach to analyzing the operating environment of the project to highlight the successes, constraints, good practices, lessons learned and recommendations that can guide the possible similar interventions and organizational practices. It has been commissioned by the ILO Evaluation Unit in San Jose (Costa Rica) and the findings are intended to be used by the project stakeholders (Norway government, ILO Office for Central America, Dominican Republic, Haiti and Panama, Project office in Haiti, Office of Evaluation (EVAL) -ILO Geneva, Municipalities of the Grand-Anse department; KNFP, GEONOVA, KALEOS, GAPL, etc...)

Context of the evaluation:

The final and independent evaluation combined two (2) approaches. One focused on the logic of the intervention, the other rather global, focused on interactions. The evaluation followed the evaluation norms and standards of the United Nations Evaluation Group (UNEG). Thus, it applied the criteria and approaches to international development assistance as defined in the OECD Quality Standards for Development Evaluation. The evaluation combined quantitative study methods and qualitative approaches to better appreciate the subjective dimensions and lead to a more objective analysis of the project's achievements.

The evaluation was carried out using a mixed sequential exploratory design. Thus, the two components (qualitative and quantitative) were explored, deciphered, processed, and analyzed simultaneously. This choice was justified due to the orientation of the conceptual and operational framework of PROFIT which combines both qualitative and quantitative data. The reporting format is more of the “ **QUAL+Quan** ” type (Leech, 2012) . That is to say, the qualitative component is – in substance – more important than the quantitative part, which is relatively less elaborate. Given the scale of the project and the quantity of achievements, the qualitative approach makes it possible to dig deeper and identify the real impacts of the project on the communities and target groups. The quantitative analysis approach, for its part, allowed us to confirm the trends, find patterns and test causal relationships.

To reach the conclusions and related recommendations, the review of project documentation, the evaluation designed and used semi-structured interview guides, observation sheets and individual questionnaires. In order to guarantee a suitable level of representativeness, a systematic random sampling method was applied. The assessment had set a sampling rate greater than or equal to 30%. The deductive and inductive analysis carried out around the discriminating parameters made it possible to formulate elements of conclusions, suggestions, and consequent recommendations.

Field data collection began in mid-January and ended on March 10, 2024; in an extremely difficult context marked in particular by:

- 1) The major impacts of the socio-political crisis.
- 2) The rivalry between armed gangs in the neighborhoods, which now infests the entire country;
- 3) Critical communication problems and the recurring fuel shortage crisis.
- 4) The disengagement of the majority of NGOs and other types of operators which generally operate in supporting isolated and remote rural communities in the country.

The data collected was validated at different geographic, organizational, and institutional levels, through an iterative process, focused on a representative and inclusive participation approach. All stakeholders have been contacted and engaged to this process by providing useful data and information needed to understand the implementation and its impacts. The outcome of the process made it possible to draw the following observations and conclusions:

MAIN CONCLUSIONS :

- i. The implementation of the project was planned for a period of 36 months ranging from December 2020 to November 30, 2023. During this short period, the project faced various external obstacles and blockages which hampered its smooth running such as the events of unrest and uncertainties which followed the assassination of President Jovenel Moïse on July 7, 2021, the passage of the earthquake in the Great South on August 14, 2021, followed by the passage of the tropical storm, August 15, 2021. Among the obstacles, we can mention the blockages of roads and the oil terminal by armed groups from September to December 2022, socio-political events, constantly unpredictable and uncontrollable which have negative repercussions in the country and the project intervention area, cases of generalized insecurity characterized by kidnappings, sequestration for ransom and summary assassinations along the axis leading to the Great South which paralyze interdepartmental movements.
- ii. The project, with the new values it promotes, in favor of the empowerment of people with reduced mobility - women and girls, only galvanizes - catalyzes substantial, palpable progress. In addition, this inspiring, encouraging and promising dynamic is strongly supported by a rising generation of conscious men, educated, for the most part, within the framework of the project on the cause.
- iii. The project made considerable efforts to respond to the recommendations of the mid-term evaluation, address management of responses to key recommendations, seek synergies and accelerate implementation. Certain ongoing activities (such as the traceability platform, solidarity mutual networks, strengthening of FOSAG, integration of breadfruit flour into food and products, etc.) have been strengthened to respond best suited to the needs expressed. Other activities were carried out specifically during this post-evaluation period. These results are highlighted in the selected list above.
- iv. The project provides a response to this situation by targeting the rehabilitation of certain municipal markets and road sections of the Jérémie-Les Irois road in partnership with the Departmental Directorate of Public Works and Communications through the EMERGENCY PROFIT component. So, it is this trend that PROFIT theory aims to reverse. If for all the constraints raised previously the level of effects and expected impact is not yet perceptible, for certain components of results, the evaluation estimates that the majority of interventions carried out and/or in progress fall into this dynamic category.
- v. To strengthen its actions, improve the implementation environment and contribute to improving the resilience of beneficiary communities which evolve in a complex physical, hydrometeorological, socio-economic and socio-political context, the project team, with the help of the office of Geneva and San José has mobilized additional resources to implement initiatives addressing specific issues relating to the framework defined at the level of the theory of change. This working relationship developed at different levels of the organization is a positive element which makes it possible to strengthen the capacity to provide solutions at the local level for the well-being of the final beneficiaries. In a logic of performance, ownership and sustainability, the project has also developed solid partnerships at the local level which have contributed to the positive results obtained so far.

KEY ACHIEVEMENTS AND FIRST RESULTS:

During its implementation period, the project carried out a set of activities which contribute to strengthening the two value chains targeted at the local level and community resilience. Thanks to its effective approach, despite the difficult context in which it evolved, the project was able to achieve the majority of its initial targets and even some unexpected results. Among the main achievements cited by most people interviewed and observed, we can cite:

- ▶ Mutual solidarity networks made up of 1,157 members (including 535 men and 622 women) have been set up, facilitating the emphasis on rapid credit and at an affordable rate for project beneficiaries,
- ▶ A modern and functional cocoa fermentation center with an annual capacity of 150 tons is built in the commune of Anse d' Hainault in partnership with KALEOS and PLACAGA,
- ▶ A well-equipped breadfruit-to-flour processing unit is set up in Dame-Marie,
- ▶ In partnership with the agronomic research unit of Quisqueya University, three research studies were carried out: (i) pre-diagnosis of market opportunities for breadfruit and its derivatives (ii) maximum substitution of breadfruit flour breadfruit in traditional breadmaking and analysis of the nutritional value of breadfruit flour (iii) formulation of instant juice powder based on breadfruit,
- ▶ A disaster insurance mechanism has been put in place for the benefit of 1,000 producers in conjunction with AIC and KALEOS;
- ▶ A network of agricultural service providers is set up, supported, and trained to provide close technical assistance service to local producers...

In addition, thanks to the EMERGENCY, SDG and “joint program (ILO-UNCTAD)” components:

- ▶ 1,154 direct beneficiaries are trained in the “Family Emergency Plan” in the communities where the project operates,
- ▶ A technical study is carried out for the rehabilitation or construction of 6 modern municipal markets in the project intervention municipalities.
- ▶ 57 junior civil engineers and construction technicians are trained, however, 37 received the assessment test and certified after evaluation in seismic and anticyclonic construction practices in partnership with the town halls of the municipalities of intervention and the National Institute of Professional Training.
- ▶ Six (6) critical sections of road totaling 11.5 kilometers are rehabilitated along departmental road 75 km to facilitate transportation for the sale of fresh agricultural products and the movement of people.
- ▶ The 480 ml fence of the Lesson farm training center in Dame-Marie is rebuilt in support of the Departmental Agricultural Directorate of Grand-Anse. This center is dedicated to the training of farmers and the development of technical packages at the request of farmers and entrepreneurs in the department. Note that an extension of 100 ml of fencing is in the process of being possible. For a total of 580/1230 ml of reconstructed fence.

SATISFACTIONS EXPRESSED BY STAKEHOLDERS:

Data on the perception of the various stakeholders of the project has evolved since the mid-term evaluation finalized at the beginning of 2023. Given its relevance and the results obtained, the project received very high levels of satisfaction according to the new data collected. Compared to the mid-term review, a greater number of stakeholders rate the overall execution of the project as “very satisfactory”. The percentages are then distributed as follows :

- 40% of implementing partners (compared to 18% at mid-term) think that this is a very interesting project, while for 50% it is a good project,
- 59% of the decentralized public bodies involved believe that it is a good project (compared to 51% for mid-term) and for 35% it is a fairly good project (42% at mid-term) and, around 6% believe that the results are mixed or have nothing to report.
- 38% of local authorities (Mayors and CASECs) believe that it is a very interesting project (35% at mid-term), and for 45% it is a good project (compared to 47% at mid-term) and, for 12% is a pretty good project (13% at midterm) ...

In relation to the satisfaction expressed to the direct beneficiaries (organizational and individual), the final evaluation noted a clear improvement in the level compared to that of the mid-term which was, for its part, already good. The trend of opinions can be summarized as follows :

- 65% of respondents say they are very satisfied with the gender and sex-specific approach adopted by the project compared to 53% mid-term and 32% say they are satisfied compared to 35% mid-term,
- 45% of respondents are very satisfied (compared to 22% at mid-term) and 55% satisfied (compared to 70% at mid-term) with the establishment of solidarity mutual networks,
- 40% of respondents are very satisfied (compared to 20% at mid-term) and 55% are satisfied compared to (73% at mid-term) in relation to the component "transfer of expertise and capacity building in agricultural value chains ".

Another aspect that is worth mentioning is the level of satisfaction of stakeholders on prioritized thematic such as: environmental protection, job creation, gender empowerment, market strengthening. Most of beneficiaries express total satisfaction of the project gender-response effort, environmental benefits of strengthening the local agroforestry ecosystem, and job creation and income generation through market strengthening. Thus, we concluded, through our analysis, that the effort made by the project to better involve local actors in the implementation through the mobilization of additional resources which make it possible to intervene on other axes and allied concerns was the main source of increase in the level of satisfaction expressed by stakeholders.

CHALLENGES, LIMITATIONS AND MITIGATION STRATEGIES

The evaluation has encountered several difficulties during the field data collection period. To cope with them, we have used specific mitigation approaches. The main obstacles faced and mitigation strategies used are:

No.	Main difficulties encountered	Coping strategies
A-1.-	<p>Deterioration of insecurity conditions:</p> <ul style="list-style-type: none"> • During the evaluation period, the security situation worsened. Political unrest surrounding February - the expected end of agreement among political parties and organizations- along with the return of the ex- senator from Grand-Anse and the start of his REVOLUTION movement, led to widespread road blockages across the country, especially in the Grand 'Anse communes where the project intervenes, <p>Added to this:</p> <ul style="list-style-type: none"> • The period was further characterized by rampant banditry and recurrent criminal actions. The Mariani area, situated on the axis leading to the departments of Nippes, Sud and Grand 'Anse, emerged as a hot spot of violence, with numerous cases of assassinations and frequent kidnappings, significant hindering mobility. • Frequent cases of summary executions and kidnappings in the great South and mainly in the project intervention area, further complicating the security landscape. <p>...</p>	<ul style="list-style-type: none"> • Systematic withdrawal from areas when the situation degenerates. • Using the Snowball Methodology • Conducting certain individual surveys by telephone, WhatsApp, and/or Zoom; • Flexibility in field travel schedules. • Process of daily updating of major vital issues, risks and threats;
A-2.-	<p>Aggravating circumstances linked to the context of political instability (very low continuity in the governance system):</p> <ul style="list-style-type: none"> • Unavailability of key people migrating to North America or other destinations • Expiration of the mandate of local elected officials, initially involved in the project, replaced by civil servants appointed by the central government who 	<ul style="list-style-type: none"> • Capitalizing on cordial relationships developed by the Principal Technical Advisor of the Project at the ILO (Fabrice Leclercq) to access stakeholders considered important; • Use of the snowball methodology to reach certain displaced people;

	<p>sometimes do not understand the problem and the associated issues;</p> <ul style="list-style-type: none"> Repeated changes of certain officials involved at different levels involved in the project; a major issue for carrying out certain semi-structured interviews. 	
A.3	<p>The reaction times of public officials and town hall focal points were long, compared to the established schedule.</p>	<ul style="list-style-type: none"> Regular follow-ups and courteous reminders Changes in methods (telephone, WhatsApp, sending questionnaires for completion at the appropriate time, hyper-flexible schedule of the interviewer: the respondent has precedence in appointment times, etc.)
A.4	<p>The consultative process is conducted during the crisis period.</p> <ul style="list-style-type: none"> Difficulties in setting up meetings, particularly with public institutional actors and development organizations (national and international) Difficulties in getting in touch with local actors due to lack of connection of communication networks at the local level due to the impossibility of reaching the antenna sites and supplying them with fuel 	<ul style="list-style-type: none"> Prioritize exchanges with direct beneficiaries and communities, which are more accessible during these periods.
AT 5	<ul style="list-style-type: none"> Unavailability of certain key players due to departures abroad due to humanitarian programs 	<ul style="list-style-type: none"> Archive and historical investigations

GENDER PROFIT STRATEGIES

During its implementation, the project integrated specific considerations to promote the participation of women in activities and decision-making spheres. Women played an important role in one of the most impactful activities of the project: the establishment and management of mutual solidarity groups (54% women compared to 46% men). Sustained attention was paid to integrating gender aspects into all new activities. With its objective of 50% women beneficiaries, PROFIT is aligned with the ILO 2022-2025 action plan and the corresponding elements of UN-SWAP 2.0. It can be classified GEM 2 ¹ according to the UN gender equality markers (Gender **Equality Marker** – **GEM**). It has a very good performance in terms of EDI (Equity, Diversity, and Inclusion) in the sector.

KNOWLEDGE MANAGEMENT

GOOD PRACTICES (BI-):

BP-1. | Introduction of digitalization in the management of the cocoa and breadfruit sectors in

Grand-Anse: *The establishment of a digital platform to record farm data supports rural transformation and opens the way to better structuring of the sectors cocoa and breadfruit.*

BP-2. | Strengthening local capacity in disaster prevention: *Carrying out training sessions on seismic*

and anticyclonic construction for local technicians and disaster prevention and management for beneficiaries is an activity that will provide immediate and long-term results.

BP-3. | Establishment of productive partnerships by the project: *The success of the project with its*

value chain approach is mainly due to the partnerships established and maintained with institutions with good roots at the local level; because the latter represent the basis of the selected sectors and emerged strengthened from the implementation, which paves the way for the sustainability of the actions carried out by the project.

LESSONS LEARNED (LI-):

L.1. | The integrated implementation approach as a factor of overall satisfaction: *The improvement in*

the overall satisfaction of the project during the final evaluation compared to the mid-term review is above all the result of the integration of more actors and better dissemination of results through the implementation of additional components.

¹GEWE (Gender Equality and Women's Empowerment) is an important objective of the overall intent of the key activity.

L.2. | Proactivity in the communication chain, an essential element for success: *In a situation of repeated crises like that in Haiti where stakeholders still do not have full control of their programming, proactive communication strategies help to better manage unforeseen events.*

RECOMMENDATIONS (RI-):

A summary of the key recommendations can be formulated as follows:

- ✿ **R.1.- Carry out an exchange workshop (three days) for the establishment of a regional collaborative platform, involving in particular the local decentralized entities of the MARNDR, the Chamber of Commerce and Industry, implementing partners, NGOs of development and local financial institutions, mutual societies (MUSO) and the most representative organizations of farmers or agricultural professionals, to support the exit strategy:** *The project manages to bring together and organize the actors, previously scattered, in agroecological value chains with a socio-economic vocation; however, it does not exist yet a multi-stakeholder space where the potential challenges and opportunities can be exploited, to better promote and sustain the achievements and legacies of the project, on a regional scale.*
- ✿ **R.2. Carry out six open days (3 in Grand-Anse and 3 in the south) in order to promote (exhibit) the achievements of PROFIT to the general public, by giving the different categories of beneficiaries (individual and organizational) the opportunity to present their achievements (agricultural and consumer products on site, technologies introduced, photos, documents, videos, etc.), with the involvement of the various vectors of the regional and even national press :** *The project generated a set of results tangible, substantial, promising, and innovative in several areas, it will be an opportunity to popularize good practices, lessons learned, emerging issues; and, to offer associations of producers, traders, FOSACs, etc. to exhibit and sell their products (food, processed products or technologies, services, etc.); and to communicate their contact details to interested parties (business card).*
- ✿ **R.3.- Produce an article to promote the international prize won by KALEOS, with the support in part of PROFIT, with a view to further encouraging other companies in the private sector to invest in the initiatives approached under the angle of the circular economy, framed by a quality approach, as a source of diversification, empowerment and creation of renewable wealth – in a prism of socio-ecosystem resilience:** *The partnership with KALEOS is a very good example of the importance of private investment in the agri-food sector in the context of Haitian extensive agriculture, but other innovative investments of this type can be locally experienced at the level of production, conservation, processing and expanded marketing; while guaranteeing sustainable additional income for producers and sustainable development processes.*
- ✿ **R.4.- Promote the scenario of resource mobilization for another phase of the project, with a view to strengthening actions in the breadfruit sector, while guaranteeing substantial investment for the deepening of research and development of new opportunities, seen from the perspective of a structuralist, integrative, pragmatic and decolonized epistemic approach:** *The findings from these studies pave the way for further research and creation of new economic opportunities through the development of strategic agroecological value chains.*

The questions answered in this document accurately reflect the main and subsidiary questions raised in the terms of reference communicated by the sponsor. At the time of the evaluation, some activities were not yet completed. This problem is largely due to the accumulation of delays recorded due to the implications of the climate of instability and insecurity that further complicate the situation. In this sense, it would be preferable to speak of administrative closure of the initiative.

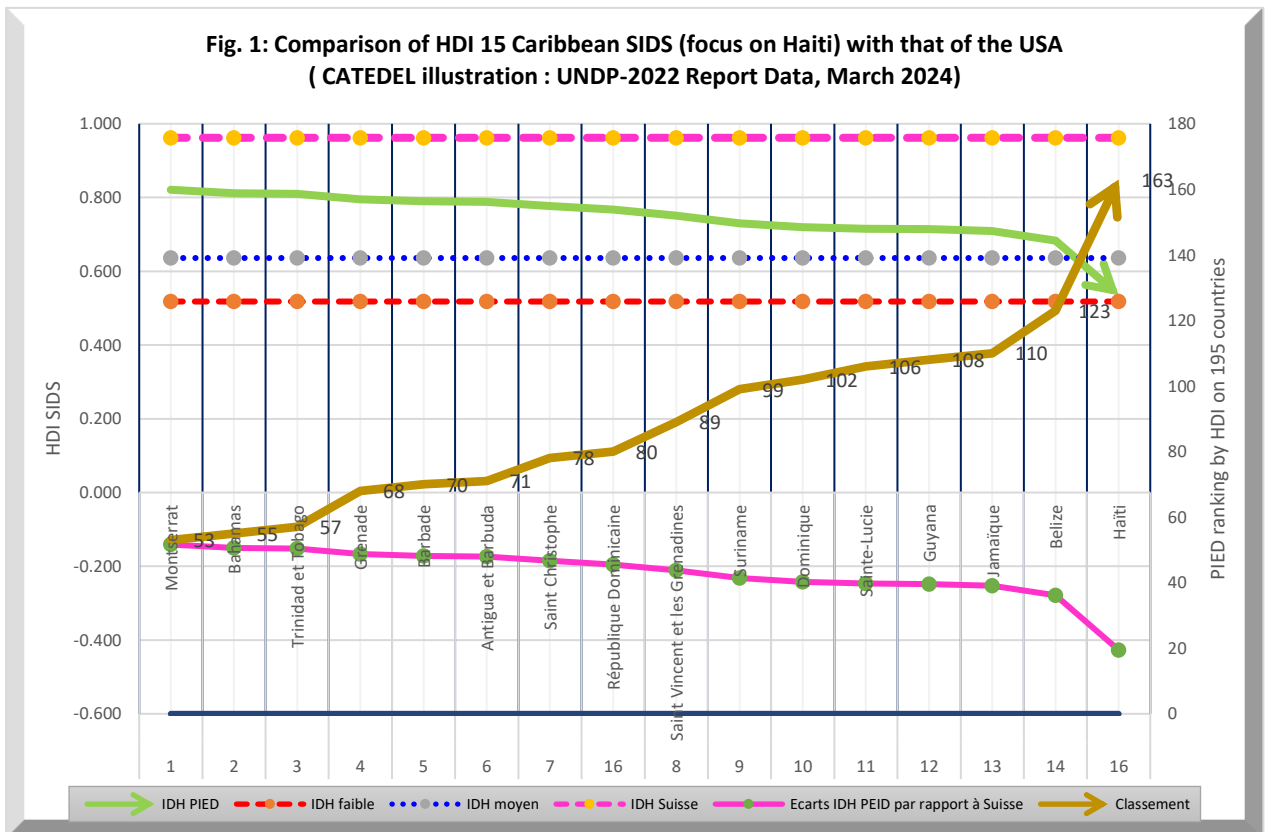
Due to all of the above, the evaluation considers that PROFIT is very coherent in its formulation, very relevant in its substance (with regard to national realities and priorities), efficient in its achievements. Its

vision is very aligned with national public policies and inter and international instruments which frame the sustainable development objectives; In addition, its theory of change is in line with the strategic plan and the mandate of the ILO in Haiti. Despite the climate of deleterious insecurity, the harmful impacts of the Covid-19 pandemic, the complex socio-political events, the ILO, as a whole, the project team, in consultation with stakeholders, were able to release energies necessary to achieve the results. The level of stakeholder satisfaction is greatly improved compared to the mid-term evaluation. Consequently, the evaluation concludes that the PROFIT implementation process reached a very satisfactory level of performance, in an extremely difficult field context.

CHAPTER I | SCOPING OF THE EVALUATION

1.1.- Background and environment supporting PROFIT

Haiti, Caribbean Small Island Developing State (SIDS), with a population of 11.1 million (IHSI, 2015) is one of the countries in the Latin America and Caribbean region with the lowest public expenditure per capita (OECD, 2021). The country is ranked 163 out of 189 countries in 2022 and its human development index (HDI) is 0.563 (UNDP – HAITI/MPCE, 2021). In addition to being a fragile state (OECD, 2022) (Brière et al., 2010), in 2020, the Maplecroft index (CAF, 2014) ranked it among the three countries in the world most vulnerable to climate change (CAF, 2014). Natural disasters, when they occur, lead to mass health, communication and food crises from which the country has difficulty recovering and which slow down its development (MPCE-HAITI, 2012). The following graph gives an idea of Haiti's critical situation, almost from every angle, compared to other developing island states in the Caribbean basin.



As a SIDS, it is at the heart of all debates on global warming and adaptation strategies (Gemene, 2015). SIDS have entered the fray as a "specific group of developing countries" since June 1992 (United Nations, 1999); during the Conference organized by the United Nations system (UNS). They focus their narrative on environmental issues and development strategies (Klöck, 2020) and are part of the SIDS alliance (AOSIS) which brings together 44 member states (Atlantic, Indian Ocean and South China Sea, and Caribbean-Pacific) (Klöck, 2020). These funds, including Haiti first, are characterized by both biodiversity hotspots of global importance (Gros-Désormeaux, 2012). They are highly subject to frequent large-scale natural disasters (UNDG, 2021); some of which are more devastating than others (Nicolas et al., 2018).

To describe their rather particular situations, some authors like (Rhiney & Baptiste, 2019) (Perry, 2020) paint a fairly dark picture to demonstrate the existential threats weighing on the living environment of these communities. In the context of Haiti, chronic and structural governance problems only amplify and further complicate their low level of resilience; exposed at the occurrence of the slightest shock (Perry, 2020). With the closely spaced rate of recurrence of these calamities of socio-natural origin (Nicolas et al., 2018) (IAEA, 2023), it must necessarily develop adaptation measures, to strengthen its resilience in the face of the various parameters determining its vulnerability.

The impact of the cyclone highlighted Haiti's vulnerability to natural disasters and highlighted the importance of effective disaster preparedness and response in the region. Bringing strong destructive winds, it caused the biggest humanitarian crisis since the 2010 earthquake and worsened food insecurity by destroying farmers' plantations and livestock. The rapid needs assessment carried out estimated that 1.4 million people required humanitarian assistance, of which 806,000 people required urgent food assistance. This has led to a context marked by the fragility of social classes, hunger and malnutrition, and a need for rapid recovery of the sad humanitarian situation. There followed a food crisis caused by the unavailability of agricultural and food products.

It should be noted that the paradigm of systemic resilience not only makes it possible to identify and address hazards, but also and above all, to identify opportunities and how to capitalize on agroecological and material assets. of socio-ecosystem innovation to succeed (Quenault, 2020) . Hence the importance of approaching the problem of adaptation and sustainable development of the country, not only on the basis of strengthening strictly material capacities, but also and above all, in terms of capabilities (Monnet, 2007) . The following diagram, developed by the IPCC (UN Environment & IPCC, 2023) , illustrates the links established between the notions of risks, occurrence and frequency of socio-natural events, vulnerability and the way of thinking about systemic resilience:

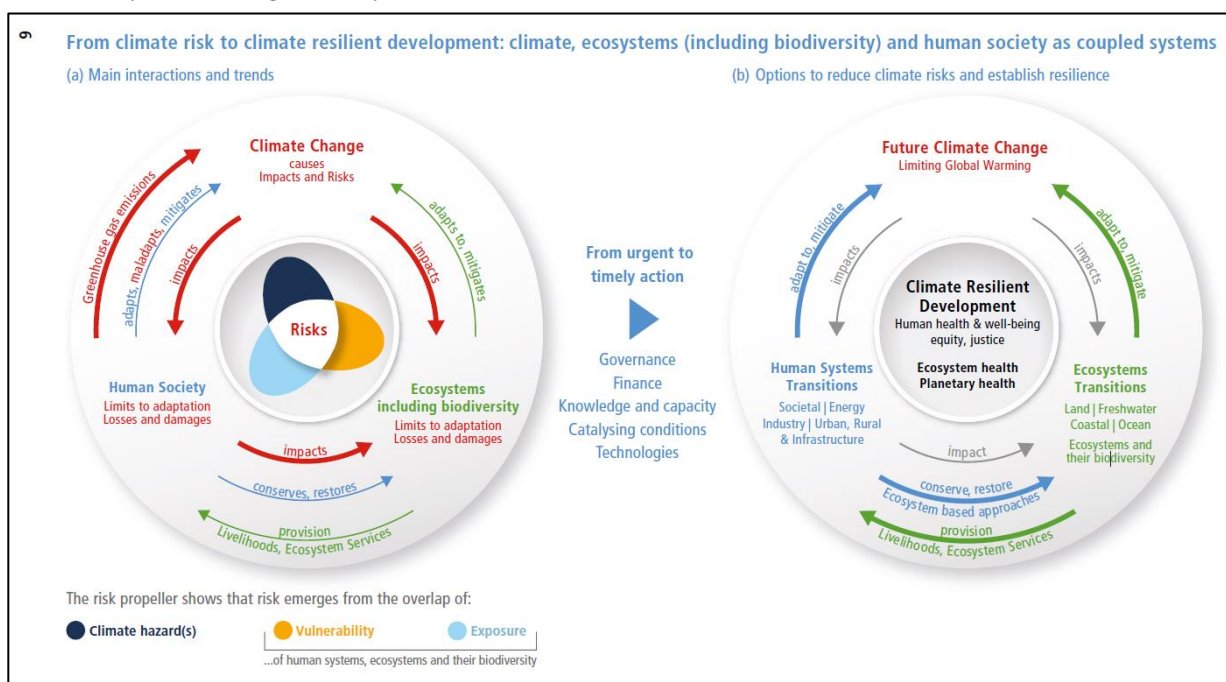


Figure 2 | Interactions between coupled climate, ecosystems, and human society systems (IPCC, 2023)

The main challenges to be met across promising agroecological value chains, for example, essentially consist of capacity building and the creation of synergy bridges to promote strategies that provide sustainable and sustainable solutions. This approach should move towards the mobilization of all dominant sectors, likely to create dynamics and substantial impacts, in alignment with differentiated needs and respect for local values. Because complex socio-political crises during sensitive humanitarian periods create an environment of social disagreement that complicates and makes the coherence between the implementation of post-disaster management initiatives and the recovery phase more difficult. However, Haiti is evolving under an aid regime (Provini & Schlimmer, 2016) (Boutroue et al., 2022) (Baron C. et al., 2015) (OECD, 2022) and, enters a vicious circle by continuing to face protean crisis situations; reminiscent of chaos or organized anarchy² (Barthélémy-Stern, 2011) . It is in this difficult and complex context that PROFIT intervenes with the idea of reversing this bad situation.

1.2.- Project context & Theory of change

The design of PROFIT follows a set of findings and recommendations resulting from the implementation of PROFODER (Project of Vocational Training for Rural Development), a project executed by the ILO and financed by Norway which aimed to improve the offer of professional trainings in the agriculture and

²The theory of organized anarchy presents organizations without clear and known goals, its technological choices remain diffuse, vague and its performance very difficult to assess. Stakeholder participation remains rather fluid in the construction of problem response strategies.

fishing sectors in the south and Grand-Anse. The results obtained in this project at the end of the cycle led the evaluator to highlight, through his recommendations, the potential for strengthening productive value chains through a new intervention. In this sense, the ILO, the only tripartite agency of the United Nations system which develops policies and designs programs aimed at promoting decent work, was requested to support the Haitian State through sectoral ministries and key actors of civil society in the design, mobilization of resources, development and planning of PROFIT, the implementation of which was initially planned at the level of the departments of Grand-Anse and South.

This project is closely related to the ILO mission which supports the implementation of integrated programs and/or projects linked, among other things, to the improvement of the juridico-legal framework, the development and/or strengthening of capacities in practical thematic areas, sustainable employment, decent work, the development of entrepreneurial skills, the integration of southern countries into preferential markets with high added value, intra- and transgenerational social justice, in a perspective of universal peace and sustainable (Cf.: 17 SDGs). The ILO program framework, formulated in consultation with the Haitian Government, is translated through a reference document: "The country program for the promotion of decent work (PPTD 2015 - 2020) ³. This guidance for ILO interventions is intended to be a practical document for advancing the Decent Work Agenda. It is structured around 4 priorities:

- I. Respect, promote and implement international labor standards.
- II. Create opportunities and promote decent working conditions and income for women and men;
- III. Promote a universal and non-discriminatory social protection floor; and,
- IV. Strengthen tripartism and social dialogue.

This project is in principle aligned with "**Product 4.2.: Strengthening the capacity of businesses and their support systems to improve productivity and sustainability**" of the said program and, focused on SDG 8, while establishing very strong and inseparable conceptual, structural and programmatic links with the SDGs 9 and 12. It is also nested in other strategic orientation frameworks developed by the United Nations System and Haiti's national sectoral public policies. Its overall objective is to contribute to improving the living conditions of small farmers in the promising agricultural sectors of the South and Grand-Anse departments.

The main expected results are:

- (i) The capacity of farmers to develop (refined) products in greater quantity and better quality, corresponding to growing market demand, is improved (adapted technical and managerial training, better structured producers), with particular attention to the specificities and gender needs.
- (ii) The technological capacity of agriculture and applied research along value chains for selected products is improved (traceability, fermentation, post-harvest equipment);
- (iii) The income and financial capacity of beneficiary farmers are improved, green and decent jobs are created in support of the two targeted agricultural and agri-food value chains;
- (iv) Support for the establishment of a credit/savings system.

Following the recommendations of the mid-term evaluation carried out in the first quarter of 2023, specific components were added along the way to the PROFIT dynamic to strengthen its effects and contribute to improving life conditions of the populations of the areas concerned by the interventions, and specifically those affected by the earthquake of August 14, 2021, and the tropical storm Grace which followed. The team's efforts to mobilize other funds resulted in the implementation of the "Emergency", "UN to UN ", " Joint Program" and SDG components. The additional results expected from these components are :

1. 6 municipal public markets for a total of 5,000 traders are built or rehabilitated,
2. 11.5 km of road sections along departmental road 70 (from Jérémie to les Irois) are developed,
3. 61 technical professionals in the construction and building inspection chain working in the target municipalities are trained in compliance with seismic standards,
4. Vulnerability to certain climate risks, with a direct link in reducing the level of extreme poverty in the municipalities of intervention, is reduced and the resilience of communities is maximized.

In the design of the project, socio-natural issues and/or linked to the economy of natural resources and the environment, can be seen to evolve into collective decisions, which, over time and in certain circumstances, can benefit from a form of appropriation by state institutional actors and other private entities involved at

³ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_561940.pdf

different scales. Thus, the integration of local actors, the gender and sex-specific dimension, the identification of niches for the integration of endogenous knowledge in the development of response strategies are almost omnipresent in the implementation processes.

In other words, the aim is to contribute to the promotion of strategic partnerships and identified opportunities; from a perspective of combating the harmful effects of climate change, extreme poverty, constraints on farmers' access to preferential regional and global markets, and the lack of economic opportunities (jobs); in alignment with the objectives of the SDGs - in a post-pandemic context (PAHO/WHO, 2023) . The strategies and decision-making processes recommend, depending on the component, different forms (formal, informal, flexible and adaptive, etc.) to remain agile, while maintaining a degree of harmonization with Haiti's trans-sectoral public policies and, in alignment with instruments and trans/multilateral frameworks related to the issue (UN Environment & IPCC, 2023) .

Through PROFIT, the notion of resilience touches the identity, natural and organizational dimensions of land and territory. It sometimes asserts itself as a new paradigm capable of integrating the complex parameters of multidimensional and multisectoral vulnerability and sometimes as a response to a set of socio-natural, psycho-sociological and institutional hazards; even to the fight against extreme poverty.

Due to all of the above, PROFIT presents the aspect of a concept-project which develops a strong anchoring in the actor-network theory (Collin et al., 2016) , which is part of the field of social innovation, transposed into the context of an extensive agro-economic exploitation model. The evaluation also detected, implicitly, the formulation of certain initiatives that could bring PROFIT closer to a climate justice perspective (Michelot, 2016) integrated into the Paris Agreement.

1.3.- Context, objective and scope of the final evaluation

In accordance with the principles of transparency, policies and evaluation procedures of the ILO which recommend that projects of more than one million dollars should be subject to a mid-term evaluation and a final evaluation, the PROFIT was therefore subjected to a final and independent evaluation. The objective of this evaluation is to inform strategic decision-making at the ILO governance level. It also helps achieve accountability goals while providing opportunities for organizational learning. In practice, this involves assessing the results of the project as well as the effects of the actions carried out in relation to the targeted objectives and drawing the main lessons from the intervention and formulating practical recommendations for possible new interventions towards the territory and target groups. This will be done through an analysis of its relevance, effectiveness, efficiency, effects, impact, and orientation towards sustainability. The evaluation will be used to define the strategic lines of a possible second phase of PROFIT which meets all the requirements of the value chain.

According to the relevant TOR, the three specific objectives of this evaluation are as follows:

- 1) Give an assessment of the level of achievement of the three objectives as set out in the project document; evaluate performance based on planned objectives and achievement indicators at the output level and achievements indicative of results; chosen strategies and implementation methods; constraints and opportunities of partnership agreements.
- 2) Determine the extent to which the project's strategic approach reflects the ILO's comparative advantage.
- 3) Provide recommendations on how to improve performance and strategies, institutional arrangements, and partnership agreements, with a view to a possible second phase.

TORs include more detailed information on other useful aspects. For instance, during the last year of project implementation, three other components were added to PROFIT to strengthen its actions and boost the achievement of its objective:

(i) the emergency component which aims to contribute to the improvement of the living conditions of the populations of the PROFIT project area victims of the earthquake of August 14, 2021, financed and executed by the **International Labor Office (ILO)** to the amount of “ *One million Fifty Thousand Seven Hundred Seven dollars and 38/00 cents (\$1,050,707.38)* ,

(ii) the SDG component executed in conjunction with the United Nations Conference on Trade and Development (UNCTAD) with funding of 250,000 USD and which aims to strengthen businesses run by women and young people as well as local initiatives targeting businesses agricultural. It also aims to provide the theoretical knowledge necessary to resolve the problems linked to the use of flour from the real tree in the manufacture of bread and/or spaghetti

(iii) the insurance component **executed through the type of agreement (UN to UN agreement) with the WFP** and which aims to provide support to the WFP microinsurance pilot project. These aspects are taken into consideration as part of this evaluation.

Following the UN Evaluation Group's good practice guide – as reiterated in the ILO guidelines for results-based evaluations, the evaluation used the following OECD DAC criteria to respond to the evaluative questions:

- 1) Relevance,
- 2) Coherence,
- 3) efficiency,
- 4) Management efficiency,
- 5) The sustainability of the project results and,
- 6) The direction of impact.

The definition of these evaluation parameters and the ontological aspects are clearly explained in the ToR. These aspects are adequately clarified and developed in the development of the matrix relating to the “assessment of evaluation questions”. This section is inserted into the methodological framework of the evaluation.

Customer and stakeholders

The main client of the evaluation is the ILO Evaluation Office, on behalf of the Governing Body, which is responsible for decisions at the governance level on the results, conclusions and recommendations of the evaluation.

The main stakeholders are divided into two groups:

1. Internal customers:

- ILO Office for Central America, Dominican Republic, Haiti and Panama
- Project office in Haiti
- ILO Regional Office for Latin America and the Caribbean
- Regional Programming Unit (RPU)
- Department for Multilateral Partnerships and Development Cooperation (PARDEV)
- ILO Evaluation Office (EVAL)

2. External Customers / Implementation Partners

- Municipalities of the Grand-Anse department;
- KNFP
- GEONOVA
- UNOGA
- AYITIKA
- KALEOS
- GAPL
- The National Institute of Professional Training
- SOCONCEP
- The World Food Program
- The AIC
- UNCTAD
- Regional cooperatives
- Community-based organizations (CBOs) and related umbrella structures
- Agro-artisanal processing workshops
- Ministry of Social Affairs and Labor (MAST)
- Ministries of Agriculture, Natural Resources and Rural Development and its decentralized structures
- Ministry of Women's Affairs and Women's Rights
- Ministry of Public Works, Transport and Communication (MTPTC)
- Workers' organizations (CTSP, CSH, CTH, Batay ouvriyè and CNOHA)
- Grand-Anse Chamber of Commerce and Industry

— Employer organizations (ADIH, Chamber of Commerce) ...

The partners cited and highlighted joined the project along the way with the introduction of additional components implemented following the recommendations of the mid-term evaluation report (the INFP having effectively played its role as partner in the second half of the project although he had been contacted before by the project for training for the benefit of solidarity mutuals).

1.4.- Methodology of the final and independent evaluation

1.4.1.- Evaluation approach

To address in a structuring manner the questions and sub-questions asked in the TOR, the evaluation used a qualitative approach, essentially mobilizing technical and scientific references aligned with the context of the project. These are oriented around three interconnected thematic fields, namely: 1) Risk, vulnerability and socio-climatic and agroecological issues, 2) Management strategies and systemic resilience in a quality approach and an integration process towards preferential markets and, 3) the strategies for integration and appropriation of the project by key stakeholders, focusing in particular on parameters related to the field of EDI (Equity, Diversity and Inclusion), with a substantial focus on theory of the kind.

The mid-term evaluation examined the state of implementation in detail. This final evaluation focused rather heavily on progress and additional added values. The process followed the evaluation norms and standards of the United Nations Evaluation Group (UNEG), as reflected in the ILO Guiding Principles for Results-Based Evaluation and technical and ethical standards. It applied the criteria and approaches to international development assistance as defined in the OECD/DAC Quality Standards for Development Evaluation. In addition, special considerations were also made on the “*Protocol relating to the collection of evaluative evidence on the ILO response measures to COVID-19*”. Certain precautionary measures have also been integrated to deal with the re-emergence of cholera, reported in certain areas of the country.

The evaluation was carried out using a mixed sequential exploratory design. Thus, the two components (qualitative and quantitative) were explored, deciphered, processed, and analyzed simultaneously. This choice was justified due to the orientation of the conceptual and operational framework of PROFIT which combines both qualitative and quantitative data. The reporting format is more of the **QUAL+Quan type**. That is to say, the qualitative component is – in substance – more important than the quantitative part, which is relatively less elaborate.

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

To answer the evaluation questions established in the mandate and refined in the initial report, the evaluation team mobilized a holistic approach method which took into account the key dimensions linked to the conceptual and operational framework of the project. The components were analyzed and discussed, in light of the evolution of the contexts (organizational, institutional, socio-economic, socio-cultural and even socio-political) which had marked and/or influenced the project implementation process, through its different phases.

The methodology consisted of the following activities:

- ↓ Perform a documentary review of project documents
- ↓ Develop assessment instruments based on the key questions presented in the TOR.
- ↓ Inform the ILO and request approval of the instruments developed.
- ↓ Conduct interviews and focus groups with project stakeholders
- ↓ Undertake a field visit to observe activities
- ↓ Develop the draft evaluation report
- ↓ Finalize the assessment
- ↓ Present the draft stand-alone evaluation summary according to the ILO standard format.

1.4.2.- Criteria system & Fundamental and subsidiary questions of the final evaluation

To analyze overall project performance, the evaluation seeks to answer several logical evaluative questions developed and structured around the main OECD DAC evaluation criteria, in particular: 1) relevance, 2) coherence, 3) effectiveness, 4) efficiency and 5) impact orientation and 6) sustainability. The following diagram illustrates this reference framework :

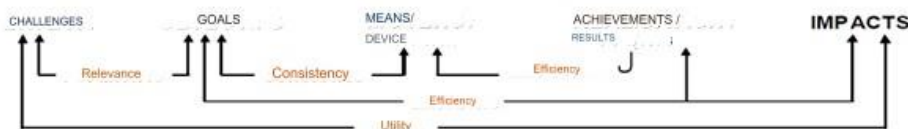


Fig. 3 | Links between Project performance criteria (OECD / Adaptation – CATEDEL, December 2023)

The full list of these questions is provided in Annex II. Efforts have been made to ensure that this assessment is carried out on a **SMART basis** (Specific , **M**asurable , **A**chievable , **R**ealistic and **T**ime -bound).

- ▶ **The same format of the mid-term evaluation is kept, to facilitate comparisons and to more easily see the pace of developments (progression, stagnation, regression) of the implementation, during this period of approximately one year. Especially since the evaluation considers that the analysis grid used by this consultant was simple, clear and practical.**

1.4.3.- Taking into account cross-cutting themes and quality assurance

1.4.3.1.- Capacity building & Transfer of expertise

Two important aspects of the PROFIT theory of change are “Capacity Building⁴” and “Expertise Transfer”. As part of this evaluation, we are trying to analyze these aspects through the prism of analyzing the needs and characteristics of the different beneficiaries. The combined mobilization of these two diagrams, in alignment with the theory of change⁵, served as a breadcrumb trail to not only better question the system for monitoring performance indicators, but also and above all, to assess the leverage effects and progress observed attributable to the PROFIT implementation process.

1.4.3.2.- Gender and sex- specific sensitivities

The ILO has a two-pronged approach to promoting gender equality. First, all policies, programs and activities should aim to address the specific and often different concerns of women and men systematically and formally, including the practical and strategic gender needs of women. Second, targeted interventions – based on analysis that considers these concerns and needs – aim to enable women and men to participate and benefit equally from development efforts. This policy applies to all ILO activities but is of particular importance to its technical cooperation projects and country programmes, which translate ILO policies into practice. In order to take into account the aspect of “*Participation and gender mainstreaming*” within the framework of the evaluation, the main emphasis was placed on the new ILO guidelines formulated in the “Guidance **Note 3.1: Mainstreaming “gender equality in monitoring and evaluation”** ⁶. The evaluation therefore considered the guiding questions on gender equality clearly outlined in the ILO Handbook on Development Cooperation. Furthermore, mainstreaming gender equality implied involving both men and women in the consultation, and evaluation analysis. Moreover, the evaluation review data and information that is disaggregated by sex and any additional relevant variables. This helped the evaluation to assess the relevance and effectiveness of gender equalities related strategies and outcomes.

1.4.3.3.- Integration of the analysis of human rights, including those of children

Regarding the analysis of social safeguards, the assessment used the core principles set out in the UN Common Understanding on the Human Rights-Based Approach (HRBA) framework document. This document establishes the basis for applying fundamental rights standards and principles in programs. It is also a conceptual framework for understanding the causes that prevent the realization of human rights based on universal human rights norms and principles, and which aims to develop the capacities of rights holders to claim their rights and Obligation Holders (DO) to fulfill their obligations (CCA/UNDAF **Guidelines 2007**,

⁴Capacities refer to “the ability of individuals, organizations and the community as a whole to manage their affairs successfully”, for the purposes of achieving the main Global Goals supported by the UNS (United Nations System), in the compliance with national development plans. Capacity building refers to “the processes by which individuals, organizations and the community as a whole release, create, strengthen, adapt and maintain capacities over time”

⁵ The theory of change is “a way of describing how a group hopes to achieve a given long-term goal” (Anderson, 2005, p. 3). It is not a method designed specifically to measure impact, since it primarily serves as a tool to help develop solutions to complex social problems (Anderson, 2005, p. 1: On calls it, in English, theory of change, hence the acronym ToC. There are several synonyms or concepts similar to the theory of change: change pathway or outcome pathway (from Reviens , 2012, p. 2).The Innoveave program also speaks of a social transformation scheme (STS)). That said, such an approach, used at the planning stage, generally makes it easier to evaluate (notably impact) subsequently. It is therefore from this angle that this sheet presents the notion of theory of change.

⁶ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165986.pdf

p.14). This approach requires analyzing gender norms, different forms of discrimination and power imbalances to ensure that interventions benefit the most marginalized segments of the population.

The ILO Declaration on Fundamental Principles and Rights at Work was also reviewed. It sets out the fundamental principles that Member States of the International Labor Organization (ILO) are invited to respect, simply by virtue of their membership in the Organization. Thus, as part of the exercise, we made considerations on “Conventions 138 (1973) and 182 (1999) of the International Labor Organization (ILO), which include in the category of working children all children under 12 years of age engaged in any economic activity, children aged 12 to 14 doing more than light work and all children subject to the worst forms of child labor – slavery, forced recruitment, prostitution, trafficking, coerced illicit activities or dangerous activities. Article 32(1) of the Convention on the Rights of the Child (1989) recognizes “the right of the child to be protected against economic exploitation and not to be required to engage in any work involving risk or likely to compromise his education or harm his health or his physical, mental, spiritual, moral or social development. It should be remembered that since March 1, 2006, 143 countries had ratified Convention No. 138, which establishes the minimum age for general, light, or hazardous work, and 158 countries had ratified ⁷ILO Convention No. 182 on the worst forms of child labor ⁸.

1.4.3.4.- Integration of the impact of climate change and safeguard standards

Since “PROFIT” takes place in a coastal environment with high climate risk, the assessment used, where necessary and possible, tools such as CRISTAL: Community Level Risk Identification Tool, Adaptation and means of Existence, as well as the CEDRIG to assess the associated risks, issues, and threats, in order to integrate them into the response models to be co-constructed with the stakeholders of the PROFIT Project. In addition, the “GRADS and MAGICC/SCENGENN” software as well as the CLIMAT EXPLORER tool were available to generate climate change scenarios for vulnerability and adaptation studies.

The assessment used benchmarks associated with the United Nations Framework Convention on Climate Change (UNFCCC), which has 196 Parties and enjoys near-universal membership, and which welcomes the 1997 Kyoto Protocol under its leadership. In addition, Haiti used the climate benchmarks developed by itself, in particular with the help of the UNDP (see: National Climate Change Policy, Scenarios of possible rise in marine waters (Document by Al Fouladdi, 2013), Analysis of climate costs, Models for integrating climate costs into the construction of public infrastructure of strategic importance, etc.).

To analyze the level of consideration of environmental safeguard standards, the evaluation made combined use of sectoral public policies, guides produced and recommended by: the United Nations System (SNU), the specialized bodies of the Ministry of the Environment (National Bureau of Environmental Assessments (BNEE) ⁹; Climate Change Directorate (DCC) ¹⁰; Environmental Quality Control Laboratory (LCQE) ¹¹; Legal Unit and Formulation of Environmental Standards (UJFNE) ¹²; Directorate of Education of Environmental Inspection and Surveillance (DEISE) ¹³; ...), with a particular look at those developed by the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR). The use of the most advanced technologies was encouraged by the Cartesian approach, which made it possible to constantly improve performance (see Figure below: Deming wheel). The results of the study cover all stages of PROFIT, namely: (1) planning, (2) implementation, (3) control and monitoring, and, from now on, (4) launching a proactive reflection to answer the following question: How can we guide the recommendations now in order to help the project gradually and adequately structure the planned exit strategy?

⁷International Program on the Elimination of Child Labor, *Helping Hands or Shackled Lives? Understanding child domestic labor and responses to it*, ILO, Geneva, 2004, p. III.

⁸ According to the International Labor Organization, child labor includes all activities that deprive children of their childhood, their potential and their dignity, and harm their education, health, physical and mental development.

Seen on: <https://www.unicef.fr/dossier/exploitation-et-travail-des-enfants>; <https://www.unicef.fr/dossier/exploitation-et-travail-des-enfants>; https://www.diplomatie.gouv.fr/IMG/pdf/Conv_Droit_Enfant.pdf (Accessed December 20, 2020)

⁹ <https://www.mde.gouv.ht/index.php/fr/bureau-national-des-evaluations-environnementelles>

¹⁰ <https://www.mde.gouv.ht/index.php/fr/direction-changements-climatiques>

¹¹ <https://www.mde.gouv.ht/index.php/fr/laboratoire-de-contrôle-de-la-qualité-de-l-environnement>

¹² <https://www.mde.gouv.ht/index.php/fr/unite-juridique-et-de-formulation-des-normes-environnementelles>

¹³ <https://www.mde.gouv.ht/index.php/fr/unite-juridique-et-de-formulation-des-normes-environnementelles>

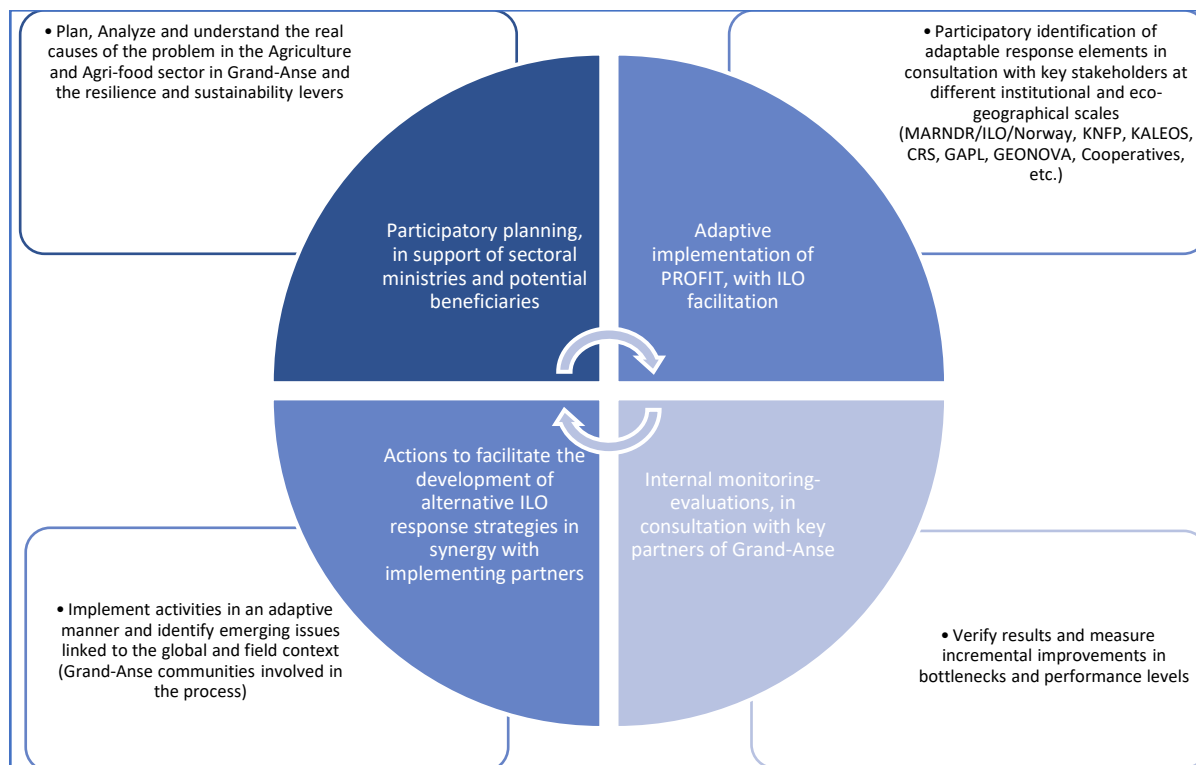


Fig. 4 | Deming wheel (PDCA) applied to the final evaluation of PROFIT (Adaptation CATEDEL, 2024)

1.4.4.- Evaluation method and data collection tools

The evaluation was, initially, based on the analysis of the documentation relating to the project (bibliography and webography). In addition, direct observations on site, a consultative process (with direct beneficiaries, local organizations and institutions involved) was carried out, by the evaluation team, with the different categories of stakeholders, in order to collect primary data, using tools specifically designed for this purpose (historical survey guide, formal survey form (including perception surveys), semi-structured interview guides, brainstorming, geomatics data collection grid , etc.). This made it possible to better understand the facet differences combined with the concerns raised in the terms of reference relating to the evaluation (see **Annex VI**).

Given the level of complexity which characterizes the system of project performance indicators (see: Project logical framework), the evaluation had to combine methods and tools which had facilitated the parameterization and integration of the main concerns and sensitivities of the evaluation of the project (Cf.: ToR of the evaluation in Annex I), while allowing the collection of data of a quantitative, qualitative and/or qualitative and quantitative nature. The number of entities, actors key and individual beneficiaries surveyed was decided according to their level of representativeness and inclusiveness in relation to each of the components of PROFIT. To assess the level of commitment of the stakeholders, the evaluation mobilized the “*Note Guidance 4.5: Stakeholder Engagement*”¹⁴ developed by the ILO. On this basis, the consultative process considered the following categories of stakeholders (see **Annex V**):

1. ILO regional offices;
2. The ILO project team on the ground;
3. cross-sectoral ministries, including the technical directorates involved in the project (MARNDR; MDE; MTPTC, MAST at the regional level);
4. Implementation partners (GAPL, AYITIKA, GEONOVA, KALEOS, UNIQ , PLACAGA, UNOGA , etc.)
5. The Directors of the BAC (Communal Agricultural Office) of the PROFIT areas of influence;
6. Representatives of commercial companies providing employment; including the Chamber of Commerce and Industry (CCI) of the Sud and Grand-Anse departments;
7. Independent experts and firms mobilized as service providers;
8. The local PROFIT project implementation committee ;

¹⁴ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746724.pdf

9. The direct individual and organizational beneficiaries of the different components of PROFIT;
10. Natural and/or religious leaders of the different municipalities involved.
11. The actors of the additional components of PROFIT (UNCTAD, PAM, SOCONCEP, INFP, MTPTC, AIC, etc.)

To collect the data, we favored the systematic random sampling system wherever possible. In the event that it is impossible to proceed with this method due to various constraints, the evaluation favored snowball sampling. **In addition, the georeferencing system put online by GEONOVA, in the project, made it easier to locate certain agricultural operations.** This combination of approaches allowed us to complete the data that other methods cannot collect, and thus, compensate for certain relevant shortcomings. This intelligent strategy also made it possible to cope with certain constraints due to the deleterious climate of insecurity. **Because, given the situation in nearby towns, some rural communities have recently become very suspicious of unfamiliar faces in their areas.**

Considering the above elements, the evaluation decided on the sampling according to the specific realities of each component to be evaluated. In order to have a good level of representativeness, a sampling rate greater than or equal to 30% was set in relation to each of the expected key results.

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

The representativeness criteria used for the distribution of surveys between the PROFIT intervention zones were in particular:

1. Considering the different components of the project,
2. The type of beneficiaries (institutional, organizational, individual);
3. Ecogeographic (Basin or hydrographic network, Watershed), socio-geographic and administrative factors (Grand-Anse metropolitan area, intercommunal dynamics, localities, homes and municipal sections);
4. The gender and age group of the beneficiary,
5. The agroecological characteristics of the intervention areas,
6. The living environment of communities (urban, peri-urban, rural, coastal),
7. The weight of direct beneficiaries according to the model and/or the frequency of their distribution (level of concentration) over the geographical territories related to the project's zone of influence.

Initially, the evaluation took into account the planning by objective approach (PIPO) to conduct the surveys. However, considering: 1) the management approach put into practice, 2) the format used to regularly communicate the results of the implementation process, and 3) the gaps and changes identified in the project logic matrix, the management by results approach was chosen to improve the adaptation of the approach. More than 90% of the interviews were conducted in French, English, Spanish and mainly Creole, depending on the native language of the person in question. An interpreter was hired if necessary.

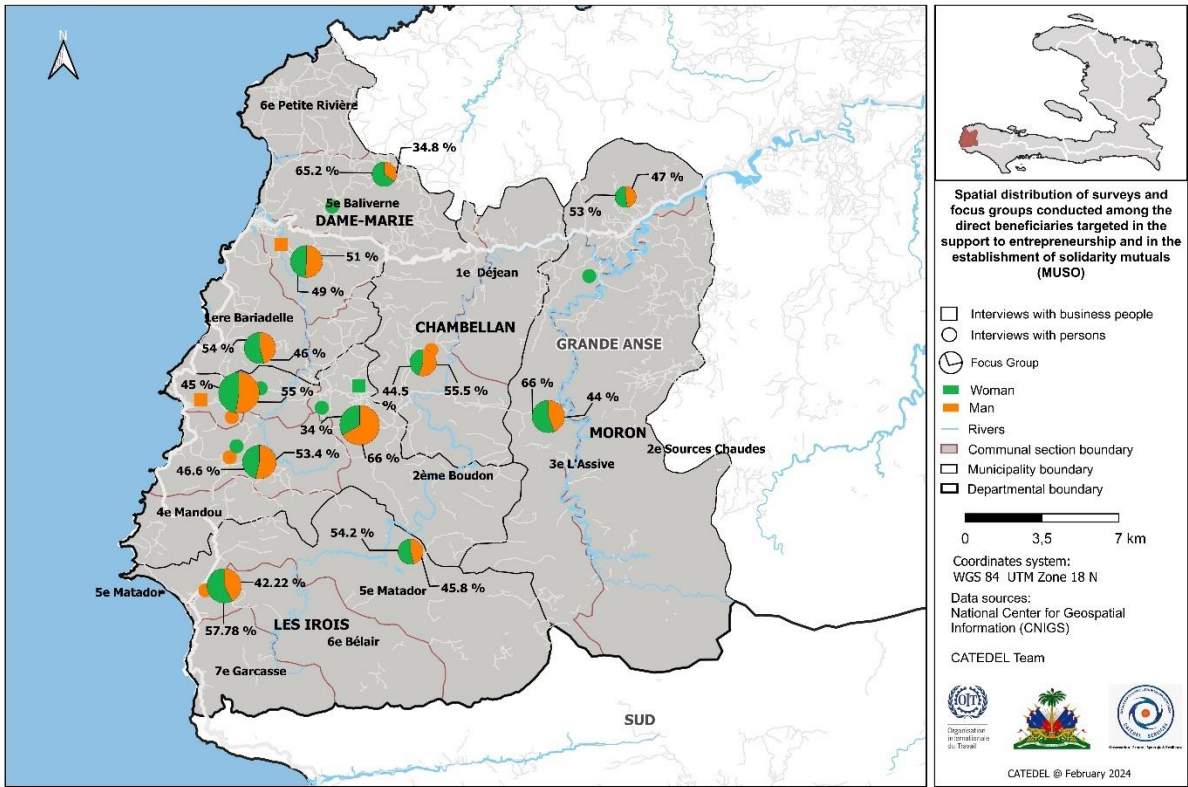
The different categories of representatives interviewed were submitted to separate questionnaires (project staff; senior ILO managers; technical assistance and ILO technical experts; consultants; state and semi-state organizations; private sector companies; cooperatives and related umbrella structures; the most representative grassroots community organizations, direct beneficiaries, witnesses not involved in the project (informed observers). We examined all categories of stakeholders. **Annexes II** contain the tools used to carry out the interviews.

The table below illustrates how surveys and other elements related to the consultative process are allocated and distributed across the major PROFIT results groups:

Table 1 | Model for allocation and distribution of surveys and other considerations associated with the consultative process across the major project outcome groups.

No.	Key results consistent with objectives	Number of direct beneficiaries targeted	Number of formal surveys or semi-structured interviews carried out (Sampling rate $\geq 30\%$)	Percentage of women surveyed compared to the number of interviews carried out
01	The capacity of farmers to develop (refined) products in greater quantity and better quality, corresponding to growing market demand, is improved (adapted technical and managerial training, better structured producers), with particular attention to the specificities and gender needs;	38 people trained including 10 local entrepreneurs and 28 people (champions) from solidarity mutuals	10	70%
02	The technological capacity of agriculture and applied research along value chains for selected products is improved (traceability, fermentation, post-harvest equipment);	6,429 operators registered in the traceability system	60	52% women
03	The income and financial capacity of beneficiary farmers are improved, green and decent jobs are created in support of the two targeted agricultural and agri-food value chains;	1154	22 farmers	60%
04	Support for the establishment of a credit/savings system.	1154	Eleven (10) improvised Focus Groups of 20-25 beneficiaries totaling 272 people including 156 women	57.35%
05	Establishment of an insurance mechanism for disasters	1000	30 beneficiaries	16.67%
06	Capacity building of technical resources in targeted municipalities for the application of seismic and para-cyclonic standards in construction	61	10	6%

The information collected was validated at different levels (community, organizational and institutional) using a representative and inclusive participation approach. Such a strategy made it possible to look at the levels of implication of each decision and each action on the overall living environment of the different types of beneficiaries targeted by the project (women and men, institutions, commercial companies and related representative structure, local organizations). The following map presents the spatial distribution model, by gender, of the field surveys carried out with entrepreneurs involved in the sectors targeted by the project:



Map 1 | Distribution and spatial distribution of surveys and focus groups carried out among beneficiaries of entrepreneurship support and the establishment of MUSO

The following figure outlines the key steps that were followed to arrive at the conclusions, suggestions and recommendations related to this final PROFIT evaluation exercise:

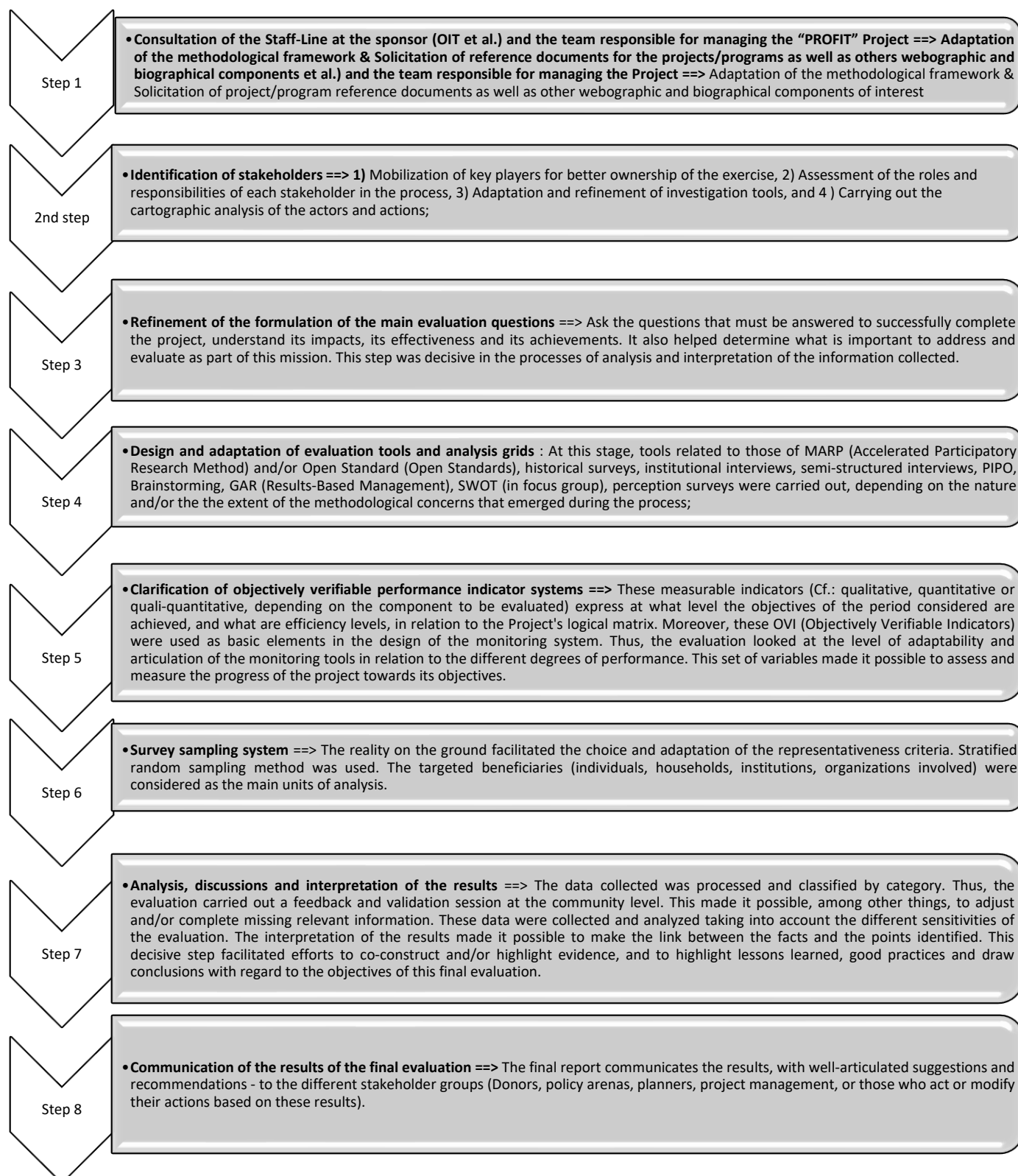


Fig. 5 | Critical route of the methodological and operational framework of the final and independent evaluation of the "PROFIT" Project

It should be noted that there was not always watertight partitioning between the stages. This can be explained because of the degree of connectedness that exists in the consultative process. This is why we opted to first

have a holistic look to better understand the general, and then mobilize specific approaches and tools (analytical method) in order to construct responses aligned with the major sensitivities claimed by the project.

At the end of the previous stages, the cross-referencing of the different types of data made it possible to answer as far as possible the different questions (general and specific) raised in the terms of reference.

1.4.5.- Obstacles, challenges and limitations encountered, and mitigation strategies adopted

During the consultative process, the evaluation team encountered many difficulties. The following table presents the obstacles and the elements of response provided, with a view to moving forward:

Table 2 | Obstacles encountered in the consultative process and the responses provided

No.	Main difficulties encountered	Coping strategies
A-1.-	<p>Deterioration of insecurity conditions:</p> <ul style="list-style-type: none"> During the evaluation period, the security situation worsened. Political unrest surrounding February - the expected end of agreement among political parties and organizations- along with the return of the ex- senator from Grand-Anse and the start of his REVOLUTION movement, led to widespread road blockages across the country, especially in the Grand 'Anse communes where the project intervenes, <p>Added to this:</p> <ul style="list-style-type: none"> The period was further characterized by rampant banditry and recurrent criminal actions. The Mariani area, situated on the axis leading to the departments of Nippes, Sud and Grand 'Anse, emerged as a hot spot of violence, with numerous cases of assassinations and frequent kidnappings, significant hindering mobility. Frequent cases of summary executions and kidnappings in the great South and mainly in the project intervention area, further complicating the security landscape. 	<ul style="list-style-type: none"> Systematic withdrawal from areas when the situation degenerates. Using the Snowball Methodology Conducting certain individual surveys by telephone, WhatsApp, and/or Zoom; Flexibility in field travel schedules. Process of daily updating of major vital issues, risks, and threats;
A-2.-	<p>Aggravating circumstances linked to the context of political instability (very low continuity in the governance system):</p> <ul style="list-style-type: none"> Unavailability of key people migrating to North America or other destinations Expiration of the mandate of local elected officials, initially involved in the project, replaced by civil servants appointed by the central government who sometimes do not understand the problem and the associated issues; Repeated changes of certain officials involved at different levels involved in the project; a major issue for carrying out certain semi-structured interviews. 	<ul style="list-style-type: none"> Capitalizing on cordial relationships developed by the Principal Technical Advisor of the Project at the ILO (Fabrice Leclercq) to access stakeholders considered important; Use of the snowball methodology to reach certain displaced people;
A.3	<p>The reaction times of public officials and town hall focal points were long, compared to the established schedule.</p>	<ul style="list-style-type: none"> Regular follow-ups and courteous reminders Changes in methods (telephone, WhatsApp, sending questionnaires for completion at the appropriate time, hyper-flexible schedule of the interviewer: the respondent has precedence in appointment times, etc.)
A.4	<p>The consultative process is conducted during the crisis period.</p> <ul style="list-style-type: none"> Difficulties in setting up meetings, particularly with public institutional actors and development organizations (national and international) Difficulties in getting in touch with local actors due to lack of connection of communication networks at the local level due to the impossibility of reaching the antenna sites and supplying them with fuel 	<ul style="list-style-type: none"> Prioritize exchanges with direct beneficiaries and communities, which are more accessible during these periods.
AT 5	<ul style="list-style-type: none"> Unavailability of certain key players due to departures abroad due to humanitarian programs 	<ul style="list-style-type: none"> Archive and historical investigations

1.4.6.- Ethical considerations

The process of collecting, managing, and processing data during the evaluation mission followed the principles of rigor and quality. Ethics is an important issue that was considered as part of this evaluative process, being a guarantee of professionalism, respect and transparency. Two important elements were considered:

1. Free and informed consent from respondents was obtained before each focus group or key informant interviews. A consent statement was either read and agreed upon or signed before each interview or focus group.
2. The anonymity of respondents and the confidentiality of the data collected were ensured. Moreover, we ensure that the interviewees maintained their independence of judgement and feel comfortable to express their views.

Throughout the process, the contractor worked closely with the project management team and its preferred partners and/or anchor operators. Therefore, the ILO team has provided all requested and necessary information (to the extent possible). However, guidelines have since been established in the presentation of the work protocol to ensure that the provider is not influenced by anyone's opinions for non-objective reasons. To facilitate rapid reactions and exchanges, a WhatsApp group was created. The principles of ethics and professional conduct have not been neglected.

1.4.6.- Project rating table – evaluation of performance criteria

To facilitate the interpretation of the results and the assessment of the performance rating system used, the following table is presented:

Table 3. | Project rating table – evaluation of performance criteria

Performance criteria	Rating	Justification
Relevance of the project	P	The project is highly relevant to Haiti and addresses aspects outlined in the country's strategic development plan for 2030. It is directly linked to the ILO country strategy. Likewise, it is aligned with the objectives of the Government of Norway (the donor) in international development financing. The project was supported by all key stakeholders (local stakeholders and actors) interviewed.
General evaluation of the monitoring-evaluation system	S	In general, the project followed the elements of the agreed monitoring and evaluation plan, as set out in the project document. Financial and annual reports were prepared and followed ILO procedures. Some of the recommendations identified in the mid-term report had been addressed, showing that the project team was clearly addressing the issues, particularly communication at project level. The steering committee (SC) was not used as effectively in the first half of the project as in the second half. The preliminary recommendations of the mid-term evaluation in this area have been taken into consideration. Greater input and engagement from the PC at the project level would have facilitated the direction and implementation of the project. The CP also noted that the field observations would have really enabled it to better support the operation of the project, in addition to the essentially strategic orientation role played.
Monitoring and Evaluation: General design	S	The overall project concept was well developed and followed a logical theory of change with regard to the application of ecosystem management and the cocoa and breadfruit value chains. The activities related to the project components were designed and planned to promote the achievement of the specific project objectives. The geographic scope of the project initially included two departments (Sud and Grand 'Anse). But the implementation of the project was concentrated in five municipalities in the Grand 'Anse department, which allows for better performance by concentrating resources in strengthening a single area. Likewise, the logical strategic map was well developed, with clear performance indicators and means of verification. Unfortunately, key performance indicators were not monitored regularly due to the absence of a monitoring and evaluation officer. Proxy indicators should also be developed in the future.
Implementation Quality (ILO)	HS	The project was well managed by the ILO office in terms of reporting and implementation responsibilities, including establishing a competent project management team and establishing linkages with other institutions and projects. All key players at the national and local levels expressed their satisfaction with the ILO. A clear improvement in relations, mainly with municipal administrations, was observed, especially with the implementation of the "EMERGENCY PROFIT" component during the second part of the project (post mid-term evaluation).
Overall quality of implementation	S	In general, project management has improved significantly during the project implementation period. A very high level of community engagement was achieved. Relationships have been built on a solid foundation for better future engagement and ownership by end beneficiaries.

		The project demonstrated a good level of adaptive management, particularly in response to the socio-political situation which complicates interactions and travel between municipalities and departments. He also supported diminishing the effects of Hurricane Matthew in the community by adopting an approach to increasing community resilience. He very well addressed the problems identified during the mid-term review and reactivated the steering committee to make strategic decisions to guide implementation.
Efficiency	S	The project's efficiency in terms of expenditure was satisfactory. It was slower in the first half of the project, but exceeded expectations in the second half, with a proportionate emphasis on structural activities at the local level and support oriented towards direct beneficiaries. The investment by the Government of Norway can be considered as bringing a change in the living conditions of the target population given the direction of the project to respond to the needs linked to the situation of the communities, following the passage of Hurricane Matthew, which destroyed the bases of the local economy, and to the problems occurring at the national level (instability and COVID 19).
Effectiveness	S	The project achieved between 70 and 80% of expected results. It has helped to strengthen the capacity of producers to develop better quality agricultural products and increase availability to meet growing market demands with a focus on gender-specific needs. It also supported the strengthening of value chains by introducing technological innovations such as the establishment of a traceability platform and the construction of a modern fermentation center. This increases the income of producers who now have a guaranteed sale of their products thanks to new commercial relationships. And, individually, the project facilitated access to productive credit by supporting the establishment and structuring of groups of credit unions of different levels which make available to producers a financial system based on savings earning credit at a very low rate and which strengthens the borrower himself.
Impact	S	The impacts of the project are considerable when taking into account the country's context and its replication potential. The real impacts of the project are linked to governance – the integration of sectors into regional and national planning and the development of an environment for sustainable private sector investments, the reduction of the vulnerability of communities to the vagaries of climate change, strengthening the capacities of local actors and the structuring and strengthening of mutual solidarity societies to facilitate investments at the farm level. The project's investments go in the direction of promoting these important factors. It should also be noted that the project impacts have good potential for replication in various other regions of the country, mainly in other cocoa and/or breadfruit production pockets of the country. The introduction of other elements such as beekeeping should be encouraged as it has the potential to increase income, strengthen the resilience of ecosystems, and provide more ecosystem benefits.
Sustainability - Financial resources	Moderately Likely (ML): moderate risks	At the national level, even if there is a political will to continue the application of the principles of PROFIT in Grand'Anse, there is little operational budget for this type of project. International funding will be required until socio-economic benefits are realized to the extent that projects can be self-financing. At the local level, supporting the sale of cocoa to the KALEOS company for income generation has met with some success. According to testimonies and data collected, up to 70% of household income comes from the sale of cocoa, which shows the potential to achieve financial viability of this activity by increasing economic capacity and income flows at the local level, with continued support from the sector.
Sustainability - Sociopolitical	Likely (L): negligible risks to sustainability	As local communities benefit from the results of the project's support for the selected sectors, they will become increasingly interested in maintaining and promoting the activities. In communities which have not benefited from such advantages or which do not have the capacity to support activities (rehabilitation of plots, establishment of mutual solidarity groups, etc.). socio-political support will be lacking. Overall, sociopolitical sustainability is considered moderately likely in some areas, highly likely in others, and unlikely without additional support. There is a need to be aware of the activities and benefits of project ownership, as well as deeper awareness.
Sustainability - Institutional governance framework	Likely (L): negligible risks to sustainability	The institutional governance system is, for the most part, set up with sustainability in mind. The project received support from the ILO office in San José for administrative and financial matters and the regional office in Lima (Peru). The country office ensures the daily management of the project in the field and liaison with the various service providers and national institutions such as sectoral ministries (MARNDR, MAST, MDE, MPTC, town halls, etc.) At the local level, the cocoa cooperatives platform and the cocoa cooperatives themselves proved useful for the implementation of project activities. If these structures continue to function, they can help provide the continuity needed at the local level to advance project objectives.
Sustainability - Environmental	Likely (L): negligible risks to sustainability	The environmental sustainability of the intervention is rated as Probable. The project supports local agroforestry systems that provide many environmental services and a wide range of ecological benefits such as conservation of biodiversity of fauna and flora, carbon sequestration, preservation and enhancement of humidity and of soil fertility, contribution to pest control, microclimatic management such as stimulation of precipitation, and several other benefits. Contributing to better profitability of these sectors will constitute an incentive to maintain agrosystems in the long term.

<p>Ratings for results, effectiveness, monitoring and evaluation and surveys:</p> <p>6 Very satisfactory (HS): no deficiencies 5 Satisfactory (S): minor deficiencies 4 Moderately Satisfactory (MS) 3 Moderately Unsatisfactory (MU): significant gaps 2 Unsatisfactory (U): major problems 1 Very unsatisfactory (VU): serious problems</p>	<p>Sustainability Ratings:</p> <p>4 Likely (L): negligible risks to sustainability 3 Moderately Likely (ML): risks moderate 2 moderately Unlikely (MU): significant risks 1 Unlikely (U): serious risks</p>	<p>Relevance Ratings:</p> <p>2 Relevant (R) 1 Not relevant (NR)</p> <p>Notions of impact:</p> <p>3 Satisfactory (S) 2 Minimal (M) 1 Negligible (N)</p>
<p>Additional notations if applicable: Not applicable (NA) Assessment not possible (AI)</p>		

CHAPTER 2 | RESULTS OF THE EVALUATION PROCESS

The administrative arrangements for carrying out the assessment have been initiated since November 2023. However, the consultative process was started during the second half of January 2024. Unlike the initial planning, the formal surveys Individuals and semi-structured interviews with institutions were completed on March 9, 2024. Thus, this report presents the achievements from the start of the project to December 31, 2023.

2.1.- QE1 | • Relevance and strategic alignments

The objective of this section is to look at: *“The extent to which the objectives of the intervention were relevant and responded to the specific needs of the different categories of direct and indirect beneficiaries of the project (including those of partners from organized civil society and those of local and central authorities) at different socio-geographical and organizational scales.* Overall, the project emerged as relevant from a strategic and operational point of view, to the extent that it is in line with the national development priorities and the United Nations System in Haiti, on the one hand, and that, on the ground, the activities have effectively contributed to addressing proven needs, particularly in the areas of the fight against poverty, job creation for young people, improvement of the financing system as well as in the area of strengthening stakeholders institutional. In addition, they are in line with the “ILO guidelines for a just transition towards environmentally sustainable economies and societies for all”. Through the activities, the project has promoted economic capabilities in an environmentally sustainable manner by reinforcing two ecosystem-based value chains that have the potential to maintain biodiversity, yield good household income, and protect the environment in an ecologically threatened region. Gender integration in the value chain for a more equitable outcome is also an important aspect that aligns with the ILO guidelines for a just transition. The project has addressed the needs of vulnerable groups such as women, youth and the elderly by providing technical assistance and training necessary for consolidating their livelihoods. In addition, considering the priorities of Haiti for development and the project implementation strategy that involves the private sector and local stakeholders, it is safe to say that the support provided through the initiative is sustainable and that the impacts will go well beyond the implementation period.

2.1.1.- QE1 | • Does the project meet the needs of the Government of Haiti's objectives, national development plans and beneficiaries, in the context of pandemic recovery, political/institutional/security, climate disasters and economic crisis?

The evaluation analyzed the project from historical, structural, cyclical, superstructural and prospective perspectives, with a sustained look at the profile of targeted individuals, groups, organizations and institutions.

2.1.1.- QE1.1 | • Deterioration of ecosystem health and precariousness of the agricultural economy

The existence of natural risks is consubstantial with the living conditions of Haitian communities (Rhiney & Baptiste, 2019). The paradox is that sometimes those who are naturally the most exposed are less threatened than others. It all depends on the level of resilience built. However, systemic resilience is a multifactorial and multidimensional function (Chandler, 2014a). Among others, variables such as: 1) good governance (Gravel & Lavoie, 2009), 2) adapted education, 3) standard of living, 4) geomorphology, 5) continuity in good actions, 6) the ability to mobilize resources, 7) human expertise of quality and quantity, 8) the possibility of choosing and deciding on one's own development model, etc. are all parameters to integrate into an equation to build resilience... It is on these variables that PROFIT used to guide its decisions in the project.

The agricultural sector is exposed to hurricanes and tropical storms. In addition, environmental deterioration has contributed to worsening natural hazards as well as floods and drought. Recent cases demonstrate this vulnerability. The 7.0 magnitude earthquake of January 2010 mainly hit urban areas, but it also caused agricultural losses of around \$31 million. More recently, Hurricane Mathew caused significant damage in the Sud and Grand-Anse departments. Damage is estimated at \$2.8 billion.

- ▶ PROFIT evolves in a worrying and dynamic global agro-economic and socio-ecological environment. Penetrating complexity requires an effort of transcendence in the way of thinking about the existence of the living and non-living universe (Collin et al., 2016). Reductionist approaches of the naturist type (neo-Malthusian current assimilated to human ecology), anthropocentric or liberalist (neo-Marxist, of the political ecology current) cannot, alone, provide elements of adaptable response. Resilience is another way of negotiating, of co-evolving, of coexisting with the universe of severe socio-natural obstacles, without any discrimination... (Mahil & Tremblay, 2017); taking into account, for example, ideas related to the perspective of ecological modernity (Beck, 2001).

Despite major constraints, the project was able to adapt and address the real problems, to the extent that the mobilizable and accessible resources allowed it .

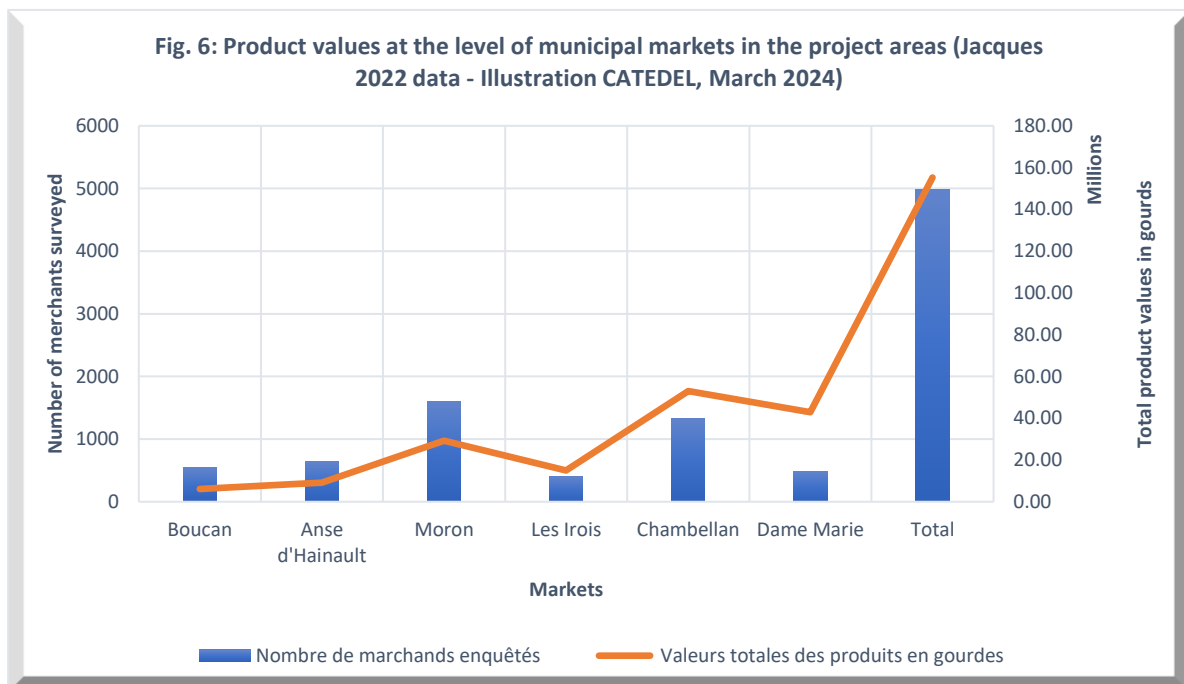
2.1.1.- EQ1.2 | • Socio-economic vulnerability of beneficiaries

The Haitian agriculture presents, in 2012, eight (8) different agroecological zones dominated by humid mountain and semi-humid agro-pastoral agricultural systems. It plays a fundamental role in the Haitian economy; its contribution to GDP, according to the World Bank, represents around 25% and it employs more than half of the active population ¹⁵. These are a million farming families who practice essentially subsistence agriculture on average areas of less than one (1) ha. Livestock farming constitutes an important part of the production activities of Haitian farmers; it constitutes approximately 6.4% of GDPA and 1.5% of GDP2.

Despite the importance of this vital sector, it is very exposed to various hydrometeorological and even seismic hazards (destruction of local irrigation infrastructure). Farmers are particularly sensitive to shocks (climatic hazards, price increases, crop losses, socio-political unrest/market access, etc.) and are particularly vulnerable to acute food and nutritional insecurity. According to the IPC analysis of Chronic Food Insecurity (September 2022 – February 2023) ¹⁶, three million people, or approximately 43% of the population analyzed, are in Moderate Chronic Food Insecurity (level 3) or Severe Chronic Food Insecurity (level 4). This situation reduces the capacity of households, particularly the poorest or least resilient, to access food and forces them to resort to negative adaptation strategies causing the erosion of their livelihoods.

In the Grand-Anse department, the majority of operators practice multi-activity. That is to say, in addition to agriculture as their main activity, *they practice several income-generating activities to ensure their survival and improve their standard of living*. This is an involuntary response to difficult living conditions.

According to data from the emergency component baseline (May 2022), merchant turnover for agricultural and food products varies from 6 million to 52 million gourdes. The following graph shows the importance of the different rural markets in the project intervention area dominated by agricultural products and livestock:



The project's targeted public markets, namely Moron, Chambellan, Dame Marie, Anse d' Hainault and les Irois, are the main places of exchange and supply between agricultural products (cocoa, ginger, yam, banana, real tree , coal, seafood) from this part of the Grande Anse department and manufactured products (agro-food, hardware, clothing and cosmetics, construction materials) most often coming from Port-au-Prince. These markets for the sale of local products are very important for intermunicipal and community transactions and support the rural economy. As part of the EMERGENCY component of PROFIT, an assessment was made with a view to rehabilitating these markets.

¹⁵ In Haiti, links with the private sector boost farmers' incomes (ifc.org)

¹⁶https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Haiti_Acute_Food_Insecurity_2022Sept2023June_Report_French.pdf

- ▶ **In the IPC classification ¹⁷(2020 to 2022) of phases of acute food insecurity (AIA), the project intervention areas include residents in phase IV (Emergency). This reinforces the relevance and coherence of the intervention with regard to the needs of the beneficiaries and the region in general.**

2.1.1.- EQ1.3 | • Harmonization of the theory of change

The findings of this evaluation are, at this level, in the same direction as the results of the mid-term evaluation and reconfirm them, without reservation. Because the conceptual and operational framework of the project addresses in a concrete manner the issues and priorities of the privileged areas of intervention. The analysis of strategic orientations crossed with sectoral public policies shows a very good level of coherence.

- ▶ **PROFIT is in perfect alignment with the National Policy for Social Protection and Promotion (PNPPS). This is reflected through objective #2 of the PNPPS (2) : Create the conditions so that each person can build the capacity to act for their personal autonomy, the improvement of their means of existence and the full exercise of their role of citizen. And through strategic axis number (2): Work, Employment, Employability.**

2.1.1.- EQ1.4 | • On the angle of planning territorial governance

With the passage of the earthquake of August 14, 2021, and the passage of tropical depression Grace on August 17 and 18, 2021 causing significant flooding and damage, the foundations were laid thanks to the effort deployed to respond to the emergency caused by Matthew were affected and weakened. Therefore, a new integrated recovery plan for the Southern Peninsula (Nippes, South, Grand'Anse) was developed and set a set of objectives.

At this level, in addition to the achievements mentioned in the mid-term evaluation, other efforts have been made to improve local governance planning. For example, municipal development plans and contingency plans were developed in the South department by the project “*Strengthening natural risk prevention and territorial governance in the South department (GRD-Sud)*” financed by Norway and implemented by the United Nations Development Program (UNDP) in support of the Ministry of Planning and External Cooperation. The actions of PROFIT (strengthening the cocoa and breadfruit sectors, emergency PROFIT, SDGs and UN to UN agreement) are in perfect harmony with the objectives of these two recovery plans.

2.1.1.- EQ1.5 | • To what extent have the project components (actions / products / target population) remained relevant in the context of the pandemic recovery and emergencies linked to the August 2021 earthquake? To what extent have they been adjusted to adapt and integrate changes in the context?

Project managers used the agile management model to provide relatively tailored responses, wherever possible. Therefore, under the leadership of the ILO central office and in accordance with the guidelines of the World Health Organization (WHO/PAHO), the project initially developed a consequence reduction strategy focused on preventive measures, adapted to the sociocultural contexts of the various communities concerned.

As part of managing the pandemic, the project incurred necessary additional costs related to adaptation strategies implemented at various scales. The environmental, social, and economic consequences resulting from the emergence and spread of COVID-19 disproportionately affected institutions, grassroots organizations, men, and women. They have accentuated the level of precariousness and/or vulnerability of communities, particularly the least resilient operators on a socio-economic and environmental level.

The successive and recurring socio-political crises also have enormous consequences on the project. However, the actions and strategies adopted allow the project to continue to operate and anticipate providing positive results. Despite this context, all observers and stakeholders agree that the project components remain relevant. This is evidenced by the inter-agency and multi-partner visit (WFP, UNOPS, World Bank, and other non-governmental organizations) of the project's achievements in Grand-Anse led by the Resident Coordinator and Humanitarian Coordinator and Deputy Special Representative of the Secretary General of the Nations. -United, Mrs Ulrika Richardson, where all the actors present were satisfied with the results obtained by the project and the objectives pursued.

¹⁷https://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Haiti_Acute_Food_Insecurity_2022Sept2023June_Report_French.pdf

2.1.1.- EQ1.6 | • Analysis of difficulties and project response in terms of agricultural and socio-economic infrastructure in areas where PROFIT interventions are concentrated

One of the problems that those involved in the development of agricultural sectors, particularly farmers, face is the very poor state or non-existence of basic agricultural infrastructure. For example, there are only a few linear meters of irrigation canals and drainage structures built in irrigable plains. Agricultural roads connecting communities and intercommunal roads are generally impassable. This makes it extremely difficult for them to do business, access markets and attract investors. The existence of an adequate road network is in fact an essential condition for the revival of the economy, particularly in the agricultural sector, and for general development. As part of the emergency component of PROFIT, 11.5 km of road were rehabilitated in conjunction with the Grand 'Anse Departmental Directorate of the Ministry of Public Works, Transport and Communication (MTPTC). The objective is to promote better quality of the cocoa harvested and to facilitate its sale. As an immediate result, the travel time "Les Irois - Jérémie" went from 4 hours to 2 hour 30 minutes, after the rehabilitation work. The following shots can give an idea of the quality of the work:



Irois – Jérémie road section as part of PROFIT Urgence

2.1.2.- QE1 | • What is the level of alignment of the project with the UNSCF; the SDGs and other development cooperation frameworks? To what extent does the project continue to be suitable to achieve the objectives of the CPO (HTI129) and to contribute to the ILO Program and Budget for 2022-23?

The design of the project is in perfect harmony with the United Nations Development Assistance Framework Plan (UNDAF in English) which defines the priority areas of intervention, identified in conjunction with the Haitian government for a transformation of the living conditions of the Haitian people. The RESILIENCE section of this document states: “*National, regional, and local institutions, and civil society strengthen the sustainable management of natural resources and the environment, the resilience of territories and the population, in particular of the most vulnerable, facing natural disasters, climate change and humanitarian crises with a view to ensuring sustainable development.*” It also aligns with EFFECT 5 (page 89 CDD, Pdf Version): “Public institutions and civil society improve the rule of law and decentralization for good governance at all levels of decision-making”. The intervention is consistent with the ILO mandate, in relation to the roles, responsibilities and commitments agreed within this framework in relation to Haiti.

Another important aspect of the project is its contribution to achieving the global targets of the Sustainable Development Goals (SDGs). The project results and target groups are fully aligned with the global development framework which aims to take action to eradicate poverty, protect the planet and ensure that all people live in peace and prosperity. It should be remembered that, aware of the importance of highlighting the capacities of this action to contribute to achieving the global goals, an interagency agreement was signed during the second phase of the project to strengthen the resilience of communities in the area. intervention of the project to the effects of climate change (SDG 13). In parallel, PROFIT develops direct and very close

links with at least ten (10) out of 17 global goals (SDGs)¹⁸. The project is essentially focused on SDG 8. However, in the context of implementation, the evaluation noted that SDGs 4, 9, 12, 11, 16 and 17 occupy a very important place in the life of the project.

2.1.3.- QE1 | • Is the project relevant to the gender-differentiated needs of women linked to the agricultural sector?

The analytical framework applied in the evaluation is a useful method for understanding the role of women and men in PROFIT and the external forces that may interfere in the development and implementation of said project. The analysis was applied to all components because it is relevant for determining the sexual division of labor and for understanding the forces that reinforce this division or enable change. Also, the recommendations of the ILO and the “Women and Men Equality Policy 2014-2034 in Haiti: feminist commitment, institutional opportunities and recurring constraints” were considered in the evaluation (MCFDF, 2014). The guidelines of the 4th World Conference on Women (Beijing September 1995) and ADSG (Gender Analysis) were also used.

Each time the analysis of a component and/or an activity system in PROFIT approaches the question of the involvement of women and girls in certain production tasks or in other segments in the supply chains. Targeted values and these tasks result in a certain division of resources and power. In this context, it is likely that this same division of labor will not necessarily have exactly the same level of implication and significance for the division of power in the cultural system for all communities affected by the project. Traditions and customs interfere differently or show certain nuances on the dynamics of socio-economic activities depending on the area. However, the dynamic that has been established so far is going in the right direction. There is a discourse of convergence (Overholt et al., 2000) which is rallying more in favor of the empowerment of women and girls, all the more supported by male beneficiaries, thanks in large part to the project.

Indeed, women participate at all stages of the decision-making process, in the development of value chains. The evaluation shows very large improvements compared to the mid-term evaluation, despite the implementation context becoming more difficult day by day. At this stage, it should be mentioned that the coordination of the project, in the field, put much more effort and resources into better understanding the problem and making the necessary corrections, on the basis of certain weaknesses reported in the evaluation of the project. mid-term.

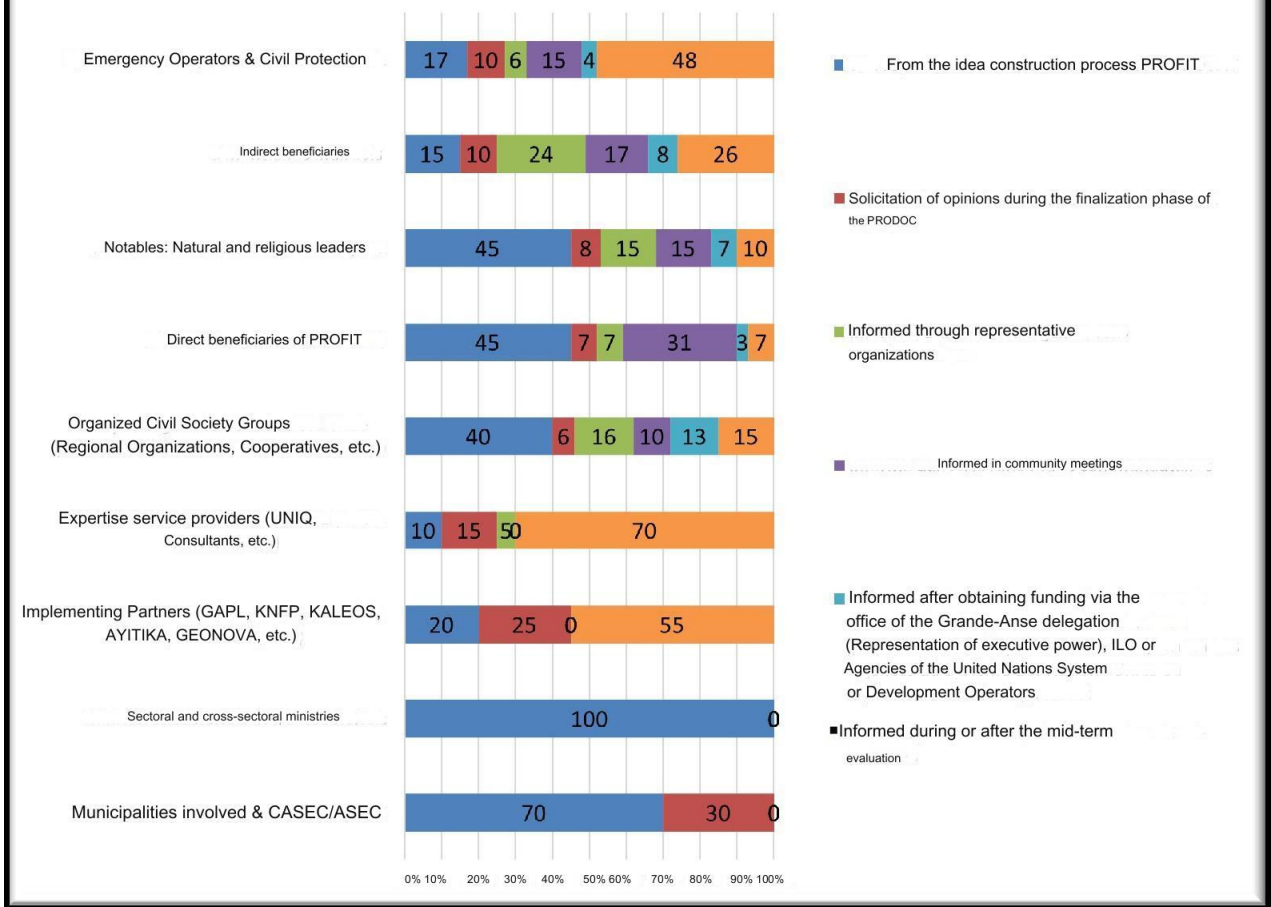
PROFIT has well integrated gender into its design and implementation. Particular emphasis was placed on the economic and capacity building of women. In general, by its nature, the project has taken all necessary measures to avoid harm to vulnerable categories. The budget is gender sensitive. The expenditure made to strengthen women and young girls is very significant and the result is appreciated by the different groups contacted. The discriminating criteria for representation and participation of the most vulnerable categories of young girls and women (the most in need) are defined at the program level and in the action plans, taking into consideration the realities of each component of the project. However, it should be noted that the project did not specify actions for certain vulnerable categories such as people with disabilities, gender-based violence, etc.

2.1.4.- QE1 | • To what extent were stakeholders, social partners and constituents involved in the design of the project initiatives?

For the sake of comparison, the same variables from the mid-term evaluation were kept in the process. Thus, during the surveys, specific questions were asked concerning the level and quality of participation of the different categories of stakeholders in the development of the project through the different stages of the evaluation process. The chart below highlights the trend :

¹⁸(The Sustainable Development Goals (SDGs), also known as the Global Goals, are a global call for action to eradicate poverty, protect the Planet and ensure that all human beings live in peace and prosperity. These 17 Goals build on the successes of the Millennium Development Goals, while integrating new concerns such as climate change, peace and justice, among other priorities. These goals are closely linked to each other, the success of one often dependent on the resolution of problems generally associated with another objective. By relying on partnership and pragmatism, the SDGs aim to make the right choices now to improve, in a sustainable manner, the fate of future generations. They propose to each country a procedure and clear targets, in accordance with its priorities and global ecological challenges) <http://www.ht.undp.org/content/haiti/fr/home/sustainable-development-goals.html> (Accessed August 12, 2017)

Fig. 7 | Involvement in % of the different categories of stakeholders in the PROFIT design phase (CATEDEL surveys, January - March 2024)



The previous graph shows the participatory and inclusive nature of the first steps in the project design phase. Strategic state institutional actors, local authorities, and organizations with strong roots in the project's areas of influence. From the beginning, the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR) and the Ministry of Social Affairs and Labor (MAST) were involved in the process. The technical directorates ensured the representation of the sectoral ministries. There were rather transversal links between the latter and the project. In the municipalities, it was preferable that the Communal Agricultural Offices (BAC) rather facilitate on-site appropriation during the implementation phase.

The project involved the municipal administrations of the intervention areas at the planning and implementation stage of the project. However, the mandate of the mayors elected in 2016 expired during the second half of 2020. The executive branch issued a ¹⁹presidential decree which replaces local elected officials with interim executive agents. Certain actors in Grand-Anse who were deeply involved in the implementation of FOPRODER and/or in the fermentation phase of the PROFIT idea are no longer part of the municipal administrations concerned. But the majority of them are still in contact and/or participate in the implementation of PROFIT, through the organized structures of civil society at the level of privileged municipalities.

2.2.- QE2 | • Consistency and validity of the design

This section aims to analyze to what extent the project's action is in compliance with generally recommended good practices and in compliance with other interventions carried out within the country, sectors, or institutions.

¹⁹ <https://www.constanthaiti.info/2020/07/08/des-agents-executifs-interimaires-dans-141-communes/> (Accessed February 5, 2021)

2.2.1.- QE2 | • To what extent is the project design appropriate, logical, coherent, based on systemic analysis? realistic in its deadlines to achieve the expected outputs, results and impact? Does it meet the specific needs (and changing needs) of men and women? Does it support vulnerable groups through its strategies/products/activities?

2.2.1.- QE2.1 | • To what extent is the project design appropriate, logical, coherent, based on systemic analysis?

The logic of design and implementation of PROFIT is generally based on a multi-level management approach to the concerns addressed. It is the result of a gradual and iterative process of exchanges, discussions, consultation, grouping, and above all negotiations which takes into account a whole diverse range of actors and/or operators, both public and private ²⁰. The vision pursued is to promote an eco-responsible agroecological and agroeconomic operating model at all levels, within the framework of equitable sharing of resources and ecosystem services. The approach is oriented towards value chains capable of reversing the trend of assistance which seems very resilient in Haiti.

In this context, the opportunities for endogenous development that may arise are closely linked to the level and quality of project management, with the involvement of the different categories of actors present, in favor of a sustainable process of co-construction of a model of progress based on climate-smart and resilient scenarios.

However, despite the achievements of the project, it is ultimately up to state actors to demonstrate their willingness to advance the cause, in support of civil society. Considering endogenous priorities and the level of performance depend on several determining factors.

Based on these considerations, without claiming to be exhaustive, the evaluation believes that the added value of PROFIT, compared to a rather systemic perspective, can be looked at from the following angles:

- 1) Questioning expensive traditionalist practices, poorly adapted to the real concerns of farmers and agro-economic businesses in the intervention areas;
- 2) The theoretical approaches, frameworks and tools developed to fuel reflections on socio-anthropological and socio-ecological ambiguities and controversies focused on gender;
- 3) The raising of concerns about a set of fragmented and sometimes incongruent instruments, with a view to effectively strengthening the capacities and capabilities of beneficiaries in all directions;
- 4) The production of knowledge by linking grassroots community organizations with national research centers, via the mobilization of mixed decolonized research methods (inter and transdisciplinary), the intersectional approach – sensitive to socio-cultural values and differences (cf. Operating model of the cocoa sector, the pine tree, etc.);
- 5) The holding of conferences, community, municipal and national workshops on progress and constraints, with a view to co-constructing, together, elements of sustainable response;
- 6) The development of reading and evaluation grids taking into account the complexity of the targeted agricultural sectors, through an interdisciplinary approach;
- 7) The constant questioning of the project team and stakeholders on the quality of the theory of change (and the values, standards, etc.) mobilized, with a view to taking corrective measures, according to the available resources and the financing modalities allows this;
- 8) The reflections and tools developed on the mapping of risks, threats, crises and socio-climatic disputes on the sustainability of PROFIT legacies;

This mode of support allows beneficiary communities (in particular) and civil society pressure groups to mobilize better-argued reflections in order to strengthen their strategies and see how they can further pool their efforts to make the achievements sustainable. of the project. These new elements only reinforce certain arguments already raised, about a year ago, by the mid-term evaluation of this project which is a continuation of FOPRODER.

²⁰National and local states/governments, grassroots community organizations, private business sector, NGOs and other influential or emerging social actors, environmental pressure groups; consulting firms, etc.

2.2.1.- QE2.2 | • How realistic is the project design in its time frame to achieve the expected outputs, outcomes and impact ?

This aspect was perfectly well documented as part of the mid-term evaluation. The final evaluation concurs that the design was developed on a realistic and pragmatic basis, advocating for a results-oriented management approach.

The adjustments implemented, informed by the mid-term evaluation, have enhanced certain fundamental aspects, explained in the previous section.

2.2.1.- QE2.3 | • Does PROFIT meet the specific needs (and changing needs) of men and women? Does it support vulnerable groups through its strategies/products/ activities?

The project formulation team recognized the necessity of obtaining disaggregated data linked to certain biopolitical aspects such as sex, gender, social exclusion, accessibility for people with reduced mobility. The gender dimension was carefully integrated into the project's formulation and its social mobilization efforts. Guidelines have been established to ensure the integration of these considerations in the TOR of project staff members, experts and/or independent firms who should be mobilized to support the implementation process.

Overall, the project prioritized the participation of women in the intervention. Generic criteria have been established in the ProDoc to incorporate certain gender and/or gender-specific expectations. The analysis of the strategy showed that the intention of the designers was above all to leave a reasonable margin of flexibility to the team which would ensure the implementation, with a view to better adaptation and/or ownership of the execution process. All activities aimed for an almost equal percentage, with a slight bias towards women. The **SDG and EMERGENCY components**, inserted during implementation, followed this same principle by aiming to respond equitably to the specific needs of beneficiaries.

Another aspect that should be highlighted is the participation of other vulnerable categories such as the elderly, widows and, to a certain extent, people with reduced mobility. For example, all MUSO groups include a significant number of widows, single mothers, and people of varying ages. In addition, the project strategy responds to the approach to controlling Environmental and Social (E&S) risks, which aims to assess environmental and social risks and impacts and to propose appropriate measures aimed at limiting exposure to these risks, or to compensate for its effects.

In development actions, gender issues - such as those concerning poverty, social exclusion, or the environment - are cross-cutting issues determining the success of the project. Within the framework of PROFIT, strategies and actions remain consistent with direct financial needs in terms of gender. The project takes every precaution not to harm vulnerable categories although groups such as people with disabilities have not been specifically targeted. It should be emphasized that the context in which the project is carried out does not allow the beneficiaries to fully enjoy certain advantages; the efforts made are significant.

2.2.2.- QE2 | • To what extent does the project integrate the ILO's cross-cutting policy drivers into its design and is it consistent with relevant international standards to which the ILO adheres and promotes? To what extent does it address gender questions/problems and respond by orienting itself towards gender transformations? Does the project have gender-responsive budgeting as a resource allocation tool for gender equality and women's empowerment?

The ILO's approach to local development is focused on work and employment and based on four principles: (1) employment is a strategic element of local development and poverty reduction; (2) social protection that mitigates risks and vulnerability enhances job creation, and vice versa; (3) community organization and social dialogue promote broader participation in decision-making; and (4) fundamental rights at work guarantee equitable local development in which all participate. These aspects were taken into account in the design and implementation of the project. The applied ILO cross-cutting elements are detailed in the following paragraphs.

2.2.2.- QE2.3 | • Does the project have gender-responsive budgeting as a resource allocation tool for gender equality and women's empowerment?

The project budget is very gender sensitive. However, the assessment indicates a lack of funding for women to maintain and expand their agricultural activities. Because they are more present in the least profitable links in the value chains. **On the other hand, this problem is not due to the project.** It is rather a reality anchored in societal practices or modes of social representations regarding women, historically and socio-structurally constructed through state institutions.

- For its part, PROFIT, with the new values it promotes, in favor of the empowerment of people with reduced mobility - women and girls, only galvanizes - catalyzes substantial, palpable progress. In addition, this inspiring, encouraging and promising dynamic is strongly supported by a rising generation of conscious men, educated, for the most part, within the framework of the project on the cause (Noumbissié, 2019) .

2.2.3.- QE2.2 | • Were stakeholders/constituents involved in this process?

The departmental structures of sectoral ministries and other state organizations are very involved in the project. The Ministry of Social Affairs and Labor (MAST), Ministry of Agriculture, Natural Resources and Rural Development (MARNDR) through its decentralized structures (DDA-GA, and BAC), the Ministry of the Environment, to a certain extent, the Ministry of Public Works, Transport and Communication (MTPTC), the National Institute of Vocational Training (INFP) play an important role in the implementation of the project. Other important sectors and actors from organized civil society and the private business sector are integrated and participated at each stage of the process according to their sphere of activity. A steering committee is formed and configured to align with the principle of tripartite social dialogue ²¹.

At the municipal level, the Communal Agricultural Offices (BAC) are constantly contacted and act as a relay with the other components of the MARNDR. The roles and responsibilities of the different entities involved and according to their skills are presented in the following table:

Table 4 | roles and responsibilities of the different entities involved in the process

No.	Institutions or entities involved	Roles and responsibilities
01	<i>ILO & PROFIT Team</i>	<ul style="list-style-type: none"> Responsible, in consultation with strategic institutional partners, for leading technical and administrative coordination, including the management of daily management arrangements.
02	<i>Steering Committee (CoPIL)</i>	<ul style="list-style-type: none"> Supervisory body Overall strategic guidance on aspects of project progress against targeted outcomes, including review of lessons learned and service delivery Review and approval of annual work plans Representatives from key ministries, as well as other stakeholders from government, the private sector, employers' and workers' organizations and other project beneficiaries Lead role, ensuring that stakeholder contributions are properly coordinated in the delivery of the project
03	<i>Ministry of Social Affairs and Labor (MAST) & Social dialogue actor</i>	<ul style="list-style-type: none"> Guarantor of work and regulatory body for decent work, will play the role of interface between the ILO and the government. Responsible for selecting groups of workers, in conjunction with the companies/businesses in charge of training to promote decent, socially responsible work. Social safeguards, including gender issues Advocacy function and support for the integration of young people, excluded people and minorities Implications in tripartite dialogue
04	Ministry of Agriculture, Natural Resources and Rural Development (MARNDR) & Ministry of the Environment (MDE)	<ul style="list-style-type: none"> Sectoral partners with a right of oversight over monitoring Stakes of the agricultural problem and environmental safeguards in the process Support on strategic orientations
05	Business Support Service (SAE) of the Ministry of Commerce	<ul style="list-style-type: none"> Aspects relating to the creation and development of businesses within the sectors considered
06	GAPL	<ul style="list-style-type: none"> Service provider for the establishment of a real tree processing center in one of these five (5) municipalities in the Grand'Anse department: Moron, Chambellan, Dame-Marie, Anse of Hainault and Les Irois
07	Quisqueya University (UNIQ)	<ul style="list-style-type: none"> Action Research on the prospects for transformation and market penetration around breadfruit
	CRS, SOFIHDES, APEFE and AGRIDEV are NGOs and private companies & CHAGA and INCAH.	<ul style="list-style-type: none"> Collaboration in providing capacity building assistance as required. Regional institutions attached to the Ministry of Agriculture (MARNDR)

²¹ <http://courses.itcilo.org/A157612/lectures/qu2019est-ce-que-le-tripartisme-et-le-dialogue-social> (Accessed December 10, 2020)

08	AZAKA SA	<ul style="list-style-type: none"> • Establishment, equipment, supervision and strengthening of Agricultural Extension Service Providers (FOS-AG); • Training of FOS-AG in the management of eco-responsible agricultural businesses (Initiation).
09	GAPL, AYITIKA & KALEOS	<ul style="list-style-type: none"> • Support for the implementation of the quality approach in targeted agricultural value chains (organic, organic agriculture) • Technical support, transfer of expertise and/or capacity building in targeted agro-economic sectors • Entrepreneurship approach and networking of actors and stakeholders in the agricultural sectors • Real tree and cocoa agro-processing • Operationalization of innovative technologies linked to the development of social business • Support for the integration of agricultural operations into preferential markets • Social engineering works • Two socially responsible companies, supported in their market expansion efforts.
10	KNFP ²² : <i>Konsèy Nasyonal Finansman polilè (in Creole)</i> " (the equivalence is: " <i>National Council for Popular Financing</i> ")	<ul style="list-style-type: none"> • Specialized Service in Micro-Enterprise Management • Assistance in economics and solidarity credit • Networking of community solidarity cooperatives and/or mutuals • Support for the training of beneficiaries for the sound management of local structures involved in microfinance • Links between agricultural value chains and the solidarity economy
11	GEONOVA	<ul style="list-style-type: none"> • Georeferencing of parcels (parcels) • Establishment of a dynamic database of the evolution of plots using GIS technology in favor of product traceability processes • Assessment of agricultural potential (breadfruit and cocoa trees) • Transfer of skills to municipal structures to facilitate the exploitation and promotion of the database with BACs in particular
12	Town halls of Dame-Marie, Anse - d'Hainault , Irois and Chambellan	<ul style="list-style-type: none"> • Local authorities, direct beneficiaries of the action, through the agro-economic operating systems of their respective jurisdictions • Consultation with the project in the direction of its success
13	Ministry of Public Works, Transport and Communication	<ul style="list-style-type: none"> • Mobilization of technical resources for the rehabilitation of road works • Logistics support (materials and equipment)
14	Farmers, agro-artisanal processing units; community groups and mutual solidarity societies	<ul style="list-style-type: none"> • Target groups involving at least 1000 small farmers in needy Grand'Anse
15	INFP (National <i>Institute of Professional Training</i>)	<ul style="list-style-type: none"> • Evaluation of the trainers' curriculum • Validation of training modules • Supervision of compliance with professional training standards of the 57 participants • Certification of trainees in theoretical and practical phases • Presentation of parchments to graduates
16	SOCONCEP	<p>Execution firm responsible for:</p> <ul style="list-style-type: none"> • Rehabilitation of road infrastructure (damaged sections, dirt) • Management and supervision of the rehabilitation of road infrastructure (damaged sections, dirt)
17	External study consultant	<ul style="list-style-type: none"> • Consultancy study for the development of technical files as part of the rehabilitation and construction of six (6) municipal public markets
18	External M&E consultant	<ul style="list-style-type: none"> • Monitoring and evaluation of PROFIT-URGENCE project activities

²² <https://knfp.org/>

19	External communications consultant	<ul style="list-style-type: none"> • Management of communication activities for the PROFIT-URGENCE project
20	HYDRAUCCARTE	<ul style="list-style-type: none"> • Reconstruction of 580/1230 linear meters of fence at the Lesson Agricultural Training Center in Dame-Marie
21	ILO- WFP	<ul style="list-style-type: none"> • Rehabilitation and Construction of the Chambellan municipal public market as part of UN2UN between the ILO and the WFP. This contract is currently being implemented.

The project set up, from the start, a steering committee made up of representatives of the government, unions, and employers' organizations whose role is to facilitate implementation by taking into account the demands of each sector and strategically guide the intervention. The final evaluation revealed that the functioning of the COPIL improved, and meetings took place contrary to the problems raised in the mid-term evaluation report. The COPIL was able to play its role which is to give strategic directives and facilitate decision-making in the event of problems or blocking points.

Improving tripartism is an essential mission of the ILO. This offers the opportunity to democratically foster more and better jobs, build and expand social protection bases, improve productivity, as well as working conditions and employee rights. According to the accounts of some departmental technical directorates, the inclusion of representatives of workers' unions based in Port-au-Prince, who are not fully aware of the real concerns on the ground, can sometimes hinder the progress of certain activities in the project. According to certain survey sources, some of them show demotivation because they do not clearly see their interests in the project.

- ▶ **The application of certain points linked to the recommendations of the mid-term evaluation enabled the involvement of civil protection actors in the process. This helps the project better address certain sensitivities around community resilience.**

2.2.3.- QE2 | • To what extent has the ILO clearly defined expected improvements to measure the impact of CD-capacity development outcomes (technical and operational capacities in the production, processing and marketing of cocoa and breadfruit) ? Has the CD been planned with gender indicators, sex-disaggregated data and gender analysis?

Looking through the project document, it is clear that the initial problem was well posed and theorized. The theory of change is sufficiently well conceptualized considering the challenges of the intervention area.

The actors involved in the process have a solid territorial base and are aware of the complexity of the issues and concerns addressed to them. Some elements of the logical matrix remain rather general. Basically, it is an approach developed by the project designers to simplify incremental adjustments. The realities on the ground and the socio-institutional dynamics are evolving considerably,

In addition to the PRODOC and logic matrix that establish PROFIT expectations, the project developed a baseline shortly after it began. Specifically, this study offers:

- Data that makes it possible to add appropriate reference values for all indicators in the project results matrix, in order to measure the impact of the project for all stakeholders and in each municipality concerned,
- Fundamental information to fill data and information gaps regarding project results and lay the foundations for agreed indicators,
- Suggestions for areas that require increased attention and focus during implementation,
- There are different strategies and methods to improve performance monitoring and optimize learning within the project.

This document sets out the current situation of indices and indicators in the field and with the organization's strategic partners. Where possible, it provides practical and objective information on the situation of project beneficiaries as well as other operators, who are used as witnesses, with the aim of analyzing and measuring the potential impact more precisely. of the project. The essential needs were analyzed in a participatory manner, based in particular on the conclusions and recommendations of the independent final evaluation report of FOPRODER, and reinforced by direct exchanges with institutional partners having authority and legitimacy on the subject.

2.2.4.- QE2 | • Was the M&E system adequate to measure the changes anticipated by the project?

The final evaluation, in this part, based on the findings of the mid-term evaluation. Project monitoring is carried out at different institutional and socio-geographical scales. The mechanism is organized into two main levels:

1. An institutional steering committee which acts and acts as a relay between the central and departmental level, with the support of a Coordinator
2. The technical coordination team of the project and the key implementing partners who, in principle, play this role on the ground, but in a very unstructured way.

► **The baseline developed from the start of the project (GDG, February - May 2022) and, after the mid-term evaluation, that developed for the “EMERGENCY” component were very useful for the evaluation.**

The integration of gender into the M&E System has been successfully implemented. Sex disaggregated data has been collected for main activities and gender integration has been considered, specifically with regards to capacity-building activities such as financial and credit training with MUSO groups for women economic empowerment (21 female champions and 27 male champions are trained in basic financial management, setting up and managing MUSO), trainings on disaster prevention techniques and disaster-proof building techniques, etc...which have created more opportunities for women to soundly involve in their community and better improve their own social and economic status by strengthening their role in the value chains. Testimonies collected by the evaluation through focus groups highlight the positive impact of the project on gender (specifically women) with targeted actions that empowers beneficiaries as proven by disaggregated data (a total of 150 women-owned cocoa plots were rehabilitated, totaling 132.7 hectares, 622 women out of 1,157 producers are members of MUSO). This effort is also well-outlined in the project progress reports and the project progress indicator matrix.

2.3.- QE3 | • Effectiveness of processes, products, intermediate results

This section examines to what extent the intervention (process, products) made it possible to achieve the intermediate and final results expected in the project; considering their relative importance and the extent to which the management capacities and arrangements in place support the achievement of the results.

2.3.1.- QE3 | • What is the level of achievement of the project results at the end of the final evaluation? Were there any unexpected positive or negative outcomes, and what factors contributed to or hindered progress?

2.3.1.- QE3.1 | • What level of achievement of results was achieved at the end of the final evaluation?

► **In order to facilitate comparison to better assess progress, the evaluation kept the same format as the mid-term evaluation.**

Multilevel interviews conducted with different categories of beneficiaries and operators involved made it possible to identify the concrete and measurable achievements of the Project. To facilitate interpretative, pragmatic and rapid reading, the following traffic light system is used:

Green = Accomplished or achieved	Pale green = Achieved or achieved, on the other hand, requires support in a logic of consolidation and/or extension	YELLOW = In progress ⇔	Red = Not in progress	Gray = Unable to evaluate or not tracked
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Fig. 8 | Adaptation Traffic light system (Yvon GUERRIER, 2023) – PROFIT mid-term evaluation (CATEDEL, March 2024)

Considering the developments and/or amendments made along the way, the table below presents the situation for each of the results formulated in the reference document of the said project:

Table 5. Summary of key achievements expected from the project

Description of the result	Target at end of project	Progress report and justification for the grade awarded	Level of achievement of the result at the time of the evaluation and prospects for change
<p>Result 1: The capacity of producers to produce more numerous and better quality (refined) products corresponding to growing market demand is improved (adapted technical and managerial training, better structured producers), with particular attention to specificities and needs, in terms of gender.</p>	<p>1.1 Establishment of demonstration plots with leading farmers with AYITIKA, CRS and other local partners</p>	<p>In progress :</p> <ul style="list-style-type: none"> i. The establishment of demonstration plots was rather delayed. However, planning is already underway. KALEOS is responsible for implementing this activity. A supplementary budget has been received. KALEOS aims to establish Creole gardens also with cash and food crops in order to diversify producers' sources of income. 	<p>Around 20%</p> <p>Nurseries to set up cocoa demonstration plots are established. While waiting for the cocoa production stage, cash crop and food crop seeds will be used to allow farmers to have a source of income.</p>
	<p>1.2 Implementation of a research/development program to develop the local breadfruit consumption (and processing) market with the UNIVERSITY OF QUISQUEYA</p>	<p>Mostly carried out :</p> <p>This result has been largely achieved.</p> <p>Three reports have been prepared and are available.</p> <ul style="list-style-type: none"> i. The first concerns the pre-diagnosis of market opportunities for breadfruit and its derivatives. ii. The second concerns the maximum level of substitution of wheat flour by breadfruit flour in the traditional bread process (estimated at 10%) and the nutritional analysis of breadfruit flour, wheat flour plus breadfruit flour (10%, 20% and 30%) breadfruit flour). iii. The third concerns the formulation of instant juice powder based on breadfruit. <p>The GAPL continues to transform breadfruit into flour at its processing unit located in Dame-Marie. However, surrogate or acceptance testing must be carried out and scaling must follow.</p>	<p>Around 85%</p> <p>At the time the evaluation was carried out, certain activities related to appropriation were underway.</p> <p>The context of the country has not facilitated the agenda of scaling up the activity of processing breadfruit into flour and the use of this flour in the manufacture of bread and/or “Konparèt”. The economic potential of this “breadfruit” sector lies in the capacity to substitute flour in products at the local or national level.</p>
	<p>1.3 Rehabilitation and construction of 6 modern public markets</p>	<p>In progress :</p> <ul style="list-style-type: none"> i. As part of the “EMERGENCY” component of PROFIT, six public contracts were evaluated with a view to their rehabilitation. Among these markets, only the two Anse d' Hainault markets are functional. Discussions are underway to find solutions and the best intervention formula in relation to the total budget for the construction of these public markets which is very high. ii. The construction plan for these markets provides for a well-designed and accessible space for parking vehicles and transport trucks, the installation of adequate equipment for the management of solid and household waste, the construction of a biodigester for the production of biogas from waste, a water drainage system and protection of markets, installation of a public audio system for educational awareness of merchants. It is also planned to install solar equipment for the payable charging service and lighting the interior and exterior environment of the market. 	<p>Around 35%</p> <p>At the time of the evaluation, construction of the markets had not started. On the other hand, the basic studies are completed by the construction firm</p>
	<p>1. 4 Construction 1230 lm of the fence of the agricultural training center of lesson (Dame-Marie)</p>	<p>In progress :</p> <p>The project is rehabilitating the Lesson center located in Dame Marie by building a wall. This center was created in 1935 to provide training for young agronomists from across the country. It has been dysfunctional for 30 years. A national school was housed there for a time, but was eventually moved. Support for the project aims to make it operational again and secure the space. In this sense, a wall of 1230 linear meters is being built.</p> <p>The Swiss Cooperation has also started to build an administrative block and a greenhouse in the space. However, the work of Swiss cooperation has been stopped since March 2023.</p>	<p>Around 50%</p> <p>At the time of carrying out the assessment, 480 ml of masonry and 400 ml of rock were constructed, two solar street lights were installed.</p>

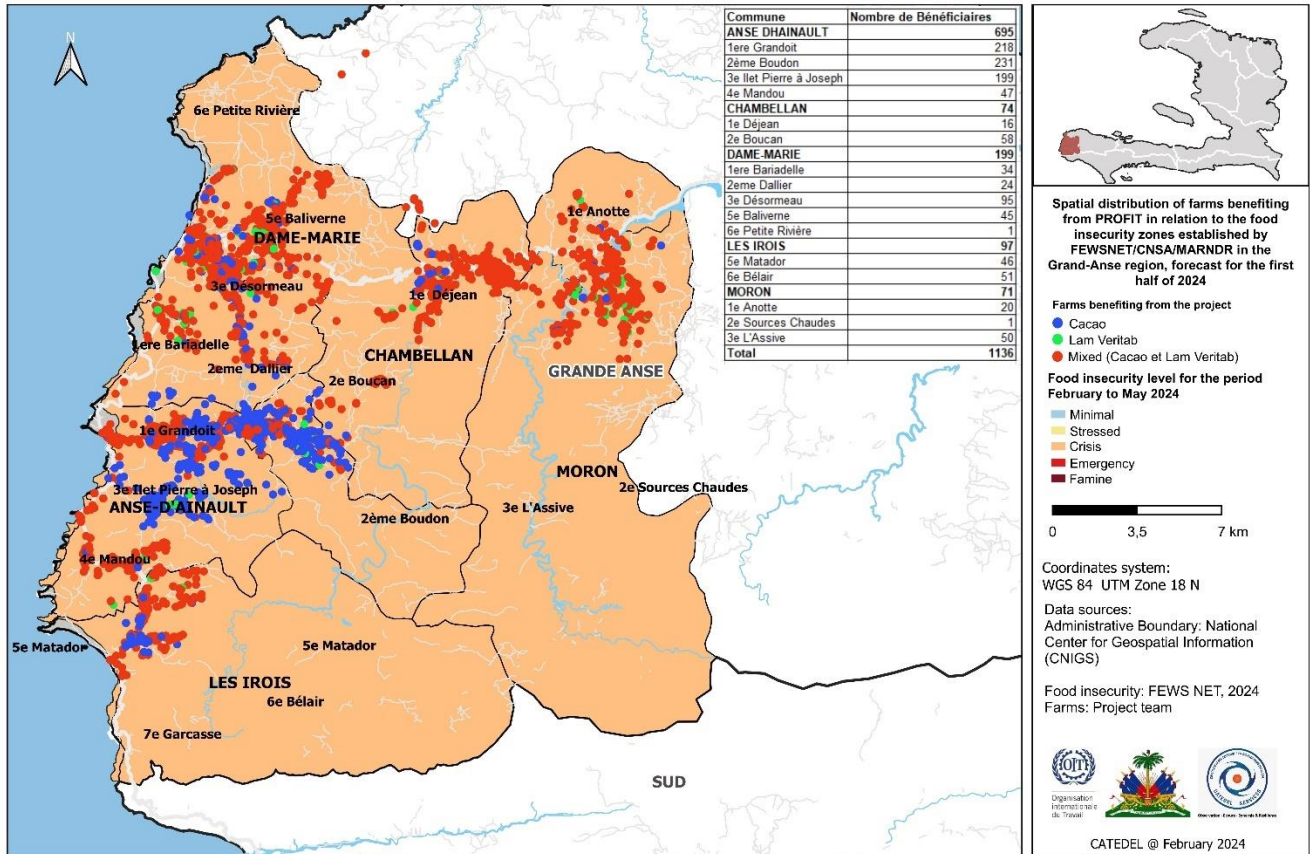
	<p>1.5 Rehabilitation of the Grand'Anse departmental road (Jérémie aux Irois)</p>	<p>In progress</p> <p>i. The poor condition of roads is one of the factors in post-harvest losses of agricultural products. To facilitate better circulation of goods, the “emergency” component of PROFIT made an effort of 36,747 USD to rehabilitate 11.5 km of road made up of 6 very poor sections along the Jérémie – Les Irois departmental road (70 km in total).</p>	<p>Around 95%</p> <p>The sections of road which are rehabilitated in conjunction with the Departmental Directorate of Public Works are: July, commune of Chambellan: 3.5 km - Desormeaux, commune of Dame Marie: 1.3 km - Route Dame Marie – Anse D’ Hainault : 2.3 km - 2nd Section Bel-Air, Commune of Irois : 600 ml. - Return from the town of Irois : 800 ml - Route Dame-Marie/Lesson: 3 km</p>
<p>Result 2: The technological capacities of agriculture and applied research throughout the value chains for selected products are improved (traceability, fermentation, post-harvest equipment)</p>	<p>2.1. Specialized vocational training program for selected candidates ready to engage in the creation of micro or small agricultural service businesses</p>	<p>In progress :</p> <p>i. The project selected young agricultural service providers (FOSAG) and carried out training sessions on micro-enterprise management. Four (4) of them received solar-powered grain and tuber processing mills. A technician installed these mills which can also transform breadfruit into flour.</p>	<p>Around 65%</p> <p>The FOSAGs, of which there are 11, provide agricultural services essential to the development of the selected sectors. The project strengthens their technical capacities to better equip them so that they fulfill their mission effectively.</p>
	<p>2.2 Creation of a participation fund to co-finance initiatives aimed at developing services for farmers through small private companies or associative companies.</p>	<p>Completely reached :</p> <p>i. One (1) framework document for the establishment of a popular financing system for the development of agricultural sectors is available. In addition, 535 men and 622 women producers are members of MUSO (“Mutuelles de Solidarité”) and are already starting to contribute to credit between them.</p> <p>ii. Tailor-made training sessions were carried out for participants to facilitate the management and governance of the credit fund. These training sessions covered:</p> <ul style="list-style-type: none"> - The evaluation of the ABCP (Basic Contribution and Loan Association) and MUSO Mitan - Training on agricultural credit - Workshop on rural and agricultural credit - Financial literacy - Financial services - Agricultural credit - Rural credit - Efficient agricultural loan officer - Financial inclusion <p>8 popular financing agents and 4 agricultural credit agent candidates followed this training which lasted sixteen (16) days</p> <p>Eight (8) mutual societies from Mitan which must manage the credit fund at the local level have received the certificate of recognition from MAST.</p>	<p>100%</p> <p>The establishment and strengthening of mutual solidarity groups is the activity which mobilized the largest number of beneficiaries and the most appreciated of the project. 1,157 people, 54% of whom are women, regularly contribute to mutual solidarity societies and have access to productive and profitable credit. Structuring activities such as the establishment of a financial cooperative are planned.</p>
	<p>2.3. New cocoa plantations and Program for the rehabilitation of old cocoa plantations</p>	<p>Carried out</p> <p>🌿 A total of 150 women-owned cocoa plots were rehabilitated, totaling 132.7 hectares.</p>	<p>100%</p> <p>The rehabilitation of cocoa plots helps increase yield and resistance to disease.</p>

	through the establishment of a professional-sized service with brigades of young farmers with AYTIKA (AYTIKA SA is a company engaged in the development of the cocoa sector in Haiti) and KALEOS.		Cocoa plot rehabilitation efforts can help producers meet international sustainability standards and certifications
Result 3: The income and financial capacity of beneficiary farmers are improved, green and decent jobs are created to support the three agricultural value chains.	3.1. Development of a pilot center for the preparation, processing and marketing of breadfruit	Completed completely : i. One (1) pilot breadfruit processing center (flour, chips, etc.) is located in the commune of Dame Marie in collaboration with the GAPL. ii. The Quisqueya University Agronomic Research Unit was contracted to conduct market-oriented applied research to identify the best possible breadfruit processing option, based on the development potential of local and international markets. (flour, pâtés, chips etc.) iii. The capacity for processing breadfruit into flour is 1 ton per day.	100% The GAPL has set up a well-equipped unit for processing breadfruit into flour. Experiments to find out what portion of breadfruit flour can be used as a substitution for wheat flour in products other than bread should continue. It should be noted that a high percentage of breadfruit is categorically lost each year due to its abundance and very low local demand.
	3.2. Construction of associative or articulated cocoa collection centers for private cocoa exporters	A cocoa collection and fermentation center with a capacity of 150 to 200 tonnes per year is located at Anse d' Hainault . This center is managed by KALEOS in concert with the Platform of Agricultural Cooperatives of Grand'Anse which brings together the majority of cocoa producers in the municipalities affected by the project. Thanks to the presence of this center, cocoa went from 35 gourdes per pound to 80 gourdes per pound, allowing producers to have a better income for their production .	100% The training center is located in Anse d' Hainault . From August to October 2023, 75 tonnes of cocoa were sold by smallholders farmers (90% in Anse d' Hainault and 10% in Dame Marie). The lack of adequate logistical resources prevented KALEOS from acquiring more cocoa by reaching other areas of production.
Result 4: Support for the establishment of a credit/savings system	4.1. Training in financial literature for farmers through rural extension	Carried out i. Carrying out financial literacy training for farmers through rural extension. 21 female champions and 27 male champions are trained in basic financial management, setting up and managing MUSO (“Mutuelle de Solidarité”); ii. 64 MUSOs are made up of champions.	100% The training sessions for the champions (who aim to replicate them with solidarity mutuals) are carried out by KNPF. The equipment and tools necessary for the management of mutual solidarity societies are also provided by KNPF, project partner.
Transversal axes (Gender Mainstreaming ; Universal Design; Strategic Management & Knowledge Management)	Transversal (see: Monitoring missions; Integrated by the Evaluator and not existing in the logical matrix of the project).	In the completion phase : <ul style="list-style-type: none"> The theme “Gender” played an important role in the project. A significant percentage of women participated in all project activities. The solidarity mutuals account for the highest percentage of women in the various project activities (54%). It is also a path to socio-economic empowerment of women and young girls by offering opportunities to expand or initiate entrepreneurial activities. Cocoa producers are very satisfied with the project's actions which, they believe, are reactivating this sector which represents an important source of income for them. The SDG component placed particular emphasis on strengthening businesses managed by women. 	80% achievement compared to the overall objectives in the project reference document and management arrangements concluded during the implementation process in relation to the continued worsening of the country context Despite efforts, additional investments are needed to facilitate a good exit strategy. The stressful, complex and worrying global

		<ul style="list-style-type: none">• The participation of people with reduced mobility in the project was not specifically considered in the project implementation process.	context does not work in favor of the process. The team canceled several planned field missions due to the context of deleterious public insecurity
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2.3. 2.- QE3.3 | • Mapping of certain physical achievements

One of the characteristics of PROFIT that makes it even more relevant is its geographical distribution. According to the geomatic data collected and analyzed coupled with other data from the interviews carried out by the evaluation, the project's achievements are located in areas marked by great agricultural potential but not developed, landlocked, without adequate conservation or transformation infrastructure. For example, 65%²³ of breadfruit, very available locally, is lost due to lack of means of conservation and processing. The following graph shows the spatial distribution of project beneficiaries in relation to food insecurity zones in the Grand-Anse department.

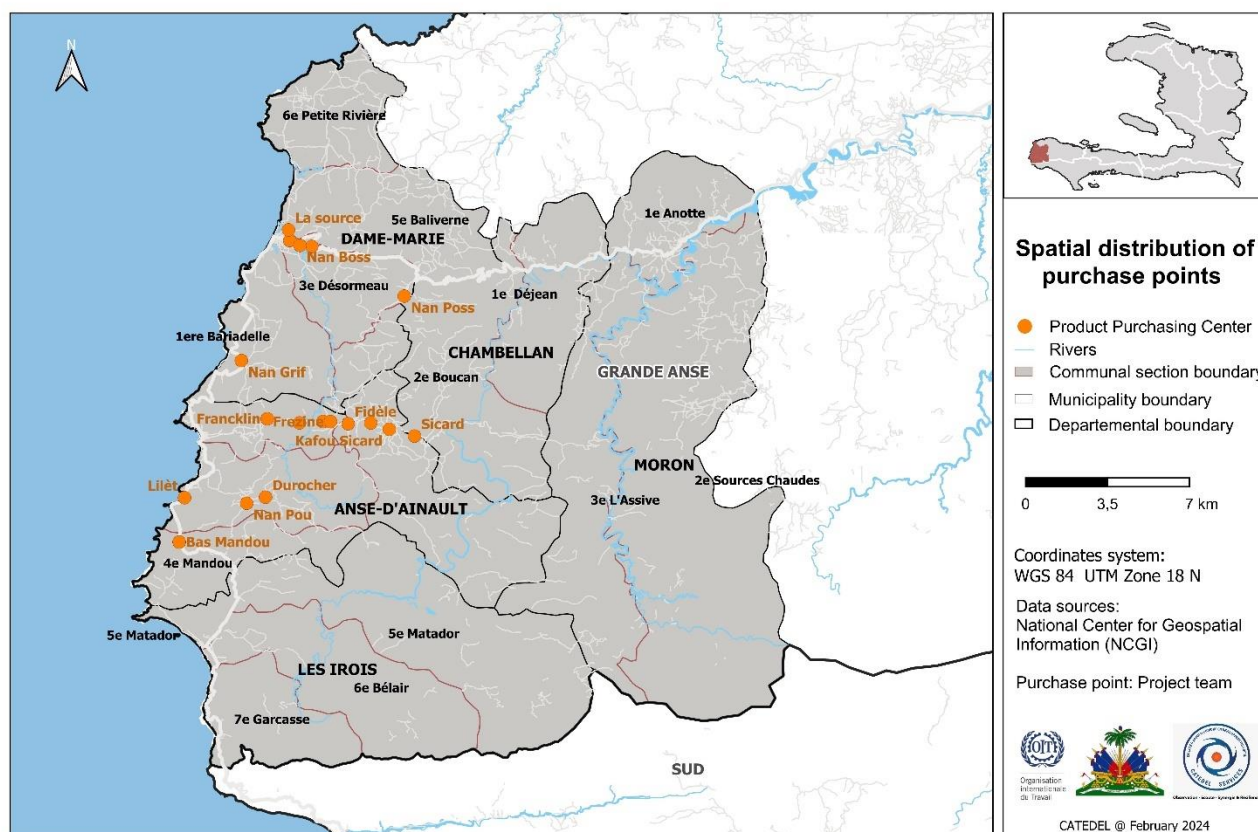


Map 2 | Distribution of PROFIT beneficiary farmers in food insecure zones (livelihood zones) of CNSA/Few Net –MARNDR – 1st half of 2024

The National Food Security Coordination (CNSA), the sole state reference in terms of food security, regularly provides data on food security and its projections. According to recent publications, a large part of the population of the area under study is in an emergency food situation. According to the most recent IPC analysis carried out in August 2023 by the CNSA and its partners, for the period spanning from August 2023 to February 2024, it was found that 14% of the population studied are classified in phase 4 of the IPC (Emergency), while 30% are in phase 3 of the IPC (Crisis). By attacking the basic causes of people's poverty (lack of income and local opportunities, lack of supervision and technical assistance to better take advantage of local sectors, etc.) the project contributes to creating the conditions for a lasting improvement in the lives of direct (and indirect) beneficiaries while placing emphasis on strengthening their resilience in the face of disasters which very often destroy their means of subsistence.

²³ AlterPresse | Haiti: For a real development plan for Grande Anse

It should also be emphasized that PROFIT's actions make an additional contribution to initiatives led by other humanitarian and development actors and focus more on creating a model of sustainable community resilience, with an emphasis on resources natural and socio-organizational. The support model for cocoa producers is an example. During the harvest period, a good part of their income (estimated at 75% according to surveys) comes from the sale of cocoa. The following map shows the spatial distribution of group purchasing points:



Map 3 | Spatial distribution of purchasing points in PROFIT.

This map shows that there has been a slight trend of increase in the number of purchasing points (compared to the data provided in the mid-term report) despite the fact that the logistical problems of KALEOS did not allow for reach certain areas. This is due to several factors:

- a. Cooperatives outside the PLACAGA network are interested in supplying their production to KALEOS, and in fact, supply part of their production through the sales structures and channels already in place.
- b. The price offered by KALEOS remains more attractive compared to other available options (AVSF, other cooperatives, etc.)
- c. The presence of an operations manager recruited by KALEOS who ensures the implementation of the strategy put in place and the collaboration between KALEOS and PLACAGA to liaise between producers and KALEOS,

2.3.3.- QE3.5 | • What are the key achievements of the project to date?

During the mission, the final evaluation interviewed all categories of stakeholders on the main physical and non-physical achievements of the project and carried out direct observations. Among the many results achieved by the project, the following achievements were repeatedly mentioned:

- 1) A pilot center for processing breadfruit into flour set up in Dame-Marie,

- 2) A modern cocoa fermentation center with a capacity of 150 tons built in Anse- d'Hainault and, operated thanks to a KALEOS – PLACAGA partnership,
- 3) Mutual solidarity networks made up of 1,157 members (including 535 men and 622 women) have been set up, facilitating the emphasis on rapid credit and at an affordable rate for project beneficiaries,
- 4) In partnership with the agronomic research unit of Quisqueya University, three research studies were carried out: (i) pre-diagnosis of market opportunities for breadfruit and its derivatives (ii) maximum substitution of breadfruit flour breadfruit in traditional breadmaking and analysis of the nutritional value of breadfruit flour (iii) formulation of instant juice powder based on breadfruit,
- 5) The initiation of a dynamic of supervision, structuring, and continuing training of service providers (FOSAG) across the cocoa and breadfruit sectors,
- 6) Critical parts of the Jérémie – Les Irois road section (11.5 km) have been rehabilitated, facilitating better flow of goods and agricultural products,
- 7) Around thirty regular jobs are created at the fermentation center (at the time of harvest this number of beneficiaries reached more than 70),
- 8) A system for digitalizing transactions with producers has been put in place to better document the economic and financial impacts,
- 9) The export capacity of KALEOS has been increased to 250 tons of exportable cocoa per year,
- 10) One thousand (1,000) farmers benefited from the benefits of the insurance program set up within the framework of the " *UN to UN Agreement* ", following the drought which hit the communes of Moron, Chambellan, Anse d' Hainault and The Irois,
- 11) Around 1,154 direct beneficiaries are trained in “Family Emergency Plan” in the project's intervention municipalities by a consultant and senior civil protection executive,
- 12) A study was carried out for the rehabilitation of 6 municipal markets in the project intervention areas,
- 13) The implementation of the digital traceability platform: 2000 additional producers were added after the mid-term evaluation,
- 14) An order for 15 tons of breadfruit flour was placed with the GAPL to introduce this flour into the school canteen,
- 15) A disaster insurance mechanism has been put in place for the benefit of 1,000 producers in concert with AIC and KALEOS,
- 16) Solar-powered mills are provided to FOSAG to initiate entrepreneurial activities,
- 17) Four member cooperatives of PLACAGA are supported and registered with the National Council of Cooperatives (CNC): An office has also been rented and made available to PLACAGA to facilitate its daily operations,
- 18) PLACAGA has secured a contract with KALEOS to supply 30,000 pounds of cocoa until November 2024,
- 19) Cocoa purchasing operations have resumed, allowing the price of the pound to increase from 35 gourdes to 80 gourdes.

► **The project made considerable efforts to respond to the recommendations of the mid-term evaluation, address management of responses to key recommendations, seek synergies and accelerate implementation. Certain ongoing activities (such as the traceability platform, solidarity mutual networks, strengthening of FOSAG, integration of breadfruit flour into food and products, etc.) have been strengthened to respond best suited to the needs expressed. Other activities were carried out specifically during this post-evaluation period. These results are highlighted in the selected list above.**

2.3.4.- QE3.6 | • What are the project's deviations from the reference framework (PRODOC)?

The final evaluation analyzed the implementation deviations from the initial document (PRODOC). These deviations respond to the requirements of the project environment and the expressed needs that can help to have a better impact. Additional elements observed by the evaluation are as follows:

- 1) The “EMERGENCY”, “**ODD**” and “**UN2UN agreement**” components are grafted onto the project and complement the PROFIT actions for better consideration of community and ecosystem resilience
- 2) Instead of the construction of the breadfruit processing center, a pilot center was set up in Dame-Marie in conjunction with GAPL;

- 3) The activity of exploring new cocoa varieties based on research and collaboration with universities was not carried out as initially planned.
- 4) The pruning brigades of the old cocoa plantations were not set up as planned;
- 5) Contrary to the ideas promoted at the social and institutional mobilization stage, during the project start-up phase, project activities are rather concentrated in Grand'Anse, and the southern department is practically not involved (cf. Interview with decentralized public services and certain civil society organizations exercising regional influence).

2.3.5.- QE3.8 | • What are the reasons/factors behind the lack of progress?

The implementation of the project was affected by a set of unpredictable external factors. Indeed, from the start of the project, the working context of the field team was complicated. However, since the assassination of the President of the Republic in July 2021, the situation has worsened completely. Thus, the implementation of the project continues to be negatively influenced, in particular, by factors of the external environment. According to our critical analyses, the four (4) main factors which would have played a more significant role on the PROFIT performance issues were, in order of importance:

- 5) The harmful consequences of the socio-political crisis (country lockdown, demonstrations, involuntary sequestrations), aggravated by the assassination of the President of the Republic, Jovenel Moïse, on July 7, 2021, followed by an earthquake on August 14 and Hurricane Grace a few days later, as well as their significant damage in the project region in that same year further complicated the situation.
- 6) The rivalry between armed gangs in neighboring neighborhoods on the main land access axis (from the southern entrance to the Capital, in Petit-Goâve, to the exit of the metropolitan area of Grand-Anse, in the southern metropolitan area and satellite communities, etc.), hinders access to the different zones of influence and/or concentration of interventions in the project.
- 7) The regular crisis of fuel shortages throughout the country which makes the travel and movement of members of the project team in the field more complicated, as well as the persistent problems with access to the Internet and the telephone communication network.
- 8) Some direct beneficiaries often express a level of expectations that is too high in relation to the resources available by the project;

The following diagram gives an idea of the fundamentals of the context of instability and socio-institutional immobility in which the project is evolving:

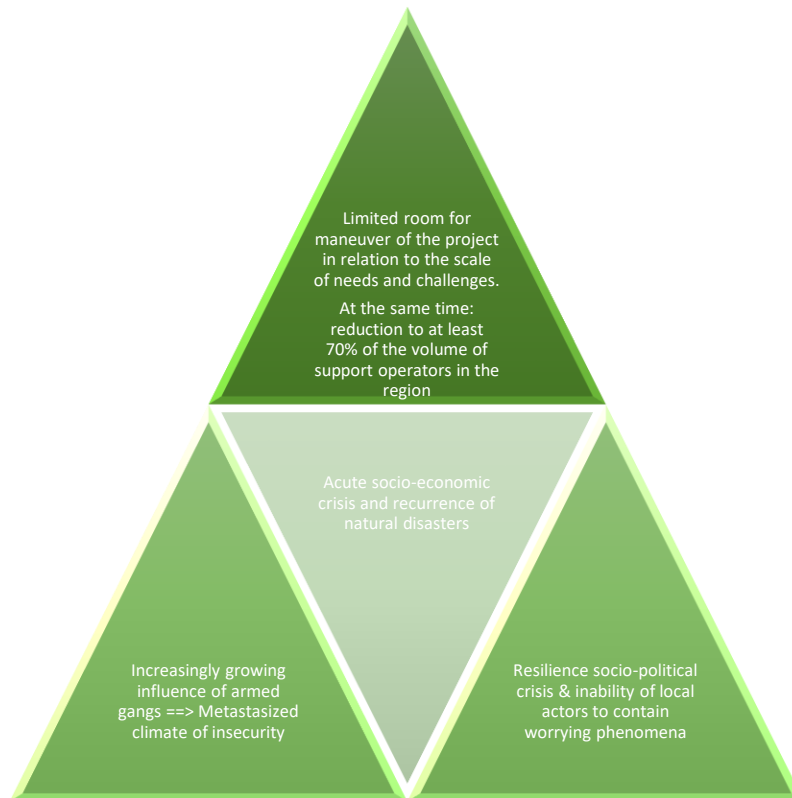


Fig. 9 | Fundamentals of the context of instability and socio-institutional immobility & PROFIT (CATEDEL, 2024)

Regarding public security, in addition to the overall situation in the country, the Grand-Anse region is very affected, even weakened. The proliferation of armed gangs leads to an increasingly significant socio-geographic fragmentation of the territory. The southern part of the capital up to Petit-Goâve, an essential point for the circulation of goods and the smooth running of the project, is the refuge of armed gangs.

2.3.2.- QE3 | • To what extent did the project team manage contextual and institutional risks and assumptions, including political/climate changes, insecurity conditions (factors external to the project)? Do the measures and recommendations contribute to adaptive management?

Faced with the complexity of the challenges and multiple demands on the ground, which are constantly evolving thanks to the experience of the ILO at the local and global level, the project team managed to accurately anticipate certain unexpected situations and adapt its mode action at each stage. To guide the approach, a strategy including specific risk tools is developed and implemented within the project from its design phase. Thanks to the identification and analysis of medium and major risks, mitigation strategies have been developed, as well as a forecast of those responsible and the resources necessary to put them in place. The strategy developed based on the hypotheses established in the logical framework takes into consideration the following steps:

- ⇒ Planning to ensure that the project delivery plan includes a risk management strategy.
- ⇒ Implementation of the risk management strategy which involves monitoring and tracking the results of the measures put in place, as well as updating and revising information on the status of risks.

In the project, risk management considers elements and variables such as communication, epidemiology, logistics, safeguards, and ethics.

Some instruments used are not developed by the project. In certain situations, these may involve adaptations, directives and/or values from ILO standards and/or developed by other entities, agencies and/or specialized institutions of the United Nations System (SNU) in similar contexts.

- ▶ **The project adopted an adaptive management approach that prepares teams and project coordination for unexpected challenges that may arise in the country's fragile context. This gives them the means to respond to these challenges and adapt accordingly. The way of working has been completely transformed with**

greater use of technological communication tools (WhatsApp, Teams, Messenger, Zoom). This can still have some benefits in the long term.

- ▶ The repeated fuel crisis and the socio-geographical compartmentalization of the national territory due to criminal and socio-political actions have severely limited travel in the project's zone of influence and, in the capital of Port-au-Prince. However, it is important to mention that the management of certain public safety parameters is generally beyond the scope of the project (of the ILO) and has negatively influenced certain planning efforts and project resources.

2.3.3.- QE3 | • Concerning the Capacity Building & Productivity component: To what extent have capacities been created, strengthened and installed to ensure a certain degree of autonomy of beneficiaries and partner institutions in the formulation and implementation of strategies and policies endogenous development in the medium and long term?

PROFIT, by its design, aims to strengthen skills and ensure the transfer of expertise. It develops an innovative theory of change in comparison to traditional interventions. It is inevitable that this paradigm shift requires the creation of personalized training modules, adapted to the various actors involved in the target agricultural value chains. As part of the project, mass training and education sessions were organized, with a focus on gender and gender dynamics. They focus on the sectors of:

- 1) Support in planning ecologically responsible agricultural businesses,
- 2) Networking of agro-economic cooperatives,
- 3) Improving product quality using a sector approach (from farm to fork);
- 4) Efforts to adopt quality standards, allowing access to diversified preferential markets ,
- 5) The promotion of an agricultural insurance model that takes into account certain hydrological and agroclimatic hazards (a first in the region),
- 6) The principles of action research oriented towards the development of certified agricultural products with high added value,
- 7) The establishment of a traceability system, etc.

Despite the fact that the national context did not give stakeholders the opportunity to fully benefit from certain expected dimensions, the evaluation revealed a clear evolution in perception. According to most beneficiaries interviewed (more than 80%), the organization of awareness, education and training campaigns on the mentioned areas of expertise represents great added value for their communities and for the department as a whole. It is necessary to include these types of intervention, although they are insufficient in relation to the scale of the sector's needs, within institutional programmatic perspectives.

- ▶ One of the keys to the autonomy of those involved in a project is to have mastery of the skills that are directly necessary for them. PROFIT included an aspect of capacity building and/or expertise transfer in all its components. However , with the aim of better appropriation, certain actors such as the municipal agricultural offices in the project intervention areas and the departmental agricultural directorate of Grand 'Anse could benefit from this strengthening. In addition, they argue that these structures should have access to the database on agricultural operators, developed by the project.

2.3.4.- QE3 | • To what extent have final and direct beneficiaries demonstrated improved capabilities (increased knowledge, skills, and practices)?

The project adopted an approach to building the capacity of actors in the value chain (producers, cooperative/platform of cooperatives, local and national agricultural companies, local executives). Through training on targeted themes, they have acquired knowledge and skills which allow them to improve their practices and be more able to take advantage of the opportunities offered by the sector as well as to better support the objective of increasing community resilience. Although it is too early to see the impacts of these activities, the first effects are visible. The assessment may highlight a few:

- 1) Strengthening the capacity of producers, through carefully selected training sessions, to better manage solidarity mutual societies which are endogenous credit access groups which provide access to rapid credit to, among other things, maintain cocoa plots,

- 2) Capacity building of local civil engineers and construction technicians on seismic and anticyclonic construction in conjunction with the INFP which validates the curriculum. These professionals available locally will be able to provide their services to the population and the town halls concerned,
- 3) The understanding of actors from various key economic sectors on the conditions and compliance requirements of high value-added markets is improved,
- 4) Strengthening the capacities of young local agricultural technicians for better support for producers through an agricultural extension service system (Agricultural Extension Service Providers (FOS-AG)),
- 5) The introduction of the product traceability system into local practices, which makes it possible to record and locate beneficiaries' plots as well as other farms with potential in cocoa and real trees,
- 6) The diversification and strengthening of existing markets, and new markets for the valorization through a quality approach of sectors such as: Cocoa and real trees; through production improvement, quality control,
- 7) Better organization and coordination of the cocoa sectors in particular,
- 8) The introduction of a means of quickly and practically determining the origin of a product, whether at the scale of the plot, the agricultural holding, or the agro-artisanal processing unit in question, by cases of food poisoning.

In a constantly changing and/or unpredictable agro-climatic environment, it seems that innovation alone can offer alternative solutions to concrete problems such as productivity, sustainability, and improvement of the living conditions of rural populations. It is these challenges that the rural family economy, in an environment of extensive agriculture - which has always had low economic added value, must face in order to respond to the constraints of the sector and seize the opportunities offered by the markets. national, regional, and international, when appropriate.

- ▶ **The project demonstrates a significant degree of social innovation. Its implementation strategy should enable new investments in the Deep South. It is an initiative that promotes the development of agro-businesses and community resilience by facilitating increased productivity in target sectors and integrating young people and women. Beyond the insufficiencies linked to institutions and agricultural logistical capacities, agricultural innovation is beginning to occupy an essential place in the transformation of agriculture in the context of rural farms in the PROFIT implementation areas.**

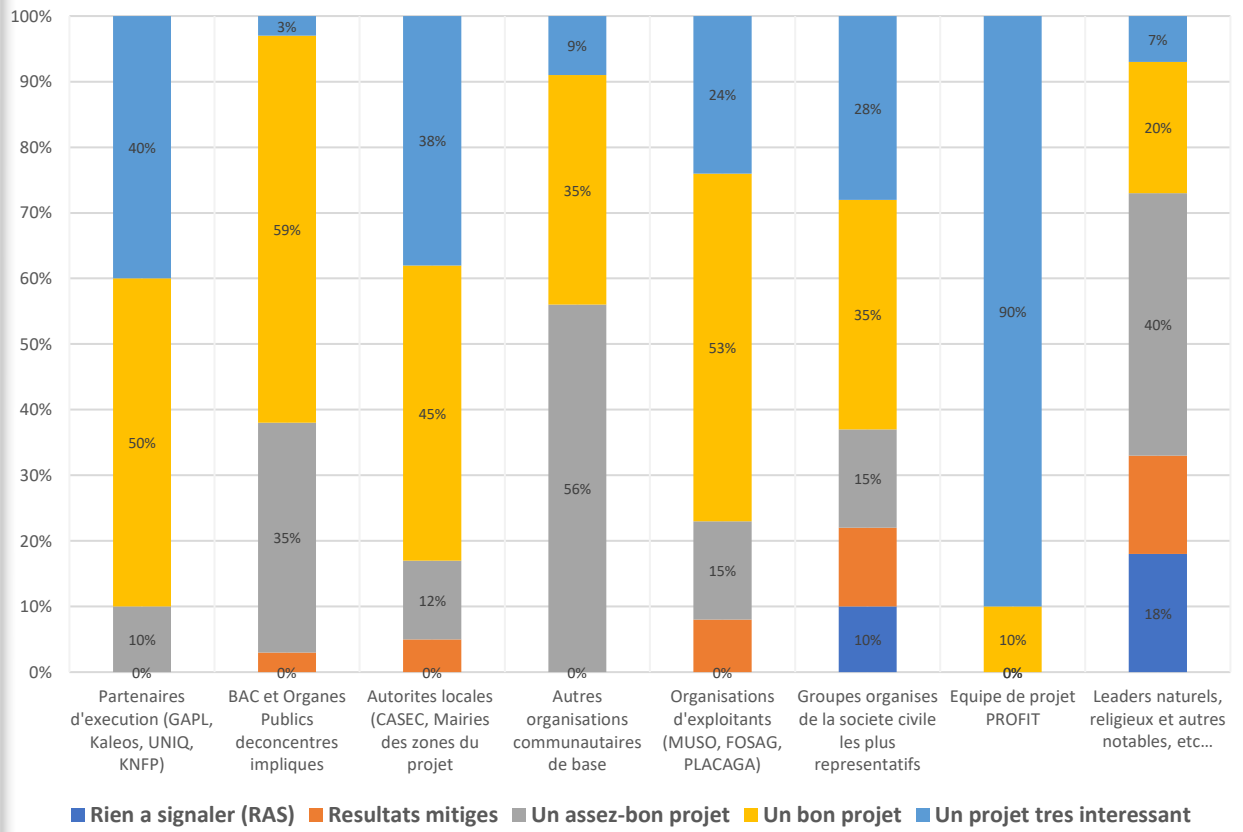
2.3.5.- QE3 | • Levels of satisfaction expressed by stakeholders during the final evaluation

This part describes the results of the perception and satisfaction survey conducted among stakeholders. The main intention is to objectify the effects of the project on the stakeholders and to collect their real perception of the services provided to engage the actors in a co-construction and sustainable approach. Beyond satisfaction, the survey aimed to assess stakeholders' perceptions of the acquisition of new knowledge, their integration into the value chain and the sustainability of the implemented activities.

As results, it was observed that the respondents are mainly motivated by the objectives established according to local needs and the results obtained from the activities carried out. They design activities such as the establishment of mutual solidarity societies, the establishment of product flow infrastructures, the strengthening of the capacities of stakeholders, the agricultural insurance system, the rehabilitation of sections of road in poor condition. state, and the establishment of the traceability system as being the most satisfactory activities, and which best meet their needs.

Considerations were made only on the activities planned in the implementation schedule for the start-up period on December 31, 2023. Perception surveys were conducted with local institutional and organizational stakeholders on their level of satisfaction with this phase of the project. The following graph presents the major trends identified:

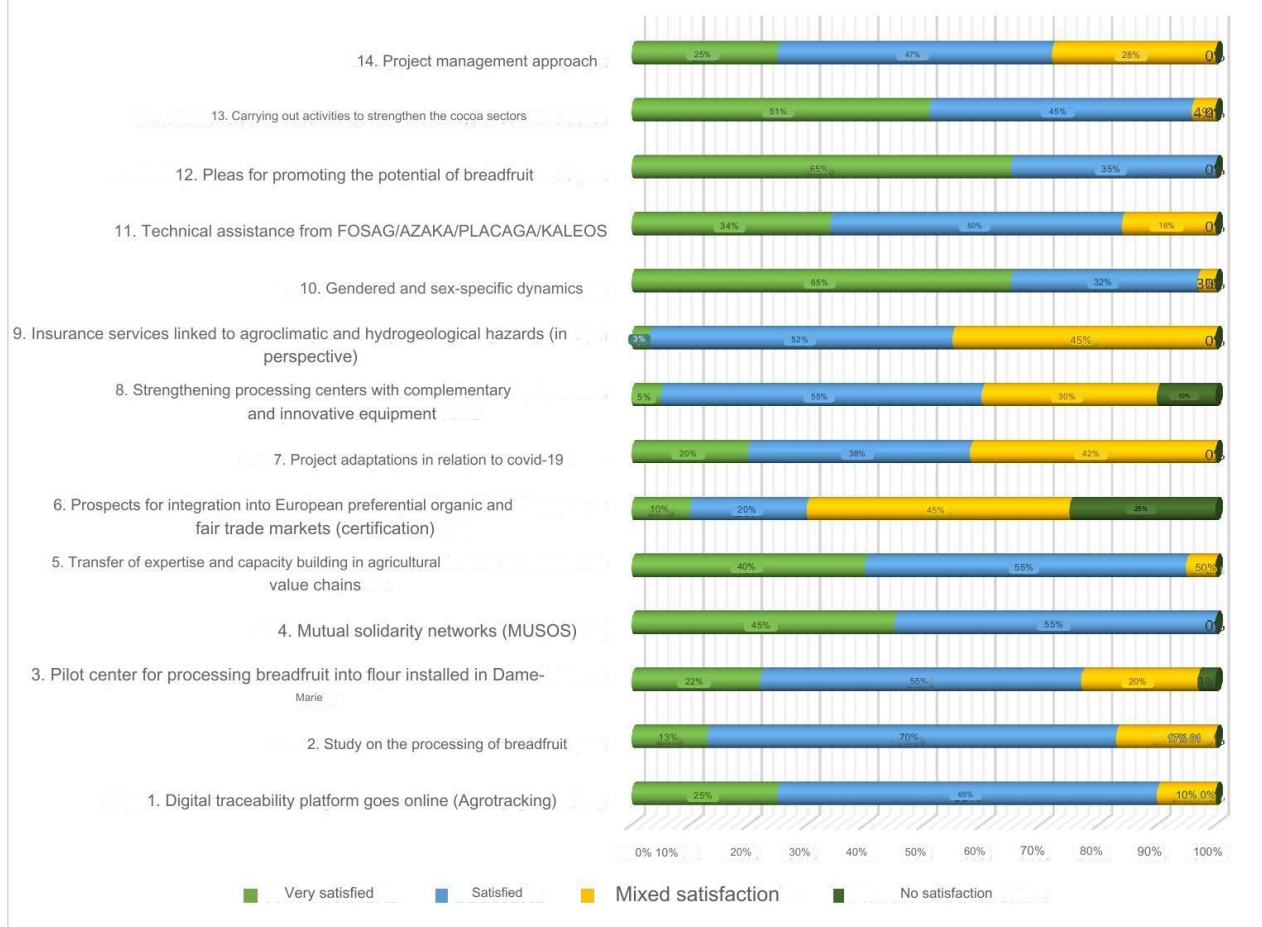
Fig. 10 | Dominant trends in the perception of institutional and organizational stakeholders on their level of satisfaction with the conceptual framework and achievements of the PROFIT Project (CATEDEL Surveys, January - March 2024)



Data on the perception of the different project stakeholders has evolved since the mid-term evaluation finalized at the beginning of 2023. According to the new data, 40% of implementing partners (compared to 18% at mid-term) think that it is a very interesting project, while for 50% it is a good project. Regarding the decentralized public bodies involved, 59% believe that it is a good project (compared to 51% for mid-term) and for 35% it is a fairly good project (42% at mid-term). As for local authorities (Town Halls and CASECs), 38% believe that it is a very interesting project (35% at mid-term), for 45% it is a good project (compared to 47% at mid-term). course) and, for 12% it is a pretty good project (13% halfway). The perception is rather mixed or without opinion for the rest.

More specifically, the evaluation also examined stakeholder perceptions of the main activities carried out by the project. The following graph presents the trend in perceptions of the level of satisfaction of beneficiaries in relation to the intervention strategy and the activities carried out in the project, for the 5 municipalities involved:

Fig. 11 | Perception of the level of satisfaction of beneficiaries in relation to the activities and mode of intervention of PROFIT in% (CATEDEL surveys, January-March 2024)



As during the mid-term evaluation, the beneficiaries were generally satisfied with the project's achievements. Improvements in satisfaction with certain activities were noted. For example, for satisfaction with the gender and sex-specific approach of the project, 65% of respondents say they are very satisfied compared to 53% mid-term and 32% say they are satisfied compared to 35% mid-term. For the establishment of mutual solidarity networks, 45% are very satisfied (compared to 22% at mid-term) and 55% satisfied (compared to 70% at mid-term). They are also very satisfied with the transfer of expertise and capacity building in agricultural value chains: 40% very satisfied (compared to 20% at mid-term) 55% satisfied against (73% at mid-term). Moreover, 85% of stakeholders of interviewees agree that the project has satisfactorily addressed cross-cutting themes such as gender empowerment and environmental sustainability. They conclude that the impact of those interventions will last for a very long time and have the potential to transform current local socioeconomic reality.

2.4.- Efficiency and effectiveness of management

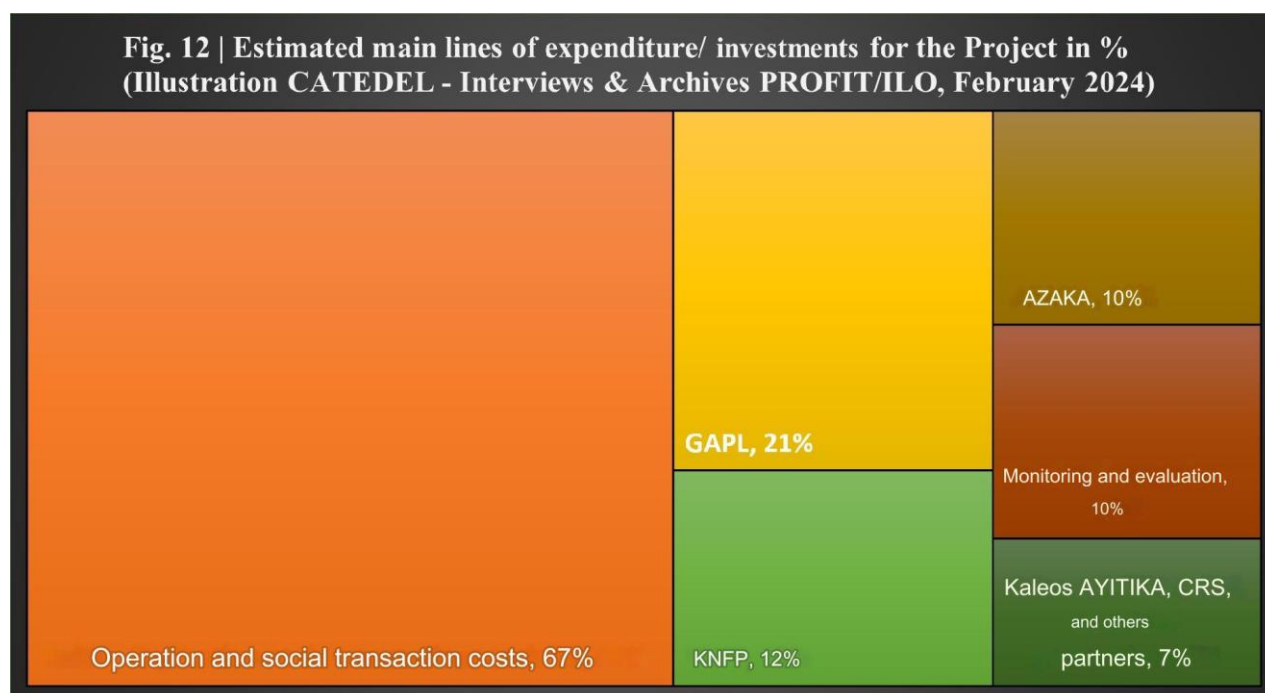
The objective is to assess the extent to which economic resources/project inputs (funds, expertise, time, etc.) are converted into results. In other words, the issue of efficiency refers to the capacity of the project's operational managers to carry out the planned activities to achieve the products and, subsequently, the expected effects and impacts.

2.4.1.- QE3 | • Are resources (human resources, time, expertise, funds, etc.) allocated and used strategically to provide the necessary support and to achieve project outcomes?

Thanks to direct exchanges with key members of the project team and service providers or funded institutions as well as the information collected in the documents shared with the evaluation team (financial reports and work plans), it was possible to pragmatically analyze the main expenses incurred during the implementation of the project. The following subsections present an analysis that primarily focuses on: i) review of records and some transaction-related evidence, ii) degree of stakeholder involvement and planning tools, and iii) selected variables and/or parameters external to the project, but which are extremely decisive.

2.4.1.- QE4.1 | • The opportunity to make expenditures in the project: financial imputations of insecurity on the budget

Based on the considerations in the previous paragraph, the following graph attempts to summarize, according to their nature and weight, the major groups of expenses incurred in the project:



Project operation costs represent the most important part of the project. This can be partly explained by unpredictable expenses such as those linked to the management of covid-19 (which already represented 1.2% of the budget at the time of the mid-term evaluation) and insecurity and socio-political unrest (purchase of plane and/or helicopter tickets for monitoring missions).

We identified, deciphered, and analyzed the terms of reference, contracts and deliverables provided by consultants (including consulting firms). We note that the selection procedures were competitive. Generally, quality deliverables are submitted. The insights and conclusions arising from these consultative processes are extremely beneficial; either to support and inform the decision-making and execution process, or to help stakeholders better understand the major societal challenges and issues, in connection with the issues raised by the project. Generally, operators have met expectations. A large proportion of the budget goes to implementation of activities that have direct impact on dominant issues (women economic empowerment, ecosystem preservation, youth empowerment, community resilience, etc..). The evaluation has analyzed the project efficiency on this angle as well, considering how the resources invested (both human and financial) have contributed to yield good results.

- ▶ **A large portion of PROFIT investments target actions to organize the cocoa and breadfruit sectors, set up structures to strengthen agricultural businesses, increase local credit by setting up mutual solidarity groups, the training of technical trainers on the best production and post-harvest techniques, the co-financing of**

service development initiatives for farmers through small businesses, the implementation of a georeferencing system for agricultural plots for construction progressive development of a traceability system across preferred value chains, etc. These investments are important to create the necessary conditions and opportunities for the targeted sectors to revive and create wealth in a sustainable manner.

2.4.2.- QE3 | • To what extent has the support (technical and policy) provided so far by the ILO (regional, national and headquarters level) to the project been effective?

The general and strategic coordination of the project was ensured by the ILO country office. For practical reasons of implementation, local or national Service Provider Operators (OPS) were mobilized. Administratively and financially, the San Jose office in Costa Rica supported the project team. It is an effective implementation approach that always allows for better quality control of the implementation and the availability of additional resources and at low cost. In addition, other actors intervene at the level of PROFIT's strategic decisions. Project management is then ensured by:

- a) A steering committee that supports strategic decisions on the ground
- b) Local government structures (DDASGA-MAST, SAE-MCI, DDAGA-MARNDR, and DDGA-MDE, as authorized strategic arms of the different thematic areas claimed by PROFIT),
- c) The ILO Regional Office for Latin America and the Caribbean (Lima, Peru),
- d) The ILO Office for Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Haiti, Panama, and the Dominican Republic (San Jose, Costa Rica),
- e) The ILO National Office in Haiti (Port-au-Prince)

In the field, a Principal Technical Advisor (CTP) is responsible for facilitating or coordinating the execution of the project in collaboration with national experts. An administrative and financial assistant is present in Port-au-Prince to support the CTP. She ensures local administrative and financial monitoring of the project. In addition to support staff, the team also includes a communications consultant to support the implementation of the project's communications strategy.

It is important to also highlight the support provided by the regional office and ILO headquarters. The Geneva and San José teams played a vital role in promoting fundraising advocacy initiatives. They provided assistance in the areas of quality assurance and in the creation of pandemic recovery strategies, and project monitoring and evaluation. Thanks to the use of the tandem and the synergy working model developed at various levels of the ILO, the project was able to provide relatively adaptable responses to increasingly complex challenges. With this important support, the project was able to integrate complex corporate thematic and compliance measures such as gender integration, environmental sustainability, and promotion of social dialogue within the project in order to build consensus with stakeholders and to pursue sustainable economic and social development. Organizational tools and support have been put available to ensure that ILO standards are followed and respected throughout the project implementation.

- ▶ **Interpersonal relations in the project were generally good or very friendly. The semi-structured interviews did not reveal any significant conflicts or disputes, instances of harassment or nepotism practices. Relations with service providers, agricultural companies, town halls and cooperatives have been respectful and promote the smooth running of activities. The testimonies received by the evaluation prove that the project sought good collaboration with actors on the ground.**

2.4.3.- QE3 | • To what extent has the ILO intervention applied innovative approaches for effective and timely ILO action to mitigate the immediate effects of the pandemic and insecurity on activities and support adequately continuity of implementation?

Overall, the strategy implemented proved to be successful. The emergence of the Covid-19 pandemic has highlighted the importance for the ILO to be more creative and has created a new and innovative work culture based on adaptation to difficult and emergency circumstances. Remote assistance had almost become essential in urban, peri-urban, and even city center environments. Due to the circumstances, this promoted the adoption of proactive strategies and available technologies by the project and by partners on the ground. However, due to the difficulties in accessing electricity, the internet signal, and even the significant reduction

on several occasions in the coverage of telephone companies, due to the lack of access for technicians responsible for carrying out maintenance and the fuel replenishment of telephone company relay sites, operational difficulties have arisen, and monitoring capacities are often affected.

2.4.4.- QE3 | • Has the monitoring and reporting mechanism been effective in making strategic decisions?

Designing an effective monitoring and evaluation system, or M&E system, is a complex task that usually involves qualified and available personnel. Different steps need to be taken and each step is linked to key questions. These questions revolve around the purpose and scope of the system, its planning and implementation, theory of change, information flow and availability of resources. As part of PROFIT, this mechanism has been very well designed. A monitoring matrix is developed and tools for collecting information on the indicators are available. The budget takes into account the need to carry out mandatory monitoring and evaluation exercises such as regular supervision and independent evaluation of the project at mid-term and at the end of the cycle. However, the evaluation found that there was no detailed monitoring and evaluation plan document and human resources (such as a monitoring and evaluation specialist) dedicated specifically to the implementation of this plan. As a result, the flow of information on the progress of the project and the work plan has not reached the desired level of efficiency despite the efforts made (case of the steering committee which requires more information on the implementation of the work plan).

Other features of the monitoring-evaluation mechanism that should be highlighted are: the two baselines developed (PROFIT and PROFIT EMERGENCY) have enough relevant information to allow the evaluation to draw objective conclusions to arrive at recommendations adaptable.

The progress reports prepared by the project team provided a good understanding of the project's progress. However, the knowledge management aspect did not appear sufficiently in the narratives.

An album of shots, and a folder with the most relevant video sequences are not noticed. These elements could help in the constitution of evidence for the final evaluation.

- ▶ **The monitoring-evaluation mechanism designed as part of the project is relevant. It is centered around the need to monitor performance indicators which are clearly defined according to a fairly SMART-G basis (Specific, Measurable, Achievable, Realistic and Temporal/Gendered). The project's targets and theory of change are very clear. Gender-specific sensitivities, and those linked to questions of integration and gender participation, are fairly well defined in the conceptual framework and more particularly in the development of periodic action plans. The budget takes into account the need to monitor and evaluate the results obtained and lessons learned. As part of the "emergency" PROFIT component, a monitoring-evaluation consultant was recruited. However, the evaluation observed that the PROFIT monitoring matrix was not updated regularly due to the absence of a monitoring and evaluation specialist dedicated to the project as a whole and road blockages. access that prevents regular supervision missions.**

2.4.5.- QE3 | • To what extent have project resources been leveraged with other related interventions to improve project effectiveness and maximize impact, where applicable?

The ILO collaborates with other agencies and specialized institutions of the United Nations System to carry out joint projects (such as UNDP, FAO and UNCTAD). These initiatives are aimed at small farmers in the southern peninsula. They also aim to improve the legal framework promoting job creation in the agricultural sector, to establish a policy to support the development of fishing, etc. In addition, through the PROFIT project, the ILO concluded a "UN - ONE" agreement with the WFP to implement a microinsurance system for the 1154 direct beneficiaries of the project. The objective of this agreement is also to explore the possibilities of including breadfruit in school canteens. As a result of this agreement, 1,000 beneficiaries have already been compensated for the impacts of recent drought events that hit the area. In addition, an order for 15 tons of breadfruit flour (i.e. 60 tons of breadfruit due to a 1:4 processing ratio) has already been placed with the GAPL for the integration of the flour into the canteens. schools.

The support of PROFIT, particularly through organized groups of civic society, is considered in the jargon of the Global Environment Facility (GEF/GEF) mechanism a sort of co-financing of other technical support

and/or complementary financial investments provided by other projects and programs of the United Nations System (UNDP, UNEP, FAO, UN-WOMEN, WFP and IFAD). In this context, it is also possible to mention other actors in international development cooperation such as the GEF, Canadian Cooperation through Global Affairs Canada (AMC), Japanese Cooperation, the IDB, the AFD (French Development Agency), the World Bank, Save the Children, PADF (Pan American Development Foundation), Swiss Cooperation, CRS (Catholic Relief Service). With this in mind, it is possible to create direct and/or transversal links between PROFIT and other projects such as:

- 1) Project of Revalorization of the Creole Garden under the leadership of young people and women in the South and Grande-Anse commonly called “PROFISUD”
- 2) Disaster Preparedness and Management (GRD-South/UNDP, BPC-MICT/MPCE) ²⁴, financed by Norway;
- 3) Integration of risks linked to climate change into national development planning processes in Haiti – PNA (UNDP) ²⁵;
- 4) Durable solutions for internally displaced persons (IDPs) ²⁶ in the Locality of Lahaie, Commune of Dame Marie, Grand-Anse Department;
- 5) Ecosystem-Based Adaptation (ABE, UNDP) ²⁷ financed by the GEF;
- 6) Support for accelerating the implementation of the SDGs in Haiti (UNDP) ²⁸;
- 7) Support for technical and vocational education and training in Haiti (UNDP) ²⁹;
- 8) Integration of risks linked to climate change into national development planning processes in Haiti – PNA (CGF Financing) ³⁰;
- 9) Support for Local Governance and Territorial Development (AGLDT) (ECHO) ³¹;
- 10) Support for the peaceful resolution of conflicts and the promotion of social cohesion in the town of Jérémie through youth organizations (UNDP, DFID) ³², etc.

2.5.- QE4 | • Direction of impact

The aim is to determine whether the strategic direction of PROFIT, at this stage, can already make a significant contribution to the long-term objectives. These inputs can include both positive and negative changes that occur during the implementation process, whether directly or indirectly, intentionally, or unintentionally.

2.5.1.- QE4 | • Is there evidence of positive changes in the lives of beneficiaries (Grand Anse farmers), in practices that increase productivity in the supply chain of targeted agricultural value chains, in the case of women in particular ?

2.5.1.- QE4.2 | • Logic of areas of concentration of actions and zones of influence of PROFIT

The project's actions mainly extend to the municipalities of Dame-Marie, Anse d’Hainault, les Irois, Chambellan, and Moron. However, farmers from other neighboring municipalities are also starting to reproduce certain practices observed when they go to PROFIT intervention areas. Thus, although the project is theoretically restricted to the administrative and political jurisdictions of the Grand-Anse territory, in reality, other natural factors are taken into account, such as:

- 1) Family ties between communities,
- 2) Life, work, and collaboration habits,
- 3) Environmental elements linked to the links between watercourses and watersheds,

²⁴ <https://erc.undp.org/evaluation/evaluations/detail/12382>

²⁵ <https://www.ht.undp.org/content/haiti/fr/home/projects/integration-of-risks-related-to-climate-change-in-the-processus-de-planification-du-developpement-national-en-Haiti-PNA.html> (Accessed February 2, 2021)

²⁶ <https://www.ht.undp.org/content/haiti/fr/home/projects/solutions-durables-pour-les-personnel-displacées-internes.html>

²⁷ <https://www.ht.undp.org/content/haiti/fr/home/projects/projet-d-adaptation-basee-sur-les-ecosystemes.html> (Accessed February 2, 2021)

²⁸ <https://www.ht.undp.org/content/haiti/fr/home/projects/Appui-al-acceleration-de-la-mise-en-oeuvre-des-ODD-en-Haiti.html> (Consulted on February 2, 2021)

²⁹ <https://www.ht.undp.org/content/haiti/fr/home/projects/Support-to-Technical-and-Vocational-Education-and-Training-in-Haiti.html> (Accessed February 2, 2021)

³⁰ <https://www.ht.undp.org/content/haiti/fr/home/projects/integration-of-risks-related-to-climate-change-in-the-processus-de-planification-du-developpement-national-en-Haiti-PNA.html>

³¹ <https://www.ht.undp.org/content/haiti/fr/home/projects/support-a-la-gouvernance-locale-et-au-developpement-territorial.html>

³² <https://www.ht.undp.org/content/haiti/fr/home/projects/support-a-la-resolution-pacifique-des-conflits-et-a-la-promotion.html> (Accessed February 2 2021)

- 4) Places of common socialization such as churches, vodou temples and cockfight arenas,
- 5) Areas for the exchange of local goods and services, thanks to the intercommunal network of traditional public markets.

In this way, the consequences of the project extend well beyond 5 km from the concentration points of the installations and/or the main activities of PROFIT. Some women's associations from communities neighboring the beneficiary areas are wondering why they are excluded from this project, when they face the same problems. Another aspect of the project that is going well beyond its intervention area is the mutual solidarity groups. This is linked to the project's objectives of strengthening beneficiaries' capacity to invest in the value chains and get more benefits from their own activities to, in turn, reinforce the community resilience. It is worth highlighting that knowledge acquired by groups funded by the project is being disseminated in this later area, which is a non-mentioned impact of the project.

- ▶ **The capacity building and/or expertise transfer sessions, facilitated by the project – to improve the economic empowerment of women through the targeted agricultural value chains, prove, according to the stakeholders, to be the essential first steps to cross. However, it is necessary to wait a few years after the administrative closure of the project to assess the major impacts and/or externalities.**
- ▶ **The most representative solidarity mutuals have developed and organized very solid links, which makes it possible to group and list the most vulnerable women. Thanks to this means, they can communicate pleasantly and without fear. Where possible, the project provides structuring support.**

2.5.1.- QE4.3 | • PROFIT and Livelihood Zones in Haiti Vs Market Access

PROFIT is centered around actions aimed at strengthening the capacity of producers to create, consolidate or improve their livelihoods in a sustainable manner. For example, the cultivation of cocoa is associated with other subsistence foodstuffs such as bananas, yams, beans in order to wait for the product to mature and obtain a better price for it. The project also provides skills and business opportunities that increase beneficiaries' income. The cocoa is fermented locally thanks to KALEOS and the price of the pound has increased from 35 gourdes to 80 gourdes. The capital received is then used to cover family expenses such as: hospital costs, children's schooling, and other one-off domestic expenses. Some small producers have no idea of the income they can receive from their harvest, which is important to them. In addition, through targeted actions, it facilitates the sale of producers' products. Another not-always-mentioned aspect of the project is its impact on environmental sustainability of local ecosystems. By investing in two important agricultural value chains, the project helps to provide food security, contribute to diversified regenerative agriculture and agroforestry, improved soil conditions and watersheds, and valuable environmental benefits including reduction of CO₂. In addition, the increase of credit availability, through the mutual groups that provide logical and democratized financial credit, helps to sustain livelihoods, and foster better social cohesion and community collaboration.

- ▶ **The project provides a response to this situation by targeting the rehabilitation of certain municipal markets and sections of the Jérémie-Les Irois road in partnership with the Departmental Directorate of Public Works and Communications through the EMERGENCY PROFIT component. So, it is this trend that PROFIT theory aims to reverse. If for all the constraints raised previously the level of effects and expected impact is not yet perceptible, for certain components of results, the evaluation estimates that the majority of interventions carried out and/or in progress fall into this category. dynamic.**

2.5.2.- QE4 | • To what extent have the project interventions developed female leadership that empowered them in their organizations?

The project gave an important place to the economic empowerment of women. For example, the impact of the establishment of solidarity groups is undoubtedly positive for women. They now say they have easier access to credit to meet their economic needs, unforeseen circumstances or increase their commercial activities. 100% of women receiving loans from MUSOs declare that it is an activity that brings a change in their lives and their homes given that they now have a way to partly meet their financial requirements, create income-generating activities and be more independent by using their income freely. With solidarity mutuals, even by repaying their debt, they benefit since the interest is also shared between the members, which encourages them further. In addition, they no longer need to decapitalize to repay debts contracted for urgent needs. They play an important role in the management of groups and are involved in decision-making spheres

creating democratic female leadership in the various groups. The impact of solidarity mutuals is therefore stimulating and the sustainability of this activity is very likely despite the fact that it deserves to be strengthened.

- ▶ **Women occupy a preponderant place in almost all activities to strengthen agricultural/agri-food value chains. They play a role in various sectors of the targeted agro-economic sectors. Even if they already had appreciable skills and competence in the processing and artisanal preservation of natural agricultural products well before the arrival of PROFIT, the advantages and orientations they benefit from PROFIT allow them to cope more effectively to current realities. It seems that they have a better grasp of the functioning and needs of markets, identify their weak points and are capable of designing ideas that are adaptable and financially sustainable. The consequences of the emergence of a sustainable, united local economy open to the world cannot be ignored.**

2.5.3.- QE4 | • To what extent has the project had an impact on promoting greater collaboration between the parties involved at local and departmental level?

From the start, the project made a considerable effort to integrate all local and departmental stakeholders in the implementation process. All local and regional institutions involved in the control or strengthening of agricultural sectors were contacted and involved. The decentralized structures and autonomous bodies of the MARNDR (departmental management, BAC of targeted municipalities) and the MAST, the MENP (National Institute of Professional Training), the MTPTC are strongly involved.

Collaboration with town halls was improved during implementation. Consequently, this improvement led to the training of civil engineers living in the municipalities in seismic construction and to strengthen the resilience of communities. In addition, training sessions are carried out on emergency management for the benefit of project beneficiaries, which constitutes a source of resources that can support municipal civil protection committees in the event of disasters.

At the local level, the project collaborated with the Platform of Agricultural Cooperatives of Grand'Anse (PLACAGA) and facilitated the connection of this structure with service providers recruited to support the process of capacity building of local actors. This network, in turn, facilitated the connection between project providers and direct beneficiaries. PLACAGA played an important role in the implementation of the traceability activity by facilitating access to cocoa producers, the purchase of cocoa by KALEOS, the establishment and expansion of mutual solidarity groups, the implementation of harvest insurance, the training of producers on emergency management, etc. It is also a member of COPIL which gives strategic directives. Given the importance of the platform in the sector at the local level, the project supported the process of its structuring by facilitating the registration with the National Council of Cooperatives (CNC) of member cooperatives of which there are eight (8). For the moment, four (4) of the eight (8) have already been registered. Additionally, the project has rented an office in Anse d' Hainault for PLACAGA's regular operations.

2.6.- EQ5| • Sustainability in the project

The objective is to assess whether the results of the intervention will be sustainable and whether they can be sustained or even expanded and replicated by other development partners once the intervention ends or after donor funding ends.

2.6.1.- QE6| • Are the steps towards sustainability being taken? Are they aligned with the project's sustainability strategy? Has the project identified useful sustainability indicators for medium-term outcomes (such as motivation, resources, capacities, or sustainable linkages)?

The project implementation strategy pays off. The project designers have carefully developed the project intervention line which is based on using the expertise of a range of stakeholders and service providers to deliver tangible and sustainable results. This helps develop strengths and reduce obstacles. By analyzing the implementation process, it is clear that the strength of the project is essentially based on:

- i. The relevance of the activities in relation to the challenges of the selected intervention areas,
- ii. Prospects for combating extreme poverty and exclusion,

- iii. The introduction of innovative strategies responding to local needs,
- iv. The involvement of key service providers, who not only master their area of expertise, but also and above all have built a strong territorial anchor in the project intervention areas,
- v. Productive collaboration with organizations, cooperatives, and local leaders for the implementation of activities,
- vi. A conceptual project framework in perfect congruence with the strategic priorities and realities of territorial stakeholders,
- vii. Extensive peasant farms and local socio-economic organizations at the heart of the implementation processes,
- viii. Social and financial engineering work based on the principles of networking and solidarity economics,
- ix. The standards linked to the principles of social and ecological safeguards are sufficiently integrated – based on a quality dynamic.

Some weaknesses were identified during the mid-term evaluation of the project. Many of them have not yet been fully addressed and the final evaluation considers that they remain relevant in order to optimize the possibility of perpetuating certain positive impacts:

- (i) **The appropriation and sharing of the Agrotracking platform developed to support the implementation of the traceability system in the cocoa and breadfruit sectors with the BACs of the municipalities concerned and the MARNDR** : This is an important achievement and a strategic tool which deserves to be appropriated by the authorities of the Ministry of Agriculture who will be able to promote it and encourage its regular updating by seeking funding during the post-project period. This is an important step for the traceability of cocoa and breadfruit from Grand 'Anse, two sectors which target the international market which is very demanding in this area. As was noted mid-term, this database can be extended by inserting other important crops in the area and using it to continue to monitor the agricultural potential of Grand 'Anse. It can also be used, among others, by civil protection to respond more quickly to the impacts of disasters (such as floods and destruction of crops) in municipalities. Currently, this database is not yet shared with the BACs (Bureau Agricole de Communes) and other MARNDR structures, so they have neither access nor knowledge of how the platform works. For the system to be sustainable, it must be appropriated by the permanent bodies of the area.
- (ii) **Development of departmental alternative markets to the traditional and preferential northern ones**: Fair trade and organic certification provides access to interesting, promising and very encouraging international markets and opportunities. However, to access these opportunities, it is absolutely necessary to cross Port-au-Prince which is very often in turmoil due to recurring socio-political unrest which paralyzes the activities of export ports, therefore the regularity of supply of products to international customers very demanding. This often has negative repercussions on the coordination and/or operation of targeted sectors in other regions of the country. In the absence of a strategy for developing alternative innovative departmental markets, agricultural value chains will always have difficulty developing sustainably.
- (iii) **Memorandum of understanding towards contract farming**: There is no memorandum of understanding between farmers and agricultural companies (GAPL, Kaléos) to clarify the price formation attributes (Cocoa, Real Tree). It would be important to favor a contract farming approach, to reassure the various stakeholders in the target sectors.

► **In order to have a greater impact in communities, the ILO maintains effective coordination with the most relevant International NGOs in the field of Cocoa. For example, the CRS plays a critical role in implementing a traceability system and training agricultural service providers to avoid duplication and complement interventions. Indeed, the CRS is also involved in the establishment of a traceability system and the training of agricultural service providers.**

2.6.2.- EQ5| • Are the steps towards sustainability being taken? Long-term outcomes (such as productivity, sustained service delivery, access or demand); or through impacts (such as supported behaviors - national ownership, practices or use of services)? If yes, which ones?

The dynamic initiated in the project is built on a responsible, objective, and pragmatic basis. The project established the foundations for certain sustainability of the results obtained. Activities are carried out in partnership with local institutions (or external but present locally) which have a solid base in the sector and in the community. It considered structuring actions for all components of the selected sectors (production-conservation-transformation-marketing) and involved strategic and control structures for better appropriation and promotion of the sectors over time. With an approach that aims to strengthen local producers and the testimonies obtained in the field, the evaluation can say that the sustainability stages have been reached. However, considering the following actions can strengthen this sustainability:

- (i) Development of an effective and well-considered exit strategy that takes into account all aspects that should lead to maintaining progress and the planned scaling as well as the development of strategies based on the availability of tools that should feed into this exit strategy. exit,
- (ii) The possibility of mobilizing additional resources continuously during the post-project period to reinforce the achievements and consolidate the progress already made,
- (iii) The ability of actors to maintain profitable flow markets and even acquire other national or regional markets with sustainable demands to ensure the sustainability of sources of income. This will constitute a source of motivation or an incentive for producers who have a certain selling point and a guarantee of regular income,
- (iv) The improvement of investment conditions by the state by creating a better socio-political environment and the development of policies favorable to the strengthening of promising sectors. It is also important to develop measures to protect these strategic sectors and to facilitate and promote external and internal investments through special incentives.

2.6.3.- QE6| • Are national/local partners willing and committed to continuing the project?

The strategic approach of mutually beneficial partnerships adopted by the project fosters an enthusiasm among stakeholders which leads to the conclusion that the actions of the intervention will be continued well beyond the set closing date. During interviews with the main actors of the project, they showed interest in continuing their individual activities and setting long-term objectives while relying on the consolidation of the project's achievements. KALEOS, for example, plans to increase and develop further its operations on the field by purchasing more cocoa and support local production. New partners can also join the ecosystem set up to continue and amplify the actions already carried out.

2.7.- Main conclusions of the evaluation

The PROFIT project reflects the government's priorities as set out in the Haitian Strategic Development Plan (2012 - 2030). The project also responds to the evolution of national policies of the UN and the ILO, as set out respectively in the Sustainable Development Framework (UNDAF). Considering that the project has made satisfactory progress at the level of each of the expected results despite the fact that it had to face a certain number of constraints and that the achievements are either completed (with the majority of the targets of the indicators of the framework logic have been reached), or are about to be completed, we formulate the following conclusions:

- I. The objectives of the project and the resulting theory of change are very relevant given the problem addressed, the observed and declared needs and the achievements to address these challenges. The stakeholders consulted unanimously agree that the problem addressed is related to the expectations and real needs of the target communities and that the achievements contribute to responding to the problems faced by the beneficiaries.
- II. The project implementation framework is also consistent with national and multinational policies and strategies. The specific objectives targeted are in perfect relation with the United Nations cooperation framework for sustainable development (UNSDCF 2023-2027), particularly:

- ▶ **Effect 3:** *A new inclusive, equitable economic model, vector of new investments, growth, and sustainability, favorable to the rapid creation of decent jobs with a focus on young people and women, capable of substantially reducing poverty and inequalities, is formulated, approved, and implemented.*
- ▶ **The effect 4 :** *The population, particularly groups vulnerable and marginalized, has better access to equitable, inclusive and quality basic social services, with particular attention paid to respect for human rights, gender equality, and the inclusion of disability, with a view to strengthening of the social contract*
The population, particularly vulnerable and marginalized groups, has better access to equitable, inclusive and quality basic social services, with particular attention paid to respect for human rights, gender equality, and to the inclusion of disability, with a view to strengthening the social contract , and
- ▶ **Effect 5:** *Information systems and financial mechanisms and normative frameworks sensitive to gender, protection and social inclusion are put in place to help state authorities, local communities, and other relevant national actors to manage and coordinate public policies to strengthen resilience based on risk management, territorial governance, and environmental management.*

The project is also closely related to the objectives and priorities of the country program for the promotion of decent work of the ILO office in Haiti, the Haitian Development Strategy Plan (PSDH) and other instruments, agreements, conventions, and declarations of regional, international, and transnational principles relating to the thematic areas claimed by PROFIT relating to the SDG Agenda.

- III. **The implementation of PROFIT has reached a satisfactory level of efficiency.** The identified implementation deficits are mainly linked (at least 80%) to a complex, increasingly difficult, and very risky implementation context. The choice of PLACAGA, KALEOS, KNFP and other key partners played an important strategic role.
- IV. **The project was implemented taking into account the values of universal ethics in sustainable development:** Interpersonal relations and with the stakeholders of the project support mesosystem were good and very cordial. No major conflicts or disputes, cases of harassment or nepotism practices were observed or explained in the semi-structured interviews.
- V. **The implementation of PROFIT has reached a very satisfactory level of performance.** Despite an extraordinary implementation environment with natural disasters, a pandemic, and repeated socio-political crises, the various stages and planned tasks are completed within an acceptable time frame. Regular monitoring of project performance is carried out, and, thanks to this, it was possible to take corrective measures to restore the temporal alignment of the project.

2.8.- Main lessons learned

The main lessons learned during the implementation of PROFIT are:

L.1. | The integrated implementation approach as a factor of overall satisfaction: *The improvement in the overall satisfaction of the project during the final evaluation compared to the mid-term review is above all the result of the integration of more actors and better dissemination of results through the implementation of additional components .*

- ✿ The involvement of all local stakeholders concerned in the implementation of projects is crucial for its success and ownership, and therefore greater sustainability of the results. It is also a source of satisfaction. These actors are close to the daily realities of producers and have in-depth knowledge of their specific needs and challenges. Within the framework of PROFIT, the liaison role between producers and the project played by PLACAGA (mainly in insurance and financial credit activities) was important and made it possible to reach the most needy beneficiaries, who, accordingly, express their satisfaction with the implementation. In addition, the diversification of activities with additional components has allowed greater involvement and collaboration with town halls and BACs who are very satisfied with the results of PROFIT.

L.2. | Proactivity in the communication chain, an essential element for success: *Communication is an important element in the implementation of projects. In a situation of repeated crises like that in Haiti where stakeholders still do not have full control of their programming, proactive communication strategies help to better manage unforeseen events.*

- ✿ Project management is a complex process that requires effective coordination between different stakeholders. In this sense, one of its fundamental aspects is communication. In a crisis situation, it is important to adopt a proactive approach and create communication tools to optimize the exchange of information. PROFIT was able to proactively use the communication channels available internally and, in the field, to share useful information allowing the continuity of work even in difficult times.

2.9.- Emerging good practices

BP-1. | Introduction of digitalization in the management of the cocoa and breadfruit sectors in Grand-Anse: *The establishment of a digital platform to record farm data supports rural transformation and opens the way to better structuring of the sectors cocoa and breadfruit.*

- ✿ Technology plays an essential role in the development of promising agricultural sectors by improving efficiency, sustainability, productivity, and profitability. It allows, for example, to better plan and monitor expected returns. PROFIT's investment in the traceability system is an innovative action that deserves to be replicated for other profitable sectors such as coffee, rice, mangoes, essential oils, etc.

BP-2. | Strengthening local capacity in disaster prevention: *Carrying out training sessions for local seismic and anticyclonic construction technicians and disaster prevention and management for beneficiaries is an activity that will provide immediate and long-term results. long term.*

- ✿ In Haiti, development efforts are often hampered by unexpected disasters. These, whether natural or of human origin, have a significant impact on the economy of the affected regions. Prevention is therefore a fundamental pillar of sustainable community development. It requires a proactive approach and the introduction of practices that build resilience in the face of natural and man-made challenges. By training over 1,000 project beneficiaries on preparation, prevention and risk management techniques, the project acts proactively in securing the sector strengthening actions carried out and increasing community resilience. Considering the different groups that are trained, the replication.

BP-3. | Establishment of productive partnerships by the project: *The success of the project with its sector approach is mainly due to the partnerships established and maintained with institutions with good roots at the local level; because the latter represent the basis of the selected sectors and emerged strengthened from the implementation, which paves the way for the sustainability of the actions carried out by the project.*

- ✿ As the breadfruit processing unit and cocoa fermentation center grow and reach other markets, the income of local producers will increase while creating better living conditions for these beneficiaries. Currently, in harvesting time, about 85% of the income of producers come from their sale. Therefore, the project's approach to establishing, structuring and/or strengthening these post-harvest processing and conservation structures is beneficial to the community by providing local employment and additional income opportunities.

2.10.- Recommendations

A summary of the key recommendations can be formulated as follows:

- ✿ **R.1.- Carry out an exchange workshop (three days) for the establishment of a regional collaborative platform, involving in particular the local decentralized entities of the MARNDR, the Chamber of Commerce and Industry, implementing partners, NGOs of development and local financial institutions, mutual societies (MUSO) and the most representative organizations of farmers or agricultural professionals, to support the exit strategy:** *The project manages to bring together and organize the actors, previously scattered, in agroecological value chains with a socio-economic vocation; however, there does not yet exist a multi-stakeholder space where the potential,*

challenges and opportunities can be exploited, to better promote and sustain the achievements and legacies of the project, on a regional scale.

- ✿ Promotion of the sector largely depends on the effective involvement of local stakeholders. To facilitate sustainability, it is important to intensify cooperation between the different actors involved. This is important to open up new operational perspectives. As part of new initiatives, in addition to seeking synergies with NGOs operating in the area, it would be important to deepen collaboration with the departmental agricultural directorate of Grand 'Anse, universities and professional schools, offices agricultural authorities, the departmental directorates of the ministries of social affairs and commerce as well as the boards of directors of the municipal sections. The establishment of a space for consultation on the problems faced in the value chains should be encouraged.

- ✿ **R.2. Carry out six open days (3 in Grand-Anse and 3 in the south) in order to promote (exhibit) the achievements of PROFIT to the general public, by giving the different categories of beneficiaries (individual and organizational) the opportunity to present their achievements (agricultural and consumer products on site, technologies introduced, photos, documents, videos, etc.), with the involvement of the various vectors of the regional and even national press :** *The project generated a set of results tangible, substantial, promising, promising and innovative in several areas, it will be an opportunity to popularize good practices, lessons learned, emerging issues; and, to offer associations of producers, traders, FOSACs, etc. to exhibit and sell their products (food, processed products or technologies, services, etc.); and to communicate their contact details to interested parties (business card).*

- ✿ **R.3.- Produce an article to promote the international prize won by KALEOS, with the support in part of PROFIT, with a view to further encouraging other companies in the private sector to invest in the initiatives approached under the angle of the circular economy, framed by a quality approach, as a source of diversification, empowerment and creation of renewable wealth – in a prism of socio-ecosystem resilience:** *The partnership with KALEOS is a very good example of the importance of private investment in the agri-food sectors. in the context of Haitian extensive agriculture, but other innovative investments of this type can be locally experienced at the level of production, conservation, processing and expanded marketing, while guaranteeing sustainable additional income for producers and sustainable development processes.*
 - ✿ The project invested in the strategic strengthening of the sector through the establishment of the cocoa fermentation center in Anse d' Hainault and the breadfruit processing unit in Dame-Marie as well as the regeneration of plots of cocoa by facilitating a partnership of two private companies with local producers. However, given the potential of the area, the initial results, and the needs, other infrastructures and complementary operators in the chain are necessary to better structure the two sectors and gradually derive much more benefits.

- ✿ **R.4.- Promote the scenario of resource mobilization for another phase of the project, with a view to strengthening actions in the breadfruit sector, while guaranteeing substantial investment for the deepening of research and development new opportunities, seen from the perspective of a structuralist, integrative, pragmatic and decolonized epistemic approach:** *The findings from these studies pave the way for further research and creation of new economic opportunities through the development of strategic agro-economic value chains.*
 - ✿ In the first part, the project made significant investments in research into the substitution capacity of breadfruit flour and the establishment of a processing center. However, this effort has lost momentum due to various factors including road blockages to reach major markets and supermarkets. In the event of a second phase, it would be important to resume actions at the level

of this promising sector given its potential and its capacity to attack the problems of vulnerability to food insecurity, post-harvest loss of a product available, and generation of additional income.

Management arrangements linked to the findings of the final evaluation

Table 6. | Key elements on response management of key recommendations, good practices and lessons learned from the evaluation

Recommendations (Ri)	Intended for	Priority level	Time range	Resources involved	Links to knowledge management
R.1.- Carry out an exchange workshop (three days) for the establishment of a regional collaborative platform, involving in particular the local decentralized entities of the MARNDR, the Chamber of Commerce and Industry, implementing partners, NGOs of development and local financial institutions, mutual societies (MUSO) and the most representative organizations of farmers or agricultural professionals, to support the exit strategy: <i>The project manages to bring together and organize the actors, previously scattered, in agroecological value chains with a socio-economic vocation; however, there does not yet exist a multi-stakeholder space where the potential, challenges and opportunities can be exploited, to better promote and sustain the achievements and legacies of the project, on a regional scale.</i>	ILO Office in Haiti in collaboration with its privileged local partner PLACAGA and other local actors	High	Short term	Average: It all depends on the project's maneuvering room	BP3 L2
R.2. Carry out six open days (3 in Grand-Anse and 3 in the south) in order to promote (exhibit) the achievements of PROFIT to the general public, by giving the different categories of beneficiaries (individual and organizational) the opportunity to present their achievements (agricultural and consumer products on site, technologies introduced, photos, documents, videos, etc.), with the involvement of the various vectors of the regional and even national press : The project generated a set of results tangible, substantial, promising, promising and innovative in several areas, it will be an opportunity to popularize good practices, lessons learned, emerging issues; and, to offer associations of producers, traders, FOSACs, etc. to exhibit and sell their products (food, processed products or technologies, services, etc.); and to communicate their contact details to interested parties (business card).	ILO Office in Haiti, Project Team, PLACAGA and associated cooperatives	High	Short term	Medium: Try, if possible, to mobilize additional funds or to carry out decommissioning in lines if possible.	L1 L2 BP1 BP2 BP3
R.3.- Produce an article to promote the international prize won by KALEOS, with the support in part of PROFIT, with a view to further encouraging other companies in the private sector to invest in the initiatives approached under the angle of the circular economy, framed by a quality approach, as a source of diversification, empowerment and creation of renewable wealth – in a prism of socio-ecosystem resilience: <i>The partnership with KALEOS is a very good example of the importance of private investment in the agri-food sectors. in the context of Haitian extensive agriculture, but other innovative investments of this type can be locally experienced at the level of production, conservation, processing and expanded marketing; while guaranteeing sustainable additional income for producers and sustainable development processes.</i>	ILO Office in Haiti, MAST, MARNDR, and MCI	High	Short term	Low: Recruit a scientific expert capable of capitalizing on, or even systematizing, the support of the project to produce a standard article or one with a national focus, depending on the project's margins of maneuver at this stage.	L1 L2 BP1 BP2 BP3
R.4.- Promote the scenario of resource mobilization for another phase of the project, with a view to strengthening actions in the breadfruit sector, while guaranteeing substantial investment for the deepening of research and development new opportunities, seen from the perspective of a structuralist, integrative, pragmatic and decolonized epistemic approach: <i>The findings from these studies pave the way for further research and creation of new economic opportunities through the development of strategic agroecological value chains.</i>	ILO Office in Haiti, the project team and its technical partners such as UNIQ and GAPL	High	Short and medium term	Large: Plan the formulation of a project concept with a theory of change that takes into account new concerns and/or emerging issues.	L1 L2 BP3 BP1

ANNEXES

Annexes I | Methodology for the thematic maps production

For the three types of surveys and the focus group, the doubly stratified random sampling method based on the spatial density of the beneficiaries was adopted. The following steps were chosen so that the sample is representative from the point of view of the spatial distribution of the beneficiaries:

- Establishment of the system: Based on the fixed sampling rate (sampling rate $\geq 30\%$), from the total target population, the number of interviews to be carried out was calculated.
- Stratification at the municipal level: This first stratum allowed us to grasp the spatial density of the beneficiaries at the level of the five (5) municipalities favored by PROFIT, as the intervention concentration zone. Based on this distribution, the rate of representativeness of each municipality in the sample was estimated (weighting).
- The limitation of ecological biases and representativeness: The beneficiaries of PROFIT are not evenly distributed at the level of the different communal sections of a municipality. Before proceeding with the random draw, a second level of stratification was considered so that the rate of representativeness of each municipal section within a municipality could be calculated. Thus, based on the density of beneficiaries, at the level of the municipality, a weight was calculated for each municipal section to guide the random draw to guarantee the optimal representativeness of the sample.
- The number of interviews per municipality: Once the two weights have been calculated, the number of interviews per municipality is calculated, then by municipal section by multiplying the number of interviews by the weight of each municipality.
- The representativeness and the inclusiveness of the communal sections: After having determined the number of interviews to be carried out per commune, we multiply the latter by the weight of each communal section so that to know the rate of representativeness of each communal section in the sample.
- Consideration of gender-specific factors: Once the number of interviews to be carried out per communal section is known, the female/male participation quota is applied and then the evaluation proceeded to sampling by quota.

Annexes II | List of questions and main tools mobilized for data collection

| FINAL/EXTERNAL PROFIT EVALUATION
ILO-SAE/MCI-INCAH/DDA-S/DDA-GA-MARNDR...
CONSULTANT: CATEDEL COMPANY (MID-DECEMBER 2023-MARCH 2024) | [HTTPS://CATEDEL.CA/](https://catedel.ca/)
Sponsor: ILO

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

- 1) Where did this project come from or what was the basis of its genesis (problem and advocacy action of influential actors)?
- 2) At what level were you involved in its formulation and the implementation process?
- 3) What was the place of your institution in the decision-making process (design, project formulation)?
- 4) What were the main expectations at the start (pre-project dream)?
- 5) How do the ministries and other cross-sectoral actors in the privileged intervention zone (Cf.: Local elected officials, **BAC: Communal Agricultural Office** , the Departmental Directorate of sectoral ministries (MARNDR/MDE, MCI, MAST), Research Centers and/or or technical and university training from the geographical departments concerned, organized civil society groups were involved in the process (design, implementation, operation, etc.)?
- 6) Sensitivities developed by the project in terms of environmental and social safeguards, gender, climate change and universal design?

II.- Beneficiary profile & Selection process:

- 1) Discriminant criteria for choosing beneficiaries?
- 2) Methodology: Issues and challenges (current and emerging) associated with the process?
- 3) Have any cases of conflict been recorded? Methods, means of resolution and their effectiveness? the impacts on social cohesion and/or on the process?
- 4) In your opinion, what should possibly be reviewed or adapted to ensure better articulation and/or adaptation of the process?
- 5) Lessons learned from the selection process?

III. Interpersonal/interinstitutional relationships and movements

- 1) Diagram of the decision-making process and operational mechanism in the implementation (Communication corridors)?
- 2) How have the relationships between the project stakeholders evolved?
- 3) Is there a steering committee? Its functions and relevance? Its level of functionality? Its efficiency ? Archives?
- 4) Level of involvement and effective commitment of the different groups of stakeholders in relation to the responsibilities that have been set in the project reference documents?
- 5) Was the institution you represent able to respect all of its commitments in implementing the project?
- 6) Main difficulties encountered on the road & Adaptation strategies developed in the face of challenges and issues emerging during the process?

IV.- Perception of satisfaction

- 1) Were you consulted in the context of carrying out the mid-term evaluation?
- 2) In your opinion, how have the recommendations of the mid-term evaluation been implemented? What changes have been observed since this exercise was carried out?
- 3) To date, at what level is your institution satisfied with the achievements and/or results of the project, compared to its initial expectations (dreams)?
- 4) From the period of completion of the mid-term evaluation to date, what are the major advances in the project, in your opinion?
- 5) What are satisfaction levels ? In relation to who or what?
- 6) What does your institution intend to do to respond to the shortcomings and demands considered legitimate?
- 7) To date, what has the project team not been able to achieve compared to the forecast schedule? The three (3) main reasons which would justify or not justify these breaches? The impacts or spin-offs associated with these achievement shortfalls compared to the expected results in the project reference documents?
- 8) How do you perceive the component relating to the sub-project complementary to PROFIT combined with the polyptych “ *Emergency, recovery, adaptation and resilience* ” in the project? What is its real added value?
- 9) In your opinion, do the results already obtained have the potential to be replicated?
- 10) What aspects of the implementation do you think need to be improved and how?
- 11) Do you have information on the traceability system set up by PROFIT? In your opinion, what are its strong points and what needs to be improved for a better result? What support can your institution provide for the sustainability of this system?

Other specific sensitivities on the PROFIT Mid-Term Evaluation agenda:

- Issues and challenges to take into account in the mid-term evaluation process?
- Other remarks, comments or questions to share.

FINAL/EXTERNAL PROFIT EVALUATION

- 1) On which component did you intervene as part of the **PROFIT implementation** ?
- 2) Involvement of institutional/organizational actors, natural leaders and beneficiaries in your mandate (TOR of the assigned mission)?
- 3) Were you consulted in the context of carrying out the mid-term evaluation?
- 4) In your opinion, how have the recommendations of the mid-term evaluation been implemented? What changes have been observed since this exercise was carried out?
- 5) Compared to the existing baseline, what could limit the evaluator in deepening his reflections on a SMART basis³³(Cf.: Basic ex-ante diagnostic studies very possibly, ESIA/PGES/SME, etc.) ; with regard to the component on which you intervened in particular?
- 6) Awareness and communication strategy developed in implementation?
- 7) From the period of completion of the mid-term evaluation to date, what are the key achievements in the **PROFIT** to date (Cf.: high readability and visibility)?
- 8) Level of adequacy that can be established between the ambitions (conceptual and operational framework) and the resources available in the forecast budget of the project?
- 9) Your level of satisfaction with the implementation process? Reasons explaining this level?
- 10) How have interpersonal relationships evolved in **PROFIT** ? Conflicts of roles and responsibilities? Their impacts on the different types of reports developed during implementation?
- 11) To date, what has the project team not been able to achieve compared to the forecast schedule? The three (3) main reasons which would justify or not justify these breaches? The impacts or spin-offs associated with these achievement shortfalls compared to the expected results in the project reference documents?
- 12) Possible disputes? Resolution approach?
- 13) Effects and impacts of inflation on achievements to date (during the execution and operation phases)?
- 14) What could we not achieve with regard to the forecast framework? What justifies the shortcomings? Have the lessor and the national counterpart been notified? Their reactions? The effectiveness of the response strategies developed?
- 15) What additional performances would be worth reporting (unexpected added values)?
- 16) What aspects of the implementation do you think need improvement? How can they be improved?
- 17) Did you contribute to the establishment of the PROFIT traceability system? In your opinion, what are its strong points and what needs to be improved for a better result? Have you noticed a considerable number of refractory and opponents to the implementation of this system? What do you think are the causes?
- 18) What support can your institution provide for the sustainability of the traceability system?
- 19) How do you perceive the component relating to the sub-project complementary to PROFIT combined with the polyptych “*Emergency, recovery, adaptation and resilience*” in the project? What is its real added value?
- 20) How 1) the gender dimension, 2) universal design, 3) socio-environmental concerns (Cf.: Environmental and social safeguards), 4) respect for the rights of minor children (Cf.: Conditions of hiring and work),..., 5) universal design, 6) the potential impact of climate change... have they been considered in the implementation of your actions/interventions through PROFIT?
- 21) To what extent and how were the recommendations of the mid-term evaluation linked to the necessary developments in the project's theory of change taken into account?

Other specific sensitivities to discuss with the sponsor in relation to the Evaluation:

- Precautions to take ?
- Specific aspects to explore?
- Obstacle to the process of extension and consolidation?
- Issues and challenges to take into account in the process of formulating consolidation, replication and/or extension projects in perspective, based on your experiences?

FINAL/EXTERNAL PROFIT EVALUATION

³³SMART: Specific, Measurable, Achievable, Timely

Sponsor: ILO

Survey on the description of the Sociometric and Socio-economic Profile and perception survey for young direct beneficiaries who had participated in the training program developed as part of the implementation of the PROFIT Project

Investigator Code : _____

I.- Identification of the beneficiary:

Investigator Code -e	Date Survey /12 / 2023			
		Sex	F	M	
First name, LAST NAME of the beneficiary or Learner					
Place of residence					
Age of direct beneficiary					
Phone - s / Email					
Member of which local development organization or cooperative?					
Religion					
Privileged relationship developed with PROFIT (To what extent are you involved in the implementation of PROFIT ?)					

II.- Key sociometric variables & Level of involvement in PROFIT:

01	Marital status	
02	Number of household members or dependents	
03	Who informed you of the existence of PROFIT ?	
04	Profession before PROFIT	
05	What was your motivation for joining PROFIT ?	

III.- Were you consulted in the context of carrying out the mid-term evaluation of PROFIT?

IV.- Main components of the beneficiary's socio-economic activity system before PROFIT (Cf.: Beneficiary profile):

1.- _____ 2.- _____ 3.- _____

V.- From your activity system, what was the monthly income earned (Before and After PROFIT)

Monthly income in Haitian Dollars		
01	Income earned before PROFIT	Income earned thanks to PROFIT assets
02		
03	Explanation / Comment from the respondent on his monthly income earned before PROFIT	Explanation / Comment from the respondent on his monthly income earned thanks to PROFIT achievements
05		

VI.- What were the discriminating criteria of your choice, as a direct beneficiary in the PROFIT project?

Answer 1: _____
 Answer 2: _____
 Answer 3: _____

VII.- What were the conditions of access to this project – as a beneficiary?

Answer 1: _____
 Answer 2: _____
 Answer 3: _____

VIII.- Were you able to respect the agreed commitments?

Yes	No
If not why not, and what are the associated risks and threats?	

XI.- In your opinion, for what reasons was the request of other people (potential beneficiaries) unsuccessful (refused)?

Answer 1: _____
 Answer 2: _____
 Answer 3: _____

XII.- How do you perceive the component relating to the sub-project complementary to PROFIT combined with the polyptych “*Emergency, recovery, adaptation and resilience*” in the project? What is its real added value?

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X III.- Development and/or capacity building actions in the implementation of PROFIT:

7) Were you involved in the PROFIT formulation phase? Yes ---- No ----, If yes at what level?

Project idea: 1		Plan design: 2		Choice of site: 3	
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8) Were you involved in the execution phase of the project? Yes ---- No ----, If yes at what level?

--

9) Were you able to benefit from (training/awareness modules and/or development/strengthening sessions) capacities in the execution phase of the PROFIT Project? No Yes If yes, the then s:

o Answer 1: _____

o Answer 2: _____

o Answer 3: _____

10) Identify one or more aspects which were not covered in the training sessions, yet which proves to be fundamental in relation to the realities of the area?

o Answer 1: _____

o Answer 2: _____

o Answer 3: _____

XI.- Beneficiaries’ perception of satisfaction levels:

11) Name, overall, three (3) main aspects of PROFIT that you really like?

a. Answer 1: _____

b. Answer 2: _____

c. Answer 3: _____

12) What should the authorities and/or other local structures concerned improve to facilitate the consolidation of PROFIT achievements on a sustainable basis, after the project?

--

13) What is PROFIT changing or changing positively in your life?

--

14) How does PROFIT impact your life?

--

15) How have your relationships evolved, as a direct beneficiary, with the decision-makers/institutional/organizational actors, stakeholders in the PROFIT execution process? Check the appropriate number:

Steering Committee	Harmonious	(Good	(Good enough	(Mixed	(Bad	(
PROFIT Project Team	Harmonious	(Good	(Good enough	(Mixed	(Bad	(
Entity Responsible for Training	Harmonious	(Good	(Good enough	(Mixed	(Bad	(
Local elected officials involved	Harmonious	(Good	(Good enough	(Mixed	(Bad	(
CASEC offices	Harmonious	(Good	(Good enough	(Mixed	(Bad	(
Service providers involved (Consultants, Research firms, etc.)	Harmonious	(Good	(Good enough	(Mixed	(Bad	(
MCI Departmental Directorate	Harmonious	(Good	(Good enough	(Mixed	(Bad	(
MARNDR Departmental Directorate	Harmonious	(Good	(Good enough	(Mixed	(Bad	(

Cooperatives involved	Harmonious	(Good	(Good enough	(Mixed	(Bad	(
• General comment										

16) To what extent and how were the recommendations of the mid-term evaluation linked to the necessary developments in the project's theory of change taken into account?

17) Express your fondness for Project PROFIT?

Passionately	(Much appreciated	(Appreciated	(Mixed	(Undecided	(
--------------	---	------------------	---	-------------	---	-------	---	-----------	---

XII.- Summary, Lessons learned, Advice and Perspectives:

a) If an institution decides to finance a project of this type in the future, given your experiences, what would be the 3 main aspects to take into account, for better appropriation of the approach?

- Answer 1: _____
- Answer 2: _____
- Answer 3: _____

b) General comments on the project (Express yourself without constraint, and with complete objectivity):

Thank you so much,

Main questions raised regarding gender and Sex

1. Phase I: Determine the problem and issues and carry out the research:

- 1- The quantitative and qualitative data available (indicators, research reports, literature reviews, evaluations, information on vulnerable groups and risk factors, statistics on the use of services, etc.) do they distinguish between women and men (W/M)? If not, can we consider intervention to ensure, for the future, the availability of data differentiated by sex?
- 2- Are the data available precise enough to allow a satisfactory analysis of realities based on sex?
- 3- Do they consider other determinants associated with the problem under study, such as age, ethnic origin, income, marital status, living environment, region, etc.?
- 4- If not, can we define and implement a process that involves women and men to clarify this data (focus group, brief survey, etc.)?

2. Phase II: Description of the Problem Draw up an overview of the situation of women/women in light of the quantitative and qualitative data previously collected

- 1- What is the proportion of W/M affected by the problem (directly or indirectly)?
- 2- What are the specific problems and needs experienced by W/M that the quantitative and qualitative data highlight?
- 3- What are the living conditions of W/M and their respective situation in relation to other determinants associated with the problem analyzed?
- 4- What services and resources are available to the population regarding this issue? How are these resources used by W/M?
- 5- What resources are available to stakeholders in the sector (for example, training, an intervention protocol, etc.)? Do they take F/M differences into account?

3. Phase III: Analysis analyze the situation according to the w/m

- 1- Does the description of the problem allow us to observe significant differences between W/M? conversely, does an absence of difference appear worthy of interest?
- 2- How can the presence or absence of significant differences between W/M be explained? What factors explain this presence or absence: biological factors, social roles and socio-economic realities of W/M, etc.?
- 3- What are the consequences of the gaps observed between W/M, both in terms of how they are affected by the problem and the resulting needs and in the links, they maintain with the health and social services network?
- 4- Do the resources and services available consider certain major differentiating factors between W/M? Are these resources and services also accessible to W/M?
- 5- Could their quality and relevance be improved considering this information?
- 6- What are the main findings and issues that emerge from the situation of W/M revealed by the Gender-Differentiated Analysis (GDA)?
- 7- If there is consultation on these findings, does it reach women and men?

Phase IV: Development of orientations / Policies / services / Programs Determine the objectives, areas of intervention, priorities, etc., according to the reality's F/M

- 1- From a perspective of accessibility, quality, and equity, how can the issues identified during the GDA be taken up and translated into guidelines, policies, services and programs?
- 2- What are, realistically, the areas of intervention, objectives and priorities that would adequately consider, if necessary, the situations and differentiated needs of F/M?
- 3- What would be the consequences of not considering the findings of differentiation between F/M, revealed by the GDA?
- 4- Have indicators and measurement tools been provided for monitoring and evaluation?

Annexes III | PROFIT Evaluation matrix and Performance criteria scoring system

Table 1 | Matrix of questions for the final evaluation of the PROFIT project and approach methods

#	Criteria for evaluation questions	Indicators	Sources	Methodology
No.	Relevance. <i>The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.</i>			
a.1.	<i>To what extent is the project design and adjustments address the specific needs (and changing needs) of men and women?</i>	<ul style="list-style-type: none"> • Level of adaptation and appropriation of the theory of change and/or conceptual map according to a holistic approach • Level of coherence of the logic model regarding the theory of change, expected results and resources mobilized • Project sensitivity to sex and gender issues in targeted agricultural and agri-food value chains • Monitoring and/or results indicators established on gender issues related to training and employment in the project • Ratio of employment and training services for men/women across the different components of the project • Power relations between women and men in the coordination and development of sectors • Differentiated access to the added values generated through the different segments of the targeted promising economic sectors 	<ul style="list-style-type: none"> • Project baseline • ILO Gender and Employment Strategy • Project document • Project team and key stakeholders • Sectoral public policy documents • Target groups • Sectoral public policy documents • Independent mid-term evaluation report 	<ul style="list-style-type: none"> • Document analysis • Analysis of the quality of stakeholder representation in the decision-making and operational mechanism of the project based on sex and gender (<i>Gender-differentiated analysis</i>) • Formal surveys and semi-structured interviews and focus group (where possible) • Analysis of the criteria established in the project to benefit from the advantages (jobs, etc.) • Sensitivity analysis of the project budget regarding sex and gender issues
a.2.	<i>Does it support vulnerable groups through its strategies/products/activities?</i>	<ul style="list-style-type: none"> • Transparency and fairness of benefit systems in the project • Established system of criteria for benefits 	<ul style="list-style-type: none"> • Project reference documents • Mapping of actors and actions • List of potential beneficiaries targeted in the PRODOC and baseline • Biopolitical and gender parameters disaggregated in the project database • Initial basic and priority needs in terms of capacity building identified at project start-up • Capacity building strategy and plan • Monitoring and evaluation tools on related capacity building 	<ul style="list-style-type: none"> • Historical surveys on expressed needs (see baseline) • Analysis of the adaptability of the theory of change • Evaluation of changes observed, appreciated or measured • Identification and analysis of emerging challenges and issues • PESTEL analysis matrix • SWOT analysis matrix • A look at ecological biases in the sharing of benefits and/or the distribution of benefits in the project • Weight of the words of women and girls

			<ul style="list-style-type: none"> • Interim reports on progress made • Institutional, legal, socio-political obstacles or constraints, • Theory of change • Independent mid-term evaluation report 	<ul style="list-style-type: none"> • Photo Voice
		•	•	•
•				
b.	Coherence. The compatibility of the intervention with other interventions in a country, sector or institution.			
b.1.	<p><i>Have the recommendations of the MTE (Mid-Term Evaluation) been integrated into the project redesign, maintaining internal coherence and relevance to the needs of the beneficiaries and the challenges of the project? context?</i></p>	<ul style="list-style-type: none"> • Level of consideration of knowledge management in the project • Cognitive dissonance or consonance in the decision-making, programmatic and operational chain and processes 	<ul style="list-style-type: none"> • Independent mid-term evaluation report • PRODOC • Periodic progress reports • Periodic financial reports • Letters of agreement • Contracts and amendments • EMP management arrangements • EMP “Audit Trails” • Note from the donor and ILO headquarters following receipt of the final version of the EMP deliverables • Reference documents on the evolution of the security context in the project's areas of influence • ... 	<ul style="list-style-type: none"> • Mobilization of behavioral economics tools to assess the degree of consonance or dissonance in allied processes and procedures (cf. Theory of neutralization of incoherence) • Critical, pragmatic, and objective look at the protocol developed for carrying out the EMP, to look at the adequacy. • Dynamic analysis of the changes made regarding the order of prioritization of the recommendations established in the EMP, in light, of course, of developments in the overall context of the project (internal, transversal and external variables) • Historical investigations of different categories of stakeholders • Semi-structured interviews with resource people • Cross-analysis of project reference documents
b.2.	<p><i>To what extent does it address gender questions/problems and respond by orienting itself towards gender transformations? Did the project apply gender-responsive budgeting as a tool to allocate resources for gender equality and women's empowerment?</i></p>	<ul style="list-style-type: none"> • Indicators of project results related to gender integration and participation; transnational instruments and policies for socio-economic rights allied to work; the principles of social and environmental guarantees • Implications of aspects related to gender mainstreaming and principles of applicable social (including universal design) and environmental safeguards in the project strategy and budget 	<ul style="list-style-type: none"> • Baselines of the different components • Updating reports on the evolution of key internal and external environmental parameters of the project • Environmental and social impact studies and environmental management plans carried out as part of the project 	<ul style="list-style-type: none"> • Mobilization of the intersectional approach • Cross-analysis of documents, results framework and progress reports • Semi-structured interviews • Perception surveys among direct and indirect beneficiaries • Analysis of the mitigation or improvement strategies developed

		<ul style="list-style-type: none"> • Receptiveness of beneficiaries to changes and innovation in favor of sustainable alternatives to combat extreme poverty and exclusion • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Logical framework and project status • Quality standards developed to support traceability processes, towards certification / Specifications • Monitoring tools developed as part of the project • Mitigation strategies developed 	
Effectiveness: <i>The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across group.</i>				
c.1.	<p><i>What is the level of achievement of the project results at the end of the final evaluation? Were there any unexpected positive or negative outcomes, and what factors contributed to or hindered progress?</i></p>	<ul style="list-style-type: none"> • Quality of the implementation process, performance factors and knowledge management in the project • Level of achievement of project outputs (including, where applicable, those not anticipated in the initial design) and the main factors that explain the difference in level of achievement • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Project baseline • Project reference documents • Logical framework of the project • Progress reports • Dashboard • Lists and telephone numbers addresses of beneficiaries by component • Audiovisual documents and archives • Specifications for areas subject to the traceability system • System of criteria established to benefit from the benefits of the project • Efforts initiated in favor of the quality and/or certification of plots, products and/or certain organizations • Quality benchmarks • Independent mid-term evaluation repor.... 	<ul style="list-style-type: none"> • Historical investigations of different categories of stakeholders • Semi-structured interviews with resource people • Cross-analysis of project reference documents • Formal socio-economic surveys of beneficiaries (different types) • Surveys on perception and satisfaction among different categories of beneficiaries • Discussion group on key themes • Mapping and georeferencing of project achievements and non-achievements (also with a look at unforeseen achievements) • History of constraints, their scale, their weight, and their impact on the implementation process • Identification and analysis of strategies developed by the project and stakeholders to deal with major unexpected or emerging challenges
c.2.	<p><i>To what extent did the active participation of stakeholders, social partners and constituents in project activities promote integrated efforts and contribute to the achievement of results?</i></p>	<ul style="list-style-type: none"> • Level and quality of participation of the various stakeholders in the project formulation process • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Mapping and role of stakeholders in the decision-making and operational processes of the project from the formulation phase • Reports and other audiovisual records related to the project formulation phase, including concerted advocacy efforts among 	<ul style="list-style-type: none"> • Historical investigations of different categories of stakeholders • Semi-structured interviews with resource people • Cross-analysis of project reference documents

			<p>stakeholders regarding the original issue</p> <ul style="list-style-type: none"> • Independent mid-term evaluation report.... 	
c.3.	<i>To what extent was the project's monitoring and evaluation strategy effective in adapting the intervention to the changing needs and priorities of the target population throughout its implementation?</i>	<ul style="list-style-type: none"> • Quality of the monitoring system (system of performance or results indicators) in the project reference document and level of ownership of the monitoring and evaluation tools developed • Gender-responsive execution and monitoring tools, including resource allocation model at program level and in budget architecture • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Logical framework of the project • Project reference documents • Internal monitoring tools developed • Progress Report Presentation Template • Project budget tracking tools • Report of work sessions linked to the progress of the project (thematic workshops) • Dashboard • Gender strategy developed in the project • Integration of gender into the system of objectively verifiable indicators (IOV) • Approach to operationalizing subjective performance indicators • Independent mid-term evaluation report.... 	<ul style="list-style-type: none"> • Cross-analyses of key documents and tools • Guided discussions with the project monitoring-evaluation team • Analysis of budget allocations and spending patterns
c.4.	<i>To what extent have the project strategies and actions contributed to advancing gender equality, and to what extent have they been inclusive of vulnerable groups and marginalized communities?</i>	<ul style="list-style-type: none"> • Gender and Sex Theory of Change • Involvement of women in decision-making and operational processes in the different segments of the value chains and equitable access to the advantages or benefits generated • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Report on the expectations of the most representative women-dominated organizations (Workshops in the project) • Gender and gender strategy in the project • Report on gender participation and involvement • Sensitivity of the criteria systems established in relation to gender and sex, across the different components of the project • Quality of monitoring tools developed on gender and related biopolitical variables • Independent mid-term evaluation report... 	<ul style="list-style-type: none"> • Cross-mobilization of the intersectional approach and cross-fertilization • Perception surveys • Focus-Group/Chat • Brainstorming • Gendered statistics
c.5.	<i>To what extent did the project team effectively manage contextual and</i>	<ul style="list-style-type: none"> • Level of adaptation and adaptability of the specific epidemiological action plan (Covid-19) 	<ul style="list-style-type: none"> • Strategic model developed as part of the project to address the 	<ul style="list-style-type: none"> • Analysis of the impact of the context of insecurity on the implementation

	<i>institutional risks and assumptions, including those related to political, climate and security factors? Have the project's previous baseline (BL), measures and recommendations contributed to adaptive management strategies?</i>	<p>and re-emergence of cholera) developed in the project</p> <ul style="list-style-type: none"> • Level of impact on the synergy bridges project developed by entities, specialized institutions and agencies of the United Nations System in Haiti in the face of the covid-19 pandemic • Changes and/or adaptations possible/considered and operable/operated in PROFIT 	<p>impact of the pandemic and the related communication plan</p> <ul style="list-style-type: none"> • Project reference documents • Project budget and related financial reports • Consultation mechanism developed in the context of the pandemic • Regular progress reports • Ad-hoc meeting reports for the co-construction of specific strategies • WHO pandemic guidelines • Presidential Executive Order on the Pandemic • Independent mid-term evaluation report.... 	<p>process and the fallout, on broader epistemic perspectives of insecurity (cf. Copenhagen School)</p> <ul style="list-style-type: none"> • Identification of necessary technical and operational skills • Semi-structured interviews with resource people • Cross-analysis of missing reports and other documents • Analysis of the effects and impacts of Covid-19 and cholera on the implementation process • Discussion group • Diagnostic analysis of co-constructed response strategies • Targeted decryption of UNDSS periodic reports on Haiti
c.6.	<i>Regarding the capacity development (CD) component and productivity enhancement, to what extent have capacities been created, strengthened, and instilled in beneficiaries and partner institutions to ensure a certain degree of autonomy in formulating and implementing endogenous medium and long-term development strategies and policies?</i>	<ul style="list-style-type: none"> • Changes and/or adaptations possible/considered and operable/operated in the pursuit of PROFIT activities • Degree of usefulness of expertise transfers and appropriation by needy stakeholders 	<ul style="list-style-type: none"> • Baseline reporting, logical framework, and project status • Institutional and organizational ecosystem of stakeholders • Potential memorandum of understanding on the pooling of certain services and the joint use of certain strategic resources • Adaptation of methods and tools developed according to the concerns expressed in the ProDoc • System of criteria established to assess the improvement of capacities in the project • Independent mid-term evaluation report... 	<ul style="list-style-type: none"> • Semi-structured interview • Discussion groups • Analysis of capacity building needs with respect to the unifying themes of the project • Beneficiary surveys • Perception surveys among beneficiaries and at different organizational, institutional and territorial levels on a representative and inclusive basis
c.7.	<i>To what extent have final and direct beneficiaries demonstrated improved capabilities (increased knowledge, skills, and practices)?</i>	<ul style="list-style-type: none"> • Evaluation of the evolution of expectations by components in relation to the capacities to be improved in the project • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Project baseline • PRODOC • Capacity building strategy • Analysis of the files of consultants and/or service providers • Gender involvement in the expertise transfer process 	<ul style="list-style-type: none"> • Critical analysis of capacity building needs from a prism based on history, evolving contexts and needs • Semi-structured interviews with resource people • Photo Voice • Cross-analysis of project reference documents • SWOT Matrix and PESTEL Analysis

c.8.	<p><i>How the sub-project entitled “Response to the impacts of the August 14 earthquake and cyclone Grace on the implementation of PROFIT” developed to strengthen the PROFIT initiative – in relation to emerging constraints – was able to contribute to the objectives pursued, regarding the recommended theory of change? What were the main added values of this component which is in a perspective linked to the polyptych “Emergency, Recovery, Adaptation, & Systemic resilience?”</i></p>	<ul style="list-style-type: none"> • Articulation of adaptation and resilience strategies of socio-ecological systems in the face of socio-organizational difficulties and multi-dimensional hazards (seismic, meteorological, and climatic) 	<ul style="list-style-type: none"> • Project baseline • PRODOC • Achievements • System of criteria established to assess the improvement of capacities in the sub-project • Plan for ensuring consistency in the change strategy with PROFIT • Gender integration and participation strategy 	<ul style="list-style-type: none"> • Mobilization of the intersectional approach • Field visits • Mapping of actors • Semi-structured interviews with resource people • Photo Voice • Cross-analysis of project reference documents • SWOT Matrix and PESTEL Analysis • Analysis of differentiated needs according to gender and sex
•				
D	<p>Efficiency & effectiveness of management arrangements. <i>The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. The aim is to assess the extent to which administrative protocols/procedures, coordination mechanisms, among other management aspects, have had a positive or negative impact on the achievement of project results.</i></p>			
d.1.	<p><i>Has there been adequate availability and allocation of resources (financial, human, and temporal) to ensure the successful achievement of project results?</i></p>	<ul style="list-style-type: none"> • Quality of resource allocations in the project and degree of sensitivity about the gender dimension • Possibility of mobilizing international experts not available in the country if necessary • Suitability of plans to meet emerging needs and constraints • Possible and operable changes and/or adaptations in the pursuit of PROFIT activities 	<ul style="list-style-type: none"> • Project budget and related financial reports • Results framework • Implementation schedule • Project budget • Recruitment plan • Procurement or purchasing plan • Financial planning • Periodic work plans • Allowances linked to gender mainstreaming and project participation • Up-to-date staff training plan • Accounting documents and expense history • Alternative plans (Insecurity, scarcity of specific expertise, currency volatility, etc.) • Independent mid-term evaluation report ... 	<ul style="list-style-type: none"> • Analysis of possibilities and expediency of expenditures • Analysis of the timing and quality of spending or investments • Gender sensitivity analysis of the budget • Gender-based budget analysis • Analysis of responsible and healthy management practices • Integration of costs linked to public insecurity, the cost of the agent (instability of the national currency) and the needs linked to the implementation of strategies against Covid-19 • Consultation of staff member files (if necessary)

d.2.	<p><i>How well-coordinated and integrated has the collaboration been between different entities involved in the project's implementation?</i></p>	<ul style="list-style-type: none"> • Degree of gradual appropriation of processes by stakeholders • Assessment of externalities and overall impact levels of the project • Level of adaptation and possibility of replication of the theory of change focused on the promotion of eco-professions and the development of alternative and sustainable jobs • Beneficial and sustainable behavioral changes, with a sustained look at the former “FOPRODER” project • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Project reference documents • Diagram identifying levers, types, and differentiation of impacts (short, medium and long term) • Environmental and social impact studies • Environmental and social management plan • Communication plan • Exit strategy • Strategy for gender integration and project participation • Interim reports on progress made • Similarities, differences and advances compared to the legacies of the “FOPRODER” project • Independent mid-term evaluation report ... 	<ul style="list-style-type: none"> • Perception surveys on the level of satisfaction of direct and indirect beneficiaries • Prospective analysis and scenario formulation • Semi-structured interviews • Discussion groups • Carry out socio-economic analyses, integrate gender-sensitive parameters and the resilience of the structures put in place • Field observations • Simulations with geomatics tools • Investigations into behavioral changes linked to costly or damaging ecological and social practices, particularly in agriculture and agribusiness • Analysis of externalities, internalities and sustainability of the work carried out • Mobilization of the spatial analysis approach coupled with geomatic tools (watershed management approach) • Summary analysis of the managerial, financial and economic performance of local beneficiary companies
d.3.	<p><i>To what extent has the support (both technical and political) provided by the ILO at regional, country level, and HQ levels been effective in facilitating project success?</i></p>	<ul style="list-style-type: none"> • Quality of the strategy developed to optimize the use of resources • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Grid or system of criteria developed for the analysis of effects and impacts • Financing strategy and plan • Accounting documents and expense history • Independent mid-term evaluation report.... 	<ul style="list-style-type: none"> • Analysis of expenses and investments • Analysis of the quality/cost ratio in the project • Analysis of decision-making processes and procedures • Questioning decision-making and operational practices • Comprehensive surveys of administrative and operations managers • Analysis of spending efficiency and effectiveness

				<ul style="list-style-type: none"> • Analysis of the efficiency, effectiveness and sustainability of the financial allocation model adopted
d.4.	<p><i>To what extent has the ILO intervention applied innovative approaches to effectively address the immediate effects of the pandemic on the world of work and support the recovery phase adequately?</i></p>	<ul style="list-style-type: none"> • Quality of contribution of support provided by the ILO Geneva and the ILO Office in San José to the project team • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Independent mid-term evaluation report strategic coordination model • Roles and responsibilities of the regional office • Relational flows, communication corridor and reaction time • Congestion • Time allocated to the project at different institutional levels of the ILO • Emerging Concerns and Emergency Management Strategy 	<ul style="list-style-type: none"> • Analysis of critical needs, requirements, and response time • Semi-structured interviews with resource people
d.5.	<p><i>Have project resources been leveraged effectively with other related interventions to enhance the project's overall effectiveness and maximize its impact, if applicable?</i></p>	<ul style="list-style-type: none"> • Added value of synergy bridges developed with other entities in the institutional and organizational ecosystem on project management • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Project reference documents • Institutional and organizational ecosystem of stakeholders • Model of collaboration between different institutional and organizational actors • Harmonized work plan for the multi-actor space in relation to the project • Management mechanism developed 	<ul style="list-style-type: none"> • Analysis of the effectiveness of the cooperation framework • Analysis of the functionality and effectiveness of the cooperation framework • Semi-structured interviews with resource people
		•	•	•
E	<p>Impact orientation. <i>The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.</i></p>			
e.1.	<p><i>To what extent are observable changes evident in the lives of the rights-holding population, particularly Grand Anse farmers who participated in the project?</i></p>	<ul style="list-style-type: none"> • Levels of capacity improvement at different institutional, organizational, and territorial levels in terms of developing strategies, public policies and functional mechanisms in favor of women and young people (candidates for emigration or rural exodus) in particular. • Evolution of women's access to resources and added values through the value chains targeted by the project. • Transparency and fairness of benefit systems in the project 	<ul style="list-style-type: none"> • Gender-differentiated analysis • Biopolitical and gender parameters disaggregated in the project database • Initial basic and priority needs in terms of capacity building (basic diagnostic studies or other ex-ante diagnostic studies) • Sustainable improvement of women's capacities 	<ul style="list-style-type: none"> • Historical surveys on expressed needs (see baseline) • Analysis of the adaptability of the theory of change • Evaluation of changes observed, appreciated or measured • Identification and analysis of emerging issues • PESTEL analysis matrix • SWOT analysis matrix

		<ul style="list-style-type: none"> • Possible and operable changes and/or adaptations in the pursuit of PROFIT activities 	<ul style="list-style-type: none"> • Capacity building strategy and plan • Monitoring and evaluation tools on related capacity building • Project reference documents • Interim reports on progress made • Institutional, legal, socio-political obstacles or constraints, • Theory of change • Independent mid-term evaluation report 	<ul style="list-style-type: none"> • A look at ecological biases in the sharing of benefits and/or the distribution of benefits in the project • Established system of criteria for benefits • Weight of the words of women and girls • Photo Voice
e.2.	<i>Is there concrete evidence of positive changes in practices that have led to increased productivity in the supply coffee chain, especially concerning women's participation and empowerment?</i>	<ul style="list-style-type: none"> • Levels of capacity improvement at different institutional, organizational and territorial levels in terms of developing strategies, public policies and functional mechanisms in favor of women and young people (candidates for emigration or rural exodus) in particular. • Evolution of women's access to resources and added values through the value chains targeted by the project. • Transparency and fairness of benefit systems in the project • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Gender-differentiated analysis • Biopolitical and gender parameters disaggregated in the project database • Initial basic and priority needs in terms of capacity building (basic diagnostic studies or other ex-ante diagnostic studies) • Sustainable improvement of women's capacities • Capacity building strategy and plan • Monitoring and evaluation tools on related capacity building • Project reference documents • Interim reports on progress made • Institutional, legal, socio-political obstacles or constraints, • Theory of change 	<ul style="list-style-type: none"> • Historical surveys on expressed needs (see baseline) • Analysis of the adaptability of the theory of change • Evaluation of changes observed, appreciated or measured • Identification and analysis of emerging issues • PESTEL analysis matrix • SWOT analysis matrix • A look at ecological biases in the sharing of benefits and/or the distribution of benefits in the project • Established system of criteria for benefits • Weight of the words of women and girls • Photo Voice
e.3.	<i>To what extent has the project influenced the development of institutional capacities and empowered women to assume leadership roles within their organizations?</i>	<ul style="list-style-type: none"> • Importance of capacity building and/or actions linked to the transfer of expertise • Involvement of women in decision-making and operational processes in the different segments of the value chains and equitable access to the advantages or benefits generated • Possible and operable changes and/or adaptations in the pursuit of PROFIT activities 	<ul style="list-style-type: none"> • Report on the expectations of the most representative women-dominated organizations (Workshops in the project) • Gender and gender strategy in the project • Report on gender participation and involvement • Sensitivity of the criteria systems established in relation to gender and sex, across the different components of the project 	<ul style="list-style-type: none"> • Model analysis of integration and appropriation of local knowledge by the project • Review and mapping of leaders emerged in the project according to age and gender • Analysis of the life cycle and trajectory of beneficiary institutions and organizations • Perception surveys • Focus-Group/Chat • Brainstorming • Gendered statistics

			<ul style="list-style-type: none"> • Quality of monitoring tools developed on gender and related biopolitical variables • Independent mid-term evaluation report 	
e.4.	<i>Has the project had any discernible impact on fostering greater collaboration and cooperation among various stakeholders at the local and departmental levels?</i>	<ul style="list-style-type: none"> • Degree of gradual appropriation of processes by stakeholders • Assessment of externalities and overall impact levels of the project • Level of adaptation and possibility of replication of the theory of change focused on the promotion of eco-professions and the development of alternative and sustainable jobs • Beneficial and sustainable behavioral changes, with a sustained look at the former “FOPRODER” project • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Independent mid-term evaluation report • Project reference documents • Diagram identifying levers, types, and differentiation of impacts (short, medium and long term) • Environmental and social impact studies • Environmental and social management plan • Communication plan • Exit strategy • Strategy for gender integration and project participation • Interim reports on progress made • Similarities, differences, and advances compared to the legacies of the “FOPRODER” project 	<ul style="list-style-type: none"> • Perception surveys on the level of satisfaction of direct and indirect beneficiaries • Prospective analysis and scenario formulation • Semi-structured interviews • Discussion groups • Carry out socio-economic analyses, integrate gender-sensitive parameters and the resilience of the structures put in place • Field observations • Simulations with geomatics tools • Investigations into behavioral changes linked to costly or damaging ecological and social practices, particularly in agriculture and agribusiness • Analysis of externalities, internalities and sustainability of the work carried out • Mobilization of the spatial analysis approach coupled with geomatic tools (watershed management approach) • Summary analysis of the managerial, financial, and economic performance of local beneficiary companies
<ul style="list-style-type: none"> • 				
F	Sustainability. <i>The extent to which the net benefits of the intervention continue or are likely to continue.</i>			
f.1.	<i>Have critical factors been put in place to ensure the sustainability of the intervention results?</i>	<ul style="list-style-type: none"> • Leverage the effects of capacity building initiatives • Capacity for replicability and strengthening of good management practices from which institutions benefit (sustainability, resilience, and replicability of achievements) 	<ul style="list-style-type: none"> • Theory of change • Risk assumptions • Institutional and organizational stability • Dynamics and principles of accountability highlighted (Accountability) 	<ul style="list-style-type: none"> • Identification and analysis of changes observed in institutions • Level of ownership of tools developed by key resource persons • Analysis of the effectiveness and quality of monitoring tools developed to feed the exit strategy
f.2.	<i>What are the primary risks and challenges that could potentially</i>			

	<p><i>impact the sustainability of the project's results?</i></p>	<ul style="list-style-type: none"> • Considering safeguard standards and the application of related conventions regarding the SDG agenda • Possible and operable changes and/or adaptations in the pursuit of PROFIT activities 	<ul style="list-style-type: none"> • Initial basic and priority needs in terms of capacity building (basic diagnostic studies or other ex-ante diagnostic studies) • Capacity building strategy and plan • Monitoring and evaluation tools on related capacity building • Project reference documents • Interim reports on progress made • Institutional, legal, socio-political obstacles or constraints, • Evolution of the legal and institutional framework • Project budget and related financial reports • Additional capacities to mobilize additional resources • Implications of the Covid-19 pandemic and the re-emergence of cholera on the implementation process • Roles, responsibilities and synergy bridges have developed between the different components of the institutional and organizational ecosystem allied to the management of the pandemic • Installed intervention capacities and capabilities 	<ul style="list-style-type: none"> • Semi-structured interviews with key people • Institutional visits and surveys • Analysis of persistent and emerging constraints • Testimonials from people concerned or affected by the services • Look at the application of social and ecological safeguard standards in the project • Intra/inter and transgenerational compensation system developed to initiate the exit strategy, with a view to the closure theoretically set in less than two years. • Degree of vulnerability and resilience of beneficiaries
f.3.	<p><i>To what extent has the project identified and utilized meaningful sustainability indicators for mid-term results, long-term outcomes, and impacts? If so, which specific indicators have been employed?</i></p>	<ul style="list-style-type: none"> • Level of adequacy and adaptability of the system for monitoring sustainability processes and co-construction of multidimensional resilience • Changes and/or adaptations possible/considered and operable/operated in the pursuit of PROFIT activities 	<ul style="list-style-type: none"> • Baseline of project components • Project document • Logical context • Dashboard • Coordination mechanism • Monitoring and evaluation system • Risk assumptions • Results and/or performance framework • Performance criteria system • Project budget • Monitoring and evaluation tools 	<ul style="list-style-type: none"> • Analysis of the logic matrix • Analysis of the adaptability of monitoring and evaluation tools • Questioning the monitoring and evaluation system • Assessment of risk assumptions formulated in the logical framework • Semi-structured interviews with the monitoring team • Analysis of the quality of reports related to project monitoring and evaluation

				<ul style="list-style-type: none"> • Question the adaptability and level of flexibility of monitoring and evaluation tools in relation to changes in certain determining parameters
f.4.	<p><i>Are national and local partners demonstrating the willingness and commitment to continue and support the project beyond its current phase?</i></p>	<ul style="list-style-type: none"> • Level of usefulness and appropriation of project outputs and achievements • Potential dissensions and/or cohesion in the project • Possible and operable changes and/or adaptations in the pursuit of PROFIT project activities 	<ul style="list-style-type: none"> • Mapping and analysis of roles and responsibilities • Analysis of stakeholder expectations and limits in the project • Respect of the level of differentiated commitments • Project reference documents • Project baseline • Analysis of capacity building needs (ex-ante diagnostic study) • Theory of change 	<ul style="list-style-type: none"> • Comparative analysis of initial and emerging needs expressed by partners • Surveys on the evolution on spatio-temporal scales of differentiated partner satisfaction levels by component • Interviews with resource people • Semi-structured interviews • Analysis of the strategy and interventions carried out • Observations of the environmental framework with a specific look at the living environment and sanitation • Analysis of the response capacity of the project and other actors in the institutional and organizational ecosystem (including the identification of prospective initiatives) • Participatory and inclusive construction of objective and pragmatic prospective scenarios

Table 2. Performance Criteria (CAD) Rating System Definition

Assessment	Criteria/ Level of satisfaction or associated performance	Explanations
Ratings for results, effectiveness, efficiency, monitoring, evaluation, and investigations		
6	Very satisfactory (VS)	No gaps
5	Satisfactory (S)	Minor shortcomings
4	Moderately satisfactory (MS)	Relatively mixed satisfaction
3	Moderately unsatisfactory (MU)	Important gaps
2	Unsatisfactory (U)	Major problems
1	Very unsatisfactory (VU)	Serious problems
Durability Ratings		
4	Likely (L)	Negligible risks to sustainability
3	Moderately likely (ML)	Moderate risks
2	Moderately Unlikely (MU)	Significant risks
1	Improbable (I)	Serious risks
Relevance Ratings		
4	Very relevant (VR)	The project shows a very good level of coherence in relation to the overall context (legal, legal, and institutional framework; Socio-economic; Socio-cultural; Organization; Ecological; Sectoral and intersectoral public policies; International instruments allied to the areas of sustainable development)
3	Relevant (R)	Shows a good level of consistency in relation to the overall context
2	Relatively relevant (RR)	Shows a mixed level of consistency in relation to the overall context
1	Not relevant (NR)	Project formulation not aligned with the overall context
Impact Ratings		Additional ratings if applicable
3	Significant (S)	Not applicable (NA)
2	Moderate (M)	Assessment not possible (ANP)
1	Negligible (N)	

Annexes IV | Good practices and lessons learned template.

Project DC/SYMBOL: HTI/20/01/NOR

Name of Evaluator: CATEDEL

Date: 27 March 2024

GOOD PRACTICE I	Introduction of digitalization in the management of the cocoa and breadfruit sectors in Grand-Anse
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The establishment of a digital platform to record farm data supports rural transformation and opens the way to better structuring of the sectors cocoa and breadfruit
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The challenges of the sectors in developing countries are numerous. The use of very low productivity practices is often cited as a cause of low yield and an obstacle to the profitability of promising value chains. In Haiti, the production system remains rudimentary and uncompetitive. Therefore, PROFIT, in its implementation strategy and its intervention framework which aims to introduce technology in order to boost local productivity, has decided to support a process of “modernization” of the cocoa and breadfruit value chains by introducing a georeferencing system for local producers’ plots. In collaboration with GEONOVA, the plots of more than 6,000 producers are geolocated and a database is available. At this stage, the sustainability of this digital system put in place by the project must be considered. This can be achieved by facilitating its appropriation by local and regional national agricultural authorities and the promotion of the practice in other sectors and with the support of other actors in the agricultural sector.
Establish a clear cause-effect relationship	The efforts made to identify producers and geo-reference the producers' plots are a first step towards a better structuring of this sector and the establishment of a traceability system which will allow local cocoa to maintain its place on the market. its current international markets and reach others.
Indicate measurable impact and targeted beneficiaries	<ul style="list-style-type: none"> ✿ Georeferencing plots has made it much easier to identify beneficiaries affected by bad weather such as drought or flooding, which are aspects covered by the project.
Potential for replication and by whom	<ul style="list-style-type: none"> ✿ The georeferencing of plots as well as the digitalization of sales/purchase systems for agricultural products can be replicated in other local or regional sectors such as rice and tubers. The MARNDR, the regulatory body of the agricultural sector, the NGOs which support agricultural development and the institutions involved in strengthening the capacities of producers and the sale of local products can support the popularization and extension of this practice.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	This good practice is consistent with the conceptual and operational framework of the DWCP, the principles laid down by the UNEG, the Paris Declaration on aid effectiveness, the ACRA action plan, the DAC procedures for the OECD and the SDG Agenda.
Other documents or relevant comments	

GOOD PRACTICE II	Strengthening local capacity in disaster prevention
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The project focused on strengthening the capacities of local actors in disaster management and prevention. To do this, it carried out specialized training sessions in seismic and anticyclonic construction techniques for civil engineering engineers and technicians from the municipalities in its area of intervention. Training sessions were also carried out for beneficiaries in risk and disaster management. Through this action, the project increased the resilience capacity of communities who constantly face hydrometeorological and geological risks.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The implementation of PROFIT strengthens resilience and the local economy following the passage of Cyclone Matthew. However, other natural shocks such as the earthquake of August 14, 2021, Hurricane Grace, droughts and floods have affected the course of implementation. Disaster management training is therefore very important in the context of fragility and permanent exposure to disaster risks. However, in the case of beneficiary producers, the low level of education constitutes an obstacle to the application and replication of the concepts learned.
Establish a clear cause-effect relationship	The passage of sudden disasters (earthquakes, hurricanes, floods) and slow onset disasters (drought, desertification, etc.) destroys local economies and causes long-term damage. They affect livelihoods and, as a result, communities often struggle to recover. Capacity building in disaster risk management is a crucial process that aims to improve the skills and abilities of individuals, organizations and communities to effectively manage and reduce disaster risks. It therefore makes it possible to have more resilient communities in the face of the hazards they face.
Indicate measurable impact and targeted beneficiaries	<ul style="list-style-type: none"> ✦ The training sessions help strengthen disaster prevention capacity at the local level. The capacities of the construction supervision services of town halls in beneficiary areas are strengthened. In terms of disaster management, the capacity of municipal and local civil protection structures is strengthened thanks to training sessions for beneficiaries, some of whom are members of local brigades.
Potential for replication and by whom	<ul style="list-style-type: none"> ✦ The training of trainers approach ensures the possibility of replication of the training sessions carried out in seismic and anticyclonic construction techniques by the beneficiary civil engineering engineers and technicians.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	This good practice is consistent with the conceptual and operational framework of the DWCP, the principles laid down by the UNEG, the Paris Declaration on aid effectiveness, the ACRA action plan, the DAC procedures for the OECD and the SDG Agenda.
Other documents or relevant comments	

GOOD PRACTICE III	Establishment of productive partnerships by the project
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The success of the project with its sector approach is mainly due to the partnerships established and maintained with institutions with good roots at the local level. The latter represent the basis of the selected sectors and emerged strengthened from the implementation, which paves the way for the sustainability of the actions carried out by the project.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Development projects in Haiti often seek to develop partnerships to facilitate the implementation process on the ground. This is a very good approach which allows local complexities to be taken into account and the most vulnerable beneficiaries to be reached. In reality, this is obviously not a new revelation that no development project can achieve its objectives without good local partners. However, in the case of PROFIT, the choice of the quality of the partnerships was a factor of success and will facilitate the sustainability of the actions over time. The chosen partners have strong local roots and work to strengthen the sectors at the local level. With private investments from very involved partner institutions, sustainability in the cocoa and breadfruit sectors is very likely thanks to the possibilities of replication.
Establish a clear cause-effect relationship	Good partnerships are necessary for good results from development projects. The successes obtained within the framework of PROFIT are closely linked to the partnerships put in place during implementation, which made it possible to reach local groups and institutions in the sector and the value chain and to contribute to strengthening the sector. for better long-term results.
Indicate measurable impact and targeted beneficiaries	<ul style="list-style-type: none"> ✿ Reaching beneficiaries was made easier. Their overall satisfaction with project activities also increased throughout implementation.
Potential for replication and by whom	<ul style="list-style-type: none"> ✿ The strategy of productive partnerships between private actors, decentralized state bodies and local organized structures is an example that can be replicated by those responsible for future development support projects and the Haitian state through its investments in Economic Growth.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Among other things, this good practice is in perfect harmony with the conceptual and operational framework of the DWCP, the transition principles of the ILO, the principles decreed by the UNEG, the Paris Declaration on aid effectiveness, the ACRA action plan, OECD DAC procedures and the SDG Agenda.
Other documents or relevant comments	

LESSON LEARNED I	The integrated implementation approach as a factor of overall satisfaction
Brief description of lessons learned (link to specific action or task)	The involvement of all local stakeholders concerned in the implementation of projects is crucial for its success and ownership, and therefore greater sustainability of the results. It is also a source of satisfaction. These actors are close to the daily realities of producers and have in-depth knowledge of their specific needs and challenges. Within the framework of PROFIT, the liaison role between producers and the project played by PLACAGA (mainly in insurance and financial credit activities) was important and made it possible to reach the most needy beneficiaries, who, accordingly, express their satisfaction with the implementation. In addition, the diversification of activities with additional components has allowed greater involvement and collaboration with town halls and BACs which are now more satisfied with the results of PROFIT.
Context and any related preconditions	<p>PROFIT has adopted an implementation approach which takes into account the contribution of each local actor in the sector and their effective integration into the implementation process, particularly during its second part (post-mid-evaluation period). -course). In this sense, funds have been mobilized and components have been added to address these needs and provide elements of solutions, which increases the overall satisfaction of the project.</p> <p>Producers facing various problems without being able to count on the support of state structures for short, medium or long term solutions, rightly appreciated the support provided by the project for strengthening their capacity in terms of management, financial and disaster management. In addition, the agricultural insurance initiative and support for the rehabilitation of local infrastructure strengthen or better structure the targeted local sectors. The adoption of this integrated implementation approach helped increase the satisfaction rating among the stakeholders consulted. It has also produced an amplified and lasting impact on people's lives. With diverse needs, this method has therefore seized the opportunities that arise by diversifying the components of the project to provide solutions adopted in the local context.</p>
Targeted users / Beneficiaries	<ul style="list-style-type: none"> • The project team and stakeholders • The beneficiary population of the areas affected by the project
Challenges /negative lessons - Causal factors	Each activity presents its own challenge. In addition, each partner has a different vision of development or the sector. They also have different interests. Therefore, everyone seeks to influence actions in the direction of their interest. Reconciling these interests and/or these visions is often a challenge that must be overcome.
Success / Positive Issues - Causal factors	This effort to mobilize additional resources to tackle related challenges and better integrate other partners has made it possible to increase the impact of the project and raise hopes of greater benefits within the community.
ILO Administrative Issues (staff, resources, design, implementation)	

LESSON LEARNED II	Proactivity in the communication chain, an essential element for success
Brief description of lessons learned (link to specific action or task)	Communication is an important element in the implementation of projects. In a situation of repeated crises like that in Haiti where stakeholders still do not have full control of their programming, proactive communication strategies help to better manage unforeseen events.
Context and any related preconditions	The socio-political situation is an important element to consider and a condition for the success of a project. Context, in general, has a big impact on the success or failure of a project. In fact, the effects of economic, political, legal, socio-cultural, institutional, managerial circumstances, as well as other levels of context are undeniable on the possibility of achieving the expected results or not. In difficult contexts, one element that makes it possible to overcome the multiple obstacles that may arise is effective and proactive communication. It promotes collaboration, cohesion and effectiveness of actions, the making of concerted and informed decisions, and the rapid resolution of problems. As part of PROFIT, an effective communication system has been put in place. This allowed stakeholders to better inform themselves of activities, share crucial information and anticipate obstacles in a context where road blockages and insecurity very often prevented interdepartmental travel and supervision missions. The proactivity in communication demonstrated by the project management facilitated the success of the project on the ground and the overall satisfaction of all partners.
Targeted users / Beneficiaries	<ul style="list-style-type: none"> • The project team and stakeholders • The beneficiary population of the areas affected by the project
Challenges /negative lessons - Causal factors	Proactive communication has limits since some sensitive information cannot be communicated in advance without reservation. We must find the right formula and understand to whom and how to provide this information to avoid negative impacts while seeking to maintain the advantages it presents.
Success / Positive Issues -Causal factors	Le PROFIT a réussi à mettre en œuvre un projet complexe et multi-acteurs dans un contexte difficile marqué par des évènements naturels et sociopolitiques d'exception. La chaîne de communication et la stratégie proactive utilisée ont permis de mitiger les impacts des obstacles externes et souvent incontrôlables.
ILO Administrative Issues (staff, resources, design, implementation)	PROFIT succeeded in implementing a complex and multi-actor project in a difficult context marked by exceptional natural and socio-political events. The communication chain and the proactive strategy used made it possible to mitigate the impacts of external and often uncontrollable obstacles.

Annexes V | Key resources (institutional stakeholders and individual beneficiaries) consulted during the final evaluation process.

No	First name and Last name	Status/Function	Institution / Organization	Contact details (email or phone)	Date of interview
1	Cybele BURGA SOLIS	Regional Evaluation Officer Regional Office for Latin America and the Caribbean	ILO	burga@ilo.org	Iteration
2	Fabrice LECLERCQ	ILO Chief Technical Adviser HAITI	ILO	leclercqf@ilo.org	Iteration
3	Calixte DIEGO	Project officer - Evaluation Co-manager	ILO	calixto@ilo.org	Iteration
4	Michelle Fortin	Staff	ILO	fortin@ilo.org	Iteration
5	Alenson DUFAULT	Project Coordinator	ILO	4471-9940 dufault@iloguest.org	Iteration
6	Francellus Innocent	PROFIT EMERGENCY Coordinator	ILO	francellus@iloguest.org	Iteration
7	Micheline Jean	Steering Committee member	PLACAGA	4828-5197	02/09/2024
8	Ange Yesly Lalane	Steering committee member / BAC	BAC Dame Marie MARNDR	3710-3023	02/09/2024
9	Daniel Sainclairmon	Steering committee member	PLACAGA	3809-8767	02/09/2024
10	Serette Saint Louis	Area coordinator	KNFP	Face to face	Iteration
11	Dominique Semerzier Beaubrun	President	PLACAGA	4625-0437	02/20/2024
12	Saurel Jean Louis	President	Agricultural Cooperative Cocoa Planters Commune Anse d'Hainault (CAPCCAH)	4711-8057	02/20/2024
13	Roseline Louis	President	Koperativ Agrikol Komèsyal ak Elvaj Gabriel (KAKEGA)		02/20/2024
14	Alexis Theodule	President	Franklin Commercial Peasant Planters Agricultural Cooperative (CAPCPF)	3882-7418	02/21/2024

15	Jacquelin Calixte	President	KALEOS	+33 6 60 66 91 56 acalixte@yahoo.fr j.calixte@kaleos.org	03/02/2024
16	Nathael Guerrier	President	Muso lavi miyò	4721-4762	02/21/2024
17	Stephane Jean-Pierre	Manager	AZAKA	4619-5569 sjeanpierre@azaka.ht	03/02/2024
18	Jean Francion Louissaint	Deputy Departmental Director	DDA-GA/MARNDR	3734-3986	03/8/2024
19	Edith Port Louis	Purchasing Center manager	PLACAGA	4654-2048	03/06/2024
20	Francelène VITAL	Purchasing Center manager	PLACAGA	4406-3672	03/06/2024
21	Magloire Oristel	Purchasing Center manager	PLACAGA		03/06/2024
22	Alert Azar	Purchasing Center manager	PLACAGA	4473-4858	03/06/2024
23	Louisemene Louisillant	Purchasing Center manager	PLACAGA	3741-8118	03/06/2024
24	Nanette JEAN- BAPTISTE	Member board	Chambellan Workers' Organization	n/a	Iteration
25	Germine Louis-Jeune	Coordinator	Association of Women Solidarity of Dame- Marie	n/a	Iteration
26	Lise BOUCICAULT	Manager	INFP	4899 0473/3634 7440/ 3760 5109	02/25/2024
27	Serge Semerzier	Consultant	n/a	3830 9342	02/25/2024
28	Vicnie Leandre	Consultant	Universite Quisqueya	35226891	Iteration
29	Etzer Emile	Consultant	Haiti Efficace	3781 8530	Iteration
30	Cezil Guy	ABE Project Technical Coordinator	JP-HRO	4890-0425	Iteration
31	Fritzner Jean-Charles	Project Technical Assistant	AVSF	n/a	Iteration
32	Lonise Jeanty	Membre	PLACAGA	3608-3027	03/11/2024
33	Caleb Charles	Membre	PLACAGA	4412-6964	03/11/2024
34	Marciano Richard	Maire principal	Mairie Anse d'Ainault	3607-0015	Iteration
35	Amese Paul	Membre	PLACAGA	4417-9819	03/11/2024
36	Wenna Semerzier	Membre	PLACAGA	3487-3213	03/11/2024
37	Maxwell Marcelin	CEO	GAPL	mediamind_marketing@yahoo.com	Iteration

No	LAST NAME	FIRST NAME	BENEFICIARY	GENDER	IDENTIFICATION	AGE	TELEPHONE
1	ACQUIS	Franckline	Yes	M	08-07-95-11-04-89-57	26	36618754
2	ALCEGUERTR	Dalienne	Yes	F	13-72-96-09-90	19	31939020
3	ALCEGUET	Leny	Yes	M	8.01E+13	27	34434210
4	ALEXI	Elson	Yes	M	1.05E+09	28	47615875
5	ALSAINT	Geraldi Benjy	Yes	M	08-07-90-01-002834	31	44787031
6	ANDRIS	Yvener	Yes	M	1.3E+09	43	34698909
7	ANTOINE	Natacha	Yes	F	1.1E+09	29	34429329
8	ANTOINE	Rose Mirtha	Yes	F	1.07E+09	38	49075057
9	APPOLON	Monel	Yes	M	1.25E+09	36	44451176
10	ARISTIL	Abis	Yes	M	1.18E+09	39	44219747
11	ARISTIL	Emause	Yes	F	1.07E+09	28	36776758
12	ARISTIL	Rigeaud	Yes	M	08-07-94-11-033112	27	38561513
13	ARISTILE	Gagnol	Yes	M	08-07-99-1993-09-00028	28	37766939
14	ARITIL	Islène	Yes	F	1.25E+09	45	36448299
15	AUGUSTE	Jacqueson	Yes	M	08-07-99-1983-03-00029	38	36371351
16	AZOR	Begel	Yes	M	1.33E+09	34	48807879
17	BAPTISTE	Memoise	Yes	F	08 02 99 1981 08 00026	40	37981449
18	BAPTISTE	Gergens	Yes	M	08-07-99-1987-05-00051	34	34857735
19	BARTHELEMY	Suse	Yes	F	1.04E+09	37	47472561
20	BARTHOLD	Dinord	Yes	M	08-07-99-1980-05-00025	41	46571098
21	BAUBRIN	Rodrigue	Yes	M	1.08E+09	41	44763488
22	BAZELAIS	Yvonne	Yes	F	1.33E+08	34	34890669
23	BEAUVILLE	Jean Savona	Yes	M	1.25E+09	39	43465632
24	BEAUVOIT	Jean Pétuel	Yes	M	1.33E+09	31	42831039
25	BENOÎT	Ketlie	Yes	M	1.06E+09	31	31189412
26	BERNE	Dirret	Yes	M	1.18E+09	29	48818393
27	BLANDY	Jn Ricot	Yes	M	1.09E+09	36	32786315
28	BOYER	Roosevelt	Yes	M	08-07-99-1976-08-00028	45	37998624
29	CADEAU	Sonet	Yes	M	08-07-99-1982-04-0001	39	48121208

30	CADET	Rosita	Yes	F	11-46-02-27-97	45	44429298
31	CAÏDOR	Marise	Yes	F	1.25E+09	41	46659661
32	CAJOUX	Dieunel	Yes	M	1.18E+09	37	36146809
33	CAJOUX	Marie Melanite	Yes	F	1.25E+09	44	39433418
34	CAJUSTE	Olince	Yes	M	1.15E+09	36	39201224
35	CALIXTENCE	Jean Estel	Yes	M	08 07 99 1977 05 00035	44	32793784
36	CASSAMAJOR	Ivanie	Yes	F	1.15E+09	88	31260861
37	CEBE	Fanette	Yes	F	10-35-78-72-44	32	47978519
38	CEBE	GuY-Marie	Yes	M	8.08E+15	34	49307081
39	CESAR	Peter	Yes	M	11-82-23-94-93	29	47470869
40	CHARLES	Silveste	Yes	F	8.08E+15	37	36460701
41	CHERLIE	Wilson	Yes	M	1.29E+09	33	49022750
42	CHOUDELOR	Naderge	Yes	F	08-07-98-10-011647	23	42753945
43	CINEUS	Marie Amanise	Yes	F	8.08E+15	42	34563952
44	CLERVIL	Charles	Yes	F	1.43E+09	33	47621393
45	DAGLY	Erlande	Yes	F	08 07 99 1983 04 00041	38	43998490
46	DEMONAIS	Larnose	Yes	M	1.09E+09	42	47255377
47	DESIR	Ansely	Yes	M	07/07/99/1985/06/00070	36	38465980
48	DESIR	Petrix	Yes	M	08-07-99-1982-11-00011	39	46922565
49	DÉSIR	Lonaise	Yes	F	1.46E+09	50	44591477
50	DIEUZIDOR	Paulaine	Yes	F	1.25E+09	42	44181318
51	DORESTANT	Madrene	Yes	F	1.01E+09	31	34656055
52	DORVAL	Jean Elma	Yes	M	08-07-99-1986-7-00017	35	46939101
53	DORVILIER	Jean Elma	Yes	M	8.08E+15	35	46939101
54	DORVILIER	Louisinsca	Yes	F	1.06E+09	30	34525593
55	DORZIL	Herlande	Yes	F	08 07 99 1882 09 00043	39	47283609
56	EDOUARD	Gimmy	Yes	M	1.05E+09	26	34590994
57	EMMANUEL	Modeline	Yes	F	08-07-99 -1980	41	36455878
58	ESPERANCE	Phito	Yes	M	08-07-92-11-016211	29	36462523-
59	ETIENNE	Adana	Yes	F	12-92-22-97-33	41	37676380
60	EXAVIER	Isena	Yes	F	1.18E+09	39	49339979

61	EXAVIER	Mirlene	Yes	F		1.16E+09	25	34437259
62	FELISIENT	Jean Macedoine	Yes	M		1.18E+09	41	34723272
63	FENELSON	Djamy	Yes	M		1.1E+09	27	48104979
64	FORESTAL	Franciene	Yes	F		1.43E+09	42	37849785
65	FORESTAL	Onald	Yes	M		1.01E+09	39	48645200
66	FORESTAL	Cherly	Yes	F		1.01E+09	37	48737588
67	FORESTAL	Jhonna	Yes	F		1.35E+09	19	48257022
68	FORTINE	Gurlzine	Yes	F		8.08E+14	39	47433681
69	FRANCOIS	Nativitha	Yes	F		1.05E+09	39	46002602
70	FRANÇOIS	Job	Yes	M		1.05E+09	38	48385389
71	GASPARD	Gerline	Yes	F		1.18E+09	39	44272325
72	GEORGES	Marie Marilese	Yes	F	10- 85-94--70-11		43	35383069
73	GEORGES	Judette	Yes	F	08/07/99/1984/12/00033		37	37742826
74	GERMEILLE	Marie Ange	Yes	F	08-02-89-09-003791		32	48099838
75	GERMEILLE	Marquise	Yes	F	08-07-99-1985-01-00051		36	38588489
76	HENRYS	Claudy	Yes	M		8.08E+12	26	31315253
77	HERARD	Flita	Yes	F		1.43E+10	35	31826703
78	HERARD	Relia	Yes	F		8.08E+15	32	37124177
79	HERARD	Elnise	Yes	F		1.18E+09	40	48438078
80	HERARD	Simille	Yes	M		1.18E+09	27	31889836
81	IMERLIO	Marie Anne	Yes	F		8.08E+08	43	34670757
82	ISRAEL	Dienel	Yes	M		1.36E+09	39	47651209
83	JACKSON	Nadège	Yes	F		1.39E+09	42	36300544
84	JACQUES	Nerge	Yes	M	08 07 99 1981 08 00015		40	49364817
85	JACQUESON	LouiS-Jeune	Yes	M		1.05E+09	40	38202994
86	JASSE	Bruna	Yes	F		1.04E+09	26	44441571
87	JEAN	Manel	Yes	M	08-07-99-1977-11-00041		44	0
88	JEAN	Daniela	Yes	F	08-07-99-1987-10-00008		34	46436637
89	JEAN	Dieula	Yes	F	10-92-79-09-43		25	47654451
90	JEAN BAPTISTE	Necerlande	Yes	F	08 07 91 03 008077		30	34590994
91	JEAN CHARLES	Senite	Yes	F		1.25E+09	29	38759801
92	JEAN LOUIS	Servilie	Yes	F		1.43E+09	78	41168658
93	JEAN PAUL	Genel	Yes	M		1.15E+09	38	46690053
94	JÉRÔME	Wesma	Yes	M	08-07-99-1991-11-00037		30	36949557

95	JÉRÔME	Bege	Yes	M		1.05E+09	40	34005168
96	JN BAPTISTE	Osnel	Yes	M		1.18E+09	30	36777913
97	JN-BAPTISTE	Berthier	Yes	M		1.1E+09	41	34733950
98	JOSEPH	Julien	Yes	M		1.25E+09	37	36616927
99	JOSEPH	Macsony	Yes	M		1.37E+09	27	34377697
100	JOSEPHE	Jean Atinel	Yes	M		1.15E+09	38	39259211
101	JOSUÉ	Julot	Yes	M		1.25E+09	27	47896047
102	JULIEN	Vanessa	Yes	F	11-54-71-60-34		28	31126588
103	JULIEN	Fednor	Yes	M	08-07-99-1982-04-00045		39	38772214
104	JULLE	Jn Baptiste	Yes	F	10 58 72 23 12		43	37056257
105	JUNE-ROSE VICTOR	Luxon	Yes	M		1.05E+09	43	38444901
106	LAFLEUR	Olbengue	Yes	M		1.43E+09	29	48578330
107	LEGER	Alin	Yes	M		1.16E+09	39	37591424
108	LINDOR	Wiesnel	Yes	F		1.07E+09	36	46533858
109	LOUIS	Guenel	Yes	M		1.07E+09	38	36777913
110	LOUIS	Junette	Yes	F		1.25E+09	32	31571171
111	LOUIS	Jerald	Yes	M	08-07-99-1995-08-00074		26	44032811
112	LOUIS	Sadrak	Yes	M	08-07-99-1992-04-00032		29	34130385
113	LOUIS	Siliette	Yes	F		1.13E+09	35	49067342
114	LOUIS CHARLES	Elorge	Yes	M		8.08E+15	39	49240246
115	LOUIS CHARLES	Mirna	Yes	F		1.2E+09	42	46368435
116	LOUIS JEAN	Frisnel	Yes	M		1.05E+09	44	36752091
117	LOUIS JEAN	Jean ed	Yes	M	08-07-99-1983-06-00043		38	49360256
118	LOUIS JEUNE	Fritzner	Yes	M	08-07-99-1995-06-044171		26	31307172
119	LOUIS JEUNE	Venise	Yes	F		1.07E+09	41	36616927

Annexes VI | Terms of reference: PROFIT final evaluation



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Annexes VII | Bibliographic elements

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