



# Evaluation Summary



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## *Creating decent and environmentally friendly jobs for young people, Projet-Drouillard sector, Municipality of Cité-Soleil, West - HAITI W.I*

### *Final and independent evaluation*

#### Quick Facts

<b>Countries</b>	: HAITI W.I.
<b>Final Evaluation</b>	: December 2020 - March 2021
<b>Evaluation Mode</b>	: Independent
<b>Administrative Office</b>	: DWT/CO- San José
<b>Technical Office</b>	: SKILLS
<b>Evaluation Manager</b>	: Cybele Burga Solís
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<b>Project Code</b>	: HTI/18/01/RBS
<b>Donor(s) &amp; Budget</b>	: (RBSA, ILO), USD 1, 000, 000

#### Keywords:

*Municipality of Cité-Soleil (largest slum in Haiti, disadvantaged neighborhoods / subhuman living conditions (SDG 1 and 2); Town halls of the Metropolitan Region of Port-au-Prince / Sustainable cities (SDG 11); COVID-19 context (SDG 3); Professional integration / Decent employability of young people (SDG 4 and 8); Gender integration and participation (SDG 5); Insecurity and inter-community conflicts / Armed gangs (SDG 16); Inclusion, integration and social cohesion (SDG 10 and 16); Fight against extreme poverty and exclusion (SDG 1); Environmental health / Living environment and sanitation (SDG 3); Pooling of inter-municipal services (SDG 17); Resilience of terrestrial and coastal ecosystems (SDG 11, 12, 13, 14 and 15); Exit strategy (SDG 17).*

#### Background & Context

##### **Summary of the project purpose, logic and structure**

The ILO's programme framework is formulated in consultation with the Government of Haiti and translated through a reference document which is: "The Country Programme for the Promotion of Decent Work (PPTD 2015 - 2020)<sup>1</sup>. This ILO intervention guidance guide is intended to be a practical document, used by Haitian tripartite constituents to advance the Decent Work Agenda. This programme is a plea for a strengthening of tripartism, its capacity for expression, its organization and its potential for action. It is based on four priorities:

- 1) *Respect, promote and implement international labor standards;*
- 2) *Creating opportunities and promoting decent working conditions and incomes for women and men;*
- 3) *Promote a universal and non-discriminatory social protection base; And*
- 4) *Strengthen tripartism and social dialogue;*

The CREER Project aims to reduce poverty and violence around the population of the project-Drouillard sector, by creating sustainable jobs and decent opportunities by recycling waste from the Flamingo Canal and its surroundings.

<sup>1</sup> [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---program/documents/genericdocument/wcms\\_561940.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_561940.pdf)

## Present Situation of the Project

Administratively, the CREER project has been closed since the end of December 2020. Given the very difficult implementation context, and in the spirit of guaranteeing the consolidation of certain important achievements - in connection with the prospects of resilience and sustainability, some activities are continuing. Such an approach is in line with the theory of change and the exit strategy of the project, in favor of a better form of ownership by the stakeholders.

## Purpose, scope and clients of the evaluation

The purpose of the final evaluation of the project is to assess the relevance, validity of design, coherence, efficiency, effectiveness, impact and sustainability. Relevant cross-cutting issues for the ILO have also been considered, namely tripartism, social dialogue, gender equality and non-discrimination, transition to climate change and environmental sustainability, and test the underlying assumptions - on contributions to the broader impacts of development and organizational learning.

## Methodology of evaluation

The evaluation combines two approaches: one focused on the logic of the intervention and the other focused on the quality of interactions between projects and individuals, groups, organizations and institutions in the field.

## Main Findings & Conclusions

### Flagship achievements:

- a) The training of 250 young people from households of extremely poor socioeconomic categories in eco-professions type sectors, certified by the INFP;
- b) The training of 320 young people in the textile sector, certified by the INFP; with a strong involvement of the main manufacturers who operate in the managerial ecosystem of this sector as job providers;
- c) The establishment of a mini-center for the recovery and recovery of solid waste, with the possibility of integrating certain preferential northern markets - with the re-establishment of a certain level of socio-political stability;
- d) Carrying out the cleaning, development and stabilization of the banks - carried out at the level of the Flamingo Canal and its surrounding areas;

- e) The exploitation by local residents of certain areas developed in the vicinity of the Flamingo canal for agroecological purposes (establishment of community gardens during rainy periods);
- f) Additional training modules benefited by young people in the field of personnel development and savoir-vivre;
- g) The integration into employment of 65% of the 570 young graduates of both sexes; a new statute which protects them from the attraction of armed gangs which operate in particular in the precarious and fragile neighborhoods of Cité-Soleil in particular;
- h) The sanitation works carried out during important periods in the neighborhoods within the framework of the project;

### Unforeseen or additional achievements:

1. Participation of twenty-five (25) young beneficiaries in training provided by the company "Caribbean Craft" on: "the design and presentation of a collection (album), the conditions of participation and exhibition (for sale) ) in virtual fairs ";
2. 320 young people trained in the textile sector; whereas, the target was set at 300;
3. Individualized coaching activities, in particular on youth entrepreneurship, continued even after the project extension period;
4. Conducting special training on the Haitian Labor Code and ILO Convention, with the participation of the representative of the American Federation of Labor and the Congress of Industrial Organizations (AFL-CIO) in the development of this module. A special certificate was awarded to the participants;
5. Training in Patronage, carried out in relation to the curiosity and enthusiasm shown by the young beneficiaries of the textile component.

### With regard to the social dialogue component:

The ILO's strategy, in consultation with national and local stakeholders, called for developing a process of strengthening the capacities of workers and employers for the analysis and production of proposals on youth employment, in close coordination with the Bureau for Workers' Activities (ACTRAV) and the Bureau for Employers' Activities (ACT/EMP). Given the severe political instability that has reigned for more than 2 years in Haiti and the progressive and worrying

worsening of the situation, the project team agreed with the DWCT (*Decent Work Country Team*) of San Jose to transform the employment policy into an action plan to create jobs for young people. This activity in connection with the tripartite dialogue was to be carried out at the end of April 2020. The prudential measures adopted at the level of the ILO and those more drastic taken by the government of Haiti in particular in view of the implications of the pandemic of COVID-19 did not allow the arrival of international experts; who were to frame and guide the working sessions with national stakeholders. This activity was scheduled and postponed twice (see: mid-September to mid-December 2020). Ultimately, a request was formulated (and accepted) to decommission the funds for products 1.1 and 1.2 to allow the completion of additional activities and the extension of the project over time to compensate for the slowdown in implementation due to the pandemic.

#### **On the gender and strategy of COVID-19:**

Initially, the response was completely dependent on the decisions taken at the strategic level. With a better understanding of the pandemic, adaptive and more responsible measures (barrier gestures) have been adopted. These measures were not without consequences on the finances of the project. The application, to the extent possible, of the rules and standards of prudence and / or responsible management related to the COVID-19 pandemic in the project, was aided in the efforts to minimize the risks of infection in part of the implementation process.

In the generic budget of the project reference document, the gender-type parameters and / or indicators were not clearly explained in the budget architecture. If we consider the percentage of female participants graduating in the project, the evaluation estimates that at least 65% of the financial resources of the budget were directly invested and / or spent for this category. These aspects have been integrated and reinforced through the system of criteria established at entry, to facilitate the admission of younger women to training programs. In addition, the agile nature of the management method applied in the project made it possible to take into account, as far as possible, the emerging concerns of women in connection with the COVID-19 pandemic. 69.69% of the young people selected are female. They are exposed to multiple forms of violence and are very vulnerable to armed gangs (cf.: VGB, alarming socioeconomic precariousness, etc.).

Contrary to certain traditional practices, women have been represented in decision-making positions in local consultation structures. Because, historically, in the

context of disadvantaged neighborhoods, dominated by armed gangs (in particular), women are often relegated to second place.

#### **Good Practices (BP-i) and Lessons Learned (L-1)**

Regarding good practices (GP-i) to report:

- ▶ **Good Practice 1 (GP-1) - Training programs for the CREER Project and the context of precarious and fragile neighborhoods:** *The training programs for the CREER Project make a young person less vulnerable to the attractions and attraction of armed gangs, and contribute thus improving their longevity in precarious and fragile environments.*
- ▶ **Good Practice 2 (GP-2) - Green economy and employability in the context of precarious neighborhoods of Cité-Soleil:** *The actions of the project are very inspiring (eco-professions based on the waste economy). The residents of Cité-Soleil now see waste differently. If before, they consider them quite simply bulky, reservoirs of pathogenic germs, with the promotion of certain initiatives in this project in particular, their perceptions evolve significantly.*

Regarding the lessons (L-i) to report:

- ▶ **Lessons learned 1 (L-1) - Exit strategy and consolidation of the achievements of the CREER project:** *As it stands, the evaluation has no guarantee that this implementation committee will continue. Post-project responsibilities were not raised in the duties established for this committee. However, this structure has been of great use, and may also be after the closure of the project.*
- ▶ **Lesson learned 2 (L-2) - Monitoring of the employability of young graduates of the CREER Project:** *The situation of poverty and abject misery of the young people of Cité-Soleil seems to impose an attitude rather leaning towards the wait-and-see attitude and / or assistantship. Many of those who do not yet have a job cannot mobilize or even have the minimum to start an income-generating activity*

**Recommendations and correspondence with Good practices (GP-i) and lessons learned (L-i)**

**Main recommendations and follow-up**

- 1) **R.1.- Regarding social dialogue:** *The situation in Haiti is exceptional compared to the realities of other countries in the region. Thus, it would be interesting to hire an expert to study the direction to be given to social dialogue in Haiti ("Tripartism", "Tripartite plus", ...)*

*(Stakeholders concerned: ILO Decent Work Team (DWT) and Country Office for Central and ILO Project Office in Haiti | Chambers of Commerce and Industry of the different geographic departments of the country | National Company of Industrial Parks: SONAPI; / Association of Haitian Industries: ADIH | Workers' unions | Most Representative Human Rights Organizations | Ministry of Social Affairs and Labor)*

- 2) **R.2.- Regarding post-project responsibilities and commitments:** *The ILO Office in Haiti should sit down with SAKALA and Elektra SEWING SA, in consultation with the City of Cité-Soleil and the Implementation Committee, with the aim of transforming this so-called "local CREER project implementation committee" into an ex post monitoring committee;*

*(Stakeholders concerned: ILO Decent Work Team (DWT) and Country Office for Central and ILO Project Office in Haiti | City-Soleil Town Hall | National Solid Waste Management Service (SNGRS of the Ministry of the Environment) | former Local Implementation Committee of the CREER Project | SAKALA | Elektra Sewing SA )*

- 3) **R.3.- Regarding the fairness of the system of criteria established in the targeting and / or the recruitment process of young beneficiaries, including people with reduced mobility (disabled):** *In other similar projects, given certain socio-economic disparities observed among the young beneficiaries within the framework of the CREER project, in particular in relation to their marital status and / or the number of dependents, it would be very important to review certain modalities, in order to achieve an equitable sharing of socio-economic advantages and / or benefits of a project;*

*(Stakeholders concerned: ILO Decent Work Team (DWT) and Country Office for Central and ILO Project Office in Haiti)*

- 4) **R.4.- Regarding employment support for young graduates in the art of recovery:** *It is important to provide a follow-up plan for young people trained in the art of recovery. They still need some guidance (promotional and financial).*

*(Stakeholders concerned: ILO Decent Work Team (DWT) and Country Office for Central and ILO Project Office in Haiti)*

- 5) **R.5.- With regard to research perspectives related to the green employability of young people in Haiti:** *Arrangements must be made to encourage students from northern and southern universities (theses, PhD students, etc.) to produce theses on the issue linking the green economy and the potential for creating sustainable and decent jobs in Haiti, with a focus on contexts of fragility, conflict or violence (FCV);*

*(Stakeholders concerned: Relevant Headquarters (HQ) Technical Departments | ILO Decent Work Team (DWT) and Country Office for Central and ILO Regional Office for LAC | Regional and sub-regional technical units)*

- 6) **R.6.- To guarantee the consolidation and extension of the achievements of the CREER Project:** *It will be necessary to consider a successor project in a logic of consolidation, extension and replication of the achievements of the CREER project. This project could be directed towards the development of a quality label, focused on terror characteristics (Development of quality standards (see development of a Geographical Indications (GI)*

*(Stakeholders concerned: ILO Decent Work Team (DWT) and Country Office for Central and ILO Project Office in Haiti | MAST | MENFP INFP | Minister of the Environment)*