



ILO EVALUATION

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

Final Independent Evaluation of the CREER Project
“Creating Decent and Environmentally
Responsible Youth Employment
(CREER Project; HTI / 18/01 / RBS)

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Executive summary

Project Background

The Project “*Creating decent and environmentally friendly jobs for young people, Projet-Drouillard sector, Municipality of Cité-Soleil, West - HAITI W.I*,” aims to reduce poverty and violence around the population of the “Projet-Drouillard” sector, by creating sustainable jobs and decent opportunities through the recycling of waste from Canal Flamingo and its surroundings.

The project is structured around three components and a set of products:

▶ Component 1: Design of a national action plan for youth employment focused on reducing high levels of informality, precariousness and vulnerability in youth employment, with the participation of tripartite actors in a dialogue process and training.
▶ Component 2: Development of a work-study program (theoretical and practical) in Cité-Soleil, in coordination with the Ministry of Social Affairs and Labor (MAST) and the National Institute for Vocational Training (INFP), with the collaboration employers 'and workers' organizations. This program was to be directly benefited by 300 young women and men. Also, the transfer of the model used and its tools to agents of MAST (Ministry of Social Affairs) and INFP (National Institute for Vocational Training) has been planned.
▶ Component 3: Development of a pilot program for the creation of eco-professions jobs in collaboration with the Ministry of Public Works, Transport and Communication (MTPTC) and the Coordination of the “Caravan of Change”, in collaboration with the National Institute for Vocational Training (INFP), community organizations and municipalities. This intervention was to be benefited by 250 young people from the most vulnerable area of Port-au-Prince called “Projet-Drouillard”, located in Cité-Soleil.

The project was financed by the RBSA (Regular Budget Supplementary Account of ILO) in the amount of One Million US Dollars (1,000,000 USD); initially planned for a period of 12 months, from August 2019 to August 2020.

The implementation of the project was facilitated by two hierarchical structures with different and complementary functions, namely:

- i. A High-Level Committee (strategic scales, decision-making arenas) made up of the ILO, MAST (Ministry of Social Affairs and Labor), MTPTC (Ministry of Public Works, Transport and Communication), CNE (National Center of Equipment, the National Service for the Management of Solid Residues (SNGRS), the MENFP (Ministries of National Education and Vocational Training (MENFP) through the INFP, Business Sector Companies (Textile in particular: Company) National Industrial Parks: SONAPI; Association of Industries of Haiti (ADIH),...); the Steering Unit of the “Caravan of Change”, and structures acting as representation of employees and / or job seekers;
- ii. A local implementation committee, built on the basis of a representative and inclusive participatory approach. It is made up of influential sectors and actors-facilitators, evolving at the level of the city center and through the two (2) communal sections of Cité-Soleil (cf.: Natural and religious leaders, teachers in service or retirees; highly respected and honored by neighborhoods or groups in conflict). In this facilitation structure are represented: 1) The City Hall of Cité Soleil; 2) The office of the Deputy of Cité-Soleil; 3) The Focal Point of the company E-Power; 4) The Alovie Foundation of the Drouillard Project; 5) The Focal Point designated by the Education Sector; 6) Representatives of the religious sector; 7) The City Delegate of Cité-Soleil; 8) The Bureau of the Board of Directors of the Communal Section (CASEC) of Varreux 1; 9) The CASEC office of Varreux 2. The other members are made up of representatives of the large blocks of Drouillard, Bois-Neuf and Flamingo. Women were validly represented in this structure. Usually, they represented more than 35% in the meetings, and contribute correctly in the decision-making processes. This plural device played an essential role in the facilitation.

The ILO was responsible for the implementation process. Depending on the nature, scope, requirements and conditions of the contract, the execution of certain works has been entrusted to local or national Service Provider Operators (OPS). Liaison with the ILO Decent Work Team (DWT) and Country Office for Central America was facilitated by an administrative office based in Port-au-Prince. The latter served as a communication link between the field team, coordinated by a Senior Technical Coordinator (CTP).

Evaluation Background

The independent final evaluation combined two (2) approaches. One focused on the logic of intervention, the other rather global, focused on interactions. The evaluation followed the evaluation norms and standards of the United Nations Evaluation Group (UNEG) and applied the criteria and approaches of 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 subjective dimensions, and to arrive at a more objective analysis of the achievements of the project.

In addition to reviewing project documentation, the evaluation designed and mobilized semi-structured interview guides, observation sheets and individual questionnaires. In order to guarantee an acceptable level of representativeness, a systematic random sampling method was applied. This allowed the collection and / or co-construction of the necessary qualitative, and quantitative data. To ensure a good level of representativeness, the evaluation had set a sampling rate greater than or equal to 36%, in relation to each of the key expected results. The deductive and inductive analysis around the discriminating parameters made it possible to formulate the elements of conclusions and consequent recommendations.

The actual consultative process of the evaluation was carried out during the period from December 15, 2020 to February 6, 2021 in an extremely difficult context, and characterized in particular by: 1) the implications of the end of the holiday season and beginning of the year, 2) the implications of the COVID-19 pandemic, 3) the deleterious generalized climate of insecurity, 4) conflicts and armed struggles between gangs and / or rival districts of Cité-Soleil, 5) socio-political instability, 6) worsening cases of kidnapping in the project's areas of influence. The data collected was validated at different geographic, organizational and institutional levels, through an iterative process, focused on a representative and inclusive participation approach. The outcome of the process made it possible to draw the following findings and conclusions:

Key findings

Unlike the basic provisional schedule (12 months), the actual execution period of the Project was rather staggered over an approximate duration of 15 calendar months. In this very short period, the project has had four (4) governments (4 prime ministers), three (3) ministers of MAST, 2 ministers of MTPTC and 3 different ministers of MARNDR. On all these occasions, there has been no movement of personnel in the project team. On the contrary, very often, with each administration and / or government and / or minister come other priorities. In addition to the upheavals and / or shocks of various types and sizes (natural, socioeconomic, epidemiological and socio-political) that the country experienced from 2010 to 2020, these series of instabilities led to significant changes in the plan execution of departure, and suddenly, cause the accumulation of considerable delays. Despite everything, the project was able to hold up, thanks to the agile management model developed, and especially the smart management strategy developed by the ILO staff. A posteriori, the project was unable to develop (lost), at least, 7 months in the time allocated to it, i.e. almost half of its duration, including the six-month extension period granted to attempt to compensate for accumulated delays.

The teams in Geneva and San José, in particular, played a leading role in promoting advocacy actions in favor of resource mobilization. They have also assisted in aspects of quality assurance and in the development of recovery and adaptation strategies since the emergence of the COVID-19 pandemic. The tandem and the synergistic working model developed at different levels of the ILO had enabled the project to provide relatively adaptable response elements to increasingly complex difficulties

Flagship achievements and first spinoffs:

- 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)¹ 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;

As a shortfall in achievements, budgetary constraints did not allow the installation of the planned bio-digesters, and the continuation of work on a development section on a section following the Flamingo canal - to end in the cite-Soleil coastal and marine ecosystem. In addition, despite the enormous progress made in an inter-municipal dynamic initiated, the recurring socio-political disturbances associated with the context of COVID-19 did not allow the stakeholders to proceed with the signing of the inter-municipal protocol on the pooling of management services inter-municipal waste. However, even after the administrative closure of the project, the hired expert service provider, CASDA, continues to support the town halls. The signing of the protocol is postponed for April 2021. A consensus is being reached between the stakeholders on a specific date.

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)² and the Bureau for Employers' Activities (ACT/EMP)³, ILO entities. 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*)⁴ 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.

Satisfaction expressed by the different categories of stakeholders:

- i. The young people were satisfied in particular because most of the 570 young people of both sexes trained under the program were able to find sustainable employment. At least 75% of them consider this

¹ As a vision and/or policy claimed by this consolidated structure, the American Federation of Labor and the Congress of Industrial Organizations (AFL-CIO) are working to improve the lives of workers. It is a democratic and voluntary structure of 55 national and international trade unions representing 12.5 million workers. It strives to ensure that all workers are treated fairly, with decent wages and benefits, secure jobs, dignity and equal opportunities. It helped people develop valuable skills and prepare for employment for the 21st century economy. In fact, it operates the largest training network outside the U.S. military. His work is rooted in ensuring that anyone who works to earn a living at a salary and benefits and the ability to retire with dignity. It works to advance legislation to create good jobs by investing taxpayers' money in schools, roads, bridges, ports and airports, and by improving the lives of workers through education, vocational training and a sustainable minimum wage. It therefore advocates strengthening social security and private pensions, ensuring fair tax policies and making affordable, high-quality health care available to all. It struggles to keep good jobs, by reforming trade rules, by reindustrializing the U.S. economy and by ensuring the protection of workers in the global economy. It holds companies to account for their actions. In this way, it helps create safe and equitable workplaces and gives workers a collective voice to fight injustices in the workplace without fear of reprisal. It fights for social and economic justice and strives to overcome oppression in all its forms. (<https://aflcio.org/about-us> ; Consulted January 23, 2021)

² <https://www.ilo.org/actrav/lang--fr/index.htm> & <https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/departments-and-offices/lang--fr/index.htm> (Accessed January 18, 2021)

³ <https://www.ilo.org/public/french/dialogue/actemp/> (Accessed January 18, 2021)

⁴ Voir : EAT/BP-Port of Spain: Equipe d'appui technique de l'OIT au travail décent et bureau de l'OIT pour les Caraïbes (<https://www.ilo.org/caribbean/lang--es/index.htm> ; (Accessed January 18, 2021)

- program to be an effective means that allows at least 35% of them to escape the influence, the attraction of armed gangs and their acts of violence of multiple natures and varied (without making personality).
- ii. The graduates (in general) were very satisfied with the pedagogy used and the approach methods used. On the other hand, some of them (around 35% at SAKALA) complain of not having been able to benefit from certain basic tools necessary to practice their profession.
 - iii. The greatest satisfaction was felt among the majority of young people who were able to integrate the textile component or the eco-professions component (continuing training at SAKALA), and who are placed in employment. The mixed satisfactions were noted especially among young people who are on a waiting list, who hope, as soon as possible, to get a job, in order to financially help their families who expect a lot of them. They are extremely impatient, and sometimes very worried, to be witnessing the closure of the project. The Haitian Creole expression very often used by this category of young people to express their feelings of frustration and / or discontent and especially concern is: "*Nou prèske dòmi deyò!*" "; this one which could be translated goes: "*The table may be cleared before being invited.*"
 - iv. In general, people who live in a radius that is in the area of concentration of the development and stabilization works of the banks of the Flamingo Canal have been very satisfied. Residents generally expressed their wish that the ILO did not leave the area so prematurely. They hope that other larger initiatives are started as soon as possible to provide relief to households living in extreme poverty.
 - v. A posteriori, the preferred targets; relevance of concerns; the credibility and experience of the ILO and those of the actors involved in the local facilitation committee; socio-demographic anchoring - together with the recognition of the seasoned expertise of implementing partners such as SAKALA and EELEKTRA SEWING SA (in relation to the areas claimed) all played a decisive role in the enthusiasm of the various categories of stakeholders to get involved in the process.
 - vi. The town hall of Cité-Soleil has given a favorable opinion to this project. The mayor cited the first positive impact of the project on his municipality. On the other hand, she expressed certain reservations on a particular aspect: Why the works of the Flamingo Canal are not carried out up to the level of the coastal ecosystem? In fact, due to a lack of sufficient resources, the project team, in consultation with the local implementation committee, had rather focused on the crucial areas having a significant impact on the living conditions of the Drouillard Project area, the preferred geographic target of the project. In addition, the focal points of the town halls of the municipalities such as: Delmas, Tabarre and Kenscoff, exhibit the advocacy actions supported by the project in favor of synergy bridges to be developed between the municipalities. For them, there is a lot of progress. In addition, discussions with the person responsible for the waste file with the Minister's office and the Director of the Living Environment and Sanitation Department of the Ministry of the Environment were very constructive. However, reservations were raised regarding a communication deficit that existed between the project and the Directorate of Life and Sanitation Framework of the Ministry of the Environment.
 - vii. In the exchanges with the young graduates, the evaluation felt that they are starting to see the companies of their environment in another way. There is clearly an evolution in perception. Because, given the historical societal distancing between the socioeconomic classes of the metropolitan area (cf.: Systemic anchoring of forms of social exclusion), before, entrepreneurs were seen much more as people who settled down to exploit the miserable, the poorest. The latter are often considered (by young people who express feelings of revolt against their miseries) as economic predators, enemies. At this stage, although there is not yet a reversal of this trend in the minds of young people, however, some evolution is felt - rather in the rather positive direction among the beneficiaries. At the same time, in general, the testimonies of representatives of companies in the textile sector are rather very favorable to the young people recruited within the framework of the training program of the CREER project. They are considered energetic, dynamic and very efficient.

On the gender and strategy of COVID-19:

- i. 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.
- ii. In the generic budget of the project reference document, the gender-type parameters and / or indicators were not clearly explained in the budget architecture. On the other hand, if we consider the percentage of female participants graduating in the project, the evaluation estimate 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.).

- iii. 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 & Lessons learned:

- ▶ **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 considered them quite simply bulky, reservoirs of pathogenic germs, with the promotion of certain initiatives in this project in particular, their perceptions evolve significantly;*
- ▶ **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 initiate an income-generating activity.*

Main conclusions:

Despite some implementation deficits previously reported, taking into account the implementation context and the main results to be achieved, the evaluation believes that the CREER project remains a relevant, very coherent initiative, with a level of efficiency and satisfactory efficiency. Its level of performance results needs to be mentioned, among other things, from the leadership of the ILO management team in the field, the adaptive management approach, and the very good level of social and institutional acceptability of the project. A posteriori, in all the scenarios (evolution of the average rate of the national reference currency and in relation to the inflation rates; socio-political unrest; ...), the statistics illustrated in graphical form in this report confirm that there is a fairly significant level of improvement in the income of young graduates, by comparing their status before and after training. However, an effort should be made to better clarify certain aspects of the exit strategy with certain categories of stakeholders.

Eco-professions jobs are considered in particular in sectoral and cross-sectoral public policy documents (MDE, MPCE, MARNDR, etc.) as a response to the multiple crises facing the world today: climate, food, financial, economic crises. They are seen as an alternative paradigm that offers the promise of economic growth and job creation, while protecting ecosystems and contributing to poverty reduction, through the achievement of long-term sustainable development and promotion of decent work (Haiti's Strategic Development Plan, Volume 2). The actions of the project are very inspiring (eco-professions based on the economy of waste). The residents of Cité-Soleil now see waste differently. If before, they considered them quite simply bulky, reservoirs of pathogenic germs, with the promotion of certain initiatives in this project in particular, their perceptions are changing significantly. It remains for politicians to develop responsible action and recovery plans, focusing on options related to the economy, and therefore to green employability. Moreover, the existing potential in the project neighborhoods is enormous. However, it will be necessary to carry out very specific and in-depth studies on the theme in order to tackle it properly.

Ultimately, with this guidance from the ILO, the evaluation gets the impression that entrepreneurs want to orient themselves, albeit timidly, towards concerns related to the area of social safeguards. On the other hand, there are still a lot of steps to be taken on an ecological level. These societal constructions likely to contribute to the

establishment of a coordination model of a textile value chain based on the promotion and development of the inter-professional sector require more time.

Recommendations (R.i):

The recommendations take into account the observations, supplemented by the main concerns expressed by the privileged targets of the CREER project, namely: 1) capacity building of institutions and sectoral organizations, 2) young people of both sexes from disadvantaged neighborhoods, characterized through situations of armed conflict and multifaceted violence and, 3) bridges of functional synergies to be established between development operators. A summary of the key recommendations can be formulated as follows:

- i. **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", ...) ⁵;*
- ii. **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;*
- iii. **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;*
- iv. **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). The creation of their companies was overlapped with troublesome situations;*
- v. **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);*
- vi. **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) ⁶).*

⁵ Tripartite plus: That is, the participants in the national tripartite social dialogue are the representatives of the government and the social partners. The term "tripartite plus" refers to situations where traditional tripartite partners choose to engage in dialogue with other civil society groups in order to gain a broader perspective and achieve consensus on issues related to the world of society. job. <http://courses.itcilo.org/A157612/lectures/qu2019est-ce-que-le-tripartisme-et-le-dialogue-social> (Accessed December 10, 2020)

⁶ A geographical indication is a sign used on products which have a precise geographical origin and which possess qualities, notoriety or characteristics essentially due to this place of origin. In order to be considered as a geographical indication, a sign must make it possible to determine that a product originates in a given place. In addition, the qualities, characters or notoriety of the product must be due primarily to the place of origin. As the qualities depend on the geographical place of manufacture or production, there is a clear link between the product and its place of production or original manufacture. They not only allow companies to capitalize on the value of their exceptional products due to their geographic origin, but also inform and attract consumers.

A number of international instruments deal in part or exclusively with the protection of geographical indications or appellations of origin (Relevant Treaties administered by WIPO (World Intellectual Property Organization); Agreement on Aspects of Intellectual Property Rights trade-related (TRIPS Agreement) of the World Trade Organization (WTO)).

Abbreviations list

- HRBA: Human Rights Based Analysis
- APA: Before-During-After
- ASEC: Municipal Section Assembly
- AUC: American University of the Caribbean
- BCO: Basic Community Organization
- BRH: Bank of the Republic of Haiti
- CARI: Consolidated Approach for Reporting indicators / Consolidated Approach for the reporting of food security indicators
- CASDA: STRATEGIC SUPPORT CELL FOR AGRICULTURAL DEVELOPMENT
- CASEC: Board of Directors of the Communal Section
- CATEDEL (company): Technical support unit for local development (Haitian firm: <https://www.catedel-services.org/>)
- CEFREPADE: Francophone Center for Partnership Research on Sanitation, Waste and the Environment
- CEFREPADE: The Francophone Center for Partnership Research on Sanitation, Waste and the Environment
- CNSA: National Coordination of Food Security
- DDAO: West Departmental Directorate of Agriculture
- ENUSAN: National Emergency Food and Nutrition Security Survey
- ESIA: Environmental and social impact studies
- ESMP: Environmental and social management plan
- GIS: Geographic Information System
- GRD: Risk and Disaster Management
- ha: hectare
- HTG: Haitian monetary unit, the Gourde
- IHSI: Haitian Institute of Statistics and Informatics
- ILO: International Labor Office
- ILO: International Labor Organization
- INFP: National Institute for Vocational Training
- IOV: Objectively verifiable indicators
- MAG: Global acute malnutrition
- MAM: moderate acute malnutrition
- MARNDR: Minister of Agriculture, Natural Resources and Rural Development
- MARNDR: Ministry of Agriculture, Natural Resources and Rural Development
- MARP: Accelerated Participatory Research Method
- MAST: Ministry of Social Affairs and Labor
- MDE/MOE: 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
- MUAC: Mid-Upper Arm Circumference / Brachial Perimeter
- NGO: Non-Governmental Organization
- PB: Brachial Perimeter
- RBSA : Regular Budget Supplementary Account of ILO
- RMPAP: Metropolitan Region of Port-au-Prince
- SAKALA: "Sant kominotè altènatif lapè" / The equivalence is: "Community center for peaceful alternatives).
- SAM: severe acute malnutrition
- SCA: Food consumption score
- SDA: Food diversity score
- SDE: Enumeration section
- SEEUR: SERVICE OF MAINTENANCE OF URBAN AND RURAL EQUIPMENT
- SMART: Specific, Measurable, Achievable, Realistic and Time-bound).
- SME: Environmental Management System
- SWOT: Strengths, Weaknesses, Opportunities, Threats
- TOR: Terms of Reference
- UN: United Nations Environment Program
- UNDP: United Nations Development Program
- UNS: United Nations System
- USD: Currency unit of the United States, the Dollar
- YA: Youth Organization
- ZME: livelihood zone

Chapter I | Background

1.1.- Context

Port-au-Prince is the capital of Haiti and the country's main city. Over 2 million people make up its population, of which at least 1,800,000 live in slums. These slums number 357, including that of the municipality of Cité-Soleil. Port-au-Prince⁷ is a reflection of the slums that surround it because of the poverty of its infrastructure, the unsanitary environment and the visibly deplorable socio-sanitary conditions. Because, slum dwellers, especially young people, face multiple socioeconomic, environmental and health problems. These concerns include in particular: endemic unemployment; illiteracy, difficult access to drinking water supply, precarious housing (dilapidated slums in most cases), serious problems with toilets, difficult access to electricity, lack of public health services, to name but a few.

Cité Soleil is located about 3 km north of Port-au-Prince in the West department and in the district of Port-au-Prince. The municipality is the largest slum in the conurbation formed around the capital. It has an area of 21.81 km². The municipality of Cité-Soleil is made up of the municipal sections of 1) Les Varreux and, 2) Les Varreux 2. The two sections are themselves made up of various districts. These are mainly: Bas Fontaine, Bélécou, Bois Neuf, Boston, Bremond, Brouklin, Cité-Fierté / Linto 1, Cité Gérard, Cité Linto 2, Cité Lumière, Duvivier, HASCO / Village Démocratie, Macaya, Martial, Pont-Route / Chancerelles, Sarthe, Soleil 1 & 2, Terre-Noire / Blanchard, Ti-Ayiti, Vaudreuil / Truitier, Village des repatriés / Menetas, Wharf Jérémie, Wharf Soleil, Industry zone, Cité Drouillard, Drouillard / Circuit d'Haiti and Projet Drouillard.

Over the past ten years, the country in general, and in particular the municipality of Cité-Soleil, has experienced exceptional humanitarian, environmental and socio-political situations, even disasters. Among others, it is worth mentioning:

1. The passage of the devastating earthquake of January 2010. Although the epicenter is located about 40 kilometers⁸ from the municipality of Cité-Soleil (West, metropolitan area of Port-au-Prince), the socio-economic and ecological factors have been critical in the regions of the country, with particular emphasis on the municipality of Cité-Soleil given its alarming level of vulnerability and precariousness;
2. The passage of Hurricane Matthew in September 2016: This natural disaster had devastating effects on all sectors of the country's life (including Cité-Soleil), with an emphasis on the geographic departments of the South and the Grand'Anse;
3. The complex and complicated electoral crisis of the 2016-2017 period for the renewal of all political staff, which persisted and made consistency in the implementation of post-disaster management initiatives and the recovery phase even more difficult: This situation still persists, despite the substantial investments of bilateral and multilateral cooperation partners, in support of the initiatives of relatively organized groups of civil society ;
4. The initiation of sporadic and recurrent movements resulting from periods of unrest and anti-government uprisings called under the label of (Country Lock)⁹ (cf.: Period from February to September 2019);
5. The historical and structural problems in terms of governance, the lack of participation and transparency and the functional and operational capacity deficits which continue to impact the implementation of sustainable progress initiatives;
6. The repercussions of agro-climatic hazards on the agricultural sector; the low growth and development of the employment sector and the lack of coherence in the development of sectoral public policies; which only degrade the socio-economic living environment of all socio-economic categories, where young people and adults aged 16 to 45 have no other alternative than to mobilize means to emigrate

⁷ In general, most of the neighborhoods of Port-au-Prince inhabited by the wealthy or well-off middle-class people are surrounded by slums. The poor follow the rich even in their comfort zone. What sets them apart is their habitat: houses of large or medium-sized appearances, surrounded by a thick wall that barely reveals the roof of the house, protected by an impressive iron fence. The rich and the less poor must protect themselves against these neighbors by default, living in slums and suffering from all the evils of poverty.

⁸ <https://fr.distance.to/L%C3%A9og%C3%A2ne/Cit%C3%A9-Soleil,Port-au-Prince,Ouest,HTI> (Consulté le 12 janvier 2021)

⁹ This is an anti-systemic protest movement, emanating from the Haitian socio-political ecosystem. It is a new strategy of struggle developed by the political opposition and / or a large part of organized civil society in Haiti, in relation to the differences expressed against the political administration, emerged from the recent history of the country, either in July 2018 for the first time. In fact, this new expression, or even a new slogan or popular concept, could be explained by: "A situation in which the country is operating in slow motion and in very critical conditions. Social (schools, churches, leisure areas, etc.), economic (formal and informal shops, etc.) and socio-cultural activities are almost completely paralyzed in the country's large cities in particular. As a result, individuals can no longer proceed with their respective activities. Public institutions operate in complete stagnation. Barricades of all kinds are used by protesters to prevent physical access to major arteries of the country's road network. This movement installed for a very long period (more than 4 months) lasts enormously much longer than that of a traditional trade union strike". According to the initiators, this form of resistance is a total refusal to all forms of socioeconomic and socio-political exclusion, historically and structurally anchored in socio-political dynamics. According to an editor of the Haitian Daily "Le Nouvelliste" (Enock OCCILIE / URL, September 4, 2019)⁹, it is a popular barricade against oppression, unemployment, exploitation of the working class, inequalities or social injustices, social and food insecurity...

to the countries of Latin America (Brazil, Chile, Argentina, etc.), the Dominican Republic and North America, depending on the room for maneuver available; and of course:

7. The emergence of the COVID-19 pandemic which continues to have negative and major effects and impacts on the living environment of underprivileged neighborhoods, very weakly resilient, such as those in the municipality of Cité-Soleil;
8. The expectations of political opposition groups are not being met. Contrary to their will, the President of the Republic remains in power after the fateful date of February 7, 2021 which has been set. The socio-political perspectives are becoming more worrying every day; situation due particularly to major disagreements between the actors of the political class on the constitutional date of the effective end of the mandate of the President of the Republic (see: February 7, 2021 for those who regroup alongside the political opposition, and rather, February 7, 2022 for those who side with the ruling party)¹⁰;
9. A sudden¹¹ depreciation (reduced to around 50% in less than two months: between September and November 2020 from 113 to 62 HTG for 1 USD) and apparent (because the price of products does not proportionately follow the trend of this appreciation, if the evaluation consider the variation in the consumer price index by expenditure group of the Bank of the Republic of Haiti (BRH, 2020)¹²) of the American dollar (USD) in relation to the gourde (HTG), the currency national. Remember that the American dollar has historically and structurally been imposed (since after socio-political events in 1986) as a stable currency, used more frequently as a reference currency in Haiti to facilitate the majority of national and international commercial transactions;
10. The climate of violence, fear and terror that is taking hold in the municipality of Cité-Soleil: Internal conflicts between gangs and / or rival neighborhoods of the municipality, thus leading to armed struggles until now, killings and summary executions of young people in particular;

The Annex XVII presents a summary of the realities that preceded the implementation of CREER for the key sectors, in relation to the conceptual and operational framework of the said project. These obviously have an impact on the performance levels recorded in the implementation process.

1.2.- Background of the CREER Project

In general, the International Labor Organization (ILO), a specialized United Nations agency, is solicited and supports the Haitian state through sector ministries and key players in Haiti's civil society in defining strategic public policies, mobilizing resources, developing and implementing related integrated programmes and/or projects, among other things, improving the legal-legal framework, developing and/or building capacity in practical thematic areas, sustainable employment, decent work, developing entrepreneurial skills, integrating southern countries into high value-added preferential markets, intra- and transgenerational social justice, with a view to universal and sustainable peace (see 17 SDG).

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)¹³. 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;

Over the past 30 years, particularly after the 2010 earthquake, public decision-makers, with the support of some external cooperation donors and several development and humanitarian operators, had implemented

¹⁰ The president was admittedly sworn in on February 7, 2017, but the process leading to his installation at the National Palace began on October 25, 2015. The electoral contests of the time were marked by controversy. The candidates who participated denounced massive fraud. They obtained the cancellation of these elections which will be continued in 2016. For the presidential camp, the mandate of Jovenel Moïse ends on February 7, 2022. They are based on article 134-1 of the constitution which provides that "The duration of the presidential mandate is five years. This period begins and ends on February 7 following the date of the elections ". On the other hand, article 134-2 of the constitution specifies that "the elected President takes office on February 7 following the date of his election. In the event that the ballot cannot take place before February 7, the president-elect takes office immediately after the validation of the ballot and his term of office is deemed to have started on February 7 of the year of the election. ". Relying on the Constitution, opponents of power and some constitutional experts believe that the mandate of the President of the Republic is supposed to begin on February 7, 2016 due to the holding of elections in October 2015. "It is clear that the constitutional mandate of the President Jovenel Moïse will end on February 7, 2021," says André Michel. (<https://ayibopost.com/quand-jovenel-moise-doit-il-quitter-le-pouvoir-en-2021-ou-en-2022/>; <https://reznodwes.com/2020/01/09/the-principal-of-jovenel-moise-will-end-in-one-year-on-february-7-2021-affirms-samuel-dhaiti/>; [http://lenational.org/post_free.php?elif=1_CONTENTUE/tribunes & rebmun = 1475](http://lenational.org/post_free.php?elif=1_CONTENTUE/tribunes&rebmun=1475); <https://lenouvelliste.com/article/217280/entre-les-7-fevrier-2021-et-2022-quelle-est-la-date-la-plus-conforme-a-la-constitution-haitienne-amended-on-the-end-of-mandate-of-the-president-of-the-republic>: Consulted on December 23, 2020)

¹¹ <https://fr.exchange-rates.org/history/HTG/USD/T> (Accessed January 11, 2021)

¹² <https://www.brh.ht/variation-de-lindice-des-prix-a-la-consommation-par-groupe-de-depenses-septembre-2020/> (Accessed January 11, 2021)

¹³ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_561940.pdf

initiatives (event activities, projects, programmes) to improve the living conditions of these disadvantaged neighborhoods of Cité-Soleil. However, given the magnitude of the historically constituted and/or emerging challenges and challenges, the situation in these precarious metropolitan areas requires complementary, innovative and more structuring support. Given the complexity of the problems, it was felt that a rather intelligent approach was being mobilized, and better suited to societal concerns; with a focus on young people and women in precarious living conditions; who are exposed to delinquency and multifaceted acts of violence on a daily basis - from a medium- and long-term programmatic perspective. These conditions of abject vulnerability and poverty in which young people live risk hindering or even jeopardizing the achievement of any initiatives aimed at gradually and significantly reducing the proliferation of armed gangs, and the various forms of violence and criminal acts that accompany it. It also risks: inclusiveness and social peace and the efforts and investments to improve the socio-economic and ecological resilience of targeted communities. It is precisely in this context that the ILO has accompanied the Haitian Government through a concerted effort by ministries and sectoral bodies (Institute of Technical and Professional Training of the Ministry of National Education and Professional Training (INFP/MENFP), Ministry of Social Affairs and Labor (MAST), Ministry of Environment, Ministry of Agriculture Natural Resources and Rural Development); targeted town halls in the metropolitan area (Cité-Soleil, Tabarre, Pétion-Ville, Kenscoff and Delmas); business sector players in the Port-au-Prince metropolitan area (Chamber of Commerce and Industry, Elektra Sewing, and other commercial enterprises; etc.), and the involvement of the most representative groups of organized civil society with a good level of anchorage at the level of the commune of Cité-Soleil (such as: **SAKALA**¹⁴ (Equivalent translation : *Community Centre for Peaceful Alternatives*) in the process of formulating and implementing this project entitled "Creating Decent and Environmentally Friendly Jobs for Youth (CREER)". This is what is currently the subject of this final and independent evaluation report.

This project is funded by the ILO Supplementary Budget Account (RBSA) for USD 1,000,000 and implemented by the ILO Project Office in Haiti between February 2019 and August 2020. Due to the pandemic, the project was extended until December 2020.

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

The project is structured around three components and a set of products:

- | |
|--|
| ▶ Component 1: Designing a national youth employment action plan focused on reducing high levels of informality, precariousness and vulnerability in youth employment, with the participation of tripartite actors in a process of dialogue and training. Specifically, it was planned to develop the initial stages of the political cycle from a tripartite approach: 1) Conducting a situation analysis; 2) Identify and define the problem; 3) Explore policy options; and 4) Prioritize policies/programs/actions to solve the problem. The ILO strategy proposes to develop a process to build the capacity of workers and employers for the analysis and production of proposals on youth employment in close coordination with ACTRAV and ACTEMP. |
| ▶ Section 2: Development of an alternating training program (theoretical and practical) in Cité Soleil, in coordination with the Ministry of Social Affairs and Labor and the National Institute of Vocational Training, with the collaboration of employers' and workers' organizations. This program will directly benefit 300 women and young people. I had planned to transfer the model used and its tools to the MAST and PSNI officers. |
| ▶ Component 3: Development of a pilot program for the creation of eco-professions jobs in collaboration with the Ministry of Public Construction, Transport and Communication (MTPTC) and the Coordination of the "Caravan of Change" in collaboration with the National Institute of Professional Training (INFP), community organizations and municipalities. This intervention will benefit 250 young people from the most vulnerable area of Port-au-Prince called "Project Drouillard" in the Cité-Soleil. |

The main results expected for the project were:

¹⁴ SAKALA conducts peace-building work focused on sport, art and agronomy in the Cité Soleil district of Port-au-Prince. Sakala serves as a community center for young people in the Sunshine City of Port-au-Prince. Sakale means "Sant Kominote Altènatif Ak Lapè" which translates from Haitian Creole into English as "The Community Centre for Peaceful Alternatives". Founded as a Pax Christi peace-building project, the organization was born out of the growing violence in Cite Sole after the overthrow of President Jean-Bertrande Aristide in 2004. With increasing violence between armed groups, she used Haiti's football culture to promote peace-building, creating a Cite Soleil football team to unify neighborhoods. The team played with the Haitian National Police, UN soldiers and others. The success of the program has led Sakala to develop, and it now aims to support children and young adults through athletics, agronomy and education. It builds people of courage and character, to strengthen the families and communities of Cité Soleil. Sakala's projects include work on sport, art and literacy, economic development and a micro-platform for peace. His vision for the future is one in which every child has an alternative to armed groups and violence. (<https://www.peaceinsight.org/en/organisations/sakala-ayiti/?location=haiti&theme> ; Consulted on December 3, 2020) / SAKALA assumes the education of its best young people and accompanies others. The overall work of the center is in line with the reduction of the delinquency rate. It allows young people to become entrepreneurs, especially young girls. SAKALA is also a place of entertainment via sport (football, basketball, cycling and others, every day. (http://www.gafe-haiti.org/IMG/pdf/repertoire_des_initiatives_de_cite_soleil-web.pdf ; Consulted On January 12, 2021)

- 1) 250 jobs are created for young women and men in the region in the art of waste recovery and transformation into ethical marketable fashion and crafts;
- 2) 300 young people from Cité Soleil, of whom nearly 70% are women, are trained in textiles, benefiting from a high demand for formal jobs;
- 3) 60% of Cité Soleil's 550 young people have found a job or started their own business.
- 4) 1 mini craft center is created;
- 5) The Flamingo Canal is cleaned up, reducing the risk of feeding the area during the rainy season. This will help improve people's health and prevent diseases related to an unsanitary environment;
- 6) An inter-communal waste management protocol is signed, thus promoting the pooling of communal services and resources between the municipalities of Cité Soleil, Delmas, Tabarre and Pétion-Ville;
- 7) The installation of a biodigester;
- 8) The remediation of the areas of intervention is done in a systematic way, thanks to the awareness of the various actors, aimed at changing the behavior of the communities.

The main activities the project team was to carry out were:

1. Selection of 550 beneficiaries,
2. Removal of 15 thousand cubic meters of waste in the Flamingo Canal,
3. Cleaning up the surrounding areas of the Flamingo Canal,
4. Established 25 cooperative groups of 10 people whose roles will be well defined,
5. Installing sorting and collecting different waste centers,
6. Creating a plastic and polystyrene collection center,
7. Setting up craft workshops based on products collected from the canals,
8. Establishing a marketing unit for ethical textile products and handicrafts,
9. Production of gravel and sand for backfilling,
10. Creating composting space,
11. Development of mini family gardens on concrete roofs,
12. Development of community gardens (decorative and fruit gardens) next to the canals,
13. Installing selective waste collection bins and waste retention grids at the flamingo Canal entrance,
14. Installation of Biodigester;

For additional information on the project, one could consult the logical framework, incorporating some of the most relevant developments in the life of the project.

1.3.- Evaluation background

In accordance with the ILO's evaluation policy, the project was submitted for a final independent evaluation. In the minutes of approval of the RBSA project (Regular Budget Supplementary Account of ILO), it is also stated that the final evaluation is a requirement.

The scope of the final evaluation is guided by the main objective and the specific objectives as outlined in the above section. The evaluation covers all the activities of the Project developed between end of March 2019 and December 2020. The geographical coverage of the evaluation will include all geographical locations where project operates.

This independent assessment is summative in nature and intended to assess the expected and unexpected results of the intervention, how and why (and why not) the results were obtained. It also assessed aspects of the process, as it was the ones that explained the achievement of the results or not, and assessed the extent to which the learning generated had been transformed into good practice. Process evaluation and results provide stakeholders with information to evaluate and revise the work plans, strategies, objectives, strategic alliances and resources needed to implement similar projects in the future.

The purpose of the final evaluation of the project is to assess the relevance, validity of design, consistency, efficiency, effectiveness, impact and sustainability, 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.

The specific objectives of the final evaluation are:

1. Assess the relevance of the project, the effectiveness of the approach (including the inclusion of cross-cutting aspects) and the sustainability of the expected results, products and objectives;
2. Assess the contribution and collaboration of key stakeholders in the project and other projects (the ILO and other development partners);

3. Assess whether and how unforeseen factors, including the COVID-19 pandemic, affected the project's implementation, and whether the project effectively addressed these unexpected factors;
4. Assess the (emerging) impacts of interventions (positive or negative) at all levels, including political influence, operational/institutional level and ultimate beneficiaries;

The evaluation was conducted from December 2020 to March 2021. The main users of the evaluation are:

External clients:

- Municipalities??
- Ministry of Social Affairs and Labour (MAST)
- Ministry of Economy
- Ministry of Education
- Ministry of Planning and Technical Cooperation
- Ministry of the Environment
- Bank of the Republic of Haiti (Central Bank)
- National Institute of Vocational Training (INFP)
- Ministry of Public Construction, Transport and Communications (MTPTC)
- Workers' organisations (CTSP, CSH, the CTH, Batay ouvriè, and CNOHA)
- Employers' organizations (ADIH, Chamber of Commerce)

Internal clients:

- ILO Office for Central America, Dominican Republic, Haiti and Panama
- Project Office in Haiti
- Regional Programming Unit (RPU)
- Partnerships and Field Support (PARDEV), ILO Geneva
- Evaluation Office (EVAL), ILO Geneva

For additional information on the project, the relevant terms of reference for the evaluation in Annex I could be consulted.

1.4.- Methodology

1.4.1.- Evaluation approach

The evaluation followed the standards and standards of evaluation of the United Nations Evaluation Group (UNEG), as reflected in the ILO Guidelines for Results-Based Evaluation (ILO Guidelines for Results-Based Assessment) and Technical and Ethical Standards. For example, it applied the criteria and approaches to international development assistance as defined in the OECD Quality Standards/CAD for development assessment. Special considerations were also made on the “Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and programme evaluations”.

To answer the evaluation questions established in the TORs and refined in the initial report, the evaluation applied a holistic approach that took into account the key dimensions related to the conceptual and operational framework of the project. The components were analyzed and discussed in the light of the changing contexts (organizational, institutional, socio-economic, socio-cultural and even socio-political) that had marked and/or influenced the process of implementation of the project, through its various phases.

The deductive and inductive analysis of the discriminating parameters provided evidence of conclusions, suggestions and recommendations. In addition, the consultative approach also allowed the various players to present their views on the exit strategy.

1.4.2.- Criteria and evaluation questions

The full list of evaluation questions is provided in **Annex II**, structured around the main evaluation criteria of the OECD DAC, in particular: 1) relevance, 2) coherence, 3) effectiveness, 4) efficiency and 5) impact orientation and 6) Sustainability. The following diagram illustrates this *framework*:

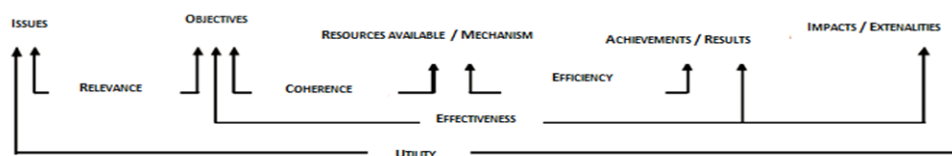


Fig 1 | Links between the performance criteria of the CREER Project (OECD / Adaptation - GUERRIER, December 2020)

The evaluation has worked towards ensuring that this assessment is carried out on a SMART basis (Specific, Measurable, Achievable, Realistic, Time-bound).

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

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

1.4.3.1.- Gender sensitivities and gender sensitivities

In order to take into account the aspect of “*Gender participation and integration*” in the framework of the evaluation, the emphasis was mainly on the new ILO guidelines formulated in “**Guidance Note 3.1: Integrating gender equality in monitoring and evaluation**”¹⁵. In addition to these guidelines, when necessary, certain ADS (Gender Differentiated Analysis)¹⁶ tools were used. This framework, described in six (6) steps, corresponds to the usual phases of carrying out a project. For better adaptation, a look was made at the public policies developed by Haiti in this area (see: Gender equality policy 2014-2034 in Haiti)¹⁷.

1.4.3.2.- Integrating human rights analysis, including those of children

For analyses related to the legal and institutional plan, the main focus was on: **The human rights-based approach in the 'programming process (HRBA)**¹⁸. It is a conceptual framework for understanding the causes that prevent the realization of human rights based on universal human rights norms and principles ... and aims to develop the ability of rights holders to claim their rights and to Bondholders (DO) to fulfil their obligations (CCA/UNDAF 2007Guidelines, p.14).

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

Child labor is both a cause and a consequence of poverty and squanders a country's human capital. It often hinders the education of children, especially girls. For example, as part of the exercise, the evaluation had considered "Conventions 138 (1973) and 182 (1999) of the International Labor Organization (ILO), which include in the category of child laborers all children under the age of 12 with economic activity, regardless of whether children aged 12 to 14 perform more than light labor and all children undergo the worst forms of child labor - slavery, forced recruitment, prostitution, trafficking, forced illegal activities or dangerous activities. Article 32(1) of the Convention¹⁹ on the Rights of the Child (1989) recognizes "the right of the child to be protected from economic exploitation and not to be subjected to any work that involves risks or that may jeopardize his education or harm his or her health or physical, mental, spiritual, moral or social development." It should be noted that since March 2006, 143 countries had ratified Convention 138, which sets the minimum age for general, light or risky work, and 158 countries had ratified ILO Convention No. 182 on the worst forms of child labor²⁰.

¹⁵ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165986.pdf

¹⁶ http://www.scf.gouv.qc.ca/fileadmin/Documents/ADS/ADS_Guide-2007.pdf

¹⁷ <http://extwprlegs1.fao.org/docs/pdf/hai157333.pdf> ; <https://www.erudit.org/en/journals/rf/1900-v1-n1-rf05199/1068342ar/abstract/> ; https://www.researchgate.net/publication/341145943_La_Politique_d'egalite_femmes_hommes_2014-2034_en_Haiti_l'agentivite_feministe_les_possibilites_institutionnelles_et_les_contraintes_recurrentesHaiti's_Policy_for_Equality_between_Women_and_Men_2014-2034_en_Haiti_l'agentivite_feministe_les_possibilites_institutionnelles_et_les_contraintes_recurrentes (Accessed January 13, 2021)

¹⁸ The ABDH is the design and implementation of human rights interventions

¹⁹ The End of Child Labor: A Goal within our reach, International Labor Office, Global Report under the follow-up of the ILO Declaration on Fundamental Labor Principles and Rights, International Labor Conference, 95th Session 2006, Report I (B), ILO, Geneva, 2006. (https://www.unicef.org/french/protection/files/Le_travail_des_enfants.pdf ; Consulted December 20, 2020)

²⁰ According to the International Labor Organization, child labor encompasses all activities that deprive children of their childhood, their potential and their dignity, and adversely affect their education, health, physical and mental development.

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

1.4.3.3.- Integrating the impact of climate change and safeguard standards

Since the **CREER** project operates in a coastal context with high climatic risks, the evaluation used to the extent possible, tools such as: **CRISTAL**²¹: Community-level Risk Identification Tool, Adaptation and Livelihood Means, and **CEDRIG**²² to assess, as far as possible, the associated risks, challenges and threats, with a view to integrating them into the co-constructed response models. At the same time, the «**GRADS and MAGICC/SCENGENN and CLIMAT EXPLORER**: Generation of Climate Change Scenarios for Vulnerability and Adaptation Studies" software was available. As a guideline, the evaluation mobilized the repositories allied to the United Nations Framework Convention on Climate Change (UNFCCC), which, together with 196 Parties, enjoys almost universal support and hosts the 1997 Kyoto Protocol²³ under its aegis. In addition, the climate benchmarks produced by Haiti, particularly with UNDP support, have been mobilized (see: National Climate Change Policy²⁴, Scenarios of Possible Sea Water Rise (Al Fouladdi Document, 2013), Climate Cost Analysis, Climate Cost Integration Models in the Construction of Strategic Public Works, etc.).²⁵

In analyzing the level of consideration of environmental safeguards standards, the evaluation made a combined use of sectoral public policies, guides produced and advocated by: the United Nations System (UNS), the specialized bodies of the Ministry of the Environment (National Bureau of Environmental Assessments (BNEE)²⁶; Directorate of Climate Change (DCC)²⁷; Environmental Quality Control Laboratory (LCQE)²⁸; Legal and Environmental Standards Formulation Unit (UJFNE)²⁹; Directorate of Education of Environmental Inspection and Monitoring (DEISE); ...), with a particular look at those developed by the Ministry of Agriculture Natural Resources and Rural Development (MARNDR).

The described Cartesian approach has promoted, among other things, the use of the best available technologies, as well as continuous performance improvement (see Figure below: Deming Wheel). The conclusions of the study cover all phases of the CREER project, namely: (1) planning, (2) implementation, (3) monitoring and monitoring, and (4) exit strategy.

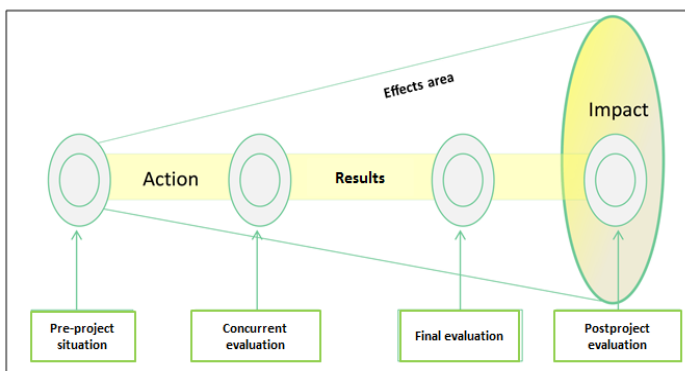


Figure 2 | Synoptic of the logic adopted for the co-construction of the answer elements - in relation to the central questions raised by the final evaluation of the CREER (Adaptation GUERRIER, October 2020)



Figure 3 | Wheel of Deming (PDCA) applied to the final evaluation of the CRÉER

1.4.4.- Evaluation method and data collection tools

The evaluation was initially based on an analysis of the documentation related to the project (bibliography and webography). In addition, direct observations on the premises, and an advisory process (with direct beneficiaries, local organizations and institutions involved) were carried out by the independent expert and his team, among 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-Direct Maintenance Guides, Brainstorming, Geomatic Data Collection Grid, etc.). This has led to a

²¹ <http://www.livelihoodscentre.org/fr/-/crystal-community-based-risk-screening-tool-adaptation-and-livelihoods>

²² https://www.eda.admin.ch/dam/deza/fr/documents/publikationen/Diverses/221231-accroissement-part_FR.pdf

²³ The Kyoto Protocol was ratified by 192 of the UNFCCC Parties. For the first commitment period of the Kyoto Protocol, 37 states made up of industrialized countries and countries in transition to a market economy are legally required to limit their emissions and meet their reduction commitments. In Doha in 2012, the Conference of the Parties acting as a meeting of the Parties to the Kyoto Protocol adopted an amendment to the Kyoto Protocol, which establishes the second commitment period under the Protocol. The ultimate goal of the two treaties is to stabilize greenhouse gas concentrations in the atmosphere at a level that prevents dangerous anthropogenic disturbance of the climate system. (<https://unfccc.int/fr/news/accord-cop21> ; Consulted On January 12, 2021)

²⁴ <https://www.mde.gouv.ht/phocadownload/PNCC-HAITI-2019%20Final.pdf> (Accessed December 22, 2020)

²⁵ <https://www.mde.gouv.ht/phocadownload/PNCC-HAITI-2019%20Final.pdf> (Consulted December 22, 2020)

²⁶ <https://www.mde.gouv.ht/index.php/fr/bureau-national-des-evaluations-environnementales>

²⁷ <https://www.mde.gouv.ht/index.php/fr/direction-changements-climatiques>

²⁸ <https://www.mde.gouv.ht/index.php/fr/laboratoire-de-contrôle-de-la-qualité-de-l-environnement>

²⁹ <https://www.mde.gouv.ht/index.php/fr/unite-juridique-et-de-formulation-des-normes-environnementales>

better understanding of the facets of differences combined with the concerns raised in the relevant terms of reference (See: **Annex I**).

Given the level of complexity that characterizes the system of project performance indicators (see: **Annex II**), the evaluation had to combine methods and tools that had facilitated the setting and integration of the main concerns and sensitivities of the evaluation of the project (see: TDR of the evaluation **Annex I**), while allowing to collect both quantitative, qualitative and/or qualitative data. The number of entities, key players and individual beneficiaries surveyed was decided in particular on the basis of their level of representativeness in relation to each of the three components of the project in question. To assess the level of stakeholder engagement, the evaluation notably used “**Guidance Note 4.5: Stakeholder engagement**”³⁰ developed by the ILO.

1. On this basis, the consultative process took into account the following categories of stakeholders (see: **Annex XI**):
 1. The regional offices of the ILO;
 2. Sectoral and cross-sectoral ministries, including the technical departments involved in the project (INFP / MENFP; MDE (Cabinet of the Minister, Direction Cadre de Vie et Sanitation, SNGRS); MTPTC / CNE; MAST; MARNDR);
 3. Project implementation partners (Elektra Sewing SA, SAKALA, ...)
 4. The focal points of the town halls of the Metropolitan Region of Port-au-Prince concerned by the project (Cité-Soleil, Delmas, Kenscoff, Pétion-Ville, Tabarre);
 5. Representatives of commercial enterprises providing employment to SONOPI (National Company of Industrial Parks) and at the level of the Association of Industries of Haiti (ADIH); including the Chamber of Commerce and Industry (CCI);
 6. Experts and independent firms mobilized as service providers;
 7. The local CREER project implementation committee;
 8. The young direct beneficiaries of the various training programs of the project;
 9. Residents of the municipality of Cité-Soleil who live in the area of concentration and / or influence of the project;
 10. Natural and / or religious leaders of the municipality of Cité-Soleil;
 11. Certain grassroots community organizations operating in the neighborhoods of Cité-Soleil;

2. Given the theory of change advocated, the **systematic random sampling** system was preferred, as far as possible. On the other hand, in the case of some fragile neighborhoods, where the level of insecurity is critical and limits the access of facilitator-investigators (see: Insecurity linked in particular to the presence of rival armed civilian groups across several neighborhoods affected by the project), the evaluation had resorted to snowball sampling. This combination of approaches has allowed us to supplement the data that other methods do not collect, and thus compensate for some relevant deficiencies. This intelligent strategy has addressed the constraints and measures imposed by the authorities (gestures and barrier measures) to maintain a rather responsible attitude in relation to the issues and challenges related to the context of the COVID-19 pandemic.

Because of all of the above, the sampling rate was chosen based on the realities of each component to be evaluated. In addition, to ensure a good level of representativeness, the evaluation had set a sampling rate of 30% or more, compared to each of the expected key results.

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

The criteria for representativeness mobilized for the distribution of surveys between the CREER areas of intervention included:

1. Taking into account the different components of CREER,
2. The type of beneficiaries (institutional, organizational, individual);
3. Ecogeographic factors (Basin or watershed, watershed), socio-demographic and administrative factors (Metropolitan area of Port-au-Prince, intercommunal dynamics, neighborhoods, blocks and communal sections);
4. The gender and age range of the beneficiary,

³⁰ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746724.pdf

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) in geographical areas related to the project's area of influence.
3. For the conduct of **interviews**, the evaluation first considered the objective planning approach (PIPO). However, given: 1) the applied management approach, 2) the format used to communicate the periodic results of the implementation process, and 3) the deficiencies and developments identified in the project's logical matrix; the result-by-result management approach was favored for the purpose of better ownership of the approach. The **interviews** were conducted in French, Spanish and Creole, according to the mother tongue of the person opposite. An interpreter has been mobilized, if necessary. Separate questionnaires were developed for the different categories of representatives interviewed; Project staff and former staff members; ILO senior managers; ILO technical support and technical experts; International enforcement partners; National enforcement partners; Consultants; State and semi-state organizations; The private business sector; most representative neighborhood organizations; Direct individual beneficiaries; witnesses not involved in the project (advised observers). All stakeholder categories were consulted. The tools used to conduct the interviews are inserted in **Annexes III to IX**.

The following table presents the distribution and distribution model of investigations and other considerations associated with the advisory process through the various outcome components of the CREER project:

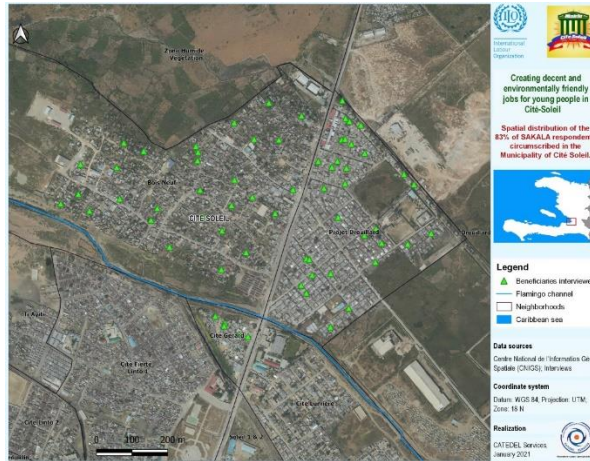
Table 2 | Model for the distribution and distribution of investigations and other considerations combined with the consultative process across the various components of the project's results

Nº.	Key results	Number of direct beneficiaries targeted	Number of formal surveys or semi-direct interviews conducted (Sampling rate \geq 30%)	Percentage of women surveyed in relation to the number of glimpses
01	250 jobs are created for young women and men in the region in the art of waste recovery and transformation into ethical marketable fashion and crafts.	250 young people	91	62%
02	300 young people from Cité Soleil, of whom nearly 70% are women, are trained in textiles, benefiting from a strong demand for formal jobs.	300 Youth	90	37%
03	An inter-communal waste management protocol is signed, thus promoting the pooling of communal services and resources between the municipalities of Cité Soleil, Delmas, Tabarre and Pétiou-Ville.	4 Town halls	6 Focal Points	16% (1/6)
04	The remediation of the areas of intervention is done in a systematic way, thanks to the awareness of the various actors, aimed at changing the behavior of the communities.	4000 residents	Six (6) Focus Group improvised (9 groups of 7 to 13 people), at the level of the Neighborhoods representative of civil society 58 participants in total, 31 of whom are female →	53%
05	Semi-direct interviews with stakeholders (institutional and organizational actors), natural leaders and notables of the commune of Cité-Soleil	Nothing to report	19	25%

The information collected has been validated at various levels (community, organizational and institutional), through an iterative process, focused on a representative and inclusive approach to participation. Such a strategy had allowed us to look at the levels of involvement of each decision and action on the overall living environment (institutional, organizational, socio-economic, socio-cultural, poles of influence) of the different types of beneficiaries targeted by the project (women and men, institutions, commercial enterprises and related representative structure, local organizations).

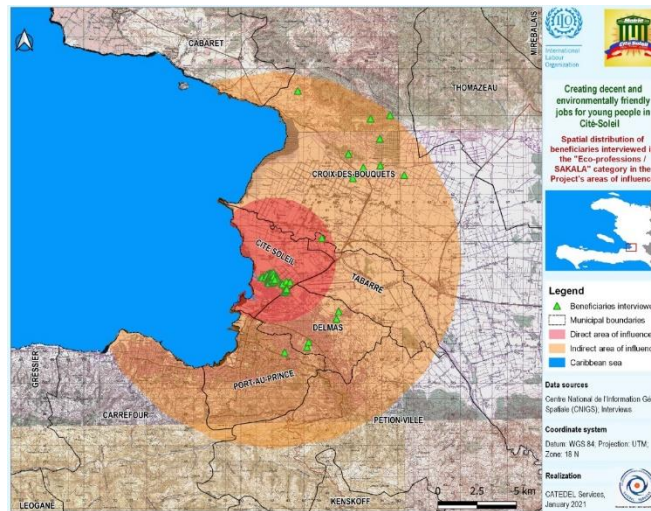
The following map shows the spatial distribution of the Young Beneficiaries surveyed through the component of "Continuing Training / Agroecology / Urban Sanitation/ Creating Eco-professions Jobs" implemented by the local operator **SAKALA**:

Map 1 | Zoom-In on the commune of Cité-Soleil in relation to the spatial distribution of young direct individual beneficiaries surveyed through the "Continuing Training / Eco-professions" component at SAKALA



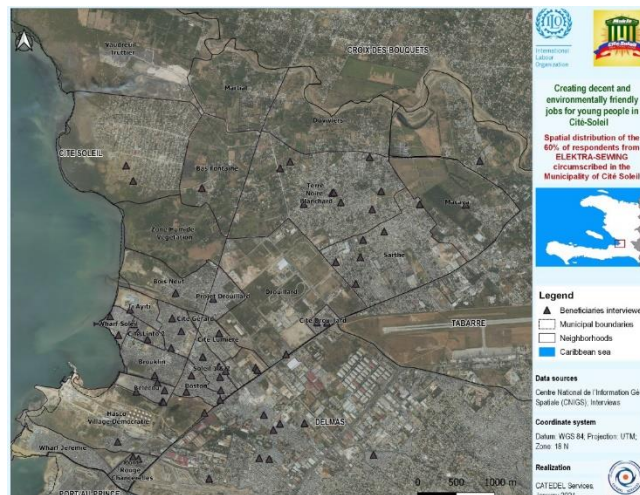
The previous map is a "Zoom-In» on Cité-Soleil, in order to present a better configuration in the project area, avoiding overlays of points in relation to the scale used. Because in reality, 17% of the beneficiaries were geo-referenced outside the commune of Cité-Soleil (see: **Annex X**). These beneficiaries have abandoned and/or relocated from their homes, in particular due to problems of armed struggles between rival gangs in the Cité-Soleil neighborhoods. The following version is presented to provide an overview of the geographic representativeness of the sampling system:

Map 2 | A global view of the geographical representativeness of the sampling system for the spatial distribution of young direct beneficiaries surveyed for 'Continuing Training /Eco-professions' at SAKALA



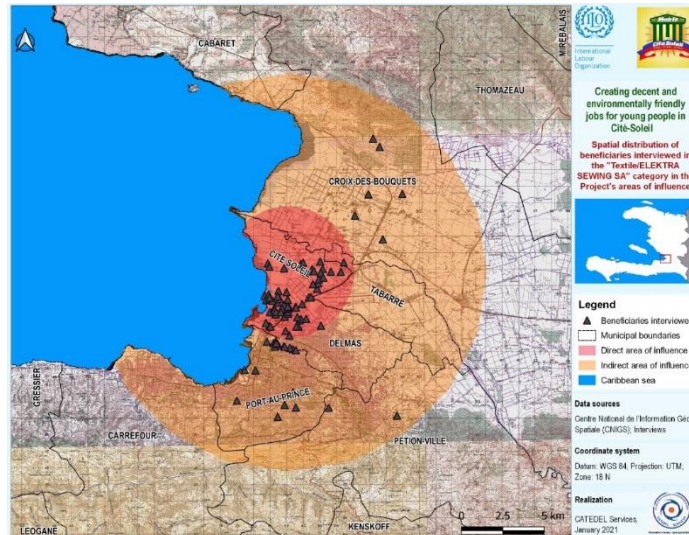
The following map shows the spatial distribution of the Young Beneficiaries surveyed through the component of "Training and integration in jobs in the textile sector":

Map 3 | Zoom-In on the commune of Cité-Soleil in relation to the spatial distribution of young direct individual beneficiaries surveyed through the component of "Training and integration in jobs in the textile sector"



The previous map is a "Zoom-In» on Cité-Soleil, in order to present a better configuration in the project area, avoiding overlays of points in relation to the scale used. Because in reality, 40% of the beneficiaries were georeferenced outside the commune of Cité-Soleil (see: **Annex X**). These beneficiaries have abandoned and/or been relocated from their homes, in particular due to problems of armed struggles between rival gangs in the Cité-Soleil neighborhoods. The following version is presented to provide an overview of the geographic representativeness of the sampling system:

Map 4 | A global view of the geographical representation of the sampling system for the spatial distribution of young direct beneficiaries surveyed / «Training and integration in textile jobs»



The following figure outlines the nine (9) key steps that have been taken to reach the conclusions, suggestions and recommendations related to this final CREER evaluation exercise:

Figure 4 | Critical route of the methodological and operational framework for the final and independent evaluation of the CREER Project



Note that it did not always have a watertight silo between stages. This may be explained by the degree of consistency that exists in the consultative process. That is why we chose to have a holistic view first to better understand the general, and then mobilize specific approaches and tools (analytical method) in order to build responses aligned with the great sensitivities claimed by the project.

At the end of the previous steps, the cross-reference of the different types of data allowed to answer as far as possible the various questions (general and specific) raised in the terms of reference.

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

During the advisory process, the evaluator is the consultants who accompany him in the field have experienced many difficulties. The following table outlines the obstacles and response elements provided in order to move forward:

Table 3 | Obstacles encountered in the consultative process and the response elements provided

№.	Key challenges	Mitigation strategy
a.1	<p>Aggravating circumstances related to the context of political instability (very low continuity in the governance system):</p> <ul style="list-style-type: none"> • Expiration of the mandate of local elected officials heavily involved in the project, replaced by officials appointed by the central government who sometimes do not master the problems and associated issues; • Some of the changes announced in some public institutions very often create a lack of interest on the part of some officials to accept and/or respond to an invitation to a formal interview; • Repeated changes by ministers (Minister of Social Affairs and Labor, Director General of the SNGRS referred in the period of the final evaluation of the project), a demotivating factor, a major issue for the realization of certain interviews. 	<ul style="list-style-type: none"> • Personal reports of the consultant, supplemented by the use of interposed friends to facilitate access to former public servants (use of intermediaries (references, friends or former co-workers, to reach the preferred target. • Using the cordial reports (his leadership style, his interpersonal skills) developed by the Project's Senior Technical Advisor at the ILO (Fabrice Leclercq) to gain access to former civil servants to access these people;
a.2	<p>Exaggeration of insecurity problems:</p> <ul style="list-style-type: none"> • Turbulent and deleterious security climate in the country, plagued by armed struggles between rival neighborhoods and/or armed gangs of Cité-Soleil: This has not allowed the provisional timetable to work; • Frequent cases of summary executions and abductions in the project's intervention areas; • Frequent removal of individual direct beneficiaries, due to insecurity problems; 	<ul style="list-style-type: none"> • Mobilizations of local facilitators (natural leaders), who have built trust and respect among all communities and/or groups in conflict; • Systematic withdrawals in areas when the situation escalates • Using the snowball methodology • Conducting individual surveys by telephone; • Collecting geomatic data when during a lull; • Setting up a space at the level of Damien/Croix-des-Missions (The Arboretum Area of the Ministry of Agriculture to meet young people in times of acute crisis). In this case, the consultant facilitated the respondent's transportation costs. • Strengthening logistical aspects to facilitate the flexibility of investigators to meet beneficiaries in their areas, when there are no major vital issues or risks;
a.3	<p>Repeated crisis of fuel shortages in national territories has complicated the deployment:</p> <ul style="list-style-type: none"> • it is sometimes necessary to cross one or more intermediate areas to reach certain people targeted in relation to our statistical sampling system, in order to guarantee a better level of representativeness. Some facilitators live in the area, but some investigators, the Geomatician expert and our socio-anthropologist do not reside in the commune of Cité-Soleil. All the more so, as part of the evaluation, the evaluation has advocated an iterative approach, in order to be able to cross-reference certain information 	<ul style="list-style-type: none"> • Increased fuel storage capacity, according to established safety rules and standards (principles of social and environmental safeguards) • Information and adaptation of our communication and planning strategy with stakeholders;

	in the Focus group. This situation has very often disrupted our planning with key resource groups and/or people.	
a.4	<p>Resurgence of COVID-19 cases in Haiti during the investigation period:</p> <ul style="list-style-type: none"> • Investigations were conducted at an interval where the curve associated with the spread of the COVID-19 pandemic was accelerating again in the metropolitan area. The mass meetings during the holiday season, the reopening of the land border with the Dominican Republic in particular, has only complicated the situation. The situation has always been critical in the neighboring country, although their health system is proving to be more structured and efficient than Haiti, according to all reports from seasoned experts in the field. 	<ul style="list-style-type: none"> • Strengthening and adapting our anti-COVID-19 protocol (Logistics, and other measures or gestures; • Extended the duration of field investigations by approximately 12 days. This made it easier to integrate, observe and analyze the areas of intervention of the CREER project, and to approach the targeted people more serenely.
a.5	The reaction time of public officials and focal points of the town halls were long, compared to the stable schedule	<ul style="list-style-type: none"> • Regular follow-ups and courteous reminders • Changes in methods (Telephone, WhatsApp, Sending questionnaires for filling at the right time, hyper-flexible schedule of the investigator: the respondent has in particular the precedence in the time of appointments.)
a.6	The wrong addresses and phone numbers of the respondents	<ul style="list-style-type: none"> • Correction, clarifications from interposed persons; • Changes in the list of potential respondents selected at the outset, keeping the same criteria of choice, to comply with the protocol;
a.7	<p>The advisory process overlapped with the holiday season of December 2020, and continue with the beginning of the year (2021):</p> <ul style="list-style-type: none"> • Difficulties in setting up meetings, particularly with public institutional actors and development organizations (national and international) • Period coined with work to write the closing report of the social and/or fiscal year in most Haitian institutions; • More like holidays and parties; 	<ul style="list-style-type: none"> • Prioritize exchanges with direct beneficiaries and communities, which are more accessible during these periods; • Focus more on institutional investigations and semi-direct interviews with experts and service providers engaged from the second week of January 2021;

1.4.6.- Ethical considerations and safeguards

Data collection and management was carried out in accord with the rules of the art and the ethical provisions. In addition, the dignity and freedom of each respondent was respected. Throughout the process, the national consultant worked closely with the project management team and its preferred partners and/or anchor operators. To facilitate the consultant's work, the ILO team provided all the requested and necessary information (where possible). However, guidelines have since been established in the presentation of the working protocol to ensure that the consultant is not influenced by the opinions of anyone for non-objective reasons. In addition to the terms of the contractual clauses, at the end of each week, the expert shared a note with the client, informing him of the progress of the board. A WhatsApp group has been set up to facilitate exchanges and have faster reactions. This strategy was concluded following a framing exchange with the ILO team, carried out through a virtual working session, involving: the ILO's Evaluation Manager, Cybele Burga; The Project's Senior Technical Advisor (CTP), Mr. Fabrice Leclercq; independent Evaluator, Mr. Yvon Guerrier, supported by a professional interpreter hired by the evaluator, Mr. Gérard Nelson. In addition to the above-mentioned individuals, this WhatsApp group includes all ILO staff who has been involved in the management of the project. Bottlenecks were therefore raised and discussed with key stakeholders, with a view to finding practical solutions together, in accordance with established procedures.

1.4.7.- Covid-19 Evaluation Sensitivity

In relation to the issues related to the COVID-19 pandemic in Haiti, the evaluation identified and formulated four key assumptions (PCi), namely:

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

PC2: Haiti's community health system is unable to develop elements of adaptable responses to the needs of urban, peri-urban communities, let alone to CREER beneficiary communities that are geographically eccentric compared to the city center where a minimum of services exist (disadvantaged neighborhoods, slums controlled by powerful armed gangs);

PC3: The application of the rules and standards of prudence and responsible management at the CREER project's intervention areas, through scrupulous compliance and proper implementation of WHO guidelines and national prevention measures; can help reduce the risk (or even threats) of spread of COVID-19 infection and cholera (if it reappears) by at least 75%;

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

For example, an anti-COVID-19 strategy was developed by the final and independent evaluator, and validated by the ILO for the conduct of fieldwork (see: With a major effort to harmonize and align with the ILO's COVID-19 repository), as part of the final evaluation. The principles of ethics and professional conduct have not been neglected.³¹

As an indication, in addition to the 'Presidential Decree establishing the general rules for protecting the population against Covid-19' and the considerations made through the applicable national sectoral and sectoral public policy measures, the strategy for the integration of experts (investigators) in the areas of intervention of CREER was based in particular on:³²

1. The joint UNDC, WHO, UNAIDS, OHCHR statement with UNDP's contribution on COVID-19 in prisons and other closed places;³³
2. WHO Guidelines for the New Coronavirus (2019-nCoV)";³⁴
3. WHO Interim Guidelines of 26 January 2020 on ³⁵["Communication on Risks and Community Participation \(RCCE\): Preparation and Response to the new coronavirus 2019 \(2019-nCoV\)";](#)
4. Provisional Guidelines fedfly 29 February 2020 by WHO³⁶["Considerations for Placing People in Quarantine to Contain 2019 Coronavirus Disease \(COVID-19\)";](#)
5. Provisional guidelines 1 April 2020 on ³⁷["Recommendations to Member States to improve hand hygiene practices through universal access to public hand hygiene posts to help prevent the transmission of the COVID-19 virus";](#)
6. WHO interim guidelines of 7 April 2020 taking into account the aspects³⁸["COVID-19 and food security: directives for food companies"](#)
7. The Provisional Guidelines of 16 April 2020 WHO, speaking of³⁹["Elements to take into account when adjusting public and social health measures in the context of the COVID-19 epidemic";](#)

³¹ As a result, due to the emergence and current duration of the COVID-19 pandemic and its impact on the world of work, this assessment was conducted in the context of the criteria and approaches described in the ILO's internal guide: Implications of COVID-19 of evaluations in the ILO: Practical Advice to Adapt to the Situation (April 2020).

³² President Jovenel Moses published in the official newspaper Le Moniteur No. 88 on Thursday, May 21, 2020, the decree establishing the general rules for the protection of the population in the event of Pandemic / Epidemic, with many obligations and sanctions, which we invite to discover. (URL:<https://www.communication.gouv.ht/2020/05/lexecutif-adopte-un-decret-fixant-les-regles-generales-de-protection-de-la-population-en-cas-de-pandemie-epidemic/>; May 20, 2020)

³³ <https://www.who.int/fr/news-room/detail/13-05-2020-unodc-who-unaids-and-ohchr-joint-statement-on-covid-19-in-prisons-and-other-parameters-closed>

³⁴ <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/technical-guidance>

³⁵ <https://apps.who.int/iris/bitstream/handle/10665/330679/9789240000797-fre.pdf>

³⁶ https://apps.who.int/iris/bitstream/handle/10665/331364/WHO-2019-nCoV-IHR_Quarantine-2020.1-eng.pdf

³⁷ https://apps.who.int/iris/bitstream/handle/10665/331854/WHO-2019-nCoV-Hand_Hygiene_Stations-2020.1-fre.pdf

³⁸ https://apps.who.int/iris/bitstream/handle/10665/331855/WHO-2019-nCoV-Food_Safety-2020.1-eng.pdf

³⁹ https://apps.who.int/iris/bitstream/handle/10665/332048/WHO-2019-nCoV-Adjusting_PH_measures-2020.1-fre.pdf

8. WHO recommendations of 10 May 2020 on ⁴⁰["Public Health and Social Measures in the Workplace in the context of the COVID-19 epidemic"](#);
9. WHO Interim Guidelines of 10 May 2020 on ⁴¹["Human Coronavirus Surveillance Strategies 2019 \(COVID-19\)"](#);
10. WHO guidelines of 14 May 2020 on ⁴²["Considerations for Mass Gatherings in the context of the COVID-19 pandemic"](#);
11. WHO interim guidelines of 6 April 2020 on ⁴³["Rational Use of Personal Protective Equipment \(PPE\) against Coronavirus Disease 2019 \(COVID-19\) and What to Consider in case of Severe Shortage"](#);
12. WHO Interim Guidelines of 17 January 2020 on ["Laboratory detection of a suspected human infection with the new coronavirus 2019 \(2019-nCoV\)"](#);
13. WHO provisional guidance of 7 April 2020 on ⁴⁴["Practical Considerations and Recommendations for Religious Authorities and Communities of Believers in the Context of COVID-19"](#);

In relation to the concerns raised by the EVALUATION of the CREER Project, among other things, the following most relevant ILO policies and guidelines were mobilized:

- ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed. : http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
- Code of conduct form (To be signed by the evaluators) : http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
- Checklist No. 3: Writing the inception report : http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
- Checklist 5: preparing the evaluation report : http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
- Checklist 6: rating the quality of evaluation report : http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
- Template for lessons learnt and Emerging Good Practices : http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm / http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm
- Guidance note 7: Stakeholders participation in the ILO evaluation : https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm
- Guidance note 3.1: Integrating gender equality in the monitoring and evaluation of projects : https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165986.pdf
- Guidance note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate : https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746717.pdf
- Template for evaluation title page : http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
- Template for evaluation summary : <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>
- UNEG Ethical Guidelines for Evaluation : <http://www.unevaluation.org/document/download/548>

⁴⁰ https://apps.who.int/iris/bitstream/handle/10665/332105/WHO-2019-nCoV-Adjusting_PH_measures-Workplaces-2020.1-eng.pdf

⁴¹ https://apps.who.int/iris/bitstream/handle/10665/332092/WHO-2019-nCoV-National_Surveillance-2020.1-eng.pdf

⁴² https://apps.who.int/iris/bitstream/handle/10665/332113/WHO-2019-nCoV-Adjusting_PH_measures-Mass_gatherings-2020.1-fre.pdf

⁴³ https://apps.who.int/iris/bitstream/handle/10665/331765/WHO-2019-nCoV-IPC_PPE_use-2020.3-fre.pdf

⁴⁴ <https://apps.who.int/iris/bitstream/handle/10665/330677/9789240000995-fre.pdf>

Chapter 2 | Evaluation findings

Although administrative arrangements have been initiated since October 2020, the advisory process was effectively started in the second half of December 2020. The conduct of the advisory process on the ground was, from the outset, a complex, complicated and extremely difficult exercise; including security challenges and issues.

Formal investigations and semi-direct interviews were completed on 24 January 2021.

2.1.- Relevance and strategic alignments

The aim of this section is to look: "The extent to which the objectives of the intervention, linked to the CREER Project, remain relevant and continue to meet the specific needs of direct and indirect beneficiaries, including those of organized civil society partners and those of local and central authorities. In other words, it is a question of looking at the extent to which the strategic objectives of the project were and remain relevant in relation to: 1) the local and national context, 2) the strategic and sectoral public policy, with considerations related to the country's sectoral legal and institutional framework and, 3) to the ILO's strategic objectives, while taking into account the sensitivities related to the Sustainable Development Goals (17 SDG) agenda in Haiti.

2.1.1.- QE1| To what extent are the strategies and actions of this project tailored to the needs of the recipient population (young people from selected districts; INFP, MAST, etc.)?

The evaluation analyzed the project from historical, structural, cyclical, superstructure and forward-looking perspectives, with a sustained look at the profile and situation of the targeted individuals, groups, organizations and institutions.

First, the project was developed at a request from the Haitian government, through consultation between the sector ministries ((Ministry of Social Affairs (MAST), Ministry of National Education and Vocational Training via the Institute of Technical and Professional Training (MENFP/INFP), the Ministry of the Environment (MdE) and the Ministry of Agriculture Natural Resources and Rural Development (MARNDR), municipal and business authorities via the Chamber of Commerce and Industry (CCI), joined by a structuring advocacy of influential groups and representative of the society of the municipality of Cité-Soleil in particular.

The approach was justified mainly by the cries of distress expressed by the residents of the disadvantaged and fragile neighborhoods (Cité-Soleil, Village of God, etc.). They live in precarious socio-economic conditions and, in a healthy, degrading (subhuman) environment, polluted and heavily exposed to flooding, with less rain.

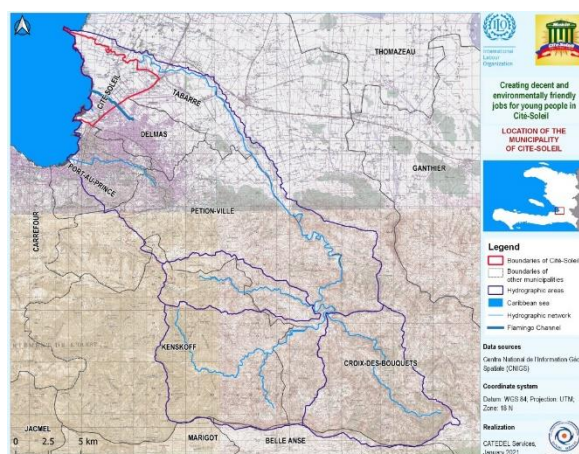
The urban drainage system of Cité-Soleil is generally blocked (sewers) by excessive volumes of solid waste and lixivats (bottom carts). These rubbish are not only produced at the level of the commune of Cité-Soleil, but also and above all, transported by the wild waters from six (6) other neighboring communes and/or which are located upstream of the commune. The geographical location of Cité-Soleil in the large watershed (water unit) in the large watershed of the Metropolitan Area of Port-au-Prince, together with certain adverse natural and societal factors, serve as vehicles to transport more solid and liquid residues poorly managed by the municipalities to the inland and coastal districts of the commune of Cité-Soleil.

The space of Cité-Soleil can be equated, geomorphologically, to a transition zone and/or one of the main outlets of the giant watershed. In more practical terms, it can be seen as an area of interconnection between very anarchic managed urban ecosystems⁴⁵ and the marine and coastal ecosystems of Port-au-Prince Bay. So, in addition to negative externalities on human and/or socio-economic components; marine and coastal biodiversity, already plagued by a form of accelerated degradation, is the main victim of the negative impacts and damage to the cost of the territories, caused by the poor governance of the territories, coupled with the very low level of ecological education of the citizens of the commune. As a result, the development of a responsible social and environmental governance system for the territories is one of the most

⁴⁵ See: No zoning plan; Frequent crowding in the open air and in the middle of the street of rubbish of all kinds: industrial waste and hospitals (dangerous or not); spills of effluent, sewers and wild water into the channels of oversaturated drainage; disorderly slum construction in inappropriate areas; latrines, without respect for any lifestyle standards and or linked to the principles of ecological safeguards; etc.

discriminating levers to ensure the improvement of the level of resilience of this municipality. The following map, developed as part of the evaluation, presents the configuration and/or mode of insertion of the commune of Cité-Soleil in relation to the main components of the large watershed of the metropolitan area:

Map 5 | Configuration and insertion of the commune of Cité-Soleil in relation to the main components of the large watershed of the metropolitan area of Port-au-Prince



In times of flooding (with a pulse of anemometer parameters and topographical relief) the commune of Cité-Soleil is naturally subject to the carts of funds (led by wild waters) and urban waste of all kinds, coming from the municipalities of Pétion-ville, Delmas, Croix-des-Bouquets and Tabarre. The intersecting micro-water systems all converge at entry points in the southeastern part of Cité-Soleil, until a spill (at a more or less long speed) to Port-au-Prince Bay.

In addition, using the average rate of 0.65 kg/inhabitant/day (see. UNEP Review of the Phoenix Project Proposal, Haiti)⁴⁶ for comparative calculations, based on the evolution of demography at the municipal level, the following table proposes an estimate of the amount of waste produced per day by the aforementioned municipalities, with a view to better understanding their implications on the effective capacity of the municipality of Cité-Soleil to deal with this complex and worrying problem, in relation to its hyper-limited resources:

Table 4 | Estimated amount of waste produced per day by 6 municipalities considered

Nº.	Common	Area of communes in Km ²	Population of municipalities (IHSI estimate, 2015)	Differential population weight of municipalities as a percentage (%)	Population density (Population by km ²)	Estimated tonnage of solid waste produced per day per commune at an average rate of 0.65 kg/habitant/day, taking into account the 2015 population
01	<i>Port-au-Prince</i>	36,04	987.310	33,21	27.395	641.752
02	<i>Delmas</i>	27,74	395.260	13,29	14.249	256.919
03	<i>Tabarre</i>	24,47	130.283	4,38	5.324	84.684
04	<i>Cité-Soleil</i>	21,81	265.072	8,92	12.154	172.297
05	<i>Croix-des-Bouquets</i>	634,62	249.668	8,40	393	162.284
06	<i>Kenscoff</i>	202,76	57.434	1,93	283	37.332
07	<i>Pet-City</i>	165,49	376.834	12,67	2.277	244.942
Total		1.112,93	2.461.861	82,80156168	2.212.05	1.600.210

Source of Demographic Data (IHSI, 2015)⁴⁷

From the above, based on a heuristic dynamic, the evaluation have made the following considerations (or even postulates):

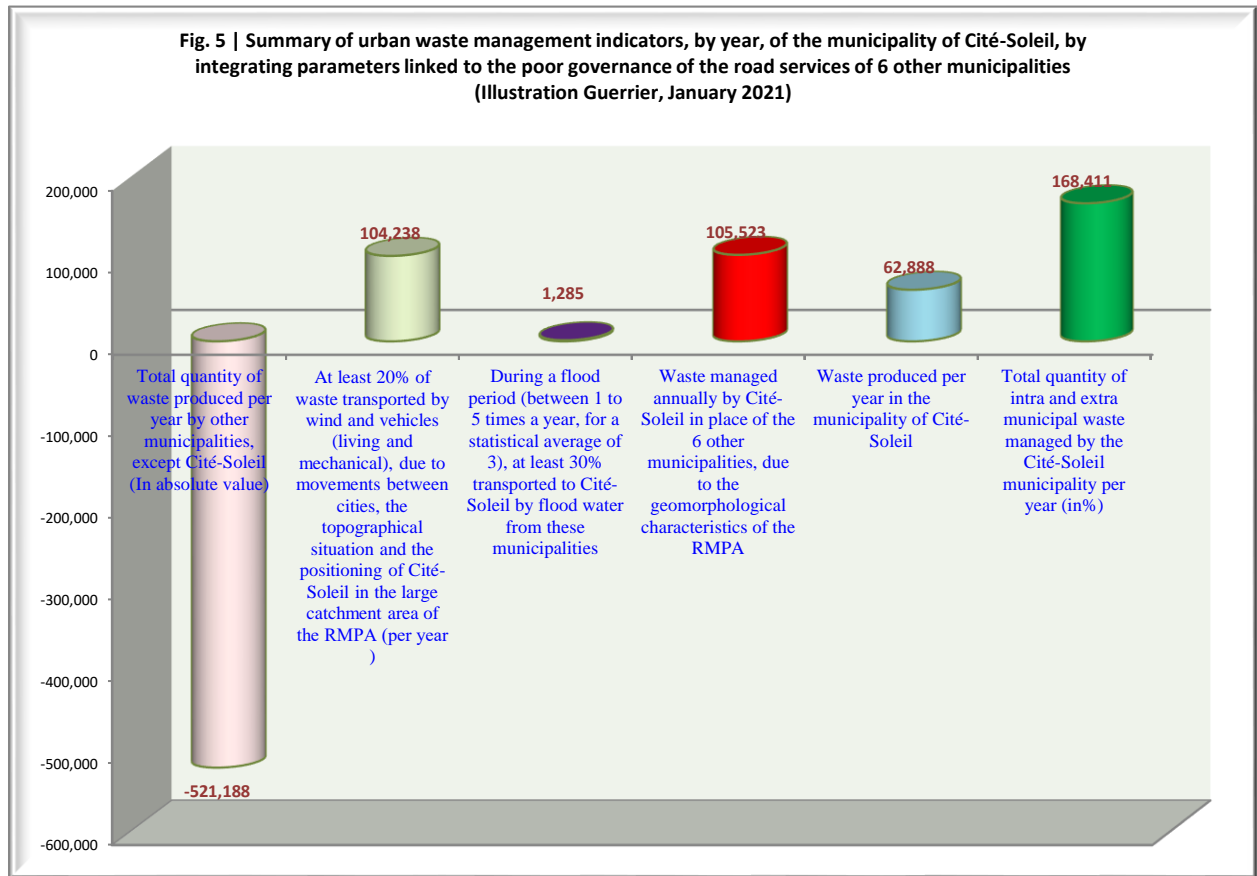
1. The municipality of Cité-Soleil is flooded between 1 and 5 times a year, which corresponds to a statistical average of 3 (possibility of occurrence of this natural disaster, considering the period of return of the event);
2. The ecogeographic positioning of the commune of Cité-Soleil in the large watershed of the Metropolitan Area of Port-au-Prince causes the transport of at least 20% of waste per day to Cité-Soleil, from the six (6) other municipalities mentioned above; several natural gateways. helped particularly by adverse topographical and social factors such as: 1) wind direction (from the mountain to the coast); 2) the direction of the flow of poorly

⁴⁶ https://postconflict.unep.ch/publications/UNEP_Haiti_WTE_FR.pdf (Accessed January 14, 2021)

⁴⁷ https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/estimati_poptotal_18ans_menag2015.pdf (Consulted December 22, 2020)

drained wild waters; 3) the intense flow of human movements, particularly related to inter-communal or intercity trade (including the intense movement of public and private transport vehicles); and, 4) the existence of the Truitier landfill in the commune of Cité-Soleil; which provides more than 75% of municipal road services, and major private operators (individuals or businesses) in the Metropolitan region of Port-au-Prince;

Based on the demographic estimates of the Haitian Institute of Statistics and Computer Science (IHSI, 2015), combined with the postulates, the evaluation matched the following graphs:



Subsequently, at least 62% of the waste managed by the municipality of Cité-Soleil is those produced and mismanaged at the level of the other six (6) neighboring municipalities (Consultant Yvon GUERRIER's after-the-fact estimates, January 2021).

According to a study presented by the CIAT (Interministerial Committee for Land Development in Haiti) in 2016, the cost of public collection (SMCRS recently converted into SNGRS)⁴⁸ is estimated at US\$7.5/Ton in the Northern Metropolitan Area (Cap-Haitian) and US\$11.83/Ton in the Metropolitan Area of Port-au-Prince. Considering the 105,523 tones voluntarily discharged and/or naturally drained per year to the municipality (from adjacent and/or riparian municipalities), this volume could correspond to an amount of US\$1,248,337 that the municipality should have per year to collect the excess waste that invades it, undaunted by the residents and/or socio-economic activity systems of Cité-Soleil. Consequently, the surpluses of municipal resources allocated to these road operations should be compensated by the contribution of the other municipalities, in proportion to the tonnage of naturally evacuated waste to Cité-Soleil. This is a question of ethics, of social justice, which involves a profound questioning of the system of criteria in relation to the budgeting process and the differential sectoral allocations of public funds of the Haitian State, notably through the Ministry of Economy and Finance and the Ministry of Interior and Territorial Communities.

This societal concern, closely linked to the strategic and programmatic perspectives of sustainable development, has very negative consequences on both: 1) the current model of allocation of public resources, 2) the budget architecture that integrates the communal funds dedicated to the fields of ecosystem health and biodiversity management; 3) the vulnerability of coastal and marine ecosystems, integrating the fish resources that live in or inhabit (ecological nests); 4) exposure and/or predisposition of poor neighborhoods to existing or emerging epidemiological situations (COVID-19, Cholera, Water Diseases, etc.); 5) the complication and complexity of scenarios for local decision-makers and operators

⁴⁸ <http://ciat.gouv.ht/sites/default/files/articles/files/Politique%20nationale%20des%20d%C3%A9chets%20solides%20en%20Haiti.pdf> (Consulted January 21, 2021)

(humanitarian and/or development) to develop adaptable strategies, with the aim of gradually improving the level of socio-economic resilience households (including girls, young people, people with reduced mobility, etc.) of the poorest neighborhoods; Etc.

Thus, the consideration of environmental, socio-cultural and socio-economic externalities is an integral part of these kinds of reflections in long-distance relations, in logic of intercommunity.

To do this, the development of innovative approaches and instruments and tools, capable of identifying the main issues related to eco-taxation, is essential if the evaluation wants to look at the urban ecosystem on prospects of resilience and sustainability. Hence the need to think about the governance of the territories from an intercommunal perspective, with the possibility of considering adaptable developments within the legal and institutional framework. This goes hand in hand with an agile and intelligent management strategy of territorial capabilities and capabilities; despite the contexts of recurrent crises, of various and multifaceted natures.

In addition to natural obstacles (devastating and deadly earthquake of 2010, Hurricane Matthew of 2016, and other major natural disasters ...) and historical and structural problems of governance, the disputed elections of 2016 and the political crisis they generate or amplify continue to exacerbate socio-economic problems in the country in general. Some reputable categories of the well-off face enormous stresses and risks, not allowing them to have the minimum level of serenity necessary to invest and create jobs. The middle class becomes over-indebted and/or enters into a process of decapitalization. The poor are getting poorer. As a result, the socio-economic categories that live in historically precarious neighborhoods, such as those in Cité-Soleil, are experiencing exceptionally aggravating socio-economic crisis situations. The negative impacts of COVID-19 only complicate the situation. The precarious neighborhoods of Cité-Soleil are marked by gang violence. The possibility of finding employment for young people in particular (in addition to without trades) remains painfully low. However, the municipality has potential natural and human beings that can generate thousands of eco-professions and decent jobs, through the development of value chains in the urban ecosystem.

Historically, "Giving money to bandits for peace in the community is a strategy used before, but with few results. We're still in a lot of pain. Over time, we have realized that this peace we seek cannot come from the outside, but from us, from conflicting neighborhoods. This peace will be real through our efforts," wrote Stephen Italian, who founded his organization, "The Difference," in 2008.⁴⁹ The authorities do not have the capacity to carry appropriate response elements. This reality caused the situations of conflict and multifaceted violence that prevail in the commune with damaging and incalculable consequences on the living environment of the entire metropolitan area of Port-au-Prince.

Box 1-

- ▶ **The theory of change developed by the project remains relevant. Given the scale of the problem, the evaluation concludes that for a project lasting one year, with such limited financial resources, the expectations were overestimated.**
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2.1.2.- QE2| Is the project gender-differentiated in terms of training and job creation?

As part of the consultative process related to this final evaluation, the evaluation drew inspiration from the ILO guidelines and those of the "Gender Equality Policy 2014-2034 in Haiti: Feminist Agentivity⁵⁰, Institutional Opportunity and Recurrent Constraints" - developed by the Ministry of Women's Conditions and Women's Rights (MCFDF, 2014). The evaluation had incorporated concerns in the form of questions at every stage of the life of the project. The emphasis was on:

- 1) The level of involvement, the role, the place of women and men in the project and the interrelationships between women and men;
- 2) The effects and impacts of the project on the situation of women and men and on the inequalities between women and men, as well as the processes of transformation of social relations between women and men, and of course,
- 3) The level of sensitivity of the budget to gendered and gender-specific local concerns.

⁴⁹ <https://fr.africanews.com/2016/07/02/la-jeunesse-de-cite-soleil-a-port-au-prince-reve-d-une-vie-meilleure/> (Consulted January 17, 2021)

⁵⁰ Faculty, for a female individual, to act and influence events and beings.

In addition, **the ADGS**⁵¹ (Gender Differentiated Analysis); and the findings of the 4th World Conference on Women (Beijing September 1995) had also served us to assess some developments in relation to transnational agendas in the sector.⁵²

Concerns about integration and gender participation were clearly addressed in the conceptual framework of the project. When some shortcomings were identified along the way, arrangements were reached between the strategic actors (ILO, central and local authorities, organized groups most representative of civil society in the commune of Cité-Soleil) involved in the project's programmatic framework to close this gap, at different stages of the project.

At the start-up phase of the project, a socio-economic study was carried out by an expert. The specific objectives, among other things, were to generate relevant data on gender profile and strategies for involving the claims of girls and young women, for better ownership of the implementation process. In addition, another consultant (John ATIS, 2019) had produced very specific and enriching knowledge in relation to the principles of environmental and social safeguards in the project.

In addition, although the project was already funded long before these reports were written, the ILO (see: ILO RBSA Funds) had left the project team with functional and reasonable flexibility to make adjustments within the conceptual framework and the initial budget. This agile management strategy has not only addressed some of the gender concerns revealed by the results of the study, but also and, above all, made adjustments to the evolution of certain discriminating parameters in the overall environment of the project (e.g., emergence of the COVID-19 pandemic).

The implementation of planned focus groups, carried out as part of these studies, and also the activities carried out by the specialist responsible for taking into account the challenges and issues associated with integration and gender participation in the project, in consultation with the local facilitation committee, have helped to refine, as far as possible, the discriminating criteria for the representation and participation of the most vulnerable categories of girls and young women (the most needy); taking into account the realities of each component of the project.

Box 2-

- ▶ **SAKALA, which has been able to build, despite the very complex context, a very good sociogeographical anchoring in the rival districts of Cité-Soleil. The involvement of certain teachers (very respectable veterans or retirees and respected even by rival groups in all territories), natural and religious leaders played a key facilitation role. Yet, in the last phase of the project the official and project prudential measures, and the negative impacts linked to the emergence of COVID-19 could destroy the momentum of social mobilization.**

2.1.3.- QE3| What is the level of alignment of the project with the national development framework, the SDGs, the priorities of the ILO's 2018-2019 programme and budget, and the Haiti DPP?

The project addresses strategic social, socio-economic, organizational and ecological issues in a pragmatic and practical way, with a view to sustainability. This is a multi-focal project that takes into account concerns related to:

- 1) solid waste management and environmental health;
- 2) the living environment and sanitation aspect;
- 3) the possibility of creating eco-professions, sustainable and decent jobs for thousands of young girls and men full of energy, without jobs, from extremely poor households, exploded daily to the temptations of armed gangs and violence in the neighborhoods disadvantaged;

⁵¹ Gender-Based Analysis (GBA) is the name used to describe a transversal approach aimed at gradually integrating the principle of equality between women and men in all decisions. government as well as those of local and regional authorities. (http://142.213.167.228/fileadmin/publications/Beijing__15/Analyse_differeecce_selon_les_sexes.pdf (Accessed April 17, 2019)

⁵² At this fourth World Conference on Women, among the messages conveyed, the most important is that the problems addressed by the Programme of Action are global and universal. In private and in public, women around the world are victims of inequality and discrimination, perpetuated by deeply entrenched habits and practices. As a result, whether it is morals, attitudes, practices or priorities, the implementation of the Action Programme must evolve. The Conference clearly announces its commitment to gender standards and models of equality; any action must be guided by measures taken to protect and promote the rights of women and girls, considering these rights as an integral part of universal human rights. In addition, institutions at all levels need to be refocused to accelerate the implementation of the Action Programme. Finally, the Governments and the United Nations agree to promote "the gender equality both at the political level and within the programmes.

The Beijing Conference leads to a programme for Empowerment woman. Its goal is to accelerate the implementation of Nairobi's Prospective Action Strategies for the Promotion of Women. It addresses the removal of barriers to women's public participation in all spheres of private or public life through parity in economic, social, cultural and policy decision-making. (https://fr.wikipedia.org/wiki/Quatri%C3%A8me_conf%C3%A9rence_mondiale_sur_les_femmes & <http://www.un.org/womenwatch/daw/beijing/pdf/Beijing%20full%20report%20F.pdf>)

- 4) the development of urban agriculture, based on the principles of the circular economy related to the integrated management of municipal waste;
- 5) intelligent strategies to pool certain services between certain municipalities, with a view to reducing negative environmental externalities in the commune of Cité-Soleil, etc.

The decryption and cross-analysis of the CREER project's reference documents with the main references relating to the "legal, legal and institutional framework" allow us to argue that the theory of change is in perfect alignment with:

- 1) The constitution of 1987 French and Creole versions and constitutional law amending the constitution.⁵³
- 2) The government's current **Roadmap 2017-2022**, taking into account the specificity of the various sectoral ministries (MPCE⁵⁴, MTTC⁵⁵, MENFP⁵⁶, MJSAC⁵⁷, MCFDF⁵⁸, MARNDR⁵⁹, MDE⁶⁰, MAST⁶¹, MEF⁶², MDTIC⁶³, MSPP⁶⁴, etc.) separately. Indeed, despite changes made for some departments in the cabinet of the government of the executive of 2017 to date, the roadmap remains virtually unchanged);
- 3) The law establishing, organizing and operating the National Solid Tails resource management service (SNGRS);⁶⁵
- 4) The National Social Protection and Promotion Policy (PNPPS - with a look at the National Health Promotion Policy)⁶⁶ developed by the Haitian State through the Ministry of Social⁶⁷ Affairs and Labor (MAST);
- 5) The law of 21 September 2017 organizing the reorganization and modernization of the Professional Technical Training and the law reforming the status of the trader and the acts of commerce and organizing the trade register;⁶⁸
- 6) The law of 29 May 1963 establishing special rules on housing and urban and rural planning, with a view to developing urban planning;⁶⁹
- 7) The law of 18 July 1996 creating a Territorial Communities Management and Development Fund;
- 8) The January 2006 Decree defining the general framework for decentralization, the principles of operation and organization of Haitian Territorial Communities;
- 9) The 2006 Framework Decree, which aims to set the general framework for the decentralization, organization and operation of The Haitian Territorial Communities,⁷⁰
- 10) The Decree of 12 October 2005 on the Management of the Environment and the Regulation of citizen Leadership for Sustainable Development;⁷¹
- 11) The public policies developed by the Ministry for the Status of Women and Women's Rights (MCFDF) to support women (Economic Empowerment; Gender Mainstreaming);⁷²

⁵³ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/CONSTITUTION-DE-1987-VERSIONS-FRANCAISE-ET-CREOLE-ET-LOI-CONSTITUTIONNELLE-PORTANT-AMENDEMENT-DE-LA-CONSTITUTION.pdf>

⁵⁴ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/feuille-de-route-Ministre-de-la-Planification-et-de-la-Coop%C3%A9ration-Externe.pdf> (Accessed January 2, 2021)

⁵⁵ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/Feuille-de-route-Ministre-TPTC.pdf> (Accessed January 2, 2021)

⁵⁶ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/Feuille-de-route-Ministre-de-l%E2%80%99C3%89ducation-Nationale-et-de-la-Formation-Professionnelle.pdf> (Accessed January 2, 2021)

⁵⁷ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/1-feuille-de-route-du-Ministre-de-la-Jeunesse-des-Sports-et-de-lAction-Civique.pdf> (Accessed January 2, 2021)

⁵⁸ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/8-Feuille-de-route-de-la-ministre-a-la-Condition-Feminine-et-aux-Droits-des-Femmes.pdf> (Accessed January 2, 2021)

⁵⁹ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/11-Feuille-de-route-du-Ministre-de-l%E2%80%99Agriculture-des-Ressources-Naturelles-et-de-Developpement-Rural.pdf> (Accessed January 2, 2021)

⁶⁰ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/18-Feuille-de-route-du-Ministre-de-Environnement.pdf> (Accessed January 2, 2021)

⁶¹ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/7-Feuille-de-route-du-ministre-des-affaires-sociales-et-du-travail.pdf> (Consulted on January 2, 2021)

⁶² <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/6-Feuille-de-route-du-Ministre-de-l%E2%80%99Economie-et-des-Finances.pdf> (Accessed January 2, 2021)

⁶³ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/9-Feuille-de-route-de-la-ministre-du-Tourisme.pdf> (Accessed January 2, 2021)

⁶⁴ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/feuille-de-route-Ministre-de-la-Sante.pdf> (Accessed January 2, 2021)

⁶⁵ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/Loi-portant-cr%C3%A9ation-organisation-et-fonctionnement-du-service-national-de-Gestion-des-r%C3%A9sidus-solidesSNGRS.pdf>

⁶⁶ <https://mspp.gouv.ht/site/downloads/Politique%20Nationale%20de%20PS.pdf>

⁶⁷ <https://p4h.world/en/news/adoption-de-la-politique-nationale-de-protection-et-de-promotion-sociale-pnpps> ; <https://fr.wfp.org/communiqués-de-presse/le-gouvernement-d-haïti-adopte-sa-politique-nationale-de-protection-et-de-promotion-sociales-soutenue-par-le-pam/> ; <https://www.cpam1410.com/haïti-adopte-sa-politique-nationale-de-protection-et-de-promotion-sociales-soutenue-par-le-pam/> ; https://repositorio.cepal.org/bitstream/handle/11362/38232/1/S1500501_fr.pdf ;

⁶⁸ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/Moniteur-21-mai-2018.pdf>

⁶⁹ <http://www.sgcm.gouv.ht/wp-content/uploads/2017/03/Loi-du-29-mai-1963-%C3%A9tablissant-des-r%C3%A9gles-sp%C3%A9ciales-relatives-%C3%A0-lhabitation-et-%C3%A0-lam%C3%A9nagement-des-villes-et-des-campagnes-en-vue-de-d%C3%A9velopper-lurbanisme-1.pdf>

⁷⁰ http://ciat.bach.anaphore.org/file/misc/077_20060201.pdf (Consulted June 17, 2019)

⁷¹ http://ciat.bach.anaphore.org/file/misc/299_20051012.pdf & http://ciat.bach.anaphore.org/archives/show/HTIGOUVCIAT_00000008_de-299

⁷² In the context of the recovery of the state and the construction of a society of law, the Ministry for the Status of Women is called upon to play an important role in ensuring, through the consideration of gender relations in government action, social cohesion, the start of a process aimed at gender equality and the fight against poverty.

- 12) The National Action Plan for Adaptation to Climate Change (PANA); The National Plan for Risk and Disaster Management (PNGRD), (12) the Strategic Plan for the Refoundation of Haiti;
- 13) The Haiti Recovery and Development Action Plan (PARDH).⁷³

In addition, this project develops direct and very close links with at least ten (10) global targets out of 17 (SDGs)⁷⁴, namely:

- SDG-1 (efforts to eradicate poverty in disadvantaged neighborhoods),
 - SDG-2 (fight against household hunger through youth),
 - SDG-4 (access to quality education on responsible neighborhood management streams by mobilizing young people),
 - SDG-5 (gender equality),
 - SDG-6 (actions aimed at improving the living environment of residents living in subhuman conditions on social and environmental angles),
 - SDG-8 (creating eco-professions and decent jobs, for the gradual improvement of the living conditions of young people),
 - SDG-9 (the erection of biomechanical infrastructure to reduce the level of vulnerability of communities in the case of floods in periods of flooding),
 - SDG-10 (cities and sustainable communities),
 - SDG-16 (social cohesion and effective institutions) and
 - SDG-17.
- At the same time, there are defensible links with the other seven (7) SDGs not mentioned.

The analysis of the documents shows that the conceptual and operational framework of the CREER project is right in line with the priorities of the Programme by Country for the Promotion of Decent Work (PPTD) 2015-2020⁷⁵, and the priorities expressed by the Haitian Government in the Haitian Strategic Development Plan (HSP, Tome 2), particularly in the areas of development, employment and social protection policy and with the United Nations Framework for Sustainable Development (UNDAF) for Haiti (2017-2021). The latter aims to strengthen governance through the adoption by the government and social partners of policies capable of generating decent jobs and ensuring an inclusive distribution of resources insists on the national territory for a substantial improvement in the living conditions of the Haitian population⁷⁶. Finally, this project took into account, to the extent possible, the broad sensitivities of the "Recommendation (No. 204) on the transition from the informal economy to the formal economy, 2015-Guide for Workers", a reference line carried by the ILO.⁷⁷

Box 3-

- **The conceptual and programmatic framework of this project is in perfect alignment with 1) the national legal and institutional framework, 2) the**

⁷³ The PARDH was detailed in 2012 in a Haiti Strategic Development Plan (HSDP) "Haiti Emerging Country in 2030". This document takes up the four "refoundations" of the PARDH and is based on three-year implementation frameworks. That said, at the beginning of 2013, the PSDH and its first "three-year strategic framework" had not yet been officially validated.

⁷⁴ (The Sustainable Development Goals (SDGs), also known as The Global Goals, are a global call to 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 incorporating new concerns such as climate change, peace and justice, among other priorities. These objectives are closely linked to each other, with the success of one often dependent on solving problems usually associated with another objective. By building on partnership and pragmatism, the SDGs aim to make the right choices now to improve the lives of future generations in a sustainable way. They propose to each country a clear way forward and clear targets, in line with its priorities and global ecological challenges) <http://www.ht.undp.org/content/haitei/fr/home/sustainable-development-goals.html> (Consulted August 12, 2017)

⁷⁵ [Result 2. 1: The country, with the support of the ILO, has adopted a national policy for productive and sustainable employment that meets the requirements of decent work, taking into account the gender perspective, contributing in particular to the gradual transition from the informal economy to the formal economy in urban and rural areas, taking into account the situation of men and women in the workplace]

⁷⁶ The territorial, economic, social and institutional choices proposed are aimed at: "structuring the territory into regional and local development hubs to better distribute development efforts and opportunities throughout the territory and to better develop it; creating the conditions for private investment and job creation, as well as social engagement through a rapid improvement of the business environment, justice and security; a rapid response to the basic social needs and protection of the last major building blocks of national, natural and cultural heritage; and the rapid and targeted improvement of governance at all territorial levels, including the decentralization of public administration, decentralization and the increased involvement of civil society in development. (http://www.undp.org/content/dam/haitei/docs/Gouvernance%20d%C3%A9mocratique%20et%20etat%20de%20droit/UNDP_HT_PLAN%20STRAT%C3%89GIQUE%20de%20developpement%20Haiti_tome2.pdf ; Consulted On January 10, 2021)

⁷⁷ The recommendation (No. 204) on the transition from informal to formal economy, 2015, adopted by the International Labour Conference (ITC) in June 2015, is the first international instrument specifically addressing the informal economy. This workers' guide has been prepared to encourage and assist workers' organizations at all levels to protect and promote the rights and working conditions of workers in the informal economy and to implement Recommendation 204. (Recommendation (No. 204) on the transition from the informal economy to the formal economy, ACTRAV/ILO (Office of Activities for Workers), 2015: https://www.ilo.org/actrav/info/fs/WCMS_545937/lang--fr/index.htm ; Consulted January 23, 2021)

applicable sectoral public policies, 3) the ILO's PPTD document, including instruments, agreements, conventions and declarations of regional, international and transnational principles relating to the thematic areas claimed by the CREER project relating to the SDG Agenda.

2.1.4.- QE4| How well does the project align with the objectives of the national training and job creation policy?

The education system has been facing problems in terms of supply (access and participation), internal efficiency, quality and external efficiency, and governance for more than two decades. In the context of the CREER project's intervention zones in particular, these problems have worsened with the earthquake of 12 January 2010, the series of natural disasters cyclones, storms, etc.), the movements of "Country-Lock" and the series of street protests and the climate of insecurity that are settling in the Metropolitan Area of Port-au-Prince. The emergence of the COVID-19 pandemic has only complicated the situation, and drastically reduced the ability of households to contribute to the vocational training of their children.

After the publication of the 1985 decree-law, the National Institute for Vocational Training (INFP) established itself to some extent as the regulatory body for vocational training in Haiti. According to a seasoned industry expert, Ruben Sanon ("Le Nouvelliste", January 2020), on the whole, with its 46 years of existence, the INFP accredits about 210 vocational and technical training schools, 21 of which are public, about fifteen subsidized and the rest are private. The INFP has been holding official reviews for some 15 years.⁷⁸

Vocational education, in its current state, is not linked to the productive apparatus that invests. In some areas, training programs, USFED⁷⁹ laments, are rigid and traditional. The lack of flexibility of the training sub-system prevented it from understanding the changes to be made (Guichard DORE, 2010)⁸⁰. Few of the TVET graduates (Technical and Vocational Training Education) manage to enter the labor market. The employability of young people and trained adults is one of the biggest challenges in this sector. According to INFP figures, only 9% enter the workforce of the 5,700 graduates per year.

During the period 2010-2015, the Ministry of National Education and Vocational Training (MENFP) designed and implemented its five-year plan in response to the various problems identified during consultations with many actors identified nationally by the Working Group on Education and Training (GTEF) created by the Political Administration of the Republic in 2007 (i.e. In: The Presidency). These problems included the governance structure of the education system in relation to its weak ability to plan and manage to effectively meet the educational needs of different segments of the population and to provide the country with the qualified human resources it needs to develop.

The 2017-2027 plan⁸¹ is intended to be a strengthened instrument that the State gives itself to reframe and guide all the actions it plans to carry out in this area. According to this plan, the offer of secondary education and vocational training should be redefined by the municipality, taking into account economically promising sectors. The choice of programs to be offered in institutions must be made according to the thirteen (13) components. It is therefore planned to: 1) facilitate equitable access to 25% of the educated or literate population in technical and vocational training (TVET), 2) apply the skills-based approach by 2027 to 100% of the FTP centers, 3) ensure 100% of public centers equipped with approved equipment and materials, 4) create and operationalize synergies between technical and vocational training and the productive sectors.

For each of these axes, specific programmes are identified to reach the seven (7) key segments of the Haitian education system: early childhood, preschool, basics, secondary, *"technical and vocational training"*, higher education and research, non-formal education and literacy.

⁷⁸ <https://lenouvelliste.com/article/211173/formati0n-professionnelle-en-haiti-une-histoire-passionnante-et-enrichissante%20target> (Ruben Sanon, Ing. / sanonruben@yahoo.com / 509 3846-7208)

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⁷⁹ UNIT OF SCIENTIFIC STUDIES AND TRAINING FOR DEVELOPMENT (USFED) (July 2002). Local Social Development, Mediatexte, Port-au-Prince. (Accessed July 23, 2020);

⁸⁰ Guichard Doré. Vocational training and employment policy in Haiti: the case of the tourism sector (1980-2010). Education. Paris-Est University, 2010. French. NNT: 2010PEST0018. Tel-00648788 (Cf. <https://tel.archives-ouvertes.fr/tel-00648788/document>; (accessed April 23, 2020)

⁸¹ https://www.clio-haiti.org/IMG/pdf/plan_decennal_d_27education_et_de_formation_2017-2027.pdf; (accessed April 23, 2020)

These programmes are designed in such a way that all programmed actions are inscribed in an inclusive perspective, that is, that systematically takes into account the special needs of people in vulnerable situations, environmental issues, and information and communication technologies.

According to this plan, the provision of secondary education and vocational training should be redefined by commune taking into account the economically promising streams. The choice of programmes to be offered in institutions should be made on the basis of the thirteen (13) already targeted streams:

1. NTIC/ mobile phone,
2. NTIC / providing Internet access,
3. Construction and public works / concrete sector (reinforced concrete and seismic construction),
4. Cold chain and air conditioning (habitat, vehicles, conservation, transport and catering),
5. Agriculture/ mango sector (production, packaging or processing, transport and export),
6. Water (capture, storage, processing, delivery and distribution),
7. Health (services for the elderly and young children, *family planning*),
8. Household garbage (collection, treatment and recycling of recyclable waste),
- 9. Art and Crafts (grouping, harmonizing and coordinating all micro-wires),**
10. Hotels, restaurants and caterers,
11. Security, surveillance and guarding,
- 12. Textile and tailoring,**
13. Auto and motorcycle mechanics;

Box 4-

- **The strategy for change and the various concerns addressed by the CREER Project⁸² are closely linked to sectoral public policies in terms of social promotion and the creation of decent jobs for young people from low socioeconomic conditions in fragile social backgrounds. It is strongly aligned with the instruments at transnational level on sustainable development.**
-

2.1.5.- QE5| To what extent have the project components (actions/products/target population) remained relevant in the context of the pandemic? To what extent have they been adjusted to accommodate and integrate the changes into the context?

The emergence of the COVID-19 crisis further weakened the response capacity of the state and households, which historically experienced vulnerability. Young people are becoming more vulnerable to the attraction and threats of armed gangs. Young girls are more exposed to GBV and bandit attraction. For the worsening of the deterioration of socioeconomic conditions diminishes their ability and think, even earn a dignified living. Food insecurity and health problems have worsened. The provision of existing social services; historically, infrastructurally and structurally inadequate and inadequate long before COVID-19; unsurprisingly, it got worse. The country was not prepared at all.

Recurrent armed conflicts have often weakened developed strategies. There is a general deterioration in people's living conditions. Moreover, the labor market, which has been particularly influenced by economic and social behavior in recent years amplified by the security and health crisis (functional and financial implications of COVID-19), is characterized by a predominant share of the labor force working in the informal economy and therefore excluded from existing formal social protection mechanisms in the face of a weak public sector. Young people aged 16-35 continue to be (sustainably) affected by unemployment. Their labor market situation is extremely precarious, amplified by the long years of conflict and socio-political disruption. The troubling electoral prospects do not bring hope of gradually turning the page.

In spite of all, thanks to the agile management model applied by the managers of the CREER Project, supported by an ILO's comprehensive and flexible staff-line, has made it possible to carry relatively appropriate response elements.

⁸² Vocational training in eco-professions and the textile sector, agroecological practices respectful of the environment, art of recovery and marketing, integration of young people in employment and in preferential markets, environmental health, decent and green employability, living environment and sanitation, pooling of municipal services, personal development, setting up of collective microenterprises for young people, etc.

2.2.- Coherence and validity of the design

The purpose of this section is to analyze the extent to which the intervention is compatible with other interventions carried out within a country, sector or institution.

2.2.1.- QE1| To what extent does the design of the project take into account a gender and non-discrimination approach; references to international labor standards, the requirements of international conventions ratified by countries, the recommendations of the Commission of Experts for the Implementation of Conventions; mechanisms for social dialogue; and environmental problems?

2.2.1.1- QE1| Mechanism of social dialogue 'tripartite' or 'tripartite and more'?

In principle, tripartite social dialogue requires the cooperation of government representatives, trade unions and employers' organizations who must act as equal and independent partners seeking solutions to issues of common interest. Thus, improving tripartism is an important task of the ILO. Because, this can promote democratically more and better jobs, create and expand social protection bases, improve productivity as well as working conditions and workers' rights.⁸³

The ILO Haiti's report on its contribution to the ILO's 2019-2020 biennial programme and budget justifies its intervention, focusing on the thematic areas targeted under the CREER Project. Its approach is in the direction of creating functional and operational synergy bridges in the institutional ecosystem, based on a dynamic at the same time: cross-sectoral, cross-sectoral, multi-actor and cross-sector (with the involvement of the most representative organized groups); while at the same time striving to institutionalize tripartite work and social dialogue at the national level.

As part of the CREER project, despite the constraints of institutional instability and the security environment, efforts have been initiated and the first fruits have been made. The Ministry of Social Affairs and Labor (MAST), the representative of the Chamber of Commerce and Industry (WESTERN ICC), representative organizations of civil society, acting as interface or relay to the youth associations of Cité-Soleil (advocacy actions), were involved in all decision-making and operational processes integrating the different phases of the project. On the other hand, the context of the COVID-19 pandemic, coupled with situations of aggravating socio-political disorders, has repeatedly delayed a promising process.

The context of Cité-Soleil and the theory of change of this project, in particular, require innovative approaches to traditionalist practices and arrangements, which are too rigid and inadequate. With the involvement of town halls and other organized civil society organizations, there is a sense that the scheme could be more in line with the concept of "**Tripartite plus**"⁸⁴.

The process of social dialogue initiated in the framework of the CREER Project tends to build unconventional links (at this necessary stage), seem to bring together both 'Formal and institutionalized' arrangements and those resembling 'informal and punctual'. The work dynamics brought tangible benefits (added values) to the benefit of the main socioeconomic categories targeted by the project (unemployed youth, from parents of modest living conditions, living in disadvantaged neighborhoods), with positive impacts on the living environment of residents. The alchemy developed, for example, between SAKALA's execution partners, Elektra Sewing, and other companies involved in the textile sector (**HANSAE, PREMIER Apparel (Baker), Wilbes, One World**) has enabled the employability of several hundred young women and men who have graduated as part of the implementation of the CREER project.

Box 5-

- ▶ **The involvement of "Elektra Sewing" in the implementation of the project was a wise and adapted choice and very promising. Its seasoned expertise, up-to-date knowledge of institutional ecology and field contexts, enabled him to play a decisive role in the project. It made it a lot easier. Despite the additional emerging difficulties, it was able to deliver on time.**

⁸³ <http://courses.itcilo.org/A157612/lectures/qu2019est-ce-que-le-tripartisme-et-le-dialogue-social> (Consulted December 10, 2020)

⁸⁴ Tripartite plus: That is, the participants in the tripartite national social dialogue are representatives of the government and social partners. The term "tripartite plus" refers to situations where traditional tripartite partners choose to open dialogue to other civil society groups in order to have a broader perspective and reach consensus on labor-related issues. <http://courses.itcilo.org/A157612/lectures/qu2019est-ce-que-le-tripartisme-et-le-dialogue-social> (Consulted December 10, 2020)

2.2.1.2- QE1/ Gender, social inclusion and universal design

The issue of gender integration was largely addressed in the relevance section (see: 2.1.2. - QE2).

According to more than 90% of the residents surveyed, access to decent employment in a less polluted environment forms the basis of the demands of all the inhabitants of the project's intervention zone. For them, the development of job creation potential in neighborhoods where young people and girls are the majority is the main lever for inclusive growth and economic development. According to the beneficiaries and the information gathered in the improvised focus groups, the criteria established for the identification and choice of beneficiaries took into account gender and gender specificities.

The triangulation of information from various sources (bibliography, surveys, multi-level semi-directive interviews) shows that, the main criteria established to benefit from the project were:

1. The geographical provenance and representativeness of the municipality of Cité-Soleil (being resident in the area of influence of the project);
2. The age factor; i.e. (being at least 18 years old, with an emphasis on the youngest);
3. The minimum level of training required (depending on the component under consideration / Minimum level of education of 9th basic year for the textile component);
4. The issuance of a clean criminal record (Certificate of good life and manners up to date);
5. The success of the admission test (the registration of a young person does not mean a form of automatic integration, as a beneficiary);

These criteria were established by the local consultation structures (see: Local Implementation Committee), in consultation with the strategic institutions involved in the project. This strategy has prevented the integration of people who may be in violation of the law or even sought by the police authorities. The local facilitation committee has been very helpful in this regard (see: Given the delicacy of the subject and the bad consequences to anticipate or avoid in all respects).

With equal skills, Elektra Sewing and SAKALA have a preferential option for women, given that factories mainly employ women. This is part of the institution's employability policy. Gender and gender dimensions were therefore taken into account in terms of the counting of results, the tests for admission to training and placement in companies or in working groups involved in the field of sanitation.

Moreover, communication has been an important, if not indispensable, lever in the project. It has been an essential means of ensuring change and allowing stakeholders to adapt to new realities (informing employees about the progress of the project, explaining upcoming changes to the local facilitation committee, addressing possible resistance or simply gathering feedback, etc.).

Elements of the strategy that facilitated equitable youth participation included:

1. Bringing community leaders together to refer to young people who are able to be part of the project;
2. The conducting of brainstorming sessions, talks with the consultation structure in order to adapt the public communication strategy according to the evolution of the parameters determining the working climate in the neighborhoods concerned;
3. Neighborhood awareness meetings, when possible, around the objectives and limits and progress of the project; in order to find their support
4. The distribution of tenders (Term of References) for the recruitment of young people in all targeted neighborhoods, incorporating eligibility requirements, application forms for young people; including: community leaders, sector and area representatives on the project implementation committee; Churches; *peristyles* (Haitian voodoo temple), neighborhood organizations; Etc.

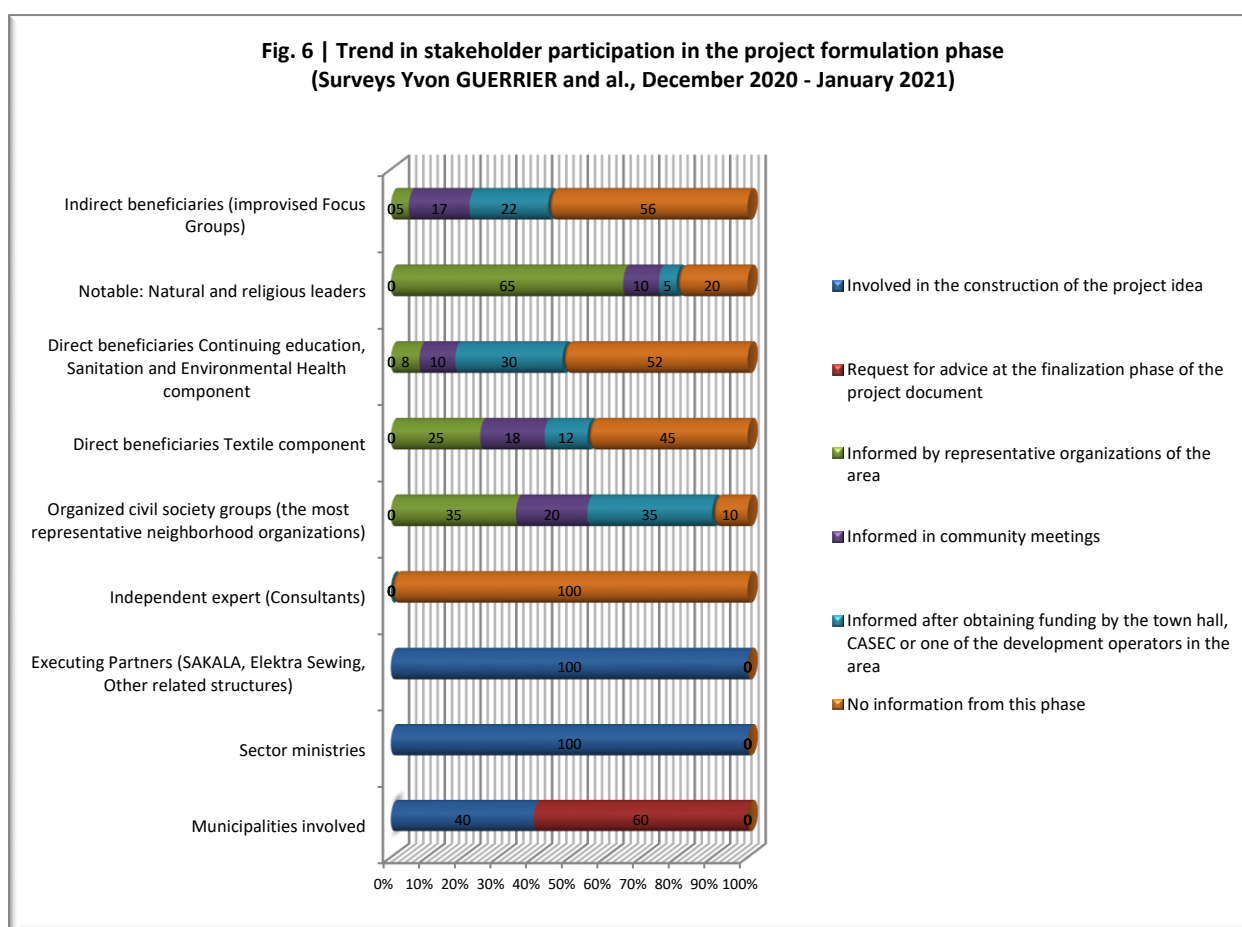
Box 6-

- **The concerns related to the social inclusion of marginalized groups have been very well integrated and applied in the project (to the extent possible). Although the associations of people with disabilities were not formally involved in the decision-making processes (cf.: Local consultation structure set up in the project) throughout the life of the project, the ILO team did not have ceased to make a structuring plea in favor of the integration and participation of this category considered to be very vulnerable. Taking into account the issue relating to the notion of "Universal Design" in establishing the profit criteria in the project was delicate, complex, and even almost impossible for two main reasons: 1) the tools, materials and work equipment available to companies providing jobs in the textile sector are not adapted to the work ecosystem of this socioeconomic category with very specific differentiated needs, and 2) although "an agreement was found to integrate certain individuals of**

this category into the eco-professions component as direct beneficiaries (component implemented by SAKALA), the deleterious climate of insecurity, linked to intense conflicts between armed gangs from rival neighborhoods of the city of Cité-Soleil did not allow the effectiveness of this good decision. Given the vital issues linked to these major constraints, people with reduced mobility and the disabled were not able to fairly enjoy certain social benefits of the project. At the same time, when carrying out the sanitation works, when possible, considerations were made in their favor. It should be remembered that Haiti is a vulnerable country, frequently victimized and still very threatened by the occurrence of natural disasters. The number of people with reduced mobility is growing in the country, according to reports from several credible groups of national and international experts. This issue is an integral part of the major concerns raised through the value system promoted by the United Nations System (SNU/Convention on the Rights of Persons with Disabilities and Optional Protocol)⁸⁵, or even in the specific guidelines and standards developed by the ILO⁸⁶ in particular.

2.2.2.- QE1| What was the involvement and contribution of constituents and other stakeholders in project design?

Throughout the advisory process, investigations were conducted and specific questions were raised about the level and quality of participation of all stakeholder categories. The following graph shows the typology of those involved and illustrates the participation trend of each of the categories involved:



⁸⁵ <https://www.un.org/disabilities/documents/convention/convoptprot-f.pdf> (Accessed January 20, 2021)

⁸⁶ ILO Code of Practice: Management of Disability in the Workplace / C159 - Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159) / R168 - Vocational Rehabilitation Recommendation (No. 168) and Employment of Persons with Disabilities, 1983 / C111 - Discrimination (Employment and Occupation) Convention, 1958 (No.111) (<https://www.ilo.org/global/topics/disability-and-work/lang--fr/index.htm> ; / URL : <https://www.ilo.org/global/topics/disability-and-work/lang--fr/index.htm> (Accessed January 20, 2021))

Cross-analysis of the data collected shows that: the design phase of the project was done on a participatory and inclusive representation basis; by mobilizing state institutional actors, local authorities and organizations with a high level of socioeconomic anchorage in the project's areas of intervention.

The sector ministries most affected by the project were represented by the technical directorates who develop more direct links with the project. In this sense, the MENFP was represented by the PSNI. The MDE was represented by the Framework Directorate of Life and Sanitation (DCA), including the management of the SNGRS (National Solid Residual Management System). The Ministry of Agriculture Natural Resources and Rural Development (MARNDR), the Ministry of Public Works Transport and Communication (MSPP) were involved in the process, from the genesis of the project. The National Equipment Centre (CNE) has joined the project along the way.

Given the context of recurrent socio-political unrest, the phenomenon of frequent armed struggles between certain groups of rival neighborhoods, and generalized public insecurity and time constraints, the institutional approach was favored. However, some notables and individual beneficiaries (direct and indirect) were informed, in particular, during the holding of district meetings, carried out either by municipal officials and / or by members of grassroots organizations most representative of the community civil society who intervene in humanitarian operations and / or in sustainable local development sectors. It should be mentioned that given the expiration of the mandate of the mayors elected in 2016, during the second half of 2020, the executive branch issued a presidential decree which replaces local elected officials with interim executive agents. Thus, some people who were deeply involved in the formulation phase are no longer part of the municipal administrations concerned (Delmas, Pétion-Ville, Croix-des-Bouquets, Kenscoff, Tabarre). However, the ILO facilitated contact with key resource persons for this evaluation.

2.2.3.- QE3| Does the project have indicators and targets for objectives, results and products appropriate to what needs to be achieved, and does it have a monitoring system/mechanism to measure progress in achieving products and results? Does the monitoring mechanism incorporate gender issues?

2.2.3.1.- QE3| Monitoring-assessment mechanism

To carry out this pilot project, the ILO has prioritized an inclusive approach, taking into account the active involvement of key stakeholders in the municipality, in order to enable them to act as a catalyst for the main expected results.

At the strategic level, there is a High Level Committee (cf. : Advocacy Actions and Decision-Making Entity)" consisting of the ILO, MAST, MTPTC, the National Equipment Centre (NCE), the National Solid Residual Management Service (SNGRS), the MTPTC, the MPCE, the MENFP through the INFP, Business Sector Enterprises (Textile in particular) and structures acting as employee representation and/or job applicants.

In addition to this multi-sector mechanism, which is set up at strategic institutional and organizational scales⁸⁷ in relation to programmatic perspectives - in support of cross-sector public policy, a local implementation committee has been established (see: Assimilate to a Facilitation Committee, by the GUERRIER consultant). This committee was made with the representation of the most representative influential sectors and facilitators operating at the downtown level and through the two (2) communal sections of Cité-Soleil (see: Natural and religious leaders, serving or retired teachers; highly respected and honored by neighborhoods or groups in conflict). They are neutral people (more or less apolitical). This plural device played an inescapable role in the project.

The members of the local consultation (and supervisory) committee are divided through a committee of thirteen (15) members representative of the various strategic entities of the commune. This committee participates in periodic meetings (monthly or ad hoc, as needed). During these exchanges, bottlenecks are raised to co-construct, as far as possible, appropriate response elements.

In this facilitation structure are represented: 1) The Town Hall of Cité Soleil; 2) The office of the Deputy of Cité-Soleil; 3) E-Power's Focal Point; 4) The Alovie Foundation of the Drouillard Project; 5) The Point-Focal designated by the Educational Sector; 6) Representatives of the Religious Sector; 7) The City Delegate of Cité-Soleil; 8) The Office of the Board of Directors of the Municipal Section (CASEC) of Varreux 1; 9) The CASEC Office of Varreux 2. The other members are representatives of the large blocks

⁸⁷ ILO Staff-line at national and regional level (including project team); MAST; MENFP/INFP; MTPTC, MARNDR, MDE; ICC; execution partners on the ground (Municipal administration; SAKALA, Elektra Sewing, INFP.

of Drouillard, Bois-Neuf and Flamingo. Women have been validly represented in this structure. Ordinarily, they have represented more than 35% in meetings, and contribute well in decision-making processes.

The mission of this facilitation committee-like structure can be summed up in:

- Monitoring the smooth running of the work, respecting deliveries and validating them;
- Checking the use of allocated resources
- Tracking the elements of planning and analysis of discrepancies;
- Presenting problems (technical, organizational or planning), variations in timelines and one-time problems;
- Coordinating the project team for interdependent actions;
- Detailed planning of the next step (task determination, precise definition, scheduling)
- The identification of information requiring a decision on how to manage the project;
- Ensuring that the project meets the needs of the community

2.2.3.2.- QE3/ Objectively Verifiable Indicator System (IOV)

The development and intermediate objectives, the main activities and the chain of project results have been clearly established. The analysis of the logic matrix has not been elaborated enough. However, the deepening of semi-direct interviews with resource and independent experts engaged in the development of the baseline, and the analysis of the baseline-related documents⁸⁸ made it possible to understand that it was rather an intelligent strategy decided by the project designers to leave an adequate flexibility in the perspective of:

- 1) better clarify and update certain sociometric, econometric and biometric variables more relevant in relation to the profile of the beneficiaries - and thus have more time to refine the project team's understanding of the defining biophysical and hydrological characteristics related to the project, which time constraints did not clarify during the design phase;
- 2) give the project team more flexibility to better refine its public and gender communication strategy, given the complexity and fragility of the project's area of intervention.

In consultation with the stakeholders, the Expert Evaluator was deemed necessary to propose, according to the rules of the art (evaluation ethics), a revised logical framework, with a view to adaptation. This new tool made it possible to better clarify certain indicators (Objectively Verifiable Indicators), and consequently to develop size scales to better take into account certain subjective parameters that are decisive of the project. The revised logic matrix is inserted in **Annex XVII**. Note that this co-construction effort was essential to facilitate the evaluator in the development of the evaluation matrix (**See in Annex II**).

It should therefore be mentioned that the risk assumptions linked in particular to political and institutional stability have been underestimated. Because, when the project was formulated, the designers had enough relevant data to feed more substantial prospective analyzes. Moreover, the period from 2016 to 2018 was marked in particular by: 1) the too frequent changes of civil servants, even ministers, in public administration; 2) the resurgence of cases of kidnappings in the Metropolitan Area of Port-au-Prince, 3) the denunciations of cases of massacres in certain ghettos (Carrefour Feuille, La Saline, Bel-Air), 4) the results electoral critics, 5) alarming reports in the field of food security and the prospects of harvesting farmers, 6) the increase in cases of violent demonstrations in the streets by the political opposition to lead in 2019 to the movements of "Country-Lock"⁸⁹. The weak multidimensional capacities of the authorities did not allow them to regain control of certain hyper-strategic axes of the national territory (National Roads No. 1 and 2); 7) the initiation of the process of proliferation and regrouping of armed gangs (...), etc.

⁸⁸ Produced immediately after the start-up of the project, thus after the start-up.

⁸⁹ This is an anti-systemic protest movement, emanating from the Haitian socio-political ecosystem. It is a new strategy of struggle developed by the political opposition and / or a large part of organized civil society in Haiti, in relation to the differences expressed against the political administration, emerged from the recent history of the country, either in July 2018 for the first time. In fact, this new expression, or even a new slogan or popular concept, could be explained by: "A situation in which the country is operating in slow motion and in very critical conditions. Social (schools, churches, leisure areas, etc.), economic (formal and informal shops, etc.) and socio-cultural activities are almost completely paralyzed in the country's large cities in particular. As a result, individuals can no longer proceed with their respective activities. Public institutions operate in complete stagnation. Barricades of all kinds are used by protesters to prevent physical access to major arteries of the country's road network. This movement installed for a very long period (more than 4 months) lasts enormously much longer than that of a traditional trade union strike". According to the initiators, this form of resistance is a total refusal to all forms of socioeconomic and socio-political exclusion, historically and structurally anchored in socio-political dynamics. According to an editor of the Haitian Daily "Le Nouvelliste" (Enock OCCILIE / URL, September 4, 2019)⁸⁹, it is a popular barricade against oppression, unemployment, exploitation of the working class, inequalities or social injustices, social and food insecurity...

2.3.- Effectiveness of processes, products, intermediate and final results of projects/programs

This section reviews the extent to which the intervention (process, products) has achieved the intermediate and final results expected in the CREER project; given their relative importance and the extent to which the management capabilities and provisions in place support the achievement of the results.

2.3.1.- QE1| To what extent have desired outcomes (expected immediate targets) and products been achieved? What were the main internal and external constraints/challenges faced by the project during implementation and what were the main factors of success, and were results achieved that were not anticipated in the initial design of the project?

2.3.1.1.- QE1| To what extent have the desired results and products been achieved?

Multi-level interviews with the different categories of beneficiaries and the operators involved identified the concrete and measurable achievements of the CREER Project. Considerations were given to all phases of the project's life (from the pleading phase, through the formulation of the project idea - to the final and independent evaluation).

In accordance with the evaluation protocol developed and validated for the implementation of the exercise, highlighting the implementation context (internal and external factors of the carrier environment), we compared two discriminating parameters:

1. The achievements identified (reported in interviews and/or observed) across the various components;
2. The description of the characteristics or profile of the actual beneficiaries (individual, organizational and institutional) in relation to the groups targeted in the reference documents of the project;

The following sections present the situation for each of the components formulated in the project reference document, and, taking into account developments and/or amendments made along the way:

2.3.1.1.1.- QE1| Component 1: Design of a national youth employment action plan focused on reducing high levels of informality, precariousness and vulnerability in youth employment, with the participation of tripartite actors in a process of dialogue and training

Through this component, it was planned more precisely to develop the initial stages of the political cycle from a tripartite approach, with the aim of achieving strategic sub-goals such as: 1) Conducting a situational analysis; 2) Identify and define the problem; 3) Explore policy options; and 4) Prioritize policies/programs/actions to solve the problem.

The ILO's strategy, in consultation with national and local stakeholders, called for the development of a process to build the capacity of workers and employers for the analysis and production of proposals on youth employment, in close coordination with the Office of Activities for Workers (ACTRAV)⁹⁰ and the Office of Activities for Employers (ACT/EMP)⁹¹. In view of the severe political instability that has prevailed for more than 2 years in Haiti and the gradual and worrying worsening of the situation, the project team agreed with the DWCT (Decent Work Country Programme)⁹² in San Jose to transform 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. However, the prudential measures adopted at the ILO level and the more drastic measures taken by the Government of Haiti, through a presidential decree, as a strategy to combat the spread of the COVID-19 pandemic, have not allowed the arrival of international experts, who are to supervise and guide the working sessions with national stakeholders. This activity has been scheduled and postponed twice (see: mid-September to mid-December 2020), in particular due to the consequences of COVID-19. In the end, a request was made (and accepted) for decommissioning, the funds of products 1.1 and 1.2 to enable the completion of complementary activities and, the extension of the project over time to compensate for the slowdown in implementation due to the pandemic.

⁹⁰ <https://www.ilo.org/actrav/lang--fr/index.htm> & <https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/departments-and-offices/lang-fr/index.htm> (Accessed January 18, 2021)

⁹¹ <https://www.ilo.org/public/french/dialogue/actemp/> (Accessed January 18, 2021)

⁹² See: EAT / BP-Port of Spain: ILO Decent Work Technical Support Team and ILO Caribbean Office (<https://www.ilo.org/caribbean/lang--es/index.htm>; Accessed January 20, 2021)

2.3.1.1.2.- QE1/ Component 2 and 3 of the CREER project.

The project did start in the field on August 10, 2019 with baseline-related studies (socioeconomic analysis; Environmental and social impact; Hydrography, respectively). Interviews with the various categories of beneficiaries and other stakeholders involved, from mid-December 2020 to February 4, 2021, identified the achievements mentioned in the following table:

Table 5 | Review of key achievements expected in Components 2 and 3 of the project

№.	Expected Achievements (see: Project Documents)	Key Reference	Actual achievements
R-1	250 jobs are created for young women and men in the region in the art of waste recovery and transformation into ethical marketable fashion and crafts.		<ul style="list-style-type: none"> • Successful outreach efforts, despite the worsening context of the area of intervention; • All 250 young people are recruited and trained. Training sessions based on the technical phase of recycling waste and other sectors have ended (in August 2020). These 250 young people benefited from highly targeted training seminars on entrepreneurship (see: Annex XII); • Twenty-five (25) young people from Cité-Soleil completed a two-week hands-on training course (June 29 to July 15, 2020) on recycling and turning waste into art objects, delivered by THE trainers of ⁹³CARIBBEAN CRAFT. These young people also learned how to develop a collection for sale as part of virtual fairs. Further training on the manufacture of concrete pots took place; • Another activity led by an agricultural company producing seedlings and selling inputs 'Eben-Ezer Nursery' has strengthened the technical capacities of the beneficiaries and established a system of networking and landscape transformation around the Flamingo Canal;
R-2	300 young people from Cité Soleil, of whom nearly 70% are women, are trained in textiles, benefiting from a strong demand for formal jobs.		<ul style="list-style-type: none"> • Successful outreach efforts, where possible, despite the worsening context of the area of intervention;⁹⁴ • A contract signed on 15 October 2019 between the CREER Project (ILO) and the Expert Textile Training Centre, in this case, "ELEKTRA SEWING"; • A process initiated on October 16, 2019 to proceed with the registration, evaluation, and recruitment (admission) of the final beneficiaries; • As of 10 January 6, 2020, 320 (three hundred and twenty) young people (women and men), including 223 young women and 97 young men from the areas of influence of the project, have been able to obtain a diploma of training (Young people trained and certified as Industrial Machine Operators, recognised by the INFP of the Ministry of National Education and Professional Training); • As of 10 January 2021, 150 young women and men, or 47% of those trained, have been able to access sustainable employment; that is, placed in companies operating in the textile sector; <p>Note: 40 students had left the program and came back when the factories started hiring the young people. Even those who master a single machine have a chance to find a job.</p>
R-3	60% of Cité Soleil's 550 young people have found a job or started their own business.		<ul style="list-style-type: none"> • To date, about 200 young people have access to sustainable employment in companies, with about 70% in the textile sector and the rest in the waste processing centre set up as part of the project or in other activities related to their training (see: Annex XIII); • About 15% of young people were able to develop an individual activity, related to their field of training; • At least 50 young people continue to benefit from part-time and recurrent employment, to facilitate shoreline remediation and stabilization work, to further limit (in addition to the work carried out on the Flamingo Canal) the potential damage of wild waters during floods; • 98% of the 250 young people trained are almost all members of the mini-artisanal waste processing centre created as part of the project by SAKALA (they have a cash return on handcrafted pieces produced in proportion to the quantity made and/or the degree of contribution); • 25 collective micro-enterprises set up with and for young people; based on affinity and the interconnectedness of the thematic areas related to the ideas of individual projects of creation companies identified by each of the beneficiaries at the start-up phase. This process has been delayed and halted several times by armed conflicts in some neighborhoods;

⁹³ https://www.ilo.org/sanjose/sala-de-prensa/WCMS_752783/lang--fr/index.htm (Consulted January 23, 2021)

⁹⁴ For "Electra Sewing", awareness has been made at the level of the most representative basic organizations of the commune of Cité-Soleil and the different religious denominations without exclusive. A campaign was carried out among the hundreds of unemployed who come regularly, every morning to the SONAPI Industrial Park, to try their luck in search of a job;

- *During the installation of waste traps on the Flamingo Canal, 69 part-time jobs, including 55 eco-professions jobs, were created in the community. The beneficiaries were mainly young people in continuing education in the SAKALA center.*

Note: During the cycle, one young person in training was murdered in the struggles between armed gangs, and three (3) others had no choice but to withdraw, to escape, save their lives by moving away from areas from which only armed gangs in conflict control the territories. They were targeted, according to the unanimous testimony of their former classmates interviewed as part of this final evaluation of the CREER project.

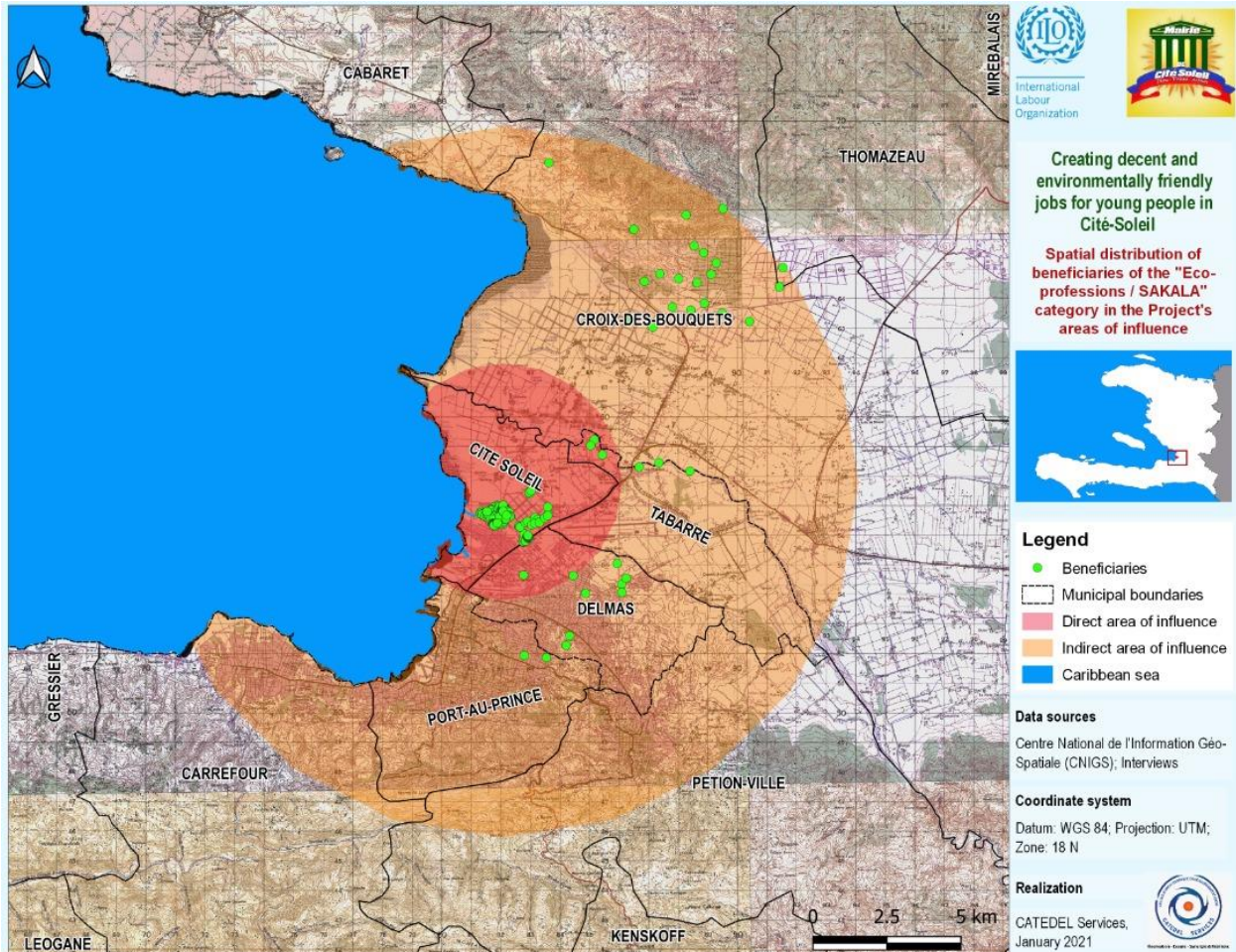
R-4	1 mini craft center is created.	<ul style="list-style-type: none"> • 1 mini functional and operational craft center set up • 1 Management Committee established
R-5	The Flamingo Canal is cleaned up, reducing the risk of feeding the area during the rainy season. This will help improve people's health and prevent diseases related to an unsanitary environment.	<ul style="list-style-type: none"> • The construction of the canal banks and the cleaning of the 3 nozzles were carried out 100% by a youth association of Cité Soleil, commonly known as "JACCOM". <ul style="list-style-type: none"> i. Grassed strips and innovative biomechanical structures used in strategies to respond to land and agricultural degradation situations, as recommended techniques to try to stabilize the banks and immediate areas of the Flamingo Canal - previously completely bare (before the CREER Project), are being erected to reduce the devastating power Of wild rainy waters. This development work in the ecosystem of this strategically important stream has enabled residents and/or graduates to undertake initiatives to establish a community garden (see: Production of maize, okra, spinach and sorghum). This activity was conducted under the leadership of a Youth Association of Cité-Soleil, commonly known as "JACCOM". ii. Between March and July 2020, three (3) planned nozzles were erected on the Flamingo Canal; iii. The construction of work to install trap infrastructure for the removal of waste from the canal was observed (the City of Cité-Soleil and the Ministry of Public Works (TPTC) across the CNE were heavily involved, notably by intervening upstream in the carrying out of the necessary remediation work on the Flamingo Canal, which was completely clogged and congested by mountains of rubbish from the adjacent slopes . other adjacent municipalities). This remediation work was essential for the installation of waste traps. • In summary, as part of the project, 19, 300 cubic meters of rubbish was cleared; 15, 640 cubic meters of waste was cleared and 1670 linear meters of shoreline were developed (stabilization actions). This work was carried out by the private service provider JF SERVICES AND SUPPLIES.
R-6	<ul style="list-style-type: none"> • An inter-communal waste management protocol is signed, thus promoting the pooling of communal services and resources between the municipalities of Cité Soleil, Delmas, Tabarre and Pétion-Ville. 	<ul style="list-style-type: none"> • Raising awareness and carrying out exchange workshops with all the town halls concerned, which were represented either by a member of the council and/or a specialist from the Municipality with expertise on the problem of urban waste management (Municipal Engineer; Logistics manager; Officer in charge of urban planning); in favor of collective and solidarity ownership on the issue of waste management in the Metropolitan Area, in consultation with the National Solid Residual Management Service (SNGRS). The archives and direct interviews with officials showed that these first meetings began on 29 January and continued until 13 May 2020, with the Ministries of Environment (MDE), Public Works (MTPTC), Agriculture (MARNDR), Interior and Territorial Communities (MICT), etc. The actual completion dates were: <ul style="list-style-type: none"> a) On January 29, 2020, with the National Solid Residual Management Service, SNGRS, b) On February 5, 2020, with the City Hall of Cité Soleil and c) February 6, 2020, with Tabarre City Council. d) February 7, 2020, with Delmas City Council e) February 8, 2020, with the Town Hall of Pétion-Ville f) March 12, 2020, with the Mayor of Port-au-Prince g) On 26 March 2020, with the Minister of the MDE and a member of his cabinet h) On 21 April, together with the executives of the MDE, who now form an ad hoc commission with those of CASDA to lead the process under the leadership of the MDE i) On 9 May 2020, with the Minister of MTPTC accompanied by his staff; • Following the agreements reached across the multi-actor and cross-sector space, from 13 May 2020 until August 2020, a commission made up of MDE-CASDA-GDS organized fortnightly meetings until August 2020. In this context, at a meeting by Visio conference, a working group on WhatsApp was set up to facilitate participation and productive exchanges, given the limitations and/or constraints associated with the context of the COVID-19 pandemic. <p><u>It is important to note that all of these activities have been coordinated by the Ministry of the Environment. The invitations were made by the ministry. The ILO project team was supporting, with a key facilitation role.</u></p> <ul style="list-style-type: none"> • In addition, an ad-hoc committee had agreed on a process to lead to a new solid waste management system in the metropolitan area. A work plan has been developed with the aim of organizing five workshops. The different players were grouped by thematic field, depending in particular on their sensitivity and privileged area of intervention, namely:

- a) Biomedical waste, with MSPP (Ministry of Public Health), USAID, BM (World Bank), ADISH (Haitian Association of Health Engineering and Environmental Sciences), PSI(Haitian Organization of Social Marketing for Health),⁹⁵
 - b) Urban waste and sanitation, with MTPTC, EDH, CNE, DINEPA, SEEUR(Urban and Rural Equipment Maintenance Service),Spanish Cooperation, Swiss Cooperation;
 - c) Solid waste and communities, with MICT, EU, Expertise France, GRET, CONCERN, CRS, CIAT, CARITAS
 - d) Solid waste and industries, with MCI, SONAPI, ADIH, CCIH, recycling partners (Haiti Plast Recycling S.A, E recycling, Plastik bank, Haiti recycling), JEDCO, Boucard, etc.
 - e) Funding mechanism, with MEF, MPCE, BID, BM, USAID, AFD, AECID, UNDP, Japan, Focal
- In addition to these five thematic workshops on waste and the funding mechanism, the Ministry of the Environment was responsible for launching three (3) other workshops to lead to the signing of an intercommunal Memorandum of Understanding on the pooling of municipal working resources and services, including:
 - (i) a (1) workshop on the debate on the concept of pooling municipal resources and services,
 - (ii) one (1) workshop on the inventory of the means and services available in metropolitan town halls and on assessing the needs in terms of appropriate means and services for effective solid waste management, and
 - (iii) one (1) workshop on strategy and approach to applying the principle of pooling municipal resources and services.

⁹⁵ <https://www.psi.org/country/haiti/>

In relation to the component implemented by SAKALA (eco-professions), 250 young people have been trained (see: **Annex XII**). The following map shows the distribution of beneficiaries at the project's area of influence:

Map 6 | Distribution of beneficiaries of the "Eco-professions/SAKALA" category



At the time of the socio-metric surveys, approximately 17% of the individual direct beneficiaries of this component were identified and moved to other neighboring municipalities. The latter were able to find partial or final arrangements for their housing through other precarious neighborhoods and, which are geographically close to the commune of Cité-Soleil as notably: Damien, Bas-Delmas, Tabarre, Bel-Air, Croix-des-Missions, Tabarre, Clercine; Croix-des-Bouquets, Carrefour-Feuille and ONA-Ville. Indeed, with the problems of armed struggles between gangs and/or rival neighborhoods, they have fled their usual area of residence (slums), just to preserve their lives. About 35% of them say they have moved temporarily, pending the return of a minimum of serenity and/or peace in the neighborhoods. About 25% of the 85% who still live in the Cité-Soleil neighborhoods said they had not yet left the area because they have no other alternatives.

It should be noted that about 85% of the young beneficiaries who were able to leave the area are those who are related and/or friendly with households living outside the Sunshine City, in relatively less risky areas at times. Insecurity problems also often arise in their new area, especially with the phenomenon of the grouping of armed gangs in the metropolitan area, dubbed as "**G9 in family and allies**,"⁹⁶ with the slogan: "**Manyen Youn, Manyen tout**" (An expression of Haitian Creole reflecting a form of allegiance and the extreme spirit of solidarity developed between the different gangs grouped together, ready to face together against all other forms of opposing forces and conditions).

⁹⁶ <https://canada-haiti.ca/content/haitis-g9-gang-alliance-ticking-time-bomb> (Consulted February 5, 2021)

The establishment of this center was financed mainly as part of the CREER project. A contribution was made by the local diaspora ('Build and bridge') and 'BEL INITIATIVE').

Through this installation, SAKALA develops actions in the recovery of household products to make decorative objects for tables, courtyards and walls. It makes 'boacachi', "*Hot and slow*" compost from organic waste. The center is also involved in the manufacture of pots and "*Ardoquins*" from channel products.

Conditional access and integration

The center's concerns include welcoming and integrating new members, a new employee or an intern. To integrate this structure, certain conditions must be met:

- The young person's level of socio-economic vulnerability,
- Life in close proximity to armed groups,
- Be trained in the training center,
- Have a lot of motivation and interest in entrepreneurship;

For an employee or intern, in particular, he or she must:

- reside or have a socio-demographic anchor in the community or known to the community;
- become familiar with the context of the environment, by establishing cordial social ties;

Member contribution, royalties and associated benefits

Members are involved in community outreach programs. They do some work at no cost. They make percentage donations on sale for the maintenance and development of the center. Members who join the center are:

- Young girls exposed to violence (GBVs and other forms), i.e. young people who live close to armed groups;
- Mother girls who live as young girls and are exposed to difficult choices in their lives;
- Students with no work experience, who stand out for lack of opportunities and are constantly exposed to the danger of recruitment.
- Unemployed and unemployed youth who are in the community.

Identifying the center's priority and strategic needs

To better define emerging needs, a participatory and inclusive exchange workshop between the different categories of people who integrate the diagnostic center's operating system is very often carried out; 2) the production of focus groups; 3) community consultation, with a view to the long-term development of a financially appropriate strategic plan.

It should be noted that insecurity and COVID-19 have changed the strategy of delivering courses. Nearly a dozen people were removed because of insecurity, change of residence, selflessness, and sanctions taken by the center for non-compliance with disciplinary measures established on a concerted basis.

Governance model

The structure is led by a five-person commission, including: a president, a vice president of sales, vice president of marketing, vice president of production and a vice president of human resources.

The center has no status and internal regulations to establish a deadline for convening a general meeting. It does not have a well-defined organizational chart to provide an overview of the distribution of positions. It does not have an archive system to file files.

The management committee meets every three (3) calendar months. Decisions are made by majority vote. Of the five members of the commission, two are women. Indeed women are seen as the driving force behind development. They have priority in all activities especially entrepreneurial activities.

Through this center, social relations are forged between the unit and other actors in the community. These links are designed according to the entity in attendance. However, the reports are rather harmonious with: the town hall of Cité-Soleil, churches, notables, development operators and ILO executives via the CREER project. They are good with other actors like vocational schools and the former MP's office. They are pretty good with CASEC and private sector companies.

Networking, Strategic Partnership and Coaching benefited outside of CREER

The center's main business partners are **ELECTRA**, Caribbean Craft and **Eben-Ezer Nursery**. In terms of added value, this partnership strengthens the capacity and opportunity to find other markets. The CREER Project is the basis of all this strategic partnership effort developed.

The center has benefited from the CREER project of equipment that will allow it to continue the project deadline. It also develops partnerships with other entrepreneurial structures. It has benefited from additional courses to continue production. He also participates in special fairs to break into other markets. He is also planning an exhibition abroad.

In this sense, twenty-five (25) young people from Cité-Soleil have completed a two-week practical training course (June 29 to July 15, 2020) on recycling and turning waste into art objects, delivered by THE trainers of **CARIBBEAN CRAFT**⁹⁷, as part of the project of "Creating Decent and Environmentally Responsible Youth Jobs - CREER". These young people have previously received training from the local organization SAKALA and now have the basic skills to invest in recycling and waste processing, and are therefore aware of the need to contribute to efforts to protect the environment, clean up their communities, and also create sustainable and decent jobs.

Note that these fifteen young people are part of the cohort of 250 young people from Cité Soleil supported by SAKALA in the context of the CREER project to access jobs in the art of waste recovery and transformation into marketable objects of ethical fashion and crafts, compost, or bricks, while participating in the remediation work of the area.

At the end of the training, a collection of works of art made from clay, cardboard, chewed papers, among others, is ready to be exhibited to highlight the artistic talent of these young people who, through their works, express their pride and their desire to build a safer and more rewarding future, far from violence. They aspire with all their strength to security and stability so that they can either start their workshops to produce works from recycled waste or hope to find job opportunities in recycling and processing companies.

It is important to note that, according to the exchanges, these young artists (...) were very limited in terms of skills to promote their dreams, their ideals. Thanks to what they have acquired during the training cycle, their potential is better framed, and better refined.



Photo 1 | The 15 young beneficiaries, their diploma and their respective achievements (Photo Credit, Daniel Tillias of SAKALA)



Photo 2 | An achievement by Dominique and her photo, a graduate, beneficiary of the programme focused on recycling and recycling waste (Photo Credit, Fabrice Leclercq of ILO)

For Dominique, a participant in the programme, *"CREER and its recycling and recycling axis gives it more inspiration to produce its works, and also offers a space to strengthen social ties between young people, an alternative to violence and negative ideas: "[...] we are not from the same district of Cité Soleil, divided into several blocks, but we become familiar with this formation. Cité Soleil needs it so much [...]. Investing in the field is an alternative to violence by focusing on the production of beautiful works and thus helping in the development of the community. [Report by the consultant of a testimony archived by the ILO, on its official website]."*⁹⁸

⁹⁷ Headquartered in Port-au-Prince, Haiti, Caribbean Craft was founded in 1990. Despite all the hardships that plagued Haiti, Caribbean Craft continued to grow, becoming in the late 1990s the main supplier of Haitian crafts for tourists from the Caribbean islands market. In 2006, Caribbean Craft became a woman-owned business, and in 2009, was the first Haitian company to invest in a permanent showroom in the Americas Mart in Atlanta. This exposure to the US market introduced the company and its products to several major retailers such as "Home Goods" and "Anthropologie". After the earthquake, even though Caribbean Craft lost her workshop, she managed to acquire new accounts like West Elm, Restoration Hardware, TOMS Shoes, Land of Nod, Crate and Barrel. As of 2011, its client list covers the United States, Canada, France, Switzerland, Germany, Australia, Japan, Korea, Taiwan, Israel and most of the Caribbean islands. (<https://www.caribbean-craft.com/about/>; Accessed January 2, 2021)

⁹⁸ https://www.ilo.org/sanjose/sala-de-prensa/WCMS_752783/lang--fr/index.htm

Main facilities in the center (Materials and equipment)

The material resources that are involved in the operation of the center are the following: Crusher which is needed to grind certain materials, before they decompose. The molds are used to make the different parts. The containers that are needed to store and served as a manufacturing workshop. The compost boat whose function is to extract the finished products. The template that is needed to make the gateways.

Integration into promising markets

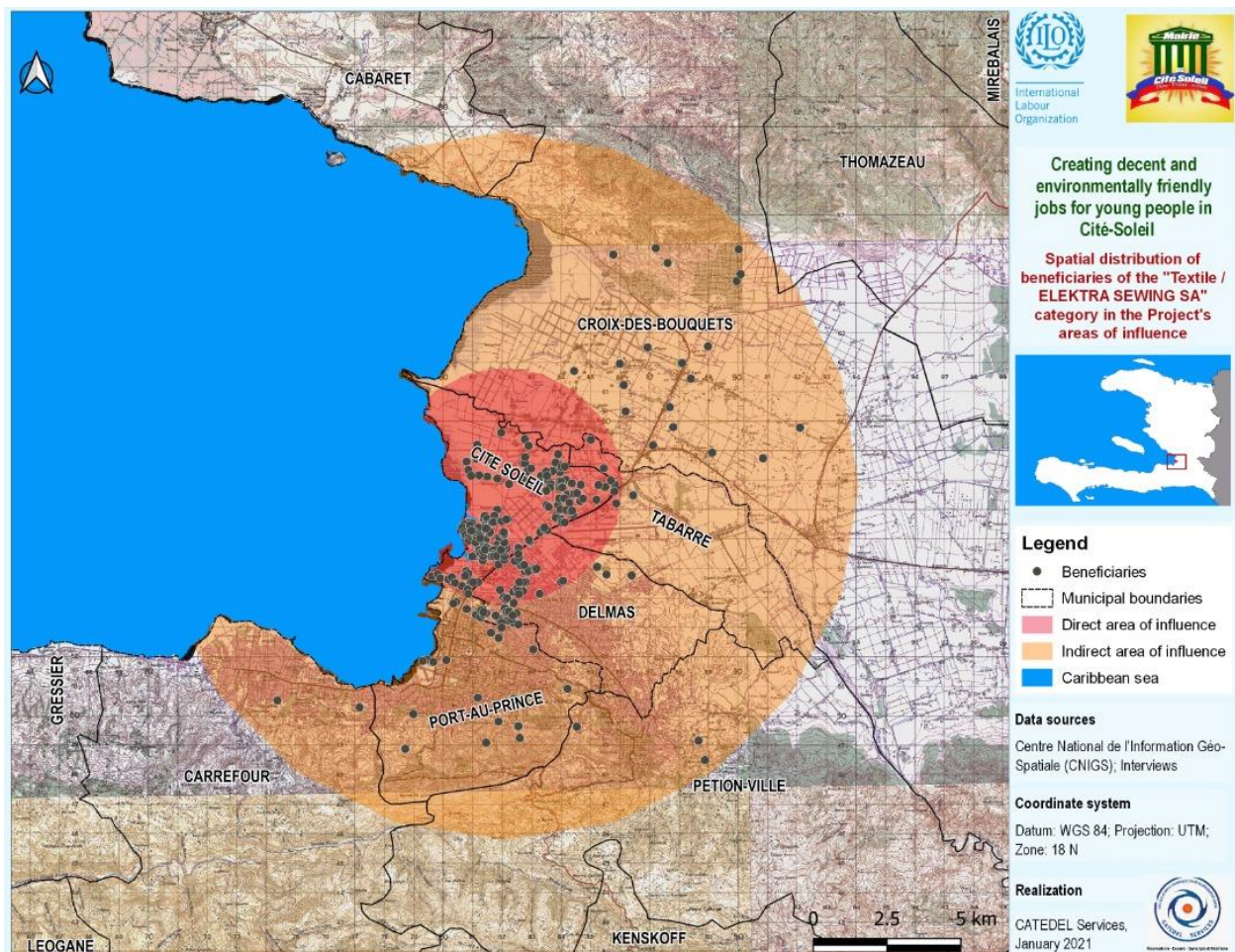
The communication channel used by the center is its affiliation with the online platform ETSV. This has allowed the center to have access to a wider and more diverse market. *Caribbean Craft* has provided very good support to the center on these emerging aspects.

Conflict management

Conflict management remains a challenge for leaders. To do this, it prioritizes the collaborative strategy that allows the needs of each person to be taken into account in order to arrive at a solution that satisfies all stakeholders. It encourages dialogue to reduce the resistance of individuals who take part in these activities. Thus, the ILO continues to act as a mediator to facilitate this dialogue.

Specificities on the textile side with the support of the center of 'ELEKTRA SEWING SA'

The main activities that were carried out during the project and culminated in the graduation of 320 beneficiaries, instead of the 300 planned (see: **Annex XIII et XIV**). The following figure shows the distribution card for beneficiaries of the "Textile component" category as part of the implementation of the CREER Project:



Map 7 | Distribution of beneficiaries of the "Textile component" category in the Project's area of influence

About 40% of the beneficiaries were geo-referenced outside the commune of Cité-Soleil. These beneficiaries have abandoned and/or been moved from their homes, in particular due to problems of armed struggles between rival gangs in the Cité-Soleil neighborhoods.

The following table summarizes the main activities completely (100%) resulting in the graduation of 320 beneficiaries:

Table 6| Summary of the main activities carried out in the textile component

No.	Planned activities	Summary justification
01	Basic behavioral and psychosocial training	▶ This training is the focal point of integrating beneficiaries into the labor market. The Centre has experienced trainers who have provided training and coaching to beneficiaries on a daily basis based on attitudes to improve.
02	Upgrading training in calculus	▶ This training was done especially for about twenty beneficiaries having their level a little low than all participants in order to allow them to fill their gaps in this area.
03	Cutting/sewing training	▶ We recruited 353 beneficiaries instead of the 300 planned to compensate for a possible loss during training. Thus 320 beneficiaries were trained in cutting and sewing. Sponsorship training was also given to the recipients enabling them to make tailor-made orders if necessary.
04	Knowledge of Simple Industrial Machines(<i>Lockstitch</i>)	▶ The training on industrial machines " <i>Single needle lockstitch</i> " lasts longer than that of other machines. A good knowledge of this basic machine makes it very easy to learn about other machines.
05	Knowledge of <i>Overlock</i> Industrial Machinery	▶ Knowledge of overlock machines is paramount. The majority of factories make T-shirts and the ratio of these machines in the textile industry to other machines is 10/3.
06	<i>Coverstitch</i> Industrial Machine Knowledge	▶ All the beneficiaries had the opportunity to work on these machines, not only to assemble some items of clothing, but also to make complete T-shirts. This will allow them to take custom orders for a product that is increasingly in demand in the school uniform market.
07	Production course at the Chain	▶ This apprenticeship allowed them to work under the same conditions as in the factory. It aims to make them work as a team with speed and precision in the interest of collective performance.
08	Accompanying and Business investment	▶ 150 students are currently working at the IMP and another 80 have passed their entrance exams and are placed on a waiting list The others will be placed shortly as soon as the plant resumes recruitment operations scheduled for the end of April if the political situation permits.
09	Tracking beneficiaries	▶ The Centre continues to maintain ongoing contact with employers, employees and all graduates until all beneficiaries are placed in a company.
10	Visibility and awareness	▶ Visibility is provided by the ILO field team and through the Centre's communication channels with the various churches, associations and local authorities... as well as posters at the entrance to the industrial park, which displays daily traffic of more than fifteen thousand people per day.
11	Food supply	▶ Each day, beneficiaries receive a hot dish as requested in the project document. This motivates young people not to take too much time off during training.
12	Providing health care	▶ Health care is provided to recipients as needed with the help of an on-site nurse. Whenever the need arises, the Centre pays for first aid for the beneficiaries and the provision of medicines.

The main expected and fully achieved results in relation to this component were:

1. Recipients master simple industrial sewing machines, overlock, coverstitch;
2. Recipients master the assembly of different pieces of clothing;
3. The beneficiaries have acquired the basics of the context of the trade and the garment industry in Haiti and those relating to the knowledge-being;
4. Recipients are included in the labor market as employees;
5. Recipients are familiar with cutting and sewing techniques;
6. All participants receive a meal every day;
7. All participants receive health care;
8. All the trainees (160) presented in the factory passed their entrance tests and at graduation 80 of them were already working while the others already accepted were waiting for their rounds.

It should be noted, however, that compared to the targets set, i.e. 300 graduates, 93% of graduates master the 3 types of basic machines. The main challenges encountered in the training and the response strategies developed are summarized in the following table:

Table 7 | major challenges in the textile sector and strategies developed

№.	Problems emerged	Response elements
1	<ul style="list-style-type: none"> ▶ A cohort of beneficiaries that are not socially and educationally homogeneous. For example, about fifteen (15^{groin}) beneficiaries had no notion of basic calculation 	<ul style="list-style-type: none"> • Grouping of beneficiaries by educational level • Completion of remedial courses
2	<ul style="list-style-type: none"> ▶ Repeated losses of sewing equipment and other important items; ▶ Lack of politeness of some beneficiaries (know-how); 	<ul style="list-style-type: none"> • Awareness courses, tailored; • Increased surveillance and security; • Personalized accompaniment; • Sanctions, when it is possible;
3	<ul style="list-style-type: none"> ▶ Repeated absence of beneficiaries 	<ul style="list-style-type: none"> • Awareness course, • Accompanying • Personalized; • Sanctions in some cases;

The inadequate educational attainable of some beneficiaries required a great deal of work and adaptation from the trainers. The most difficult thing was to find a balance between the skills of the beneficiaries, their social conditions and the requirements of employment for companies that want to quickly find employees already operational. An overly social approach could discredit the program for businesses; excessive demands could demotivate students. Maintaining this balance has been the real challenge throughout this project.

At the end of the training, all the beneficiaries master the cutting, the sponsorship and are able to operate the three types of basic industrial machinery.

The program officially ended on February 13, 2020 the graduation ceremony took place on March 5, 2020 with the support of the Association of Industries of Haiti (ADIH).

2.3.1.1.3.- QE1| Beneficiaries of the project

In addition to grassroots organizations, local authorities and public institutions to be strengthened, young people are the prime targets of the CREER project. However, the mobilization of this concept is broader in reality compared to that proposed by the dominant academic and/or classical circles.

According to the classic UN definition, young people are the 18-25 age group (International Year of Youth /UN, 2010-2011)⁹⁹. On the other hand, Haitian communities are developing a more open perception, a more open reading of what they call "youth", and by extension, youth associations (AJs). According to the prevailing trend, for more than 95% of respondents (*Adaptation as part of this specific evaluation compared to other studies conducted in the national territory, for example: Final and independent evaluation of FOPRODER/ILO, Funded by the Norwegian Government between 2017 and 2019 in support of the Haitian government through the MENFP INFP as the main dossier carrier for the Haitian state - in consultation with other ministries and sector operators, 2020*)¹⁰⁰, the concept of "young" goes far beyond a question of age group, ranging from 18 to 25 years. The local actors interviewed had focused their definitions in particular on five (5) key parameters, namely:

1. Marital status combined with age factor,
2. The level of involvement in actions to promote socio-cultural activities and local development,
3. The level of maintenance of physical attractions, sometimes in spite of advanced age,
4. Academic and professional status,
5. The way of thinking about progress, innovations in community spaces;
6. The number of children a person: this criterion is very specific to Cité-Soleil. Because a person could be between the age of 18 and 25, and yet, if he lives in the most abject, extreme misery and,

⁹⁹ <https://www.un.org/en/events/youth2010/background.shtml> (Accessed May 15, 2020)

¹⁰⁰ <https://www.ilo.org/ievalidiscovery/#bn6f716>;

has at least 2 children, we tend not to consider him to be part of the youth (cf.: Young people of both sexes in this category were direct beneficiaries of the CREER project, they were not neglected). In the imagination of the residents of Cité-Soleil (in focus group and in formal investigations), one gets the impression that this person has no future. For them, youth basically means "Future, Hope, Change." These are the three words that come up most frequently in exchanges with almost all age groups in the precarious neighborhoods of the project's area of influence.

From the above, as in the context of the implementation of FOPRODER, apart from the nuance raised previously (last or 6th criterion considered) through the CREER Project: "A young person is a person who is in the age group aged 15 to 35 and over, which contributes in particular to the promotion and implementation of socio-economic, ecological projects and socio-cultural activities at community level, with a view to social integration and sustainable local development".

The following topics include:

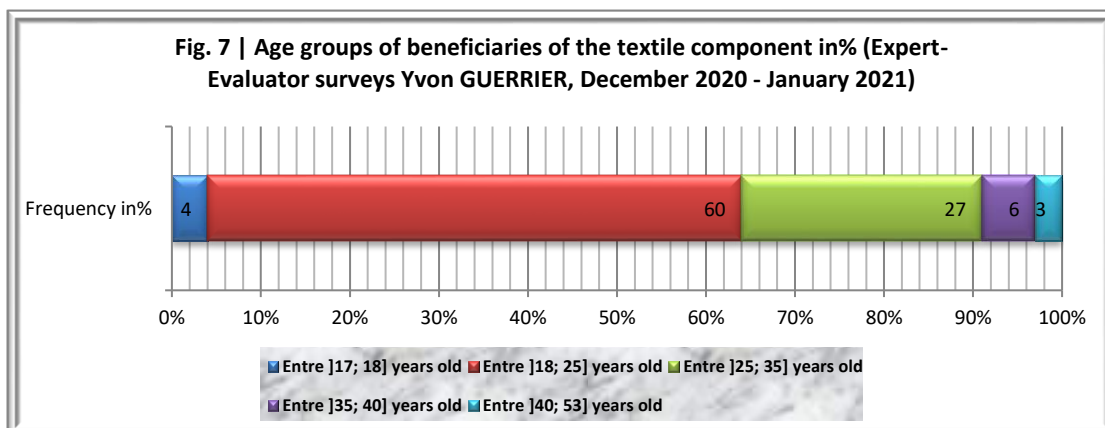
1. the financial situation and socio-economic profile of the young beneficiaries prior to the project (see: data collected as part of this final assessment from the historical survey);
2. The enthusiasm of young people of different educational levels to access these trainings and the benefits associated with the project;
3. The age, gender, gender dynamics, marital status and level of responsibility of each beneficiary in the household he or she belongs to;
4. The initial expectations and the motivation of the beneficiaries to join the CREER project;
5. Some cross-cutting characteristics, common to the two large groups of direct individual beneficiaries;

For practical reasons, data from the textile component (see: Especially Elektra Sewinw SA) will be treated separately from those relating to the continuing education component implemented directly by local operator SAKALA.

Socio-economic and environmental profile of textile beneficiaries (Elektra Sewing SA)

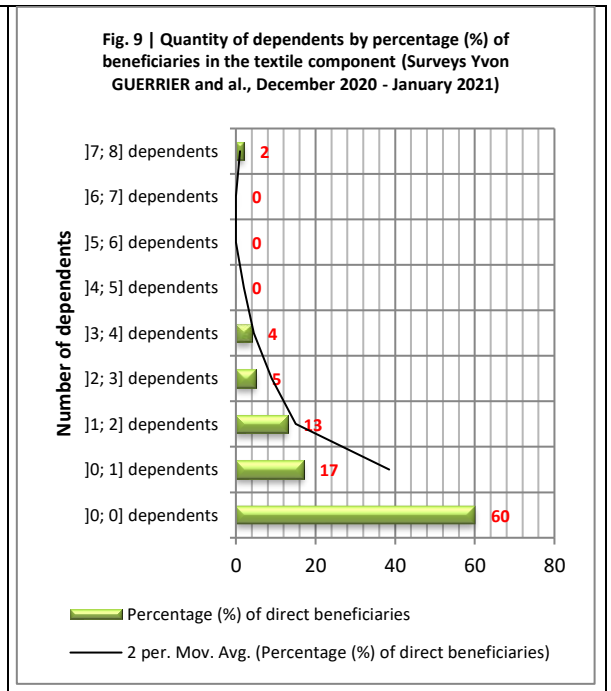
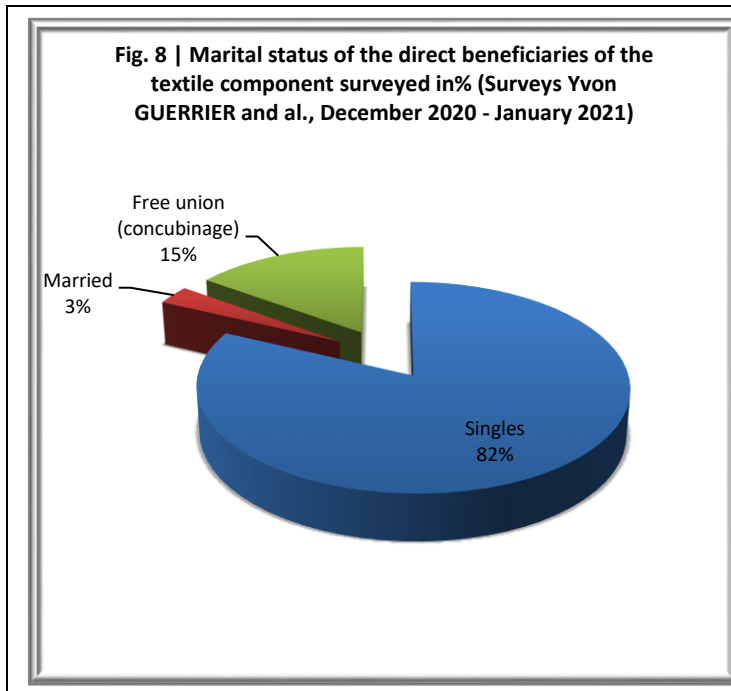
About 56% of the beneficiaries surveyed in the textile sector live in the Bois-Neuf district, and, 29% in the Project-Drouillard area. The rest is divided between Cité-Gérard and the other areas. It should be remembered that about 40% of the direct beneficiaries of the project are temporarily relocated, due to the armed conflicts of rival neighborhoods that have prevailed in the area for more than a year.

The following graph shows the trend of age class representation in this section:

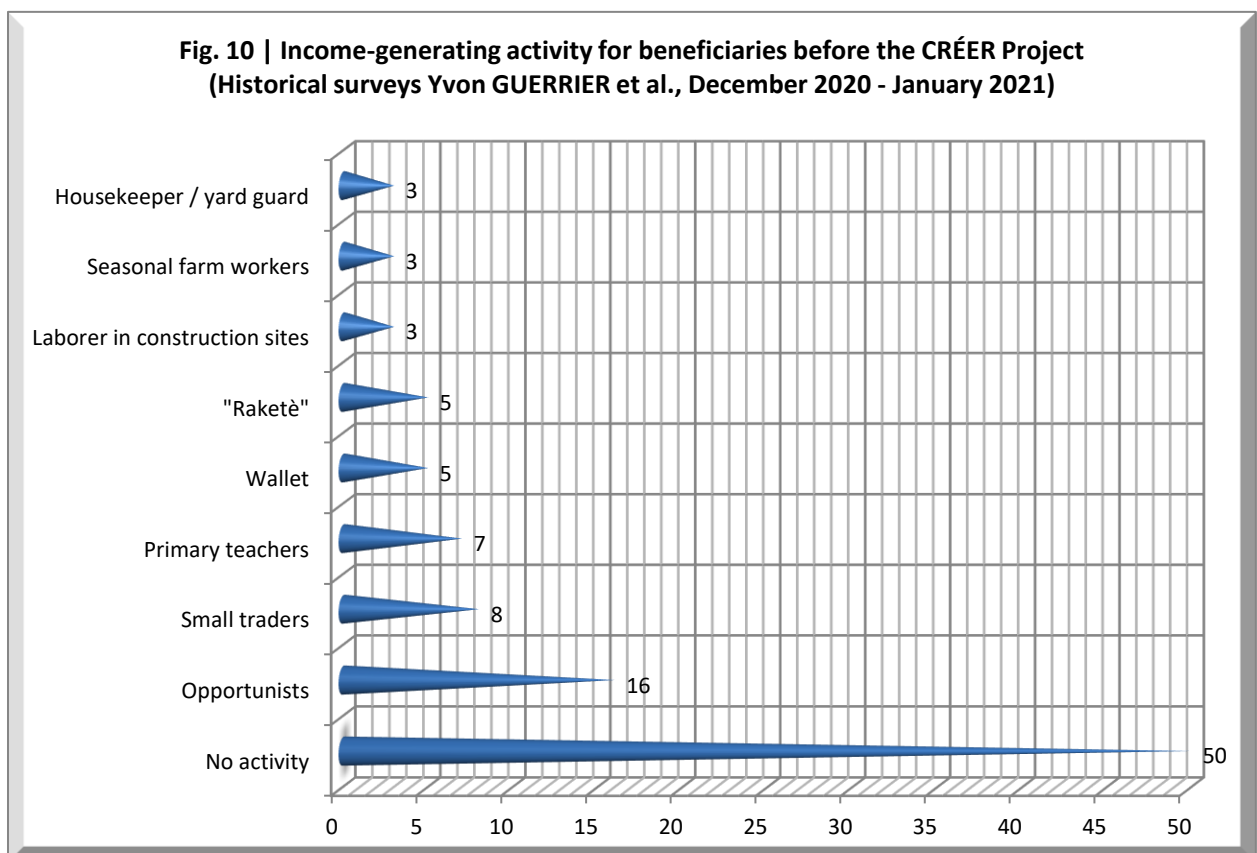


The dominant age groups are, in order of importance, 18 to 25 years (55%), and those aged 25 to 35 (27%). The remaining 9% are between 36 and 53 years of age.

The following graphs respectively show the trend in the configuration of marital status and the number of dependents by beneficiaries:



According to the analysis of data from sociometric surveys, 82% of direct beneficiaries are single, 15% cohabiting and 3% are married. In addition, about 40% of the beneficiaries are dependents. 65% of those declared with their own homes (cohabiting and married) are young women between the age of 18 and 35. The sociometric data allowed us to look at the income-generating activities that the beneficiaries eventually carried out before they had integrated a CREER training programme. The following graph gives an idea of the trend in the processing of historical survey data for this purpose:

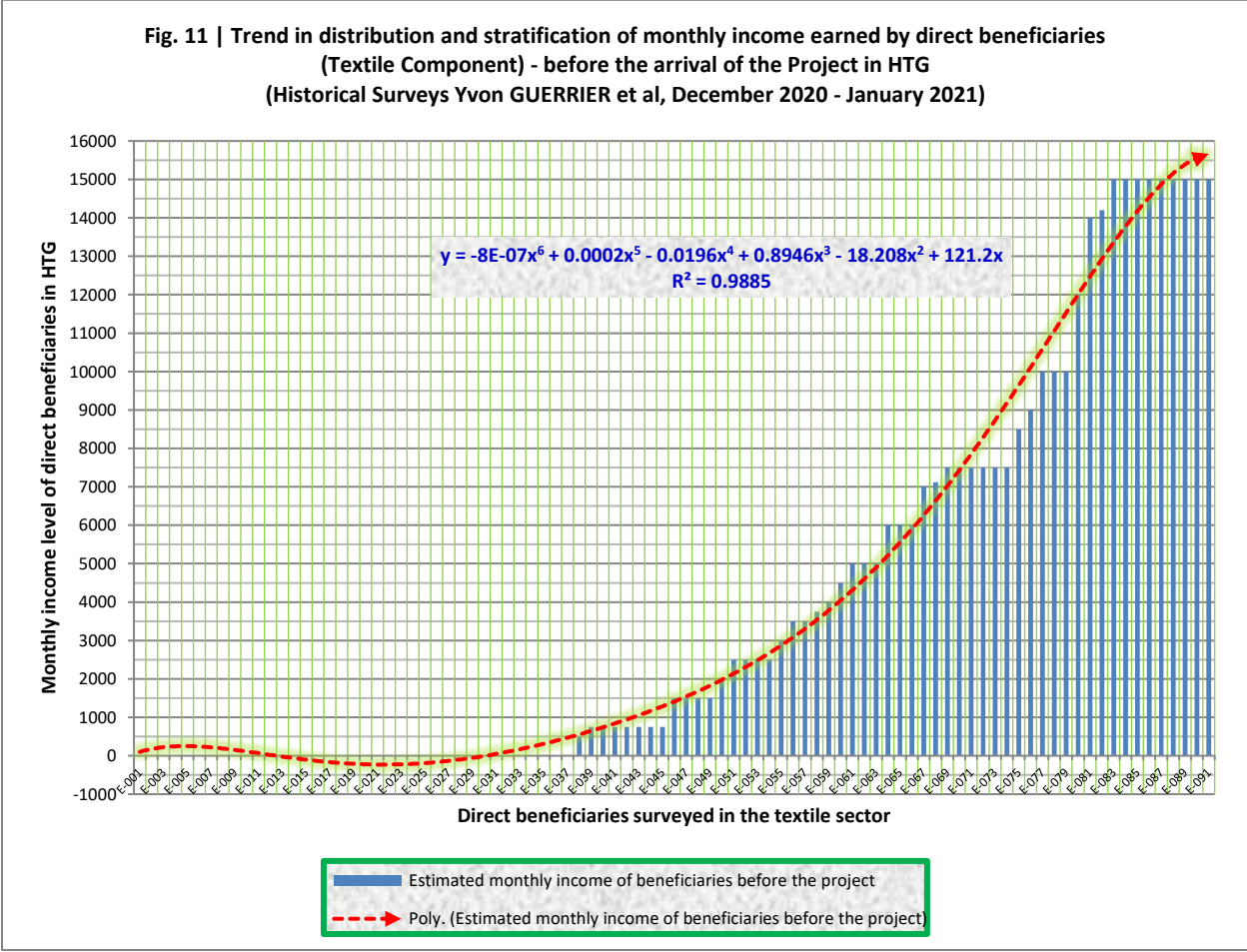


About 50% of the beneficiaries had no trade and/or activity that allowed them to generate a minimum income. 5% were 'RAKET'¹⁰¹, 7% were primary school teachers, very poorly paid (less than 5,000 gourdes

¹⁰¹ **RAKET** : A young or adult individual (or even of a certain age) who takes advantage of the weakness and/or exploits the inefficiency of certain public services to extract generally financial benefits. The amount varies depending on the nature of the service, the ability of the party to negotiate, and other subjective parameters that

per month); 5% of the door-poor; 16% of people who had no fixed source of income - and who walked here and there daily in search of an activity that allows them, barely, to meet the minimum need for food of their family or their dependents. Very often, the evaluation meet young people who, with the incapacity and inactivity of their parents, take care of an entire family. The evaluation equates this phenomenon with a de facto transfer of family socioeconomic responsibilities to relatively immature children. They develop artifices every day to try to find ways to be able to meet the survival needs of their families. This situation very often opens the way to social deviations, in relation to the characteristics of these urban ecosystems that predispose young people to engage in the practice of asocial activities, ethically and legally sanctioned. 8% were small traders. These are activities with a turnover of between 2,500 and 4,500 gourdes (HTG). 72% of the beneficiaries who did not engaged in any income-generating activities at the start of the project were female.

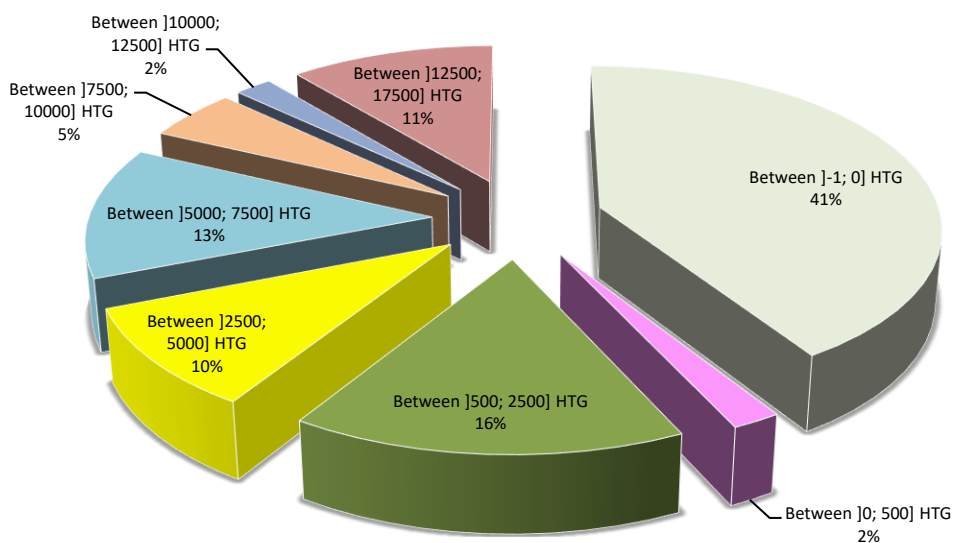
Historical surveys have been carried out to try to trace information on the economic status of beneficiaries. The following graph reflects the trend of distribution and stratification of monthly income earned by the direct beneficiaries surveyed - before the arrival of the CREATE Project in HTG:



In addition to the following graph, the following graph attempts to illustrate the monthly income classes earned by direct beneficiaries of the textile component, just before the arrival of the CREER project:

are difficult to generalize to all types of services. They are said to have built informal relationships with civil servants in these institutions. These are often illegal, mutually beneficial arrangements. The latter work together, discreetly, to offer quick access (more expensive, without respecting established processes and procedures) and/or at lower prices certain parallel services to needy people (Clients, Users, Taxpayers, etc.). Thus, the " RAKET " goes almost every day, even outside official office hours, to the area or within that institution to follow up on his files. Apart from ethical considerations, sometimes some " RAKET even manage to build a certain level of credibility with its clientele that gradually expands, like the tree of parts of a mathematical set. In the long run, the majority of people who frequent the office space often think that this " RAKET is a full and official member of that office, so much so that it becomes influential at unimaginable levels and degrees. In other cases, this could also lead to police intervention (or even bring him to justice) - for " RAKET that sometimes go too far in acts of fraud and the use of forgeries, imitating authorized signatures or even producing documents with official stamps such as birth certificates, death certificates, diplomas, etc.

Fig. 12 | Income class of direct beneficiaries of the textile component in HTG (Historical Surveys Expert-Evaluator Yvon GUERRIER, December 2020 - January 2021)

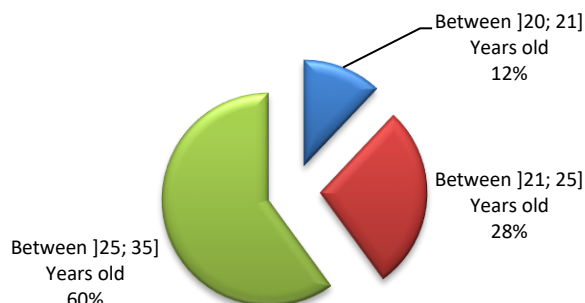


About 41% of the beneficiaries of the textile component (ELEKTRA SEWING SA) had hardly earned any income. 39% of beneficiaries earned between 500 and 7,500 gourdes (HTG). The majority of beneficiaries made a living from the meager resources of already very poor households¹⁰², and who have between 2 to 7 dependent children.

Socio-economic and environmental profile of the beneficiaries of the continuing education component (SAKALA)

The surveys were also directed at other aspects such as marital status, educational level, changes in socioeconomic status (trade and income), the number of dependents (see: Levels of family or household responsibility) and the age of beneficiaries. The following graph shows the trend of age class representation in this section:

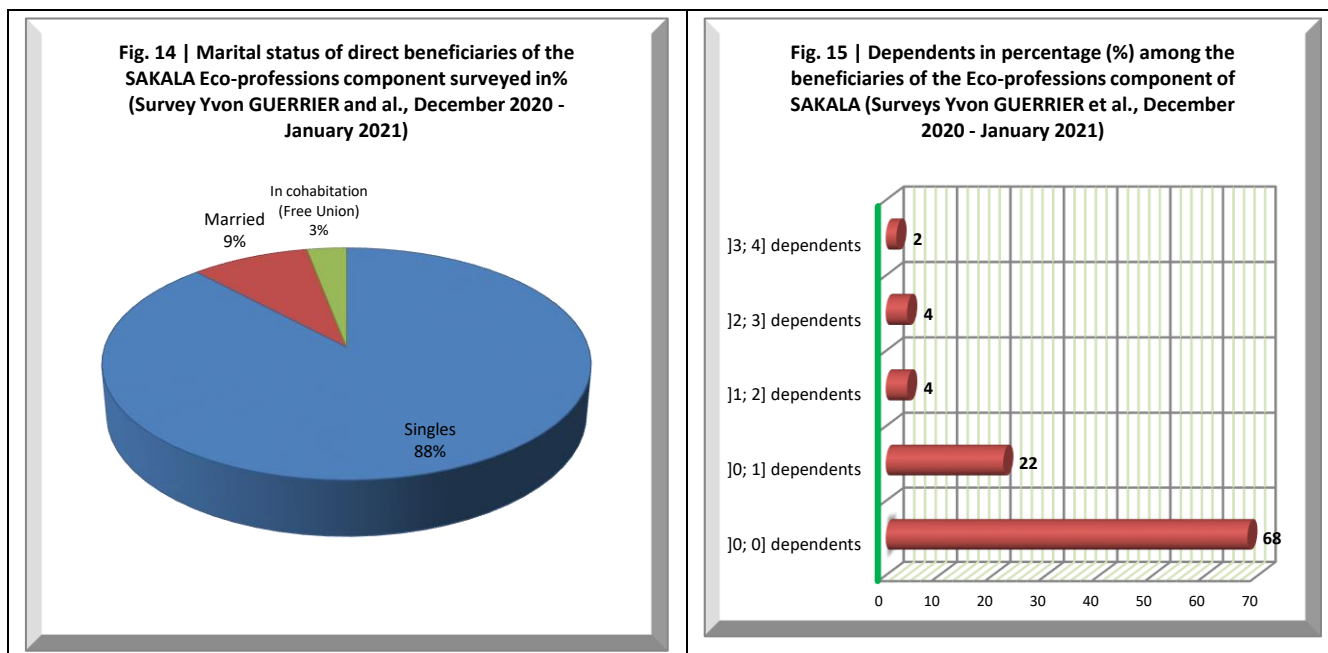
Fig. 13 | Age categories of beneficiaries of the SAKALA Eco-professions component in% (Surveys Yvon GUERRIER et al., December 2020 - January 2021)



¹⁰² 65% of them earn less than one US dollar (1 USD per day; Summary estimate constructed in improvised focus groups, carried out in the framework of the final evaluation of the CREER project in neighborhoods

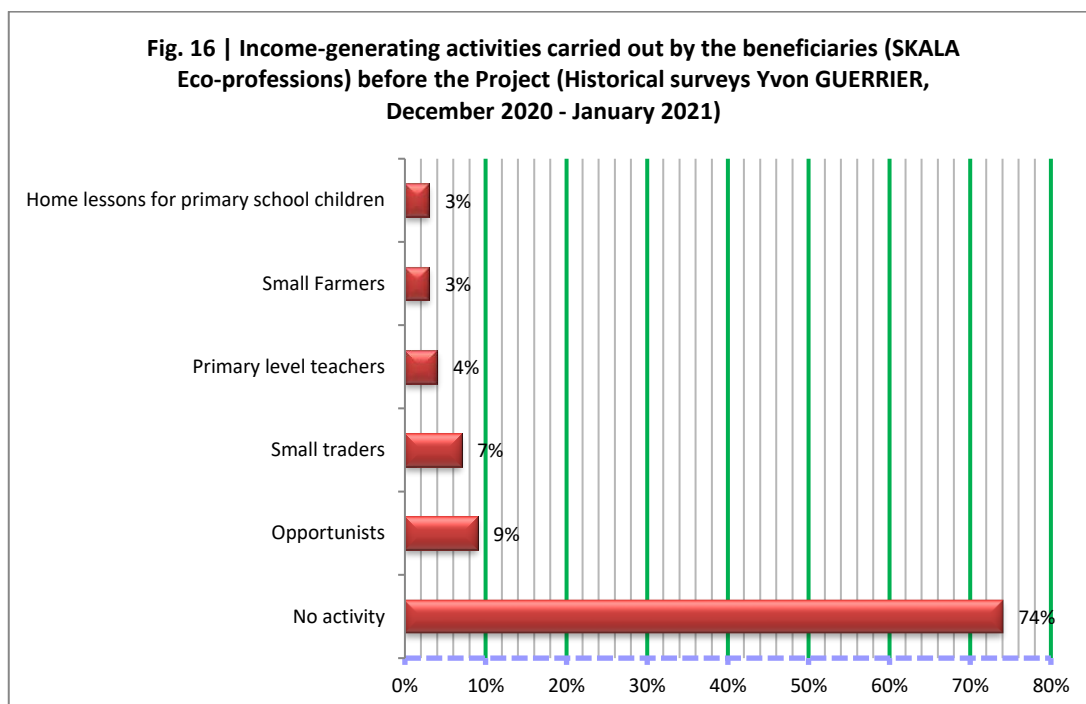
The dominant age groups are, in order of importance, 26 to 35 years (60%), and those aged 22 to 25 (27%). The remaining 12% are 21 years old. As a result, this cohort is relatively younger than the one that integrates the textile component.

The following graphs show, respectively, the trend of the configuration of marital status and the number of dependents by the beneficiaries:



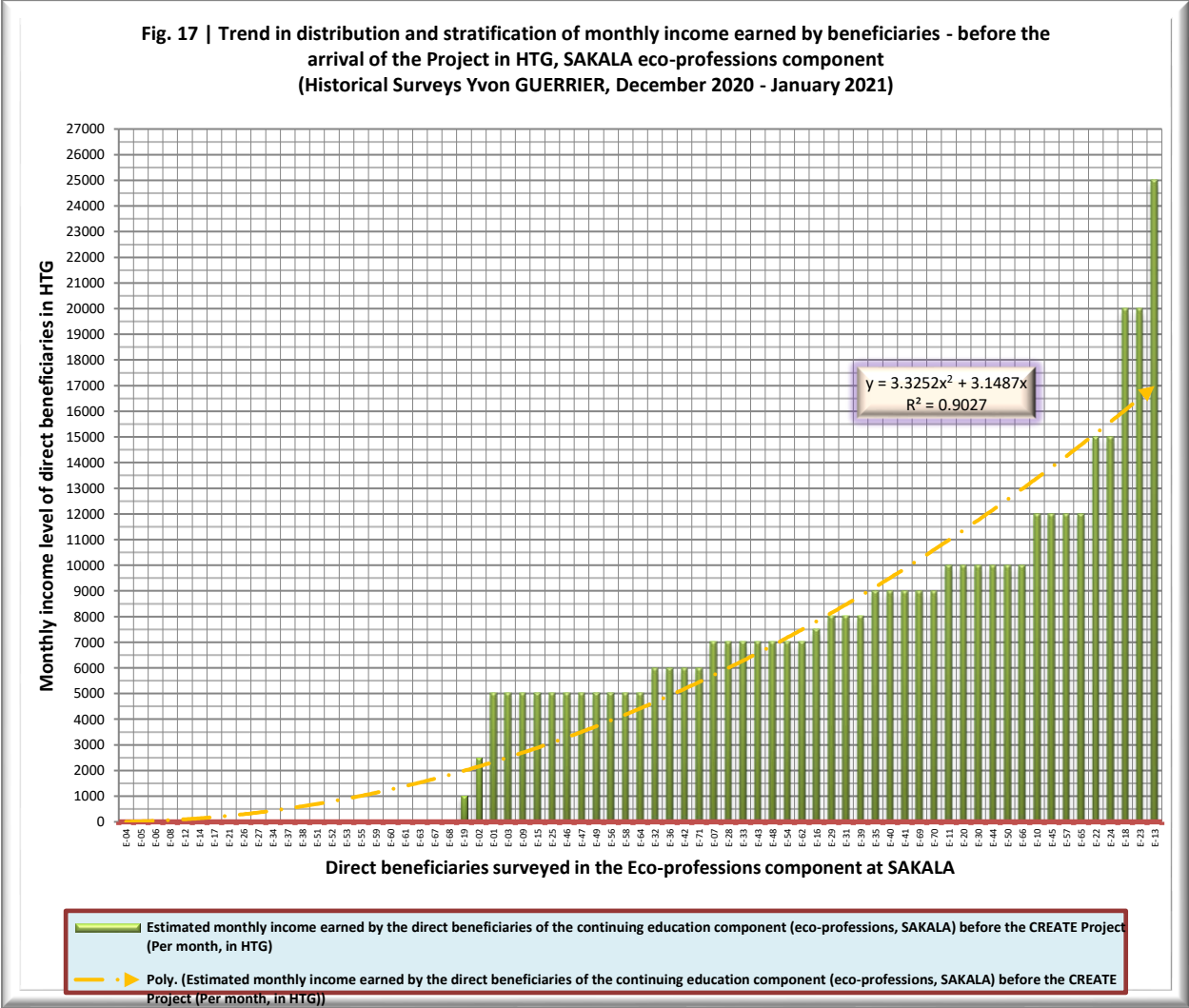
88% of the direct beneficiaries of SKALA are single, 3% in cohabitation and 9% are married. In addition, around 40% of beneficiaries have dependents (2 to 7 dependents). 65% of people declared to have their own household (cohabiting and married) are young women aged 18 to 35.

The analysis of the sociometric data had also focused on what were the activity and/or occupation of the beneficiaries before they joined the CREER project. The following graph gives an idea of the trend:

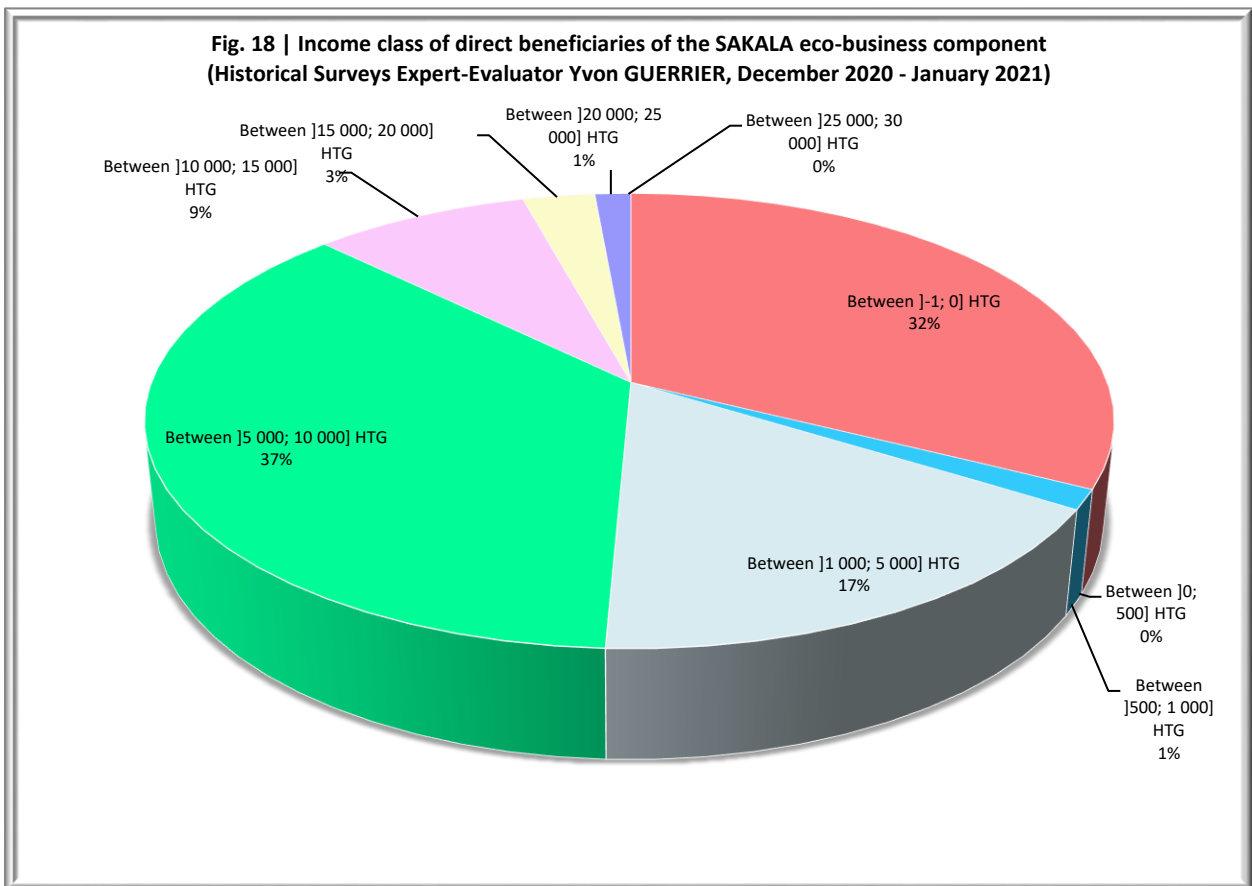


About 74% of the beneficiaries who did not initially work in any trade that would allow them to generate a minimum income. 4% were primary school teachers, very poorly paid (less than 5,000 gourdes per month); 3% of small farmers and/or workers on small family farms (less than 1.5 hectares); 9% of young people who had no fixed source of income - yet who walked here and there daily in search of an activity that barely

allows them to meet the minimum need for food from their family and/or their dependents. As in the analysis of the beneficiaries of the textile component, the evaluation also met young people who, with the incapacity and inactivity of their parents, take care of an entire family. In this sense, the issue revolves around the size of the household and the state of subsistence needs. The majority are households that have no productive means. They live, on a day-to-day basis, from the assistance of some rare humanitarian NGOs, from the solidarity of the neighbors, and even from the contribution of some armed gangs and/or the very influential bandits who dominate the socio-economic space. This phenomenon continues to open the way to social deviations among young people. 7% were small street traders. These latter practices activities that generally do not exceed 4,000 gourdes. At the same time, about 85% of the beneficiaries who did not work in any income-generating activity at the start of the project were female. Historical surveys have been carried out to try to trace information on the economic status of beneficiaries. The following graph reflects the trend of distribution and stratification of monthly income earned by the direct beneficiaries surveyed, prior to the arrival of the CRÉER Project, in gourd (HTG):



In addition to the following graph, the following graph attempts to illustrate the monthly income classes earned by direct beneficiaries of the textile component, just before the arrival of the CREER project:



About 32% of the beneficiaries had earned virtually no income. 17% of beneficiaries earned between 1,000 and 5,000 HTG. It should be noted that about to recall that 85% of the beneficiaries (of this component) who had no expectation of income, at the start of the project, were female.

Cross-sectional characteristics for beneficiaries of the two major training programs (eco-professions and textiles)

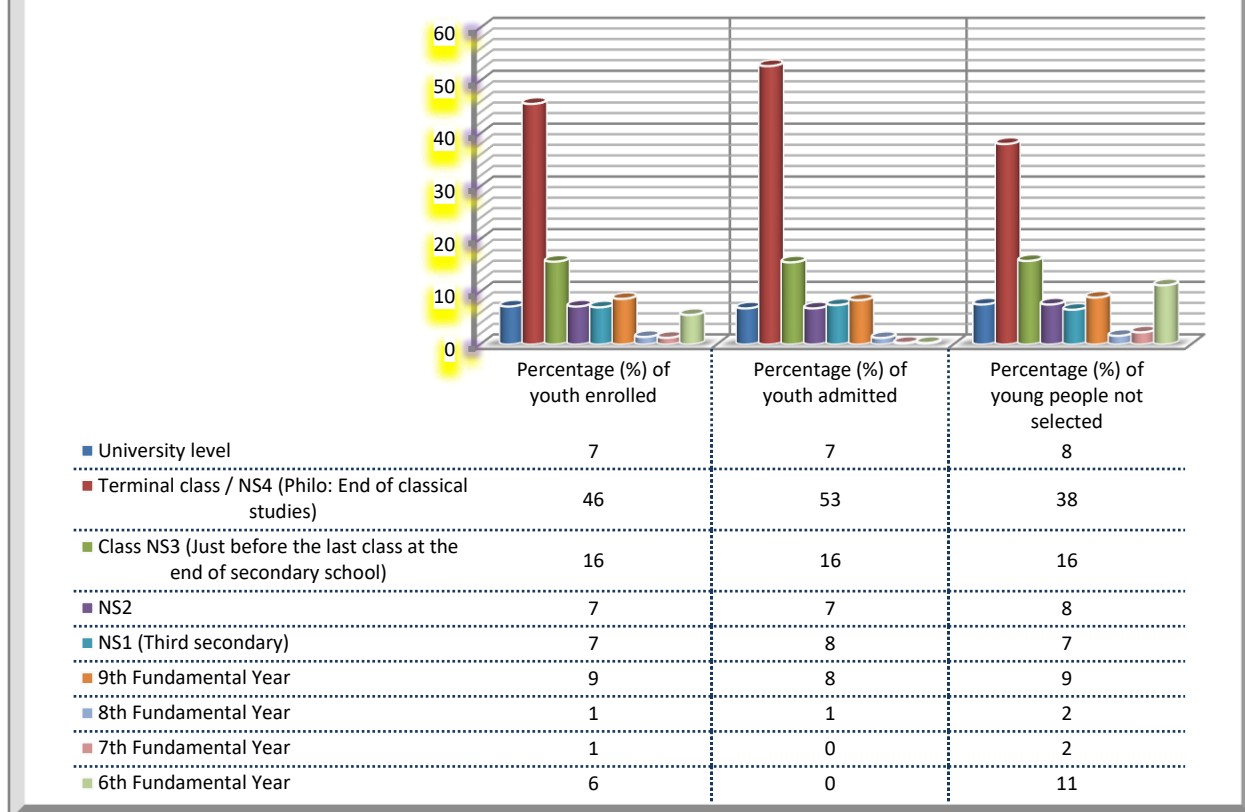
In addition to the specificities identified and raised above, in the analysis of the data, some characteristics were noted common to the two large groups of direct individual beneficiaries. They include:

1. Educational level;
2. The reasons for the motivation and/or interest of young women and men in integrating these training programmes;
3. The level of food and nutrition insecurity faced by households and/or families in which these young people are integrated;
4. An awareness of the beneficiaries about their level of exposure, or even the predisposition and/or a tendency of attraction created by their environment, to the phenomenon of banditry;

The initial objective of the project was to train and facilitate access to employment for 300 young people in the private industries of the textile sector, with an emphasis on students who have reached the level of the 9th Basic Year. The archives showed that the number of registrants rose to more than 207% compared to the target, i.e. 622 people, from all academic (even university) levels of the project's areas of influence, took part in this competition. . The selection process was tight and very difficult for the evaluation committee.

Given the changes made in recent years in the classical Haitian school system, the evaluation has chosen for rather practical reasons to put together, therefore to group together the following classes: Philo and NS4, *Rétho* and NS3, *Seconde* and NS2, 3rd secondary and NS1. Thus, the following graph tries to categorize and compare the educational level of the individuals who had been involved in the selection process compared to those who were selected to enter the program:

Figure 19 | Review of the selection process of young people by consours for the textile component in percentage (Surveys Yvon GUERRIER & al., December 2020 - January 2021)



About 46% of those enrolled were students in final year or who have already obtained their formal school leaving certificate. 7% were academics, including graduating students and / or who have already completed at least one university cycle of 4 completed years. The beneficiaries having the level of 9th year fundamental to 3rd secondary (NS1) (privileged targets) represented less than 25% of the total enrolled. Note that 68.49% of the people who participated in the selection process were female.

In addition, 38% are students and / or people who have obtained their Bac 2 certificate (NS4), 7% university students and the rest (lower level classes: 6th, 7th, 8th, 9th Fundamental Year and NS1) represent less than 25%. "69.69% of those selected are female".

Questions were asked of the recipients to get an idea of: "What motivated them to integrate the training sessions, as part of the project. Data processing, based on the *"Who Looks Alike Assembles"* principle, has allowed the following graph to be presented with dominant trends:

Fig. 20 | Motivation of young beneficiaries to integrate into the CREER project, expressed in% (Historical Surveys - Yvon GUERRIER et al., December 2020 - January 2021)



At least 46% of beneficiaries allude to armed gangs, in their way of explaining their level of motivation to get involved in the training program at the CREER Project. They saw (initially) this program as an opportunity to give meaning to their lives. In other words, they wanted to build and/or strengthen their capacity to find employment, in order to gradually improve their socio-economic living conditions in particular. Sociologically, the idea of "coming to the family to provide for basic needs (*food in particular*)" has been found in the construction of their discourse (implicitly or explicitly). At least 35% of them were extremely concerned, highlighting the complex plight and poverty of their original biological family.

Referring to the food insecurity alluded to by the majority of direct beneficiaries (at least 85% of all components combined), the findings of the official report entitled "National Emergency Survey on Food and Nutrition Security of Haiti" (ENUSAN, CNA/MARNDR, WFP, FAO, Concern Worldwide, 2019)¹⁰³ described the situation of residents of the commune of Cité-Soleil as follows:

- ▶ According to the CARI Food Security Index (the consolidated approach to reporting food security indicators), about 5 out of 10 households are food insecure, of which 38% are moderately and 12% severely. This equates to about five million food insecure people, of whom 1.2 million are severely insecurity and 3.8 million are moderately food insecure. The highest percentages of food insecure households are found in rural areas, particularly in the areas of Northwest HT01 (82.7%), Grand'Anse HT08 and HT07 (81.5% and 75.4%) Nippes HT07 and HT08 (76.7%). **In urban areas, it is in the municipalities of Cité Soleil (51%), Delmas (41%) and Carrefour (36.4%) that the evaluation finds the highest proportions of food insecure households.**
- ▶ More than 7 out of 10 households have adopted coping mechanisms that have a negative impact on livelihoods to meet their food needs. In urban areas, the municipalities of Delmas, Port-au-Prince and Cité Soleil have the highest proportions of households that have used crisis and emergency coping strategies. The households surveyed were rather pessimistic about the future, with at least 4 out of 10 households of respondents believing that the situation will get worse. **The most pessimistic households are those of the poorest urban municipalities, especially in Cité Soleil and those departments most affected by recent droughts and those of the poorest quintiles.**
- ▶ Nationally, 7% of children aged 6 to 59 months have MAG, 5% of whom are in severe form (MAS). Among children with ASS, 98% of children had edema, which is one of the signs of Kwashiorkor disease. **The western department is most affected by acute malnutrition with a rate of 11% MAG, exceeding the serious threshold (10%-14.9%). The most worrying rates were mainly found in the metropolitan area of Port-au-Prince, notably the municipalities of Cité Soleil and Carrefour which have MAG rates that exceed the critical threshold (15%- 29.9%).**

The separate analysis of the municipality of Cité Soleil shows a profile of food insecurity closer to those of rural areas, or even more degraded on certain indicators, than those of other metropolitan municipalities:

¹⁰³ https://fscluster.org/sites/default/files/documents/enusan_2019_cnsa_rapport_final.pdf; Accessed January 26, 2021)

- Poor SCA category: 27% of Cité Soleil households compared to 21% of rural households
- Category SDAM (FANTA) with 2 groups or less: 16% in Cité Soleil versus 7% of rural households;
- Severe and very severe EFM category: 21% in Cité Soleil compared to 13% of rural households.

In urban areas, it is in Cité Soleil, Pétion-Ville is Port-au-Prince that the evaluation finds the highest proportion of households having to go into debt to cope with the shock with 54.9%, 53.7% and 52.4% of households respectively. In the municipalities of Delmas (30.7%), Port-au-Prince (29.7%) and Cité Soleil (27,7%) the highest proportions of households that have used crisis and emergency coping strategies. The municipalities of Cité Soleil (19%), Carrefour (17%) MAG rates that exceed the critical threshold (15%-29.9%).

Geographically, the metropolitan urban area has large disparities between households and neighborhoods, within each of the seven municipalities. In this case, for certain indicators (SCA, SDAM...), the food insecurity of the commune of Cité Soleil is significantly higher than the national average of rural areas.

Box 7-

- ▶ **At least 85% of beneficiaries are young people looking for an economic opportunity to help their families cope with extreme poverty. They are generally people who live in an ecologically unhealthy and highly epidemiologically risky environment. Their parents and/or family members (seniors) are people living in a context of abject misery and multidimensional poverty. There is a perception that their only recourse remains the support of development projects, financed by extra-national financial mechanisms, and/or implemented by operators of bilateral or multilateral cooperation. Failing that, they remain very vulnerable to the attraction of acts of banditry, which could further aggravate concerns about public insecurity, the fight against multifaceted violence, and thus hinder any process of building and/or consolidating social peace within the community and inter-community.**

2.3.1.2.- QE1| Additional achievements reported as part of the final evaluation

The main additional achievements not reported in the project reference documents appreciated are listed in the following lines:

- i. The 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 the sale) in virtual fairs* ”;
- ii. The number of young people trained in the textile sector is 320. While, the target was set at 300 people. This corresponds to an additional achievement of 6.7% in favor of the most deprived categories of intervention zone;
- iii. To adapt to changes in the context of the enabling environment, individualized coaching activities, in particular on entrepreneurship for young people, are continued even after the project extension period. This strategy has made it easier for young people not only to catch up, but also to strengthen their knowledge and/or know-how, compared to other emerging opportunities and/or challenges;
- iv. The completion of a special training on the Haitian Labor Code and ILO Convention by The Solidarity Centre. And as the ILO's interventions in Haiti are made as part of a tripartite agreement, it was also seen as a good one to involve the representative of the American Federation of Labor and the Congress of Industrial Organizations (AFL-CIO)¹⁰⁴ in the development of this module. A special certificate was issued to the participants;

¹⁰⁴ As a vision and/or policy claimed by this consolidated structure, the American Federation of Labor and the Congress of Industrial Organizations (AFL-CIO) are working to improve the lives of workers. It is a democratic and voluntary structure of 55 national and international trade unions representing 12.5 million workers. It strives to ensure that all workers are treated fairly, with decent wages and benefits, secure jobs, dignity and equal opportunities. It helped people develop valuable skills and prepare for employment for the 21st century economy. In fact, it operates the largest training network outside the U.S. military. His work is rooted in ensuring that anyone who works to earn a living at a salary and benefits and the ability to retire with dignity. It works to advance legislation to create good jobs by investing taxpayers' money in schools, roads, bridges, ports and airports, and by improving the lives of workers through education, vocational training and a sustainable minimum wage. It therefore advocates strengthening social security and private pensions, ensuring fair tax policies and making affordable, high-quality health care available to all. It struggles to keep good jobs, by reforming trade rules, by reindustrializing the U.S. economy and by ensuring the protection of workers in the global economy. It holds companies to account for their actions. In this way, it helps create safe and equitable workplaces and gives workers a collective voice to fight injustices in the workplace without fear of reprisal. It fights for social and economic justice and strives to overcome oppression in all its forms. (<https://aflcio.org/about-us> ; Consulted January 23, 2021)

- v. Sponsorship Training: This training module was not included in the project. On the other hand, given the curiosity and enthusiasm shown by the young beneficiaries, following an ILO advocacy in particular, the claimant had included it in the programme.

2.3.1.3.- QE1/ What were the main internal and external constraints/challenges faced by the project during implementation and what were the main factors of success, and were results achieved that were not anticipated in the initial design of the project?

The work environment of the field team was not at all easy. It has been negatively influenced by external factors of the buoyant environment, in particular.

The project was approved in the first half of 2019, started on the ground in August 2019 and closed in December 2020. Along the way, huge delays, justified by multifactorial causes, have been recorded several times. The most relevant reasons can be summarized, in order of importance, by:

1. Logistical problems in relation to the roles and responsibility of certain actors; this has led to changes in management arrangements based on consensus among stakeholders at strategic levels (i.e., transfer of responsibility from MPCE to CNE, given some of the department's inability to implement the living environment and remediation component in the project);
2. The aggravating circumstances associated with socio-political disorders (*Country Lock*)¹⁰⁵ (see: Period from February to September 2019) had a negative impact on the progress of the project's activities;
3. Frequent changes in ministers and focal points at the Sector Ministries (MPCE, MDE in particular);
4. The repeated fuel shortage crisis in national territories complicated the deployment in 2020 which limited the possibility of travel of project team members and beneficiaries to training centers;
5. The emergence of the COVID-19 pandemic, with its negative impacts at all levels (blockage in the functioning of institutions and ¹⁰⁶implementation activities), during the extension period granted to the project, given the significant delays recorded in the theoretical duration; all the more so since the official directives of the United Nations System (WHO, ILO in particular) and the Haitian State (Relevant Presidential Decree) had all recommended that all group activities be stopped in an attempt to minimize the rate of spread of the virus;
6. The struggle of armed gangs between the rival neighborhoods of the commune of Cité-Soleil, preventing access to the various projects under way in the project; in fact, one of the young beneficiaries of the continuing education programme was murdered by the latter;
7. The number of interested (registered) young people were too large in relation to the number of places available, which led to jealousy, dissatisfaction, and automatically created a climate of tension between the needy unselected youth and the project. Yet, the beneficiaries were admitted following a highly competitive process and with a strong involvement of credible representatives of organized civil society structures, local development operators, notables (natural and religious leaders) and local authorities of the municipality;
8. The sudden and inconceivable appreciation of the gourd in the second half of 2020, against the US dollar - structurally instituted over the last three decades as a reference currency, without yet the real price of goods (services and goods) being lowered proportionately, has created a stressful situation in the financial management of the project; also with adverse impacts for service providers (consultants, goods suppliers, labor-intensive work (HIMO), etc.);
9. The weak capacity of the central and local authorities to restore peace in the areas of influence of the project to facilitate the resumption of work in serenity: **ILO staff in particular have evolved into a situation of multifaceted, acute and highly alarming risks;**
10. The level of expectation expressed, during training, of young direct beneficiaries often too high in relation to the means mobilized or available to the project;
11. The lack of adequacy between the rainy schedule and the programmatic framework of certain activities planned in the project, in particular in relation to the development and/or cleaning of the drainage system (Flamingo Canal), including one-off remediation actions in the project area;
12. Excessive gaps in the educational level of beneficiaries of training programmes.

¹⁰⁵ This is an anti-systemic protest movement, emanating from the Haitian socio-political ecosystem. It is a new strategy of struggle developed by the political opposition and / or a large part of organized civil society in Haiti, in relation to the differences expressed against the political administration, emerged from the recent history of the country, either in July 2018 for the first time. In fact, this new expression, or even a new slogan or popular concept, could be explained by: "A situation in which the country is operating in slow motion and in very critical conditions. Social (schools, churches, leisure areas, etc.), economic (formal and informal shops, etc.) and socio-cultural activities are almost completely paralyzed in the country's large cities in particular. As a result, individuals can no longer proceed with their respective activities. Public institutions operate in complete stagnation. Barricades of all kinds are used by protesters to prevent physical access to major arteries of the country's road network. This movement installed for a very long period (more than 4 months) lasts enormously much longer than that of a traditional trade union strike". According to the initiators, this form of resistance is a total refusal to all forms of socioeconomic and socio-political exclusion, historically and structurally anchored in socio-political dynamics. According to an editor of the Haitian Daily "Le Nouvelliste" (Enock OCCILIE / URL, September 4, 2019)¹⁰⁵, it is a popular barricade against oppression, unemployment, exploitation of the working class, inequalities or social injustices, social and food insecurity...

¹⁰⁶ High-ranking national police officers (NHPs), senior officials, religious and political leaders and opinion leaders tested positive for COVID-19. Several of them died. This alarming situation has created a climate of widespread fear in institutional and organizational circles at the national level, even in very remote communities.

Unlike the basic provisional schedule (12 months), the actual implementation period of the CREER Project was rather staggered over an approximate duration of 15 calendar months. In this very short period, the project has seen four (4) governments (4 prime ministers), three (3) ministers of MAST, 2 ministers of MTPTC and 3 different ministers of MARNDR. On all these occasions, there has been no movement of personnel in the project team. However, very often each administration and / or government and / or minister comes with other priorities. The orientations and the motivations of the old ones compared to the new civil servants are very often very different. In addition to the upheavals and / or shocks of various kinds and sizes (natural, socioeconomic, epidemiological and socio-political) that the country experienced from 2010 to 2020, these series of instabilities have led to significant changes in the plan execution of departure, and suddenly, cause the accumulation of considerable delays. In spite of everything, the project was able to hold, thanks to the agile management model developed, and especially to the smart management strategy developed by the staff of the ILO. Their experience has worked well in these very difficult contexts.

In the future, the project was unable to fully develop (lost) at least 7 months in the time allocated to it, almost half of its duration, including the six-month extension period granted to try to compensate for the backlog. However, personnel changes in public administration and the turbulent and deleterious security climate, coupled with the emergence of the pandemic and its negative consequences, have had adverse implications for the pace of progress.

2.3.2.- QE2| What were the facilitators and challenges in implementing the project in the targeted municipalities? What was the learning? How should similar activities be better addressed in the future?

2.3.2.1.- QE2| What were the achievement deficits and the supporting causes?

The different categories of stakeholders were asked about potential deficits in achievements and/or outcomes within the project. The decryption, processing, cross-checking and comparative analysis of the information made it possible to present, in the following table, a set of unrealized activities - identified in the ProDoc, as well as some explanations given by the staff in charge of the various components, across the strategic, programmatic and operational levels:

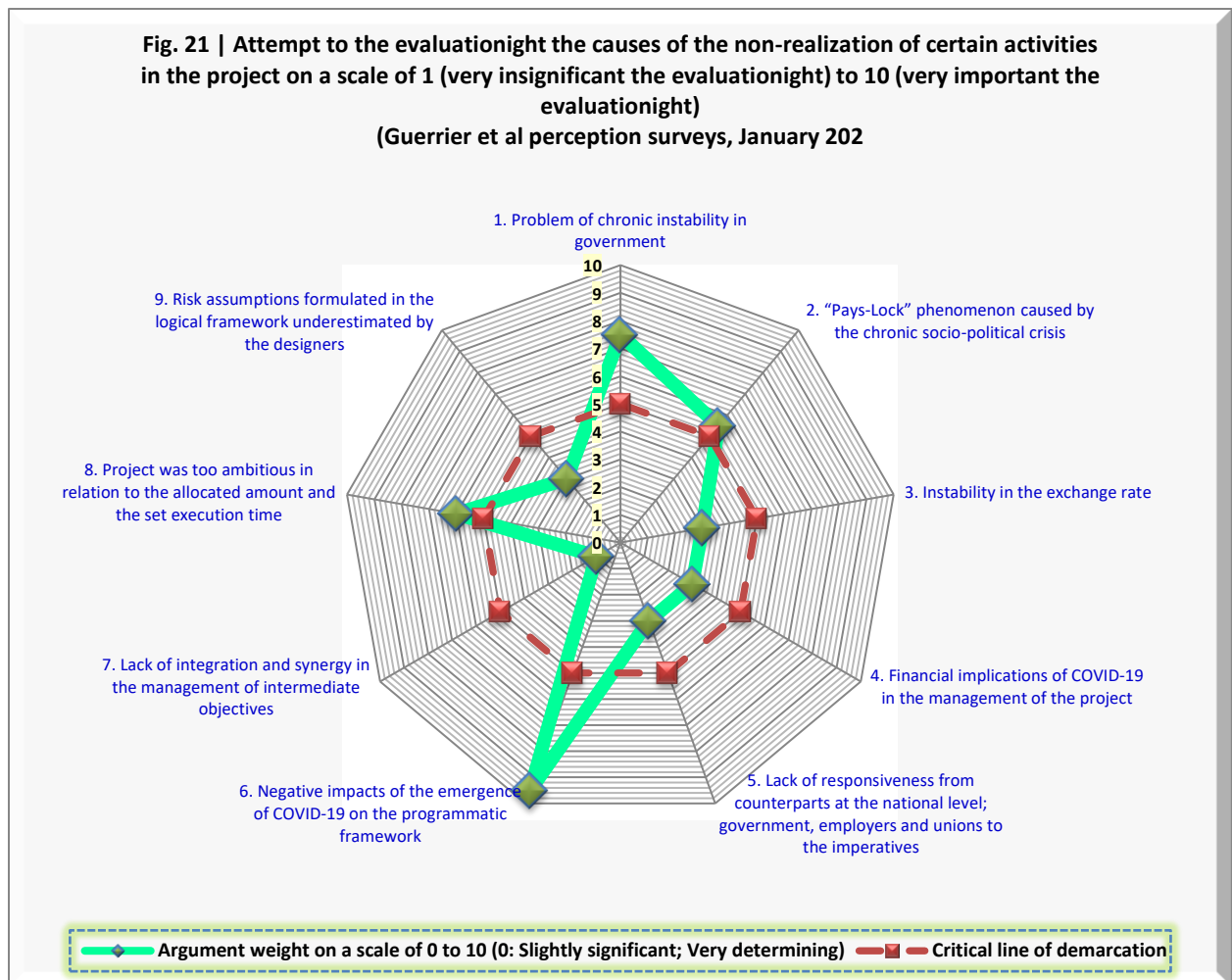
Table 8 | Deficits of achievements in the CREER project and explanations given

№.	Missing activities	
a.1	Installing Bio-digesters	▶ Lack of financial means. The application of responsible measures to address the vital concerns related to the emergence of the COVID-19 pandemic required the disbursement of very large and unexpected financial means, or about 1/5 of the project budget. It was not possible to foresee the implications of such magnitude in the design of a project of this nature.
a.2	Installing a waste trap	▶ Budget constraints.
a.3	Additional development of the Flamingo Canal to reach the marine environment of Cité-Soleil	▶ Budget constraints.
a.4	Signing of the intercommunal protocol on the pooling of inter-municipal waste management services	▶ The process was progressing very well. However, the implementation of this component has been thwarted by: <ol style="list-style-type: none"> 1. The COVID-19 pandemic crisis 2. The end of the term of office of the Mayors and the changes of direction in some municipalities or the protests registered in other municipalities on this occasion 3. The changes of ministers made in the government in March 2020 which broke the pace and certain strategic directions; 4. These events slowed down the process, imposed new interlocutors and forced stakeholders to change methodological approaches to execution in sometimes unpredictable and volatile security conditions. As a result, the entire work agenda had to be redesigned to adapt to new and emerging priorities and issues. Through the virtual working group established, recommendations were made with a view to: 1) Devoting The month of October 2020 to the preparation of the workshops; 2) Organize all workshops scheduled for November 2020; 3) Finalize all documents from the workshops, validate them and submit them to the relevant authorities, and; 4) Write and submit the final report of the consultation at the end of December 2020.

In addition to the project team's explanations, exchanges with the different categories of stakeholders identified other complementary explanations on the project's performance issues. The most relevant constraints could be listed as follows:

1. The problem of chronic instability in government;
2. The phenomenon of "**Country-Lock**" driven by the socio-political crisis;
3. Instability in the exchange rate;
4. The financial implications of COVID-19 in project management (additional expenses to implement the Anti-COVID-19 strategy);
5. Lack of responsiveness on the part of counterparts at the national level; Government, employers and trade unions to the project's imperatives;
6. The negative impacts of the emergence of COVID-19 on the project's programmatic framework;
7. Lack of integration / synergy in the management of the project's intermediate objectives;
8. The project was too ambitious in terms of the amount allocated and the set time frame;
9. The risk assumptions formulated in the logical framework were underestimated by the designers;

Those consulted in the field were asked to give their impressions on the performance deficits of the CREER Project (i.e.: Exchanges with local elected officials, Brainstorming and focus-group improvised with farmers, surveys). The cross-treatment and analysis of this information has provided a holistic understanding of the different bottlenecks and pitfalls encountered in the implementation process. On a scale of 1 to 10 (1: a very insignificant weight; 2: a very large weight), the evaluation tried to weigh the main explanatory causes. The following graph illustrates the groups of dominant trends:



Based on an established theoretical critical line, the four (4) main factors that would have had a greater weight on the performance issues of the CREER project were in order of importance:

- 1) The negative impacts of the emergence of COVID-19 on the project's programmatic framework;
- 2) The problem of chronic instability in government;
- 3) The project was too ambitious in terms of the amount allocated and the set time frame;
- 4) The financial implications of COVID-19 in project management (additional expenses to implement the Anti-COVID-19 strategy);

- 5) The phenomenon of "**Country-Lock**" driven by the socio-political crisis.

2.3.2.2.- QE2/ Advocacy and facilitation actions in the project

Facilitation in this deleterious and alarming security climate in this project has been seen at at least four (4) critical levels:

1. Institutional responses;
2. The mechanism mobilized from the formulation process on the choice of enforcement partners on the ground;
3. The mobilization of local or endogenous knowledge and values;
4. The aptitude, the charisma of the field coordination team.

Major constraints and challenges have been identified at different spatial-temporal scales at the level of direct, organizational, institutional and even environmental beneficiaries (see Project Carrier Environment).

At the institutional level, the project advocated a synergy of work dynamics between different territorial and institutional decision-makers who did not have a culture of working together on common emerging issues. Moreover, the issues have been more complex by the fact that we will be raising questions related to:

1. The pooling of services between communities;
2. Equity in resource allocation models between local authorities in relation to a theme related to environmental and ecological health economics;
3. Awareness and capacity development among managers to transcend on certain strategic aspects, in favor of a paradigm shift in the waste management mechanism put in place (institutional architecture, legal and legal framework, subsidiarity, ...) with an emphasis on prospects of sustainability and transgenerational resilience.

At this level, it is the capacity of the ILO Point-Focal on Haiti has been able to capitalize on its experience in the global environment to co-build, with the various stakeholders involved in a thorny issue, mutually beneficial response elements, depending on the nature and societal issues and concerns addressed.

Local human knowledge or heritage has been mobilized through the mechanism that has been set up for the selection of credible, respectable and respected people by all categories and social trends in the commune of Cité-Soleil in particular to form the local implementation facilitation committee. This strategy has helped a lot in the ability to anticipate, resolve or reduce the occurrence or issue surrounding a potential or real conflict in the project. The people involved in this framework were religious or natural leaders, notables, former teachers of the area, chosen on the basis of local socio-geographical and organizational representation. These are, for the most part, people who have been able to build natural and on-the-job skills in actions to promote inter-communal social peace, in disadvantaged and fragile neighborhood contexts. They have enjoyed great notoriety in the commune in general, and are neutral or apolitical persons.

The choice of SAKALA and ELEKTRA SEWING played a strategic and decisive role. SAKALA is an organization specific to the Cité-Soleil area and which is building a very good level of social and territorial anchoring. He has great experience and transnational recognition in the field of creating eco-professions combined with the circular economy of solid waste. She has been involved for more than fifteen years in the decision-making and operational processes of many initiatives that have very direct links with the improvement of the living environment of young people who are socio-economically very vulnerable in the project area. For its part, the certain and indisputable expertise of ELEKTRA SEWING in the field of textiles, especially combined with its ability to influence the entrepreneurial ecology of decision-makers and promoters of factories operating in the textile sector, played a huge role in the project's favor, despite the difficult situations that emerged along the way.

Moreover, the involvement of commercial companies was not only limited to the construction of the training modules for which they had already shared with the hired service provider (Elektra Sewing). They have participated in the achievement of expected results, to ensure that their critical needs on both sides have been met. The evaluation noticed the existence of a good tandem between the institutional and organizational ecosystem of the Project and the proponents of the SONAPI Industrial Park¹⁰⁷ (National

¹⁰⁷ Placed under the supervision of the Ministry of Trade and Industry (MCI) and supervised by a Board of Directors, the National Company of Industrial Parks (SONAPI) is an autonomous body under public law, created by decree dated 22 October 1981. Having for main mission to promote job creation, to ensure the creation, organization and management of public industrial parks and finally to create a new industrial space in accordance with international standards, SONAPI currently manages two industrial parks : the Metropolitan Industrial Park (PIM) and the Caracol Industrial Park (PIC). (<https://www.communication.gouv.ht/2018/08/la-sonapi-renforce-ses-capacites-pour-attirer-de-nouveaux-investissements-dans-le-secteur-industriel/>; Accessed February 2 2021)

Company of Industrial Parks). During the training of the young people, the Korean factories which constitute the most fervent customers regularly visit the Training Center (Elektra Sewing SA), to make evaluations or to come to select workers; long before they graduate - when the need arises. Some of them even suggested that the center's teachers come to their factories for retraining sessions. With each change envisaged, some business owners make their specific recruitment needs known, in order to ensure better ownership and adaptation of the training modules developed. Others also often call on consultation services, linking expertise to the provisions and implications of the Haitian labor code and conflict management. Note that Elektra Sewing is developing a Partnership Agreement with ADIH (Association of Industries of Haiti)¹⁰⁸, in force for five years. ADIH and INFP are members of the Advisory Board of the Training Center (Elektra Sewing).

2.3.3.- QE3| What are the implications of the COVID-19 crisis for the implementation of the project, and to what extent has the response of the ILO, other UN agencies and constituents enabled the planned activities to continue?

At first the response was completely dependent on decisions taken at a strategic level. Haiti, as a whole, was not prepared to deal with such a pandemic situation. The public health system has so far not been able to develop adaptable responses to the needs of urban, peri-urban communities, let alone in remote or disadvantaged local authorities. The premises of the ministries and public and private bodies involved in the project were closed for almost 4 months.

Following the ILO's corporate directives, reinforced by the presidential decree announcing drastic measures taken to deal with the situation, the first response of the project was to surse on the activities of groups. With a better understanding of the pandemic, more adaptive and responsible measures (barrier gestures) have been adopted. These measures had not been without consequences for the financing of the project.

The critical road akin to the response strategy developed in the context of the implementation of the CREER project in relation to the context of COVID-19 is summarized below around seven (7) stages:

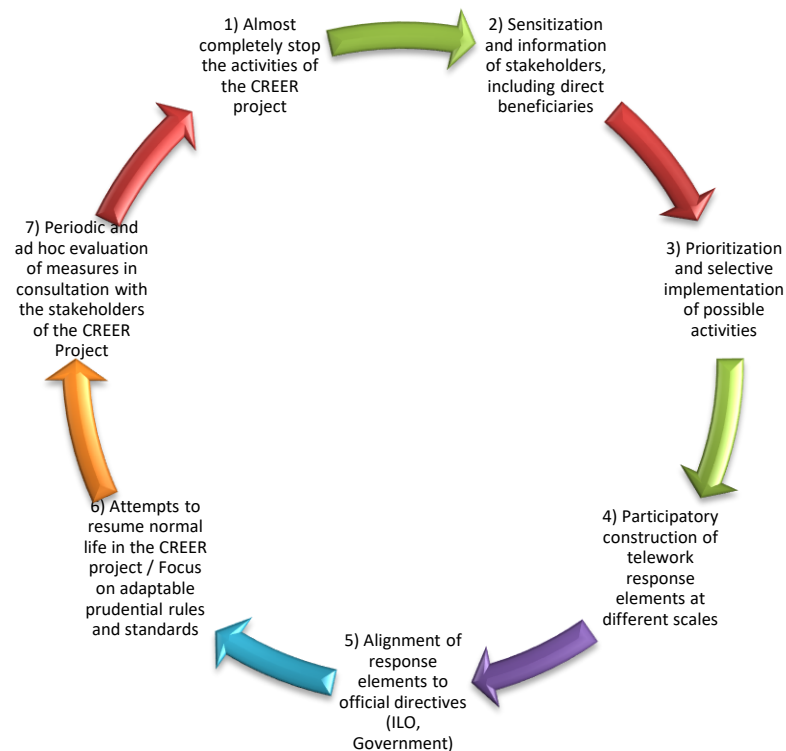
1. Initiatives to raise awareness and inform stakeholders about the disease;
2. Planning, remote consultation (call conference, creation of WhatsApp, email exchanges, Zoom in particular) with emphasis on actions that do not require a physical presence and/or group activities;
3. The development of barrier measures for group activities with a small number of key or even critical participants;
4. The development of a more practical draft action plan, in consultation with key stakeholders, taking into account the capacity of each, depending on the component of the project in question;
5. Aligning practices with official ILO guidelines, in line with the measures of the Government of Haiti (presidential decree, etc.);
6. 6. The gradual resumption of normal life at the end of the confinement period, bearing in mind the prudential rules and standards;
7. The one-off evaluative actions of the measures applied by each entity or group against the spread of the pandemic (in a participatory and inclusive approach), taking into account the role, responsibilities, commitments and flexibility of each stakeholder.

With the resurgence¹⁰⁹ of relatively large cases of COVID-19 over the past two months (December 2021 and January 2021) one has the impression that the dynamics would tend to describe the trajectory a virtuous and/or risky circle (...). The following diagram illustrates the approach:

Figure 22 | Critical route related to the response strategy developed in the context of the implementation of the CREER project in the face of the context of COVID-19 (Illustration Yvon GUERRIER, January 2021)

¹⁰⁸ <https://www.adih.ht/> (Accessed January 3, 2021)

¹⁰⁹ <https://www.lapresse.ca/international/caraiibes/2020-12-30/hausse-des-cas-de-covid-19-en-haiti.php> (Accessed February 3, 2020)



The application, where possible, of rules and standards of prudence and/or responsible management in the project and at all levels, has been assisted in efforts to minimize the risk of infection as part of the implementation process.

The textile training component with **ELEKTRA SEWING SA** was terminated long before the pandemic. All objectives were achieved in the best possible time frame. On the other hand, SAKALA had a lot of difficulties to manage. It was an opportunity for SAKALA to develop and experiment with distance learning. Although some recipients initially showed septic (according to SAKALA and the direct beneficiaries surveyed), this approach was a success.

The project team followed up with service providers (remediation work) to ensure that the measures were followed. The local facilitation committee set up in the project has made it much easier to implement certain measures. One-off awareness-raising activities have been carried out. Cité-Soleil Town Hall, for its part, has also been involved in the development of neighborhood awareness initiatives.

2.3.4.- QE4| What was the involvement of constituents and other key players in the development of these products? What is the perception of the quality and opportunity of these products?

2.3.4.1.- QE4| What was the involvement of constituents and other key players in the development of these products?

At the strategic level, the International Labor Organization (ILO) has been working in agreement with the Ministry of Social Affairs and Labor (MAST) and other local actors to implement a Decent and Environmentally Responsible Youth Employment Creation Project (CREER) at Project Drouillard, Cité Soleil. Other important sectors and actors in organized civil society and the private business sector have been involved at different levels. At the local level (Cité-Soleil), an implementation committee has been set up to facilitate and supervise the process, as a representative and inclusive structure of the various socio-economic categories and dominant sectors of the commune.

The roles and responsibilities of the various entities involved in the project implementation process, depending on their competence through the implementation of two components (Channel Curage/Cover, Waste Management collected) can be presented in the following table:

Table 9 | roles and responsibilities of the various entities involved in the process

No.	Institutions or entities involved	Roles and responsibilities
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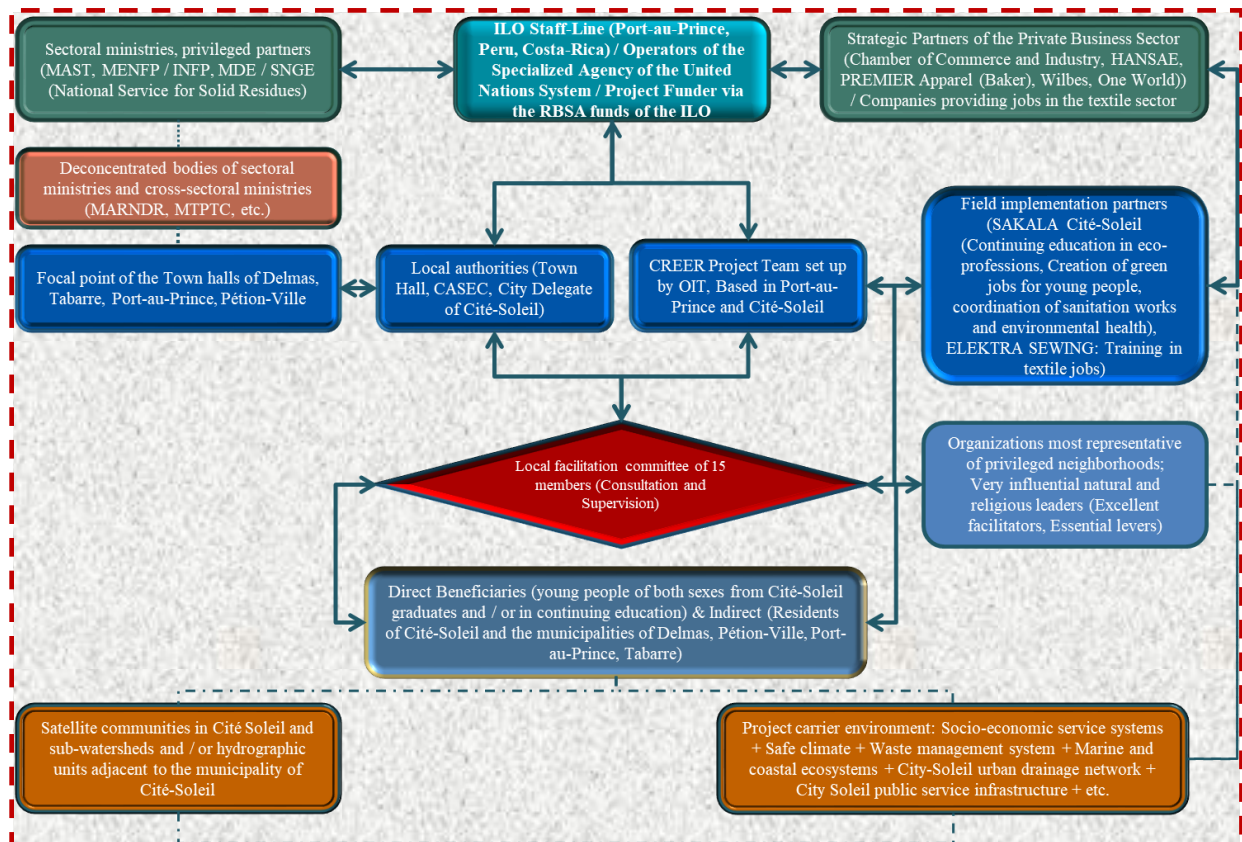
01	Ministry of Social Affairs and Labor (MAST) and the National Institute of Vocational Training (INFP)	<ul style="list-style-type: none"> As a guarantor of work and a regulation of decent work, it will act as an interface between the ILO and the project's recipient community. It will be responsible for selecting workers' groups, supervising training sessions, and establishing with the INFP the characteristics of the training modules in conjunction with the companies/companies in charge of training to promote decent, socially responsible and environmentally sustainable work.
02	ILO	<ul style="list-style-type: none"> Responsible for coordinating, including administrative management and logistics aspects of the project, in consultation with the institutional strategic partners and the Town Hall of Cité-Soleil in particular.
03	Ministry of the Environment: MDE; Ministry of Public Works, Transport, Communications and Energy: MPTCE; National Directorate of Potable Water and Sanitation: DINEPA; Ministry of The Interior and Territorial Communities: MICT; Ministry of Public Health and Population: MSPP;	<ul style="list-style-type: none"> Sectoral and cross-sector preferred partners Development of functional synergies in relation to ILO's support for the Haitian government
04	Ministry of Public Works, Transport and Communications (MPTC) and the Caravan of Change	<ul style="list-style-type: none"> Supervision for compliance with current rules and standards: The decentralized body, the National Solid Residual Management Service (SNGRS), has been involved in the management of the landfill site of the waste from the canal.
05	Town halls of metropolitan municipalities: Port-au-Prince, Pétiion-Ville, Kenscoff, Delmas, Tabarre, Cité Soleil,	<ul style="list-style-type: none"> Direct territorial beneficiaries of the majority of the project's interventions
06	National Society of Industrial Parks: SONAPI; / Haiti Industries Association: ADIH.	<ul style="list-style-type: none"> Involvement from start to finish and even took over the graduation ceremony Advocacy function and Support for the integration of young people into businesses after their training Implications in tripartite dialogue
07	Actors of social dialogue	<ul style="list-style-type: none"> Promote the three-party social dialogue as a cross-cutting axis between the project's activities, promoting government participation, employers' organizations and workers' organizations to strengthen the Government's measures for job creation in the selected areas.
08	Cité Soleil Town Hall and other local authorities	<ul style="list-style-type: none"> Responsible for giving legal permission to start activities; Guaranteed the safety of workers and project executive staff; Management of equipment, tools and materials dedicated to the project, in conjunction with other local authorities (such as CASECs) and grassroots organizations; Joint development on trans-municipal concerns related to urban waste management (pooling of services)
09	SAKALA¹¹⁰	<ul style="list-style-type: none"> Responsible for the Waste Revaluation Program for commercialization and the creation of more job opportunities
10	Strategic Support Cell for Agriculture Development (CASDA)	<ul style="list-style-type: none"> Implementation of the Waste Management Program by the Intercommunal Dialogue of the Metropolitan Area of Port-au-Prince.
11	Elektra Sewing S.A.¹¹¹	<ul style="list-style-type: none"> Responsible for the textile training component Supporting the employability of young people in SONAPI's entrepreneurial ecosystem
12	Local Implementation Committee	<ul style="list-style-type: none"> Recipient selection process Functional interface between the CREER project and all the neighborhoods involved Facilitating the process Advocacy, monitoring and supervision function at the local level Conflict management Support for local planning

¹¹⁰ A private company dedicated to recycling waste which has already carried out experiments in Cité Soleil. As for non-decomposable waste, SAKALA will help to value it by creating crafts, indoor / outdoor furniture, works of art that will constitute a source of income.

¹¹¹ **Elektra Sewing SA.** is A Company Private Haitian And recognized since 2004 That a Worked In The Services textile outsourcing In The Past And a Developed All The Material de Training Used By institute National For The Development And The Promotion de The Sewing (INDEPCO) In Its Different Trainings and Contracts. Elektra also offers services that improve companies' ability to meet relatively stringent external standards (quantity, punctuality, volume, standardization, etc.). Elektra has signed a partnership agreement with ADIH for 5 years, automatically renewable.

The following figure illustrates the ecosystem of institutional and organizational actors who have been involved in the process of formulating and/or implementing the CREATE Project:

Figure 23 | Illustration of the ecosystem of institutional and organizational actors involved in the process of formulating and/or implementing the CREER Project (Drawing Yvon GUERRIER, Janvier 2021)



Legend or key to reading the diagram: The thicker a solid line, the better the relationships between the stakeholders who are connected. On the other hand, the lines interspersed with dotted lines express limited, the evaluationak or almost non-existent relationships. The smaller the thickness of a line, or a line of points, the the evaluationaker the relationships betthe evaluationen stakeholders. Arrow lines at both ends indicate bidirectional relationships. Links without arrows reflect vague and / or factual reports.



Photo 3 | Working session between CASDA and The Piloting Cell of the "Caravan of Change" in support of the City of Sunshine (Credit Mission Report CASDA, February 2020)



Photo 4 | Working session No. 1 between CASDA and Piloting Cell of the "Caravan of Change" in support of the Town Hall of Pétion-Ville, involving the presence of a representative of the Caravan of Change, Mr. Thomas Jacques (Credit Mission Report CASDA, February 2020)



Photo 5 | Working session between CASDA and "Change Caravan" Steering Cell at SNGRS (CASDA Mission Report Credit, February 2020)



Photo 6 | Working session No. 2 between CASDA and Piloting Cell of the "Caravan of Change" in support of the Town Hall of Pétion-Ville, involving the presence of a representative of the Caravan of Change, Mr. Thomas Jacques (Credit Mission Report CASDA, February 2020)

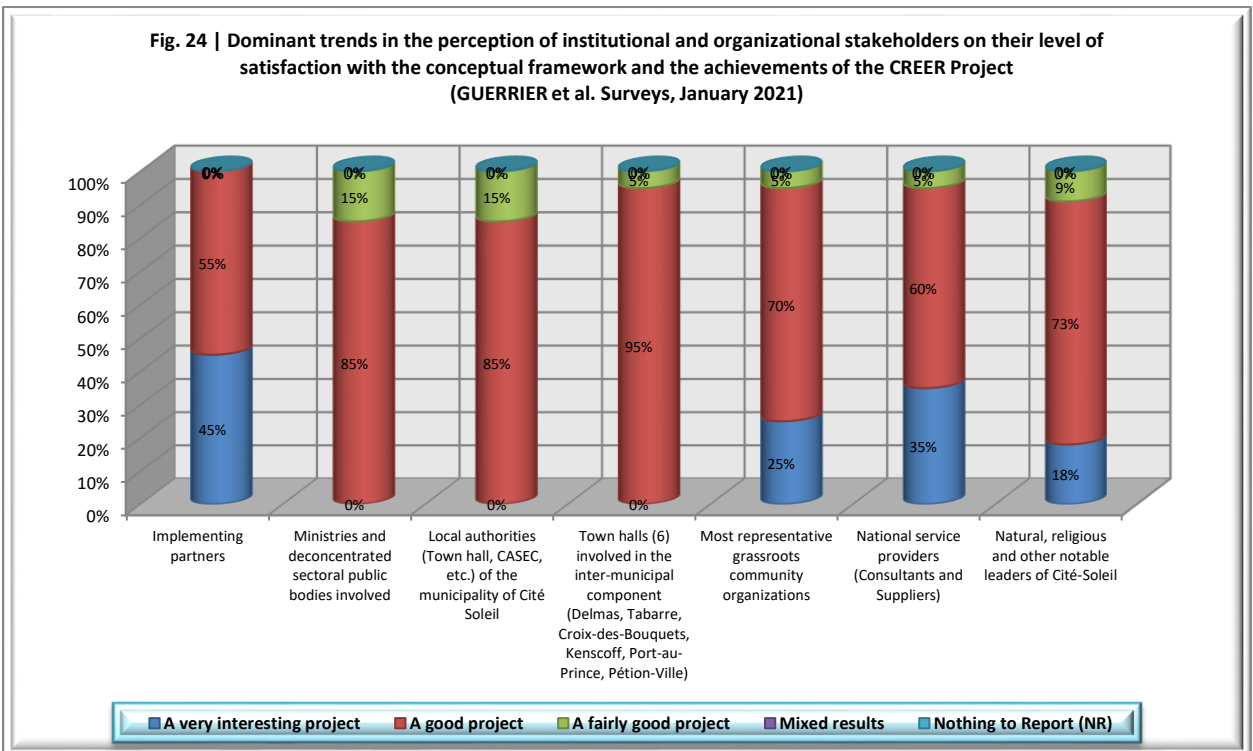
2.3.4.2.- QE4| What is the perception of the quality and opportunity of these products?

For strategic reasons, we chose to approach the dominant trends in stakeholder perception of the project at three (3) key levels:

1. The institutional and organizational ecology of the project,
2. The direct individual beneficiaries of the project, young people of both sexes,
3. Indirect beneficiaries of the project (residents of Cité-Soleil);

2.3.4.2.1.- QE4| Dominant trends across institutional and organizational ecology

Perception surveys conducted with sectoral and cross-cutting ministries, notables, development operators, elected or local appointees and natural leaders on quality in relation to their level of satisfaction with the conceptual framework and the achievements of the project allow to build the following graph:



Internal and external stakeholders in the municipality of Cité-Soleil had expressed a very high level of satisfaction with the conceptual framework of the project. On the other hand, they almost unanimously believe that the time and financial resources allocated have been too insufficient, compared to the project's ambitions.

The administration, including the staff, of the town hall of Cité-Soleil gave a favorable opinion to this project. The mayor cited the first positive impact of the project on his municipality. On the other hand, it expressed some reservations that lie at three (3) levels, such as:

1. The work was to be carried out along the entire length of the Flamingo Canal;
2. The municipality of Cité-Soleil is the one that is the most victims of the negative externalities of the poor governance of other municipalities, in terms of the management of solid and liquid waste in the watershed of the metropolitan area. According to him, the "Institutional support for intercommunity" component should be more focused on developing the capacity of the City of Sunshine in particular, with a view to developing its capacities. In his view, highly targeted support for municipal government and municipal services should enable smarter strategies, approaches and tools to be produced; in order to be able to influence public debates and decisions; with a view to draining more resources to the commune; in favor of better appropriation of the problem (see: Perspectives on resilience and sustainability of the various ecosystem components of the territories of the commune);
3. The exit strategy of the project is not clear enough; although it is also aware that: time, resources and socio-political context, amplified by the negative impacts of COVID-19 have disrupted the timetable for the implementation of the CREER project.

The focal points of the town halls of the municipalities (such as Delmas, Tabarre and Kenscoff) show the advocacy actions supported by the project in favor of the bridges of synergies to be developed between the municipalities. For them, there is a lot of progress. Among them, they mentioned strategic thinking and consensus reached through tables and working groups on, among others:

1. The draft law in sight to amend the legal and legal framework of the SNGRS;
2. The draft intercommunal protocol in co-construction; in line with the ambitions of the CREER project;
3. Discussions about the need to create a fleet of materials for inter-communal use;
4. The need to not only rethink the only official landfill in the Truitier metropolitan area, but also and above all, to consider creating other innovative waste dumps, which respect the rules and standards of ecological and social safeguards.

According to these town halls, the continuation and/or completion of this work has been prevented and compromised by the socio-political context and the consequences of the pandemic.

In addition, the exchanges with the waste file holder with the Minister's office and the Director of the Environment Ministry's Framework Directorate for Life and Sanitation were very constructive. In summary, "While the project did not address the issues raised, it did allow the ministry, through the tables coordinated by the SNGRS in particular, with a framework from CASDA:

1. To better pose the problem with its different issues, facets and dimensions;
2. To make the actors aware of the real problems, the excesses, the possible elements of response, and the futuristic perspectives;
3. To build, on a concerted basis, a stronger argument, with a very good base and a good inter-institutional anchor to better defend the cause; in order to inform reflections at higher strategic levels (see: Political arenas: Council of Ministers and/or Government and the next Parliament);
4. To open our eyes to the inadequacies of the legal, legal and institutional framework of the SNGRS for adaptation;
5. To propose more appropriate public policy elements, in relation to changes in certain historical, contextual, structural and even superstructured variables.

At the same time, reservations are expressed about a lack of communication with the Framework Directorate of Life and Sanitation of the Ministry of the Environment.

2.3.4.2.2.- QE4| Dominant trends of direct individual beneficiaries

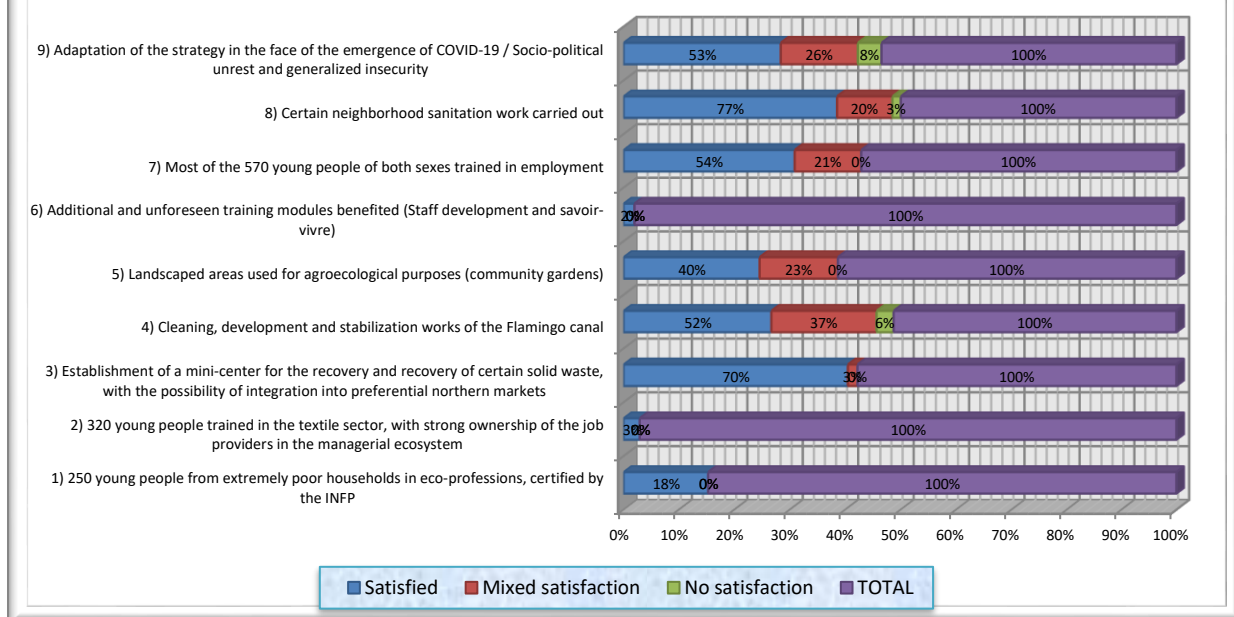
The project team and the local facilitation committee, in consultation with organizational implementation partners and strategic institutions, despite the enormous difficulties, were able to carry out a set of activities programmed (or not) in the results matrix of the CREER project. Direct individual beneficiaries identified eight (8) key aspects, namely:

- 1) The training of 250 young people from households of extremely poor socioeconomic categories in sectors of the eco-professions type, certified by the INFP;
- 2) 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;
- 3) 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;
- 4) Carrying out the cleaning, development and stabilization of the banks - carried out at the level of the Flamingo Canal and its surrounding areas;
- 5) 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);
- 6) Additional training modules benefited by young people in the field of personnel development and savoir-vivre;
- 7) 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;
- 8) The sanitation works carried out at important periods in the neighborhoods within the framework of the project.

The survey tool used with direct individual beneficiaries was designed to assess the level of satisfaction¹¹² of stakeholders (direct beneficiaries in particular) with the approaches, methods and educational tools mobilized (including teaching materials). It also look at the strategy developed by project managers (implementing partners, local facilitation committee, and ILO project team) to provide elements of response to the negative impacts related to: 1) the emergence of the COVID-19 pandemic, and 2) the deleterious security context and chronic socio-political unrest on the training process. The following graphs show the dominant trends in the level of satisfaction expressed by direct beneficiaries with respect to the various parameters considered previously :

¹¹² The graduation of the scale was made up of 4 levels ranging from 0 to 3 (0: No satisfaction; 1: Mixed satisfaction; 2: Satisfied; 3: Very satisfied).

Fig. 25 | Assessment of the level of satisfaction of direct beneficiaries in relation to the main achievements of the CREER Project in% (Guerrier et al perception surveys, December 2020 - January 2021)



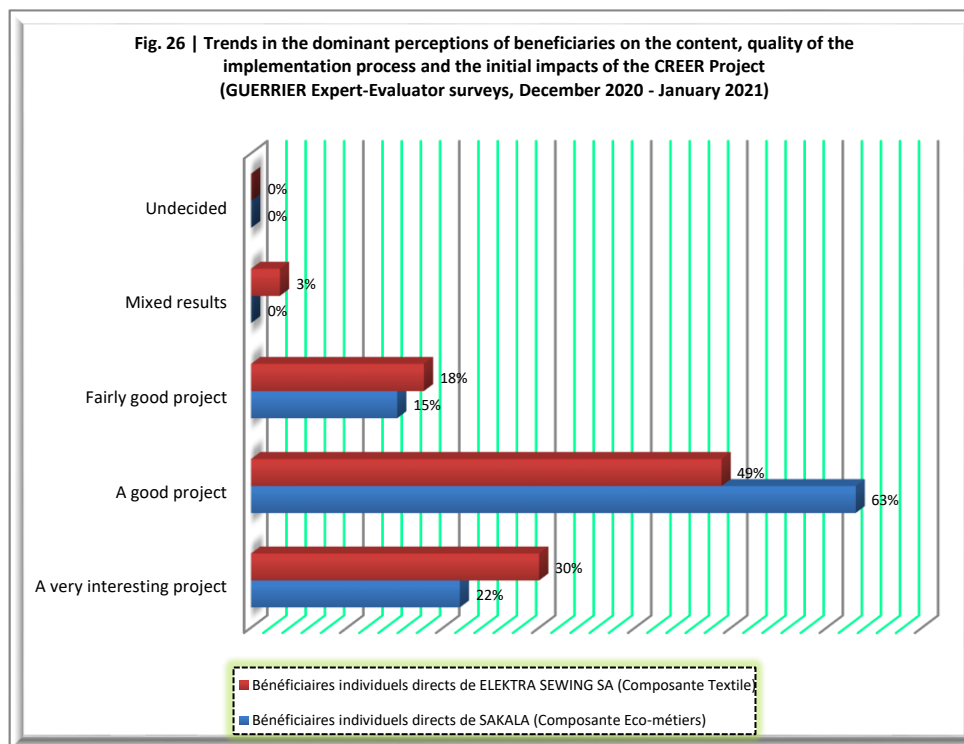
Young people were satisfied, in part because the majority of the 570 young people of both sexes trained under the programme were able to find sustainable employment. At least 75% of them consider this program to be an effective means that allows at least 35% of them to escape the influence, attraction of armed gangs and their acts of violence of multiple and varied natures (without being a personality).

The greatest satisfactions were felt among the majority of young people who were able to integrate the textile component or in the eco-professions (continuing training at SAKALA), and who are placed in employment. Mixed satisfactions were highlighted, especially among young people on a waiting list, who hope to get a job as soon as possible, in order to help their families financially, who expect a lot from them. They are extremely impatient, and sometimes very worried about being witnessing the closure of the project. The expression of the Haitian Creole often used by this category of young people to express their feelings of frustration and/or discontent and above all concern is: *"Nou prèske dòm deyò!"*. This one, which could be translated, shares: *"The table is likely to be served before it is invited."* In the impromptu focus groups, the youth said that the selection process was highly competitive and very difficult. That was the biggest suspense.

Overall, the levels of satisfaction expressed in the strategy to combat the implications of COVID-19 were highly appreciated. On the other hand, about 65% of SAKALA beneficiaries believe that: *"This strategy would have been better adapted to their situation if the project had thought of granting them; at least, subsidiary costs (livelihoods) to cope with the welding period caused by the COVID-19 context. Many of them are heads of household."*

In general, the graduates were very satisfied with the pedagogy used and the methods of approaches mobilized. On the other hand, some of them (about 35% at SAKALA) complain that they have not been able to benefit from some of the basic tools necessary to practice their trade.

At the same time, the cross-referencing of the data from perception surveys of young beneficiaries of training programmes (SAKALA and ELEKTRA SEWING SA) in relation to the quality of the implementation process and the initial benefits of the CREER Project allows the following summary graph to be constructed:



Despite the mainly external constraints inherent in the project's environment, young people remain satisfied. However, they want the project not to be completed as prematurely, in order not only to benefit from coaching, but also and above all, in order to integrate new young people who are very needy. At the same time, young graduates who have not yet found a job opportunity in the company remain hyper-septic of their future. According to them, the exit strategy is not at all clear. There is a large communication deficit at this level.

Contrary to a reality observed through the results of the evaluation of a project that presents certain similarities such as FOPRODER (implemented at the level of the departments of the South and Grand'Anse between 2017 and 2019), with some rare exceptions, there have not been a significant number of young people trying to develop private initiatives in the beneficiaries. In reality, their situation of poverty and abject misery seems to impose on them a rather leaning attitude towards wait-and-see and/or assistance. Many of those who do not yet have a job cannot mobilize or even have the minimum to initiate an income-creating activity. In fact, even those who work enter a vicious cycle of being paid just to try to feed large families.

2.3.4.2.3.- QE4| *Satisfactions and A SWOT analysis on the operation of the mini-waste recovery and recycling centre set up*

Appreciation of the satisfactions of the members of the centre and their environment

The evaluation allows the organization to measure the degree to which its qualitative and quantitative objectives are being achieved and to improve by adjusting to achieve its objectives. Thus, the evaluation of the center's activities is done by the chief manager. The three (3) greatest successes since the establishment of this unit are: the online sale of some products of young artisans of the Cité-Soleil, participation in prestigious fairs, the launch of some micro companies that are already profiting. Lessons learned are an essential contribution to knowledge building based on what should be corrected and what does not. Thus, it denotes that the recruitment of members should not be left over the control of donors. It is important to ensure that all members pay a participation fee. You always need a contract to better organize the working relationship between the center and anyone else.

Despite the enormous difficulty, Daniel Tillias, Director of SAKALA, was satisfied with the enthusiasm shown by young people for such training, and did not doubt their skills to enter the artistic labor market, after the training, focusing in particular on the production of works representative of the artistic ideal of Cité Soleil.

SWOT analysis on the operation and future of the Centre

The analysis of the center's internal and external environment allowed the evaluation to highlight the variables that make up the factors that the organization must meet if it wants to improve its results. Therefore, in order to better understand the reality of the center, it is important to make the connection between the strengths and weaknesses, the opportunities that the organization should seize and the threats they would have to face in order to meet expectations. Indeed, the main strengths of the center are the accessibility of the training space. In addition, young people's enthusiasm for finding an income-generating framework is seen as an asset to the center to adequately ensure the service offered under the organization's mandates and mission. However, the location of the center in relation to certain neighborhoods is considered a weakness. While, the lack of application of the state is considered a threat to the organization by the fact that it could limit its actions.

Table 10 | Summary of SWOT analysis

Forces	Weaknesses
State application space	Location always sensitive to certain neighborhoods
Constraints	Assets
Lack of state involvement	Thirsty young people

Source: Surveys and information sessions, exchanges and communication of experiences (virtual and in presentations), carried out with officials and members of the center (iterative approach through a dynamic of representative and inclusive participation / December 2020 - January 2021)

The following table provides an idea of three (3) major projects that are in prospect in the craft center, for the next three years:

Table 11 | Three major projects are in sight for the next three years

Order of importance	Projected activities in order of priority	Estimated amount in USD	Funding -s mobilizable -s
1st	<i>Waste transfer and processing center</i>	300,000.00	50,000.00
2nd	<i>A platform for recruitment and part-time employment</i>	200,000.00	50,000.00
3rd	<i>Gift shop reference</i>	20,000.00	5,000.00

2.3.4.2.4.- QE4| Dominant trends across indirect beneficiaries (see: All residents of Cité-Soleil)

Impromptu focus groups were carried out (10), when it was possible, to have the perception of the residents of some of the most representative neighborhoods of the project on the implementation process. In general, residents welcomed the project. However, some of them complain that many young people were interested in initially entering the training program, but had not been selected. Therefore, they believe that the problems of recurrent or even chronic insecurity in rival neighborhoods prevent them from fully enjoying certain benefits and/or the benefits of the project.

In addition, informal groups of women (cf.: *Parents of beneficiaries or other elderly people who are not direct targets of the project*), heads of household or "Poto-Mitan"¹¹³ of their households wondered:

1. Why have heads of families been excluded as direct beneficiaries of the textile component?
2. Why had the ILO not thought about integrating a component on women's empowerment through the development of the solid waste sector in Cité-Soleil?
3. Why have we not also thought of curing and stabilizing the banks of the Canal "Saint-Georges", which when it is in flood overflows on the Flamingo Canal and causes in its path floods and significant damage in inhabited spaces?
4. Why had the project not broadened the framework, creating several other waste recovery and recovery centers at other centers in Cité-Soleil?

¹¹³ "Poto-Mitan" is a Creole concept, of a socio-cultural nature, even socio-economic of the Haitian environment. In some families, the male parent who lives under the roof of his house does not engage in any income-generating activity. And when it is the wife who, thanks to her small initiatives (generally commercial) manage to make ends meet to provide for the minimum subsistence of the family, on the social level, the head of the household remains the man. On the other hand, on the economic side, have said that "the woman is the Poto-Mitan" of her household or her family. In this specific case, one has the impression that the function of "head of household" is shared between the father and the mother. Because in the Haitian socio-cultural imagination, especially in families or modest households, the generally accepted tendency is that, in fact: "the man, the head of the household, must earn much more than his wife". Beyond the family circle, the "Poto-Mitan" is someone you can count on. One can be "Poto-Mitan" of a family in the broad sense (family more related). One is "Poto-Mitan" because his role is strategic (the "Poto-Mitan" of an organization, of an institution). Moreover, this term also has another connotation or meaning in mystical rituals and practices (cf. Haitian Voodoo).

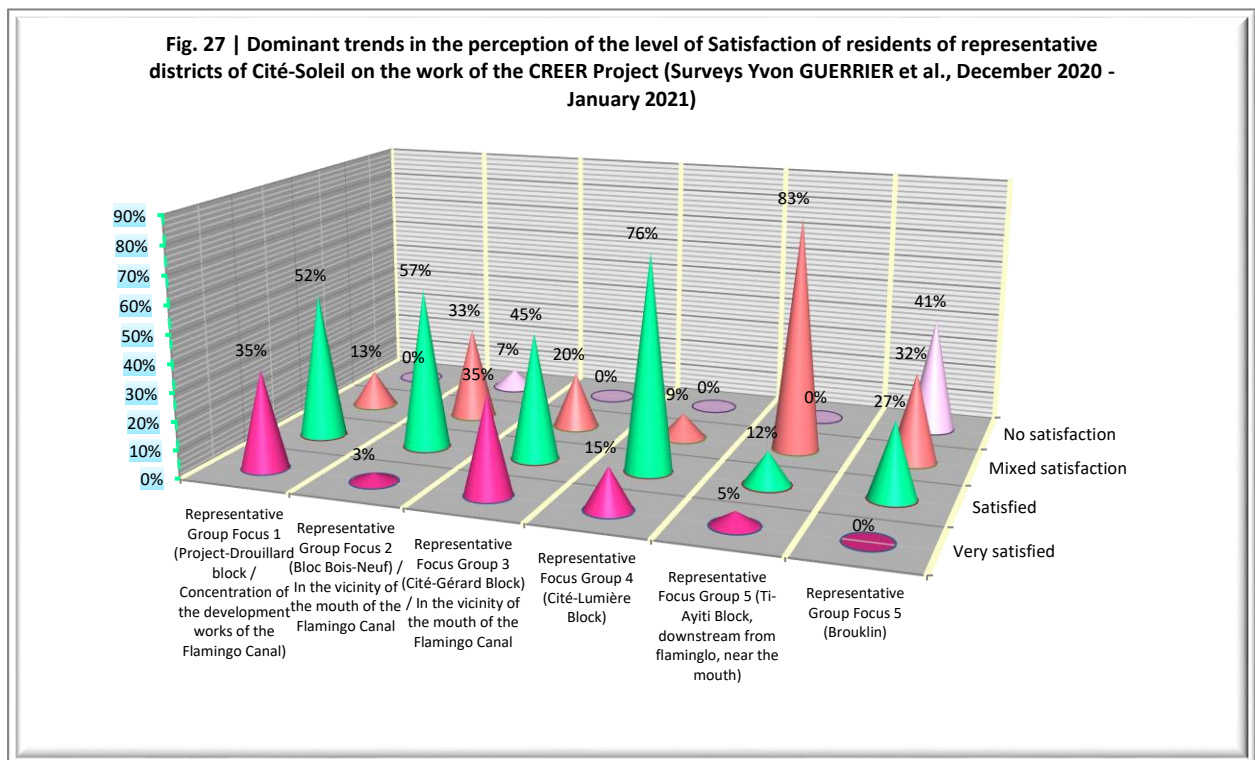
5. Why had the ILO not thought of intervening along the entire length of the Flamingo Canal, that is, up to the mouth?
6. Why is the duration of a project of this nature and/or importance so short?

In response to all this, to remain objective, within the framework of this project, the approach was not to exclude anyone, but rather to focus on young people, the privileged targets, and give them a perspective of job and better life. The targeting was very clear. Moreover, in addition to the constraints related to the project implementation context, financial resources were very limited. In the conceptual and operational framework of the project, adults were to a large extent considered as co-beneficiaries of the impact of the sanitation works carried out in the neighborhoods, and of the improvements carried out at the level of the Flamingo canal.

Residents, in general, expressed their hope that the ILO would not leave the area so prematurely. They hope that other larger initiatives will be launched as soon as possible to relieve households living in extreme poverty.

It should be noted that some focus group participants have been parents of direct beneficiaries of the training program in the textile sector who are not yet in business. These parents want their sons or daughters, who are on the waiting list, to be able to quickly find a job at SONAPI. They are impatient, but still hold out hope.

Perception surveys were conducted with some residents of Cité-Soleil on a representative and inclusive socio-demographic basis. A grader scale has been established to look at the level of satisfaction of the inhabitants. The scale consists of 4 levels ranging from 0 to 3 (0: No satisfaction; 1: Mixed Satisfaction; 2: Satisfied; 3: Very Satisfied). The following graph shows the levels of satisfaction expressed by residents in relation to the "living and sanitation" component (see: Environmental Health):



In general, people living within a radius of the concentration area of the Flamingo Canal's shoreline development and stabilization have been very satisfied. On the other hand, the further you go towards the coastal areas (at the outlet - close to the mouth of the Flamingo Canal) this level of satisfaction tends to decrease. The two main arguments raised by the latter to justify their level of dissatisfaction were: 1) Contrary to what they initially expected, the project had not undertaken work along the entire length of the Flamingo Canal? And, 2) In times of intense flooding, when the raging floods overflow other rivers in the area, such as the St. George Canal, and merge with those of the Flamingo Canal, in general, the residents who live in the downstream neighborhoods are the most vulnerable to flooding.

Other levels of dissatisfaction were also expressed in control neighborhoods¹¹⁴; however, the motivations were very different. Some of them spoke of geographic discrimination in the project and wondered why their respective neighborhoods did not benefit to the same level as the residents of the Projet-Drouillard area (a kind of jealousy between communities). At the same time, when the evaluation deepened these exchanges with these same communities (natural leaders), through improvised focus groups, the conclusion was: "They were fully informed of the objectives and limitations of the project. Rather, this discourse is constructed as an intelligent advocacy strategy generally used by communities, either to extract (as far as possible) more benefits, or to push decision-makers to extend (see develop) a social and/or economic project, which they appreciate, in their area. In other words, it is a trick developed by the neighborhoods (cf.: collective intelligence)¹¹⁵ to attract more job creation opportunities in their communities".

Box 8-

- **It is necessary to take into account the financial implications of COVID-19 on the project, where at least 1/5 of the budget has been effectively mobilized. In the same vein, the ILO Office in Haiti had made a plea to obtain a 2nd phase for this project. A project document had also initially been approved for a second RNSA (Supplementary Account of the Ordinary Budget of the ILO) funding by both the DWCT Directorate in Costa Rica and the Regional Director in Peru. In the end, this decision was not made.**

2.3.5.- QE5| To what extent has the project been successful in stimulating the interest and participation of project partners at the national, departmental and community levels? To what extent were constituents able to fulfill the expected roles in the project's strategies?

Throughout the advisory process, it was understood that the level of interest and participation expressed by the different categories of stakeholders in the project are closely intertwined with the relevance of the causes and/or concerns that have close links to their claims.

This level of motivation was facilitated by several key factors, the most cited of which were:

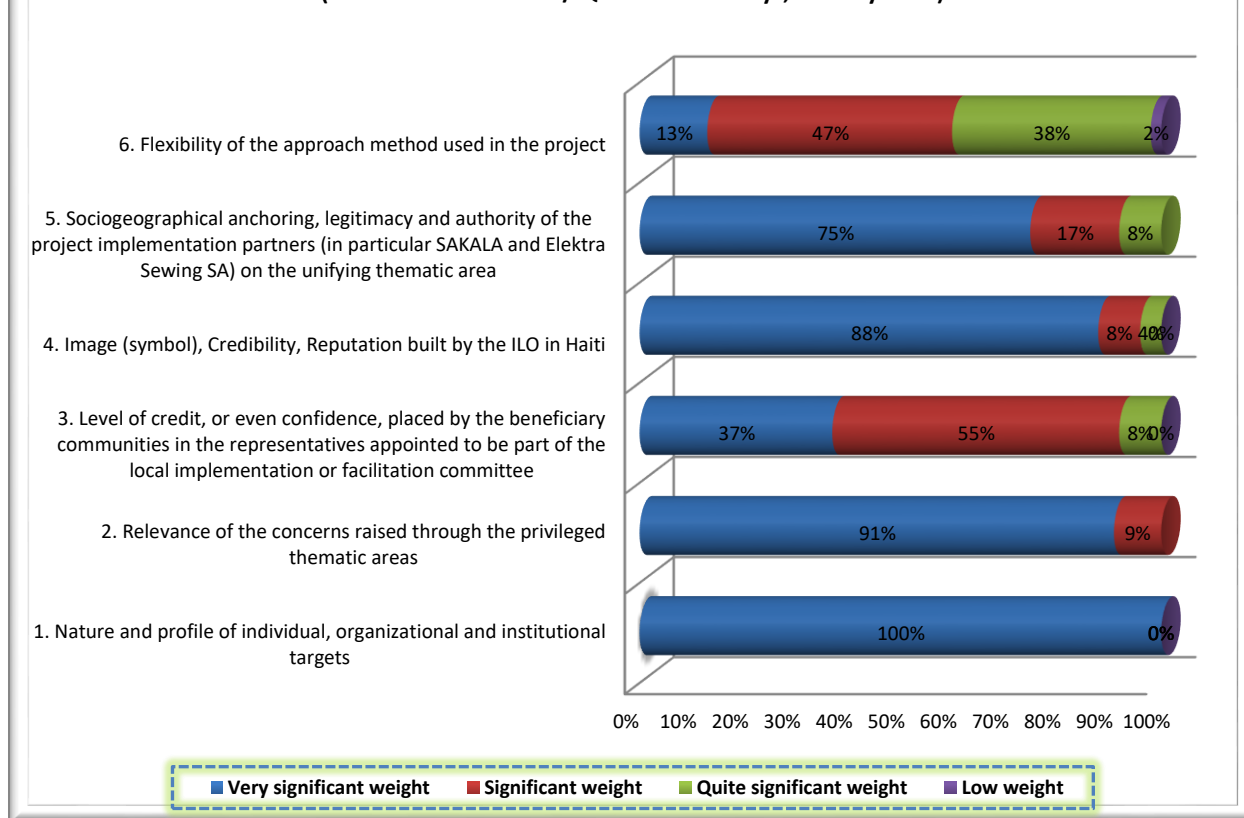
1. The nature and profile of individual, organizational and institutional targets,
2. The relevance of the concerns raised across the privileged thematic areas,
3. The level of credit or even trust placed by the recipient communities in the representatives appointed to be part of the local implementation or facilitation committee;
4. The credibility of the ILO, as a specialized institution of the United Nations that has built a good reputation in the country;
5. The socioeconomic anchorage built, the legitimacy and authority of the project's implementing partners (particularly SAKALA and Elektra Sewing SA) on the thematic area focused;
6. The flexibility of the approach method mobilized in the project.

Recipients were asked questions to get an idea of their level of interest and the arguments that may or may not justify their participation in the implementation process. Data processing, based on the "*Who looks alike assembles*" principle, has provided a look at dominant trends in perceptions in the following graph:

¹¹⁴ These are located in the project's area of influence at Cité-Soleil. However, they are not located in the areas of concentration of interventions linked to the Flamingo Canal.

¹¹⁵ Concept resulting from the social sciences and the psychology of work, collective intelligence is the intellectual capacity of an organization or a community of individuals (human but also animal, like ants) to carry out complex tasks thanks to the interactions established between its members and the resulting synergies. (<https://experiences.microsoft.fr/business/new-culture-of-work-business/intelligence-collective-definition/>; Accessed January 31, 2021) / For Pénalva (2004), collective intelligence, c' is "the ability of a group to ask questions and seek answers together. It is linked to motivation, cognitive and action". For Garnier (2001), it is "a process that allows a group to grasp all the dimensions of a problem that is complex in time and space to lead to a decision". This definition emphasizes the recognized capacity of collective intelligence to be a process. Being defined as a process, it will therefore transform and evolve in different stages. According to Bonabeau (1994), we speak metaphorically of "collective intelligence" when a social group can solve a problem in the event that an isolated agent is unable to do so. The value of collective intelligence in building a decision is that it allows many people to think about it and structures the action around a meaningful objective. In addition, relying on the work of Le Moigne (1998) and Mack (1995) on intelligence and complexity, we can say that collective intelligence is a dynamic that seems to emerge in particular in complex situations. (<https://www.cairn.info/revue-management-et-avenir-2007-4-page-41.htm>; Accessed January 31, 2021)

Fig. 28 | The evaluation of the main arguments raised by stakeholders in relation to their interest and / or level of involvement or not in the implementation process (Illustration WARRIOR / Qualitative surveys, January 2021)



In retrospect, the experience of the ILO and those involved in the local facilitation committee, the socio-demographic anchorage, and the recognition of the seasoned expertise of implementing partners such as SAKALA and EELEKTRA SEWING SA (in relation to the claimed areas), have all played a decisive role in the enthusiasm of different categories of stakeholders to get involved in the process.

2.4.- Efficiency and efficiency on management

The objective is to assess the extent to which the project's resources/inputs (funds, expertise, time, etc.) are converted into results.

2.4.1.- QE1| Have resources (financial, human and time) been allocated strategically to ensure that results are achieved? Has the gender dimension been taken into account when allocating budget lines?

2.4.1.1.- QE1| Have resources (financial, human and time) been allocated strategically to ensure that results are achieved?

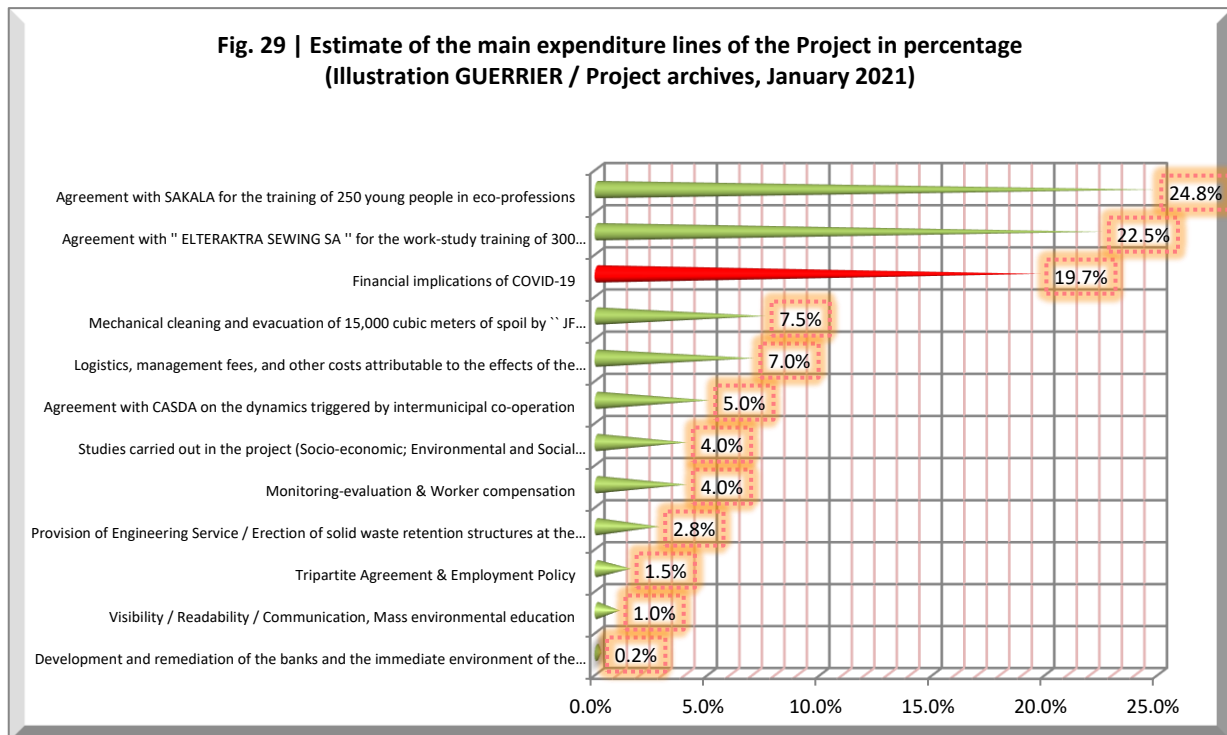
Direct exchanges with service providers and key members of the ILO project team, supplemented with information collected from the archives relating to the financial reports available in the project, enabled the pragmatic and approximate decryption, questioning and analysis of the main expenditures made in the implementation of the project.

The analysis that is presented in the following sub-sections focuses in particular on: 1) the review of archives and certain transaction-related evidence, 2) the level of stakeholder engagement and planning tools, supplemented by, 3) certain variables external to the project, but hyper-determinants¹¹⁶.

¹¹⁶ 1. The level of adequacy of the original budget, in relation to the ambitions expressed and the main activities envisaged; 2. The analysis of the level of adequacy of the programmatic framework of the project, via a superimposed analysis of certain determining factors such as: 1) ambitions, 2) human and material capabilities; 3) the minimum time required (duration), and; 4) the rate of resource allocation (coherence between disbursement and actual needs over time); 3. The plan to purchase the project; 4. The recruitment plan; 5. The work plan for each period; with a constant focus on performance and/or results indicators set in the project's logical matrix; 6. The quality of the monitoring and

2.4.1.1.1.- QE1/ The opportunity to make certain expenses

Based on the considerations of the previous paragraph, the following graph attempts to summarize, according to their nature and weight, the large spending groups:



The most striking aspect that appears in the figure regards the the impacts of the COVID-19 pandemic, which represents approximately 1/5 of the overall amount of the project. Apparently, these costs are enormous. On the other hand, human challenges and development ethics issues require managers to commit to this. The implementation of the measures and/or the protocol imposed for the resumption of activities requires sacrifices and significant expenses.

About 60% of the total amount allocated to the project is directly committed, or even invested, in relation to the mini artisanal waste recovery center set up, and the youth training components) in the Cité-Soleil neighborhoods. Despite the multiple and varied constraints, the project has been able to reconcile, as far as possible, allocations related to the environmental health component (living environment and sanitation) and that allied to the one-off socio-economic needs of young people, at crucial times, when local authorities are unable to support them.

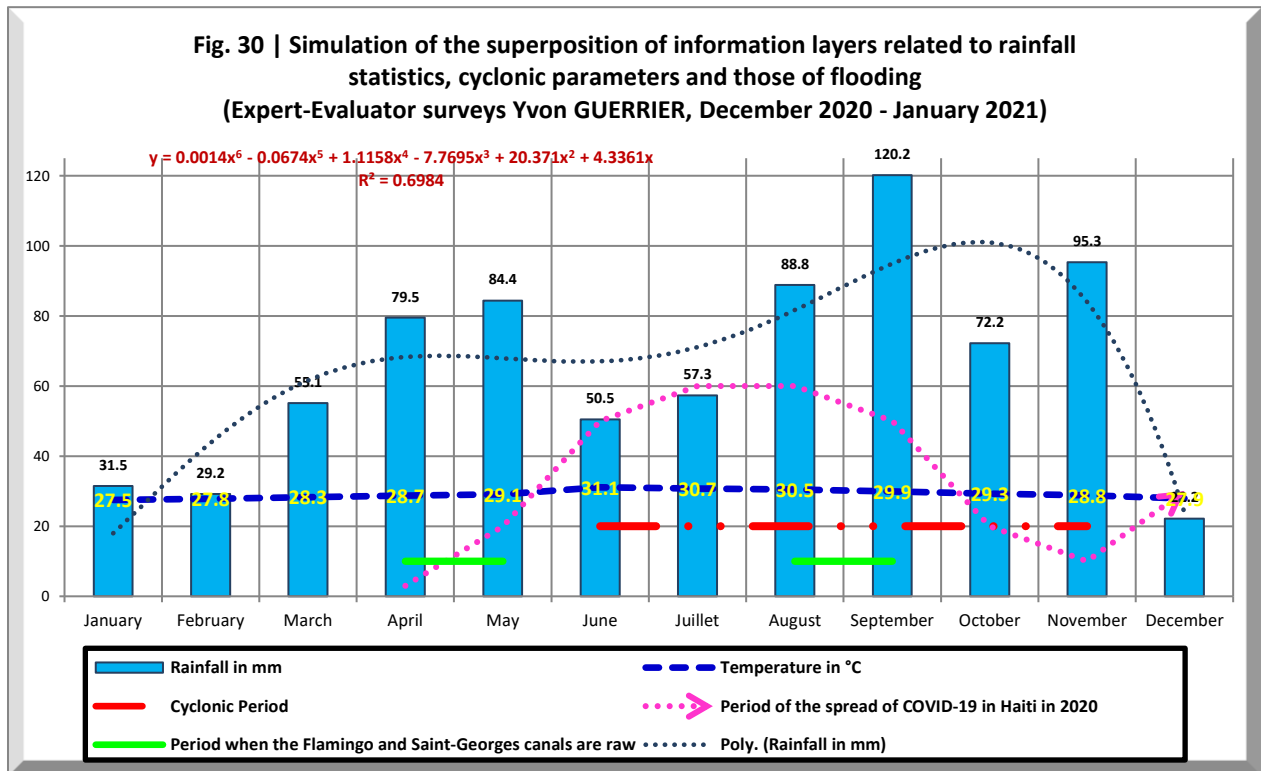
If one approaches the economic costs of inaction over the period from a strictly financial angle, this allocation may be considered inappropriate or provides a very unsustainable answer. On the other hand, from a humanitarian and even economic perspective, the evaluation looked into:

1. By systematizing the experience, in this case cyclones, over a period strongly impacted by epidemiological implications (risks of resurgence of cholera and other water pathologies present in the environment), what would be the loss of human and material life that could be recorded in neighborhoods so vulnerable to flooding in the commune of Cité-Soleil?
2. Compared to the government-imposed containment period, linked to the COVID-19 pandemic, with virtually no (temporary) job creation activities in the area, what would be the other opportunity

periodic evaluation tools; 7. Reports of workshop sessions and mission reports; 8. Contracts and status reports; 9. The evaluation of the effectiveness of decision-making and operational processes, in consultation with strategic actors and, in particular, those of the local facilitation committee; 10. The analysis of the foreseeable, ad hoc and emerging risks and issues associated with each period under consideration in the project; 11. The motivations and the appropriateness of validating expenses; 12. Questions about the motivation of the project team to make changes within the programmatic or even operational framework of the project; 13. The level of alignment of the decision-making and operational process with respect to the compliance requirements imposed by ILO rules and procedures (ethics, conflicts of interest, etc.), and even in relation to the principles of ethics that unite the entities, agencies and specialized institutions of the United Nations System (UNS); 14. The analysis of the terms of reference, and the costs of delivery in relation to the relevance and quality of deliverables produced by independent experts in the project; 15. The integration of gender-related aspects into the logical framework and architecture of the budget (weight and adequacy of specific spending lines); 16. The context of the buoyant environment and the implications of emerging issues.

costs, in terms of labor-intensive work, for young people, by extension, of the households in which they have inserted themselves? And how would the level of public insecurity be?

The following figure attempts to simulate the overlaying of layers of information related to rainfall statistics¹¹⁷ with parameters related to climatic hazards (cyclonic period) and flooding opportunities (see mapping of neighborhoods highly vulnerable to flooding / **Map 8**):



The cross-reference of the data suggests that: "Compared to the flood outlook, the best time to make investments in the canal and shoreline development would be between Decembers." The lull window from June to July is generally very risky to undertake these types of work. The forecasts of the Colorado State University Tropical Meteorology Project (CSU)¹¹⁸ team predicted a more active than normal season in the Atlantic Basin with 16 named storms (wind gusts greater than 100 km/h or more), 8 hurricanes and 4 major hurricanes (Category 3 or higher with winds of more than 180 km/h on the Hurricane Saffir-Simpson wind scale).¹¹⁹ The Haitian government officially launched the hurricane season¹²⁰ on Monday, June 1, 2020, around the theme "*Ann pare n pi plis*" (cf.: Let's get ready more)". Two storms¹²¹ came close to Haiti. However, due to the advanced degradation of its environment, the country has experienced relatively significant damage caused mainly by Storm Laura. At this level, the stakeholders concerned say they are united in order to prevent disasters, limit possible damage and provide efficient responses if, among other things, a cyclone hits the country. However, it was not clear that humanitarian operators would intervene in the commune of Cité-Soleil, given the conflicts and fierce armed struggles that existed between some armed gangs and/or rival neighborhoods.

Over the past 20 years, the bed of one of the main rivers of the commune (Flamingo Canal, for example), kept in battered and bare land (without vegetation, continuous degradation, without development), continues to widen to flood clumped neighborhoods with less rain. A significant number of extremely poor residents build their homes near the minor bed of unseeded waterways. The potential for flooding in

¹¹⁷ Source of rainfall data: Cité Soleil has a savannah climate with dry winter (Aw) according to the Köppen-Geiger classification. There is much more rainfall in Cité Soleil in the summer than in the winter. The average annual temperature in Cité Soleil is 29.1 ° C and the precipitation averages 786.2 mm. (https://planifier.a-contresens.net/amerique_du_nord/haiti/departement_de_louest/cite_soleil/8628986.html#:~:text=Sur%20l'ann%C3%A9e%2C%20la%20temp%C3%A9rature,%20moyenne%20de%20786.2%20mm. (Accessed February 1, 2021))

¹¹⁸ <https://www.haitilibre.com/article-30685-haiti-flash-la-saison-des-ouragans-2020-plus-active-que-la-normale.html>

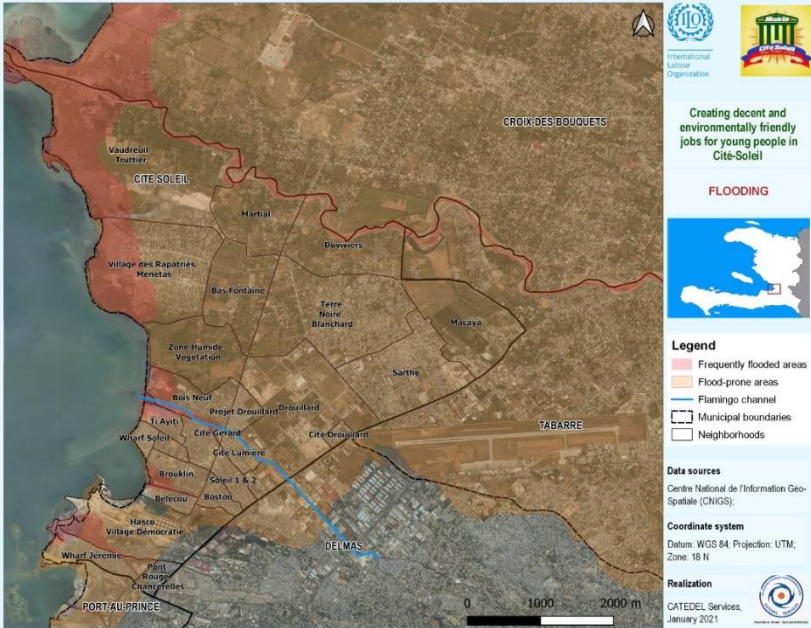
¹¹⁹ <https://www.haitilibre.com/article-30685-haiti-flash-la-saison-des-ouragans-2020-plus-active-que-la-normale.html>

¹²⁰ <https://lenouvelliste.com/article/216846/debut-de-la-saison-cyclonique-2020#:~:text=Le%20gouvernement%20ha%C3%AFtien%20a%20lanc%C3%A9,%20le%2020ouragans%20entre%20other.> (Accessed February 1, 2020)

¹²¹ <https://www.haitilibre.com/article-31660-haiti-flash-laura-31-morts-8-disparus-plus-de-8-000-sinistres-et-perdes-agricoles-importantes-bilan-au-28-aout.html> et <https://www.haitilibre.com/article-31441-haiti-actualite-zapping.html> <https://www.haitilibre.com/article-31417-haiti-flash-premier-bilan-de-la-tempete-isaias.html>

clustered areas is only increasing. The following map, developed as part of the EVALUATION of the CREER project, shows the level of vulnerability of the project's response areas to flood events:

Map 8 | Vulnerability of the commune of Cité-Soleil to the phenomenon of flooding with a focus on the positioning of the Flamingo Canal



Box 9-

▶ **A posteriori, despite the previous hydro-climatic and meteorological considerations, the cleaning and stabilization works of the banks of the canals and their immediate surroundings were carried out between March and July 2020. That is, within a technically unsuitable time frame. This had a negative impact on the efficiency of the work (according to the testimony of the service providers). Given the complexity of the situation surrounding the implementation of this project, the project team and / or the related service provider had to choose between deferring to 2021 to possibly have the maximum expected impact, or carry out the work anyway, in order to reduce the aggressiveness of wild waters. The evaluation estimates that the actions undertaken were still able to reduce to at least 60% during 2020 the fury of wild waters (according to residents and other resource people consulted), originating from the large hydrographic basin of the metropolitan area of Port-au-Prince. Thus, given the associated vital issues, the choice to make these expenses is considered acceptable, and socially justified. The sanitation work carried out has played a positive role in reducing the epidemiological potential of the area (environmental health). On the basis of these ethical and / or humanitarian considerations, the evaluation finds that these expenses were appropriate, and therefore justified.**

2.4.1.1.2.- QE1| Quality of service expertise in the project

Analysis of the terms of reference, contracts and deliverables provided by consultants, and those of the different categories of delivery partners - in relation to the needs of the management team and the project facilitation committee shows that: *"These studies were essential to support decision-making and operational processes in the CREER project."* Consultants and operators lived up to expectations. Studies related to the field of hydrography, studies of social and environmental safeguards were very important for the project.

In addition, the socio-economic study conducted as part of the implementation of the project generated relevant information. It allowed the evaluation to understand the cross-cutting aspects, which are very important on the living environment of residents and/or beneficiaries in general. However, the data did not provide a clear identification of some of the key aspects related to the socio-economic profile of the preferred individual targets, namely, disadvantaged young men and women. Basically, some of the tools used were designed on a generic basis. Moreover, this is also due to the fragility of the socio-demographic space targeted by the study.

To get more details on some aspects, if necessary, the ILO could consider carrying out a specific audit. This analysis is limited to rather very strategic aspects, particularly in relation to the "Quality Assurance" dimension in the implementation process.

2.4.1.2.- QE1| Has the gender dimension been taken into account when allocating budget lines?

Through the generic budget of the project reference document, gender parameters and/or indicators have not been clearly explained in the budget architecture. If the evaluation considers the percentage of female participants graduating in the project, the evaluation estimates that at least 65% of the budget resources were directly invested and / or spent for this category. These aspects have been integrated and strengthened through the system of criteria established at entry, to facilitate the admission of younger female women into training programmes. In addition, the agility of the management method applied in the project has made it possible to take into account, as far as possible, the emerging concerns of women in connection with the COVID-19 pandemic.

2.4.2.- QE1| To what extent have project resources been used with other related interventions to improve project effectiveness and maximize their impact, if any?

See the following two sections.

2.4.3.- QE1| How effective was the support given to the technical team managing the project by the ILO in Geneva and the ILO Office in San José in helping to achieve the results?

The ILO was responsible for the implementation process. Depending on the nature, scope, requirements and conditions of the contract, the execution of certain works has been entrusted to local or national Service Provider Operators (OPS). The project had very little contact with Lima, a regional office. They have notably worked with the team of experts in San Jose, Costa-Rica, where all aspects of human resources and finances for Haiti are also managed.

Management arrangements have been formatted according to the realities of institutional ecology (a range of actors involved) and taking into account some worrying contextual elements. Thus, the level of strategic decision-making includes:

- a) The political arena (Governments of Haiti, notably through MAST, MENFP / INFP and MDE / SNGRS as authorized strategic and technical arms on the privileged thematic areas),
- b) The ILO Regional Office for Latin America and the Caribbean (Lima, Peru)¹²²,
- c) The ILO Office for Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Haiti, Panama and the Dominican Republic (San Jose, Costa-Rica)¹²³,
- d) The National Office of the ILO in Haiti (Port-au-Prince)¹²⁴;

The field project was facilitated or coordinated by a CTP (Senior Technical Advisor), supported by national experts. The CTP was assisted by an administrative assistant based in Port-au-Prince. The latter was in charge of the administrative and financial monitoring of the project, in consultation with the technical assistant of the project, a native of the commune of Cité-Soleil. In addition to support staff, an ILO staff communications officer was mobilized.

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

¹²² <https://www.ilo.org/americas/oficina-regional/lang--es/index.htm> (Accessed February 22, 2021)

¹²³ <https://www.ilo.org/americas/oficinas-en-la-regi%C3%B3n/lang--es/index.htm> (Accessed February 22, 2021)

¹²⁴ https://www.ilo.org/gateway/faces/home/ctryHome?locale=ES&countryCode=HTI&_adf.ctrl-state=ft5x08aca_93 (Accessed February 22, 2021)

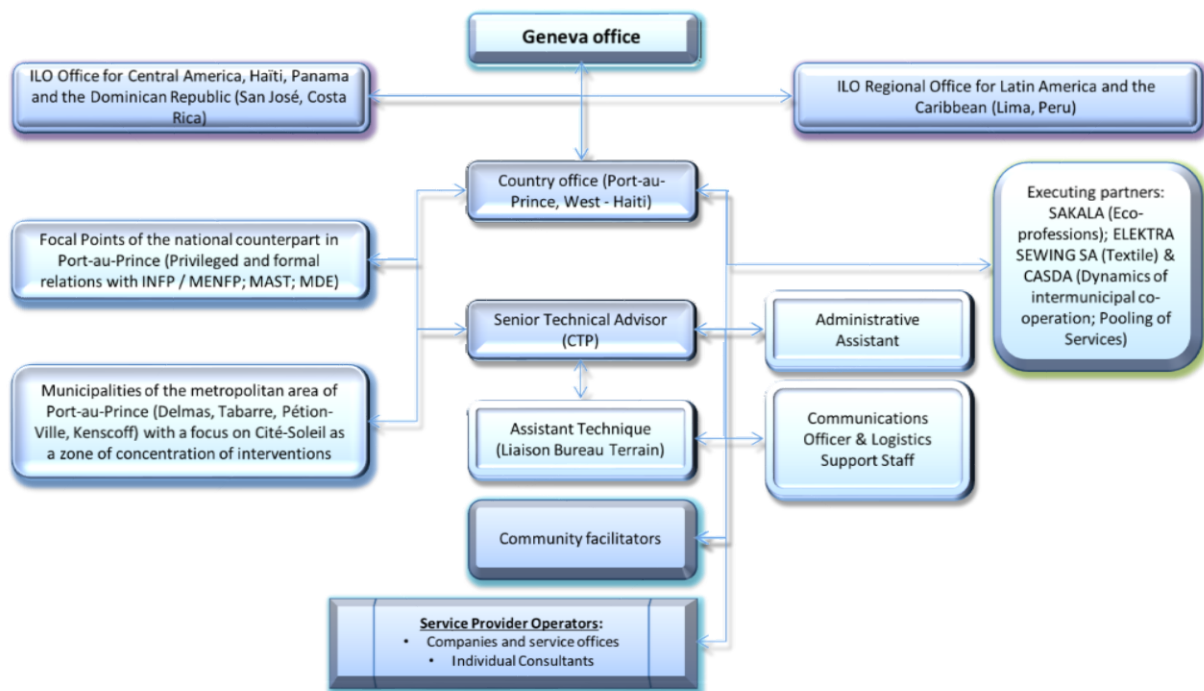


Figure 31 | configuration of the ILO's internal administrative structure in connection with the CREER Project (Illustration Yvon GUERRIER, February 2021)

The Geneva and San José teams, in particular, have played a leading role in promoting advocacy efforts for the mobilization of resources. They have also assisted in the quality assurance aspects and in the development of recovery and adaptation strategies since the emergence of the COVID-19 pandemic.

The tandem and synergistic working model developed at different levels of the ILO had enabled the project to provide relatively adaptable response elements to increasingly complex challenges.

In addition, tripartite dialogue is a concept introduced by the ILO in Haiti into business ecosystems and public governance. The national expertise available does not necessarily pragmatically master certain strategic aspects that are decisive, in relation to emerging perspectives and issues. In this sense, it is the San Jose Office that has always supported the country office and the project team and the efforts to mobilize competent resources to supervise and facilitate working sessions. Although with the pandemic and recurrent socio-political unrest, these experts had not been able to enter the country. San Jose was also tasked with sharing new benchmarks, instruments and tools related to best monitoring-assessment practices, and related to the sensitivities of the value system advocated at the ILO and/or through the United Nations System (gender, ethics, promotion of decent jobs, etc.).

2.4.4.- QE1| To what extent have the mutual benefits and synergies between participating institutions and units, with other ILO projects or other UN agencies, had an impact on improving project management capabilities?

ILO's support to the Ministry of the Environment through sectoral bodies is in fact a kind of co-financing to other complementary technical and/or financial support provided by other UN System projects and programmes such as UNDP, UNEP; and other players in international development cooperation (WEF Mechanism: Global Environment Fund; USAID, BID; World Bank; FDA (French Development Agency); Canadian cooperation; Swiss cooperation; Concern Worldwide; etc.). As such, there are projects implemented by UNDP in particular that support sectoral and cross-cutting ministries on thematic areas with direct and/or indirect connections to the ILO's CREATE project such as:

- 1) Ecosystem-Based Adaptation Project (ABE)¹²⁵;
- 2) Project to Accelerate the Implementation of the SDGs in Haiti¹²⁶;
- 3) Technical and vocational education and training support project in Haiti¹²⁷;
- 4) Project to strengthen disaster preparedness and management¹²⁸;

¹²⁵ <https://www.ht.undp.org/content/haiti/fr/home/projects/projet-d-adaptation-basee-sur-les-ecosystemes.html> (Consulted February 2, 2021)

¹²⁶ <https://www.ht.undp.org/content/haiti/fr/home/projects/Appui-a-l-acceleration-de-la-mise-en-oeuvre-des-ODD-en-Haiti.html> (Consulted February 2, 2021)

¹²⁷ <https://www.ht.undp.org/content/haiti/fr/home/projects/Support-to-Technical-and-Vocational-Education-and-Training-in-Haiti.html> (Consulted February 2, 2021)

¹²⁸ <https://www.ht.undp.org/content/haiti/fr/home/projects/projet-de-renforcement-de-la-preparation-et-de-la-gestion.html> (Consulted February 2, 2021)

- 5) Project to strengthen Haiti's solid waste management system¹²⁹;
- 6) Climate Change Risk Integration Project in Haiti's National Development Planning Processes - ANP¹³⁰;
- 7) Project to support the peaceful resolution of conflicts and the promotion of social cohesion in the city of Jeremiah through youth organizations¹³¹.

However, contrary to the requirements established through clear guidelines from the SDG Agenda (SDG 16 and 17 in particular), apart from the involvement of UNEP and UNOPS at some level, there was a sense that the reports are not sufficiently formalized and/or regular between UNS entities, agents and specialized institutions in relation to this project. From experience, this prevents them from fully understanding the susceptibilities linked to the mobilization of funds at the level of the public administration, and from not mastering the requests from the Government. Lessons learned in other projects implemented by operators from different backgrounds could also help (PADEF, Concern Worldwide, etc.).

At the local level, the CRÉER project is built by capitalizing on both local knowledge and other initiatives that have been carried out in the past through the commune of Cité-Soleil. In this sense, after holding its first two editions in Kenscoff, the Alternatiba Collective and the Francophone Action Group for the Environment (GAFE)¹³² chose Cité-Soleil as the theatre for their third edition of the Alternatiba Village¹³³, on the theme of waste management, on 08 and 09 December 2018 (see: Directory of Initiatives at Cité Soleil / David Tilus and Virginie Pochon; 2017).

2.4.5.- QE1| Is the monitoring and evaluation system/mechanism measuring the progress of project implementation in an adequate and timely manner, and are the results of the system/mechanism used by the project for decision-making and accountability? Has it incorporated changes in response to the information needs required by the new pandemic context?

The framework for the activities associated with the results in the project was defined on a fairly SMART-G (Specific, Measurable, Achievable, Realistic and Temporal/Genrée) basis. The project's targets have been very clear. Gender-based sensitivities, and, related to issues of integration and gender participation, were very well set in the conceptual and programmatic framework of the project reference document.

The architecture of the budget is well structured. At the same time, although the gender aspect has been well taken into account, the evaluation finds that the gender-specific indicators were not made explicit in the project budget.

The local facilitation committee has been active and effective, despite the extremely complex and difficult implementation environment.

The progress reports developed by the project team provided a better understanding of the project's progress; although they were not developed on a regular basis.

The project team had not developed a typical framework for service providers to develop their reports. However, technical reports from service providers have generally been developed with reference to the terms of references. Some have been too subjective. "ELETRA SEWING SA" has submitted an accurate and comprehensive report.

The greatest difficulty was certain deficits observed in the logic matrix of the project. Hence the need for the evaluator to propose a more suitable version of the logical framework.

Some shortcomings have, to some extent, been addressed by baseline studies carried out at the start of the project, with a focus on the areas of concentration of the main interventions. These relatively well-structured documents allowed the evaluation to better refine some Objectively Verifiable Indicators (OVIs).

In addition, apart from an exercise with the ILO Project Team that helped build a rough idea, it was very difficult with the other partners to assess, even in an indicative way, the (approximate) financial implications of the COVID-19 pandemic.

¹²⁹ <https://www.ht.undp.org/content/haiti/fr/home/projects/projet-de-renforcement-du-systeme-de-gestion-des-dechets-solides.html> (Consulted February 2, 2021)

¹³⁰ <https://www.ht.undp.org/content/haiti/fr/home/projects/integration-des-risques-lies-au-changement-climatique-dans-les-processus-de-planification-du-developpement-national-en-Haiti-PNA.html> (Consulted February 2, 2021)

¹³¹ <https://www.ht.undp.org/content/haiti/fr/home/projects/appui-a-la-resolution-pacifique-des-conflits-et-a-la-promotion.html> (Consulted February 2, 2021)

¹³² http://www.gafe-haiti.org/IMG/pdf/repertoire_des_initiatives_de_cite_soleil-web.pdf (Consulted January 11, 2021)

¹³³ Alternatiba is a citizens' movement for climate, environment and social justice. The movement was born in France in 2013 and now has thousands of activists all over the world. One of its main objectives is to show that solutions exist, that they are within reach and that they are waiting for us. Alternatiba wants to show these initiatives, strengthen them and develop them through Alternative Villages. The goal is to change the system, not the climate

2.5.- QE1| Impact orientation

The objective is to assess the strategic direction of the CREER project to make a significant contribution to long-term objectives. These contributions can be both positive and negative changes produced as part of the implementation process, directly or indirectly, intentionally or not.

2.5.1.- QE1| To what extent are the products developed by the project used by partners, constituents and other national partners?

This can be addressed through:

- 1) Advocacy actions that inspire and fuel strategic interventions related to capacity-building initiatives of public institutions,
- 2) direct support to business companies integrating the ecosphere of the textile sector, and also,
- 3) The installation of the micro artisanal solid waste recovery center, promoting the strategic value chain in connection with the art of waste recovery (recyclable, reusable, etc.) at the scales of the poorest neighborhoods of Cité-Soleil.

2.5.1.1.- QE1| At the level of strategic institutions

Decision-making and operational actors from various horizons (public, private companies, civil society, including university spaces were brought to interact (through workshops, and virtual working groups led by seasoned experts in the field) on issues related to the thematic field: "Pooling of municipal resources and services in the metropolitan area". These initiatives have enabled the groups involved to build together, an intelligent argument, to bring the matter to the executive and/or the next Parliament, with a view to proposing an amendment to the legal and legal framework of the SNGRS.

It should be remembered that this legal framework of the SNGRS, which is being discussed for a possible amendment, has been in fact less than three years since it was published in a presidential decree. However, stakeholders believe that many of its policy directions are inadequate and/or do not sufficiently take into account certain societal challenges and issues.

Reports from these exchange workshops clearly show that: 1) The issue of inter-communal environmental externalities in relation to poor governance of road services, 2) common inter-municipal concerns related to acute capacity and resource deficits, 3) concerns about the low level of adaptation and/or appropriation of the instruments feeding the device used to make allocations of public funds to municipalities, 4) fundamental aspects in relation to the field of corporate social responsibility (CSR) ... are estimated to be little or very poorly addressed through the current legal framework of the SNGRS. According to participants, this disjointedness prevents public action from being effective (sectoral and cross-sector public policies).

As a result of the support of this project, the town halls of the metropolitan area of Port-au-Prince, the Ministry of the Environment (MDE) and other key sectoral stakeholders, were able to gain a better understanding of the issue - which surrounds the management of solid waste in the metropolitan area of Port-au-Prince.

2.5.1.2.- QE1| At the level of the entrepreneurial ecology of the textile sector

This project has allowed companies to invest less in staff training, and to have better trained, better-supervised human resources. As a result, this has indirectly reduced the impact of the fragility of the pressure of social insecurity on businesses. The project served, to a large extent, as a relay, as a conveyor belt for certain societal demands, particularly from young people from disadvantaged neighborhoods to businesses.

In the exchanges with the young graduates, the evaluation found that they are starting to see the companies of their environment in another way. There is clearly an evolution in perception. Because, given the historical societal distancing between the socioeconomic classes of the metropolitan area (see: Systemic anchorage of forms of social exclusion), entrepreneurs were seen much more as people who settled to exploit the poorest. The latter are often seen (by young people who express feelings of revolt to their miseries) as economic predators, enemies.

At this stage, although there is not yet a reversal of this trend in the minds of young people, however, there is a certain evolution - rather in the rather positive sense among the beneficiaries. At the same time, in

general, the testimonies of representatives of textile companies are rather very favorable to young people recruited under the CREER project training programme. They are considered energetic, dynamic and highly efficient.

With this ILO framework, there is a sense that entrepreneurs want to move, albeit timidly, towards concerns related to the area of social safeguards. On the other hand, there is still a lot of ecological steps to be taken. These societal constructs that could contribute to the establishment of a model for coordinating a textile value chain based on the promotion and development of interprofessionalism require more time.

As the interventions of the ILO in Haiti are conducted within the framework of a tripartite agreement within the framework of the training program implemented by "ELEKTRA SEWING SA", it was also considered good to associate the representative of the American Federation of Labor and the Congress of Industrial Organizations (AFL-CIO)¹³⁴ in the development of a teaching unit relating to the thematic field "Haitian Labor Code and ILO Convention by Solidarity Center". This shows once again how much this sector as a whole needs very innovative interventions to respond to emerging concerns and issues, even postmodernity.

2.5.1.3.- QE1| At local and community levels

The mini-craft waste recovery and marketing center is already a very attractive and inspiring space for all categories of actors who intervene and/or visit the concentration zone of the project's interventions. The grassroots organizations in other neighborhoods, particularly women-dominated, want to benefit from this form of supervision. They believe that the framework could be expanded to improve the living conditions of residents in a sustainable way. The testimonies believe that this center could consider as a pilot, in order to study how to develop prototypes better suited to the contexts of the area. They say it is part of micro-infrastructure that can help communities become resilient. In this same context, it is also important to mention the community gardens installed, using agroecological practices, in the environment of the banks of the Flamingo canal.

The waste traps installed on the Flamingo Canal are also very inspiring for local authorities and some operators who are thinking about the issue of municipal waste. Some premises have already organized themselves to regularly collect the waste retained by the traps for the purpose of transformation into marketable objects.

2.5.2.- QE1| What are the impacts of the project (both intentional and unintentional, and both positive and negative) or the changes made by the project, at the political level, at the institutional level, at the village level and at the ultimate beneficiaries? To what extent has the project changed the lives of men and women in target communities? What is the evidence?

For a project of this nature and in this context, executed in record time and interspersed, it is very difficult to talk about impact analysis so early. It is relatively more sustained (conceptually) to look at the effects and, to some extent, the first fallout.

2.5.2.1.- QE1| First spin-offs on institutional and operational dynamics

The impact on the operating framework of the institutions is elucidated in previous paragraphs (see Ministry of the Environment, Town Halls, SNGRS, etc.). In addition, we could argue that despite the continuing instability in the governance of Haiti's public institutions, the image of the INFP and the MAST is relatively better appreciated. Moreover, this project is not only an offshoot of key public and private actors, but also and above all, it is very aligned with the government's roadmap (see: Implications on strategic sectoral public policies related to thematic areas of social promotion, job creation for young people, targeted green sectors, etc.).

The socio-demographic anchorage of national service providers and delivery partners is strengthened (SAKALA in particular). Beyond these aspects, it is important to point out a rather important but immature added value, namely: "The bridges of functional synergies, woven between the town halls to reach consensus on substantive problems; although in a worrying context, because the current municipal

¹³⁴ As a vision and / or policy claimed by this united structure, the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) works with the goal of improving the lives of workers. It is a democratic and voluntary structure of 55 national and international unions representing 12.5 million workers. It strives to ensure that all workers are treated fairly, with decent wages and benefits, secure jobs, dignity and equal opportunity. She helped people learn valuable skills and prepare for employment in the 21st century economy. In fact, it operates the largest training network outside of the US military. Its work is rooted in ensuring that everyone who works for a living has a salary and benefits and the ability to retire with dignity. It works to advance legislation to create good jobs by investing taxpayer dollars in schools, roads, bridges, ports and airports, and improving the lives of workers through education, vocational training and a viable minimum wage. As a result, it advocates strengthening social security and private pensions, ensuring fair tax policies and making affordable, high-quality health care available to all. It is struggling to keep good jobs, reforming trade rules, reindustrializing the US economy and protecting workers in the global economy. It holds companies to account for their actions. In doing so, it helps create safe and fair workplaces and gives workers a collective voice to fight injustices in the workplace without fear of reprisal. It fights for social and economic justice and strives to overcome oppression in all its forms. (<https://aflcio.org/about-us>; Accessed January 23, 2021)

authorities are executive interim agents appointed by presidential decree¹³⁵; are not elected (a certain lack of legitimacy)."

The need to find, formalize and/or institutionalize a consensus on the need for an Intercommunal Fund has been recognized by all stakeholders. It was based primarily on the role, responsibility and low operational and financial capacity of the respective municipalities, in relation to the scale of the solid waste management problem in particular. Also, the issue of environmental externalities was raised from a cross-municipal angle, highlighting the inadequacies and negative consequences of one municipality's waste management system over another (see: Cité Soleil, victim of lack of responsibility for other adjacent and/or riverside municipalities). Hence a common understanding of the urgent need: 1) to rehabilitate the Truitier Public Landfill site, and to modernize its operation, 2) the possibility of considering the pooling of certain services in relation to the common problems facing all municipalities, particularly in terms of waste management in a rather comprehensive manner.

2.5.2.2.- QE1/ First spin-offs on neighborhoods that integrate the areas of concentration and influence of the project

The following spin-offs were identified by the evaluation:

- Through this project, about 150 households were able to find ways to get through the economic wedding period caused by the pandemic, and the impact of the "Country-Lock" movement;
- At least 45% of young graduates who already have a conjugal relationship and have between 2 and 7 dependents were able to find a job;
- In general, residents of the Flamingo Canal area, in particular, have a different perception of how to exploit and live in the environment, and thus have a better understanding of related concerns about environmental health, community resilience and waste-based green economy;
- About 65% of young graduates are placed in a company, where they can now expect, at the end of each month or every two weeks, a minimum income, in order to meet the minimum food security needs of some families who were experiencing a critical food vulnerability situation before;
- A certain development, in the right direction, in the perception of beneficiaries (or even residents) of businesses (job providers) in their community.

In retrospect, with the exception of direct beneficiaries who initially had no income-generating activities, with or without the phenomenon of the devaluation of the U.S. dollar in favor of the local currency (gourd), the monthly income of the categories of beneficiaries who practiced well before the project, has increased. This situation can be continued if there is not in the future, with the socio-political instability, an opposite movement (conceivable) in the exchange rates.

Analysis of the data shows that there is a lower percentage of individuals in the lowest income bracket currently in January 2021 (at the time of evaluation) compared to August 2019 (at the start of the project). Based on additional qualitative data, the evaluation could interpret it in about 63% of cases as a positive impact for the project. The rest is due to other factors.

Moreover, in theory (classical analysis), approximate monthly incomes had to be weighted with periodic inflation rates to generate a real income value of the beneficiaries of the CREER Project.

Indeed, the Haitian Institute of Computer Science and Computer Science of Haiti (IHSI) is the public body responsible for this area of expertise. It produces, albeit very irregularly, statistics on the rate of inflation. According to IHSI reports (cited by the Bank of the Republic of Haiti: BRH)¹³⁶, the inflation rate is 19.5% in August 2019 and 19.2% December¹³⁷ 2020. On the other hand, in reality and/or the reflex of all Haitian economic agents (retailers, intermediaries and businesses, rural and urban, end consumers), commercial transactions and/or the economy are rather reflected in U.S. dollars. The U.S. dollar is, in fact, considered the most stable benchmark at space-time scales. Note that Haiti is a hyper-open and dollarized economy. The COVID-19 pandemic has many negative implications for the functioning of domestic and international transactions and/or markets. Hence our choice to turn the monthly income obtained by beneficiaries into US dollars, considering the conversion rate (HTG /USD)¹³⁸ for each of the¹³⁹ targeted periods in this

¹³⁵ <https://lenouvelliste.com/article/218352/la-presidence-prend-le-controle-des-mairies> (Accessed February 5, 2021)

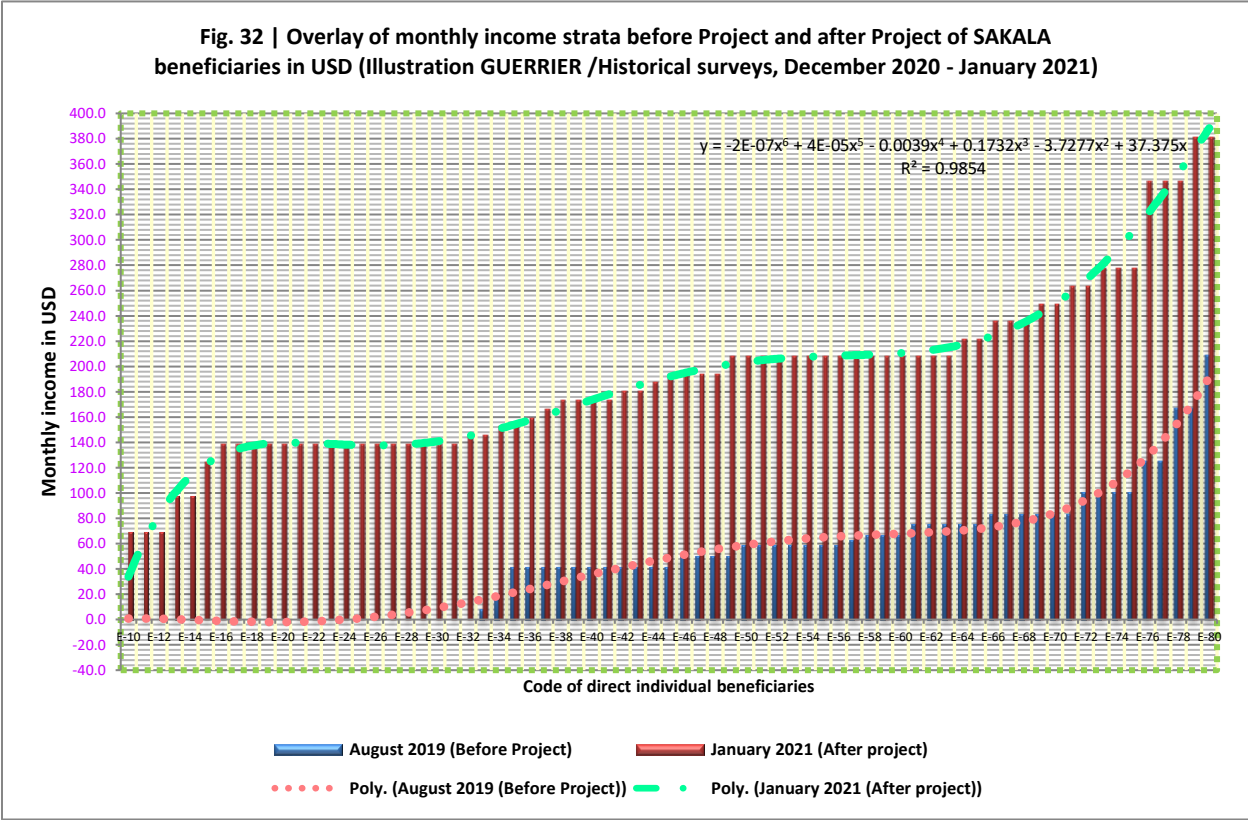
¹³⁶ <https://www.brh.ht/wp-content/uploads/inflat0819.htm> (Accessed February 2, 2021)

¹³⁷ <https://www.brh.ht/variation-de-lindice-des-prix-a-la-consommation-par-groupe-de-depenses-decembre-2020/> (Accessed February 2, 2021)

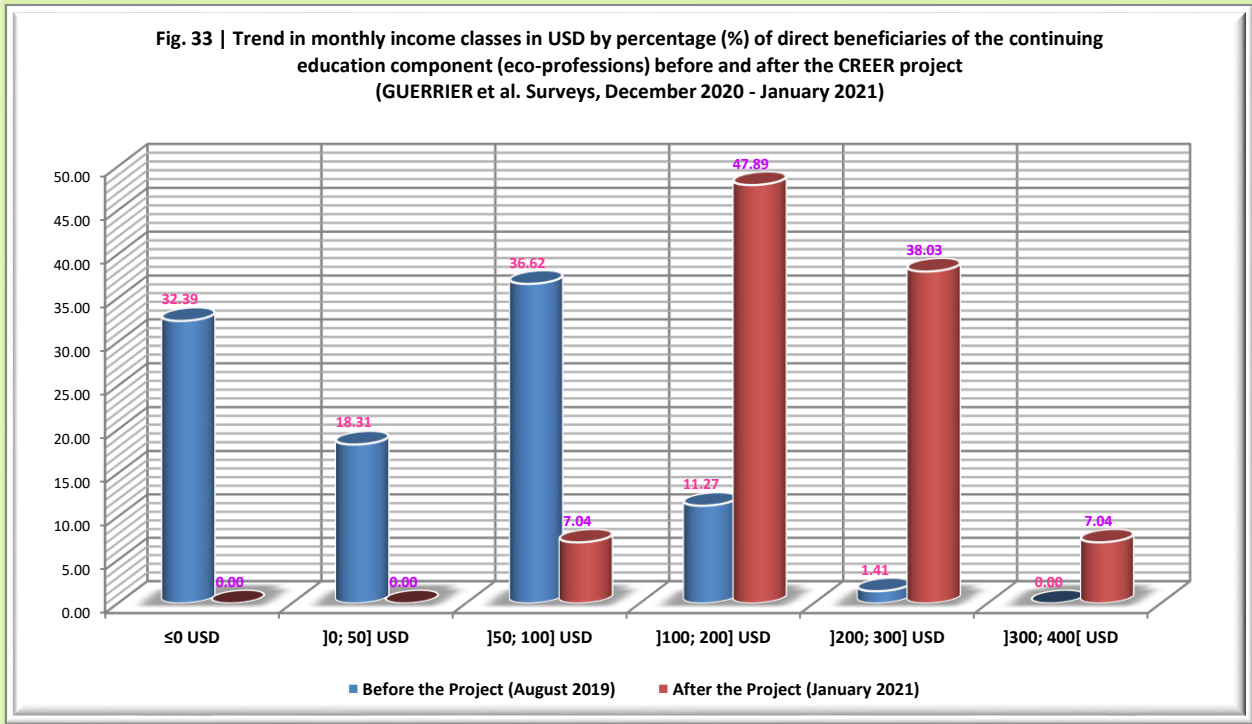
¹³⁸ <https://www.brh.ht/politique-monetaire/evolution-du-taux-de-change/>: Average rate in August = 119.6734 (<https://www.brh.ht/wp-content/uploads/1920.pdf>) & Average Rate in January = 72.1778 (<https://www.brh.ht/wp-content/uploads/2021.pdf>) (Accessed February 2, 2021)

¹³⁹ <https://www.brh.ht/politique-monetaire/evolution-du-taux-de-change/>: Average rate in August - 119.6734 (<https://www.brh.ht/wp-content/uploads/1920.pdf>) - Average rate in January - 72.1778 (<https://www.brh.ht/wp-content/uploads/2021.pdf>) (Consulted February 2, 2021)

analysis (see August 2019 and January 2020, for practical reasons). On this basis, the following graph compares the situation of learners (surveyed) by superimposing monthly income strata from August 2019 (Before the Project) on those obtained in January 2021 (After the Project) in USD, for the individual direct beneficiaries of SAKALA surveyed:

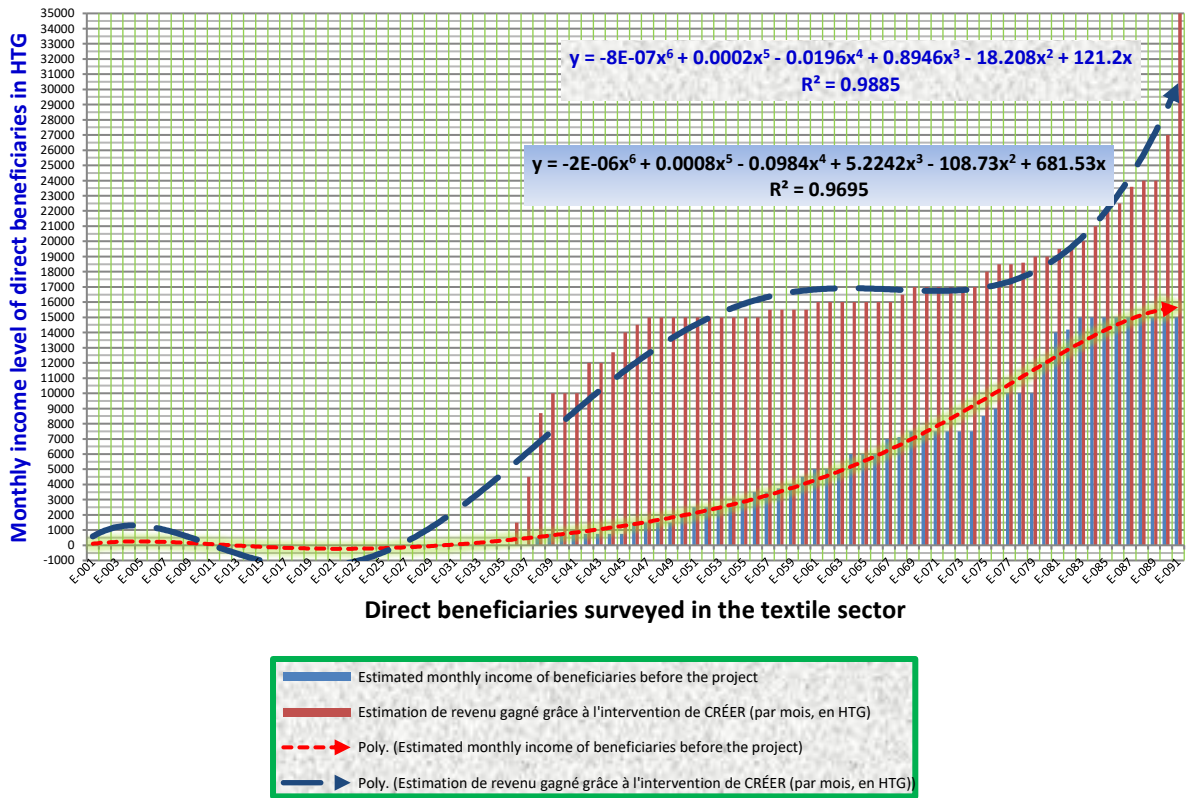


In addition to the previous graph, the following figure shows the trend of the monthly income classes changing in USD per percentage (%) direct beneficiaries of the continuing education (eco-professions) component before and after the CREER project:



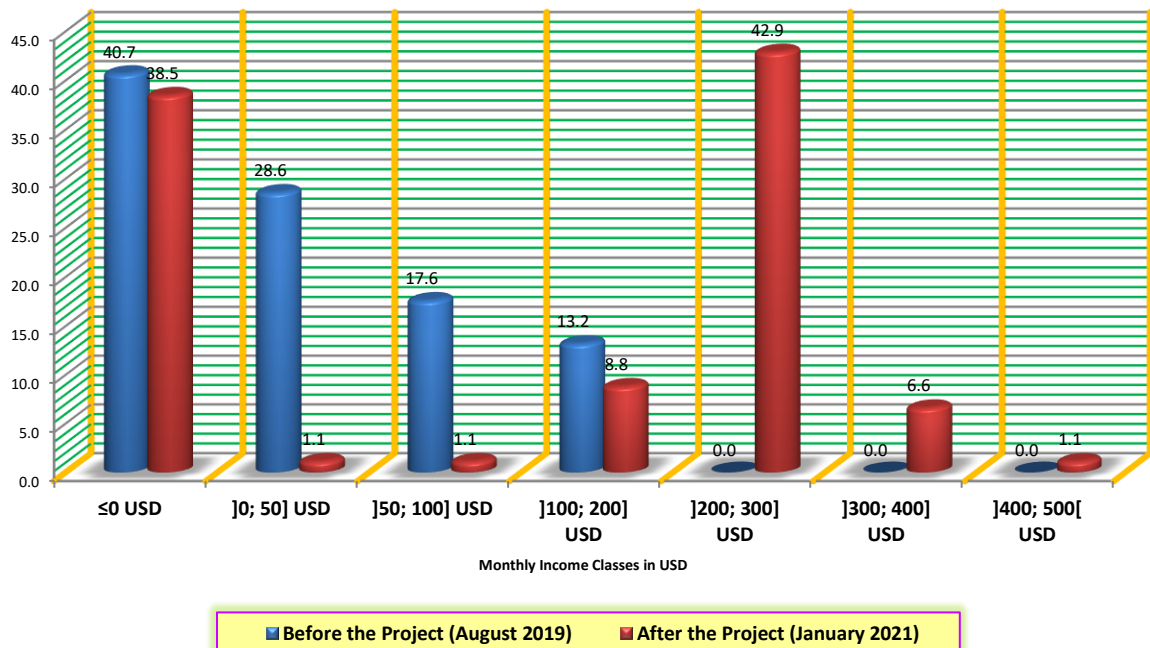
The following graph compares the situation of learners (surveyed) by superimposing monthly income strata from August 2019 (Before the Project) to those obtained in January 2021 (After the Project) in USD, for the direct individual beneficiaries of 'ELEKTRA SEWING SA' (Textile) surveyed:

Fig. 34 | Trend in distribution and stratification of monthly income earned by beneficiaries (Textile / ELEKTRA) - before the arrival of the Project in HTG (Historical Surveys Yvon GUERRIER et al, December 2020 - January 2021)



In addition to the previous graph, the following figure shows the trend of the monthly income classes changing in USD per percentage (%) direct beneficiaries of the textile component (ALEKTRA) before and after the CREER project:

Fig. 35 | Trend in monthly income classes in USD by percentage (%) of direct beneficiaries of the textile component (ELEKTRA) before and after the project (Historical Surveys Yvon GUERRIER et al., December 2020 - January 2021)



In all scenarios (evolution of the average rate of the national reference currency and in relation to inflation rates; socio-political disorders; ...), the graphs confirm that there is a fairly significant level of improvement

in income by comparing their status before and after training. However, for about 60% of beneficiaries, given their level of financial responsibility (number of dependents ranging from 2 to 7), it is conceivable that "**a recipient who has graduated from the program and who has been able to access a job quickly develops a certain level of dissatisfaction** over time". This can be encountered especially in the case of a large household or family.

2.5.3.- QE1| To what extent is there an impact (or is there a promising perspective) on scaling up the transition model and the eco-professions creation model?

The success of eco-professions is reminiscent of growing concerns about our economic model that consumes natural resources at a rate incompatible with their renewal. The need to change our productive models is gaining a chord, as is the attention that will have to be paid to transitions in a socially responsible way¹⁴⁰. Thus, the green economy, initially limited to issues of climate change and carbon dioxide emissions, now covers all environmental challenges in the context of the area of intervention, even in Haiti or the region.

The progress in the project can be appreciated through:

- ▶ The development of the creative spirit among young people through certain training modules developed at SAKALA, focusing in particular on the potential of the green and blue economy; with concrete examples of the context of their area;
- ▶ The mini artisanal center for the recovery, recovery and marketing of solid waste;
- ▶ Developments in the conditionalities of preferential markets that develop inclinations for green employability (niche markets);
- ▶ The importance of recovery waste in the area;
- ▶ Villagers' enthusiasm for undertaking responsible agroecological practices at the level of the urban ecosystem and satellite cities;
- ▶ The integration of green economy-related training streams into the INFP's strategic plan and the new secondary programme;
- ▶ The interests expressed by many female-dominated community organizations encountered, in the context of the evaluation, to find operators who can supervise them in the development of agro-environmental sectors based on the principles of the solidarity and eco-responsible economy.

Moreover, eco-professions are seen in sectoral and cross-sector public policy documents (MDE, MPCE, MARNDR, etc.) as a response to the multiple crises facing the world today: climate, food, financial, economic crises. They are seen as an alternative paradigm that offers a promise of economic growth and job creation, while protecting ecosystems and contributing to poverty reduction, through the achievement of sustainable long-term development and the promotion of decent work (Haiti Strategic Development Plan, Tome 2)¹⁴¹. The actions of the project are very inspiring (eco-professions based on the waste economy). Residents of Cité-Soleil now see waste differently. If before, they considered them quite simply bulky, reservoirs of pathogenic germs, with the promotion of certain initiatives in this project in particular, their perceptions are changing significantly. It remains for politicians to develop responsible action and recovery plans, focusing on options related to the economy, and therefore to green employability. Moreover, the existing potential in the project neighborhoods is enormous. However, it will be necessary to carry out very specific and in-depth studies on the theme in order to tackle it properly.

2.6.- QE1| Sustainability in the CREER project

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

¹⁴⁰ <https://www.cairn.info/revue-ecologie-et-politique1-2015-1-page-83.htm> (Accessed February 2, 2021)

¹⁴¹

http://www.undp.org/content/dam/haiti/docs/Gouvernance%20d%C3%A9mocratique%20et%20etat%20de%20droit/UNDP_HT_PLAN%20STRAT%C3%89GIQUE%20de%20developpement%20Haiti_tome2.pdf (Accessed January 20, 2021)

2.6.1.- QE1| To what extent have the relevant government institutions at the national, municipal and community level institutionalized strategies, policies, mechanisms and capacities to increase employment opportunities for young people and women?

At the start of the project, structuring and promising initiatives were initiated between the project team and key players. With the context of the COVID-19 pandemic, recurrent and frequent socio-political unrest, frequent changes in strategic personnel in government (at least four changes of minister, director general, technical director, in key sectoral departments, in less than two years), it has been difficult, if not unrealistic, to pursue structuring aspects. For example, on January 26, 2021, the Minister of Social Affairs and Labor had just been dismissed¹⁴². Promoting these strategic aspects, which are cross-generational, requires a minimum of stability to ensure continuity in good deeds. Moreover, it is a process of co-construction with key actors and sectors of national life.

2.6.2.- QE1| To what extent are the results of interventions (particularly on institutional capacity building) likely to be sustainable and can be maintained or even increased and replicated by partners after the end of the project?

2.6.3.- QE1| What activities, capabilities, products and tools supported by the project have been supported and institutionalized by external partner organizations?

2.6.4.- QE1| What steps have been taken to ensure the sustainability of the results in light of the potential negative impact of COVID-19?

In principle, some follow-up, in support of the direct individual beneficiaries of training programmes, should be provided by SAKALA and ELEKTRA SEWING SA. In relation to the remediation works, it is usually the town hall that is in charge; despite its huge deficits in human, material and financial capacity.

The local facilitation committee was above all a structure set up in the context of the project. Thus, the evaluation concludes that there is no guarantee that it will last to appropriate the legacies of the CREER project. Moreover, this aspect was not raised in the functions established for this committee. However, this structure was very helpful. In case the ILO wishes to make other interventions in the area, it is strongly advised not only to think of capitalizing on these experiences, but also and above all to consider the major part of the stakeholders. The configuration of this committee, the level of credibility of the members and / or the profile of the institutions or grassroots organizations that are part of it were decisive in the success of the project; despite the major constraints and the delicacy of certain sensitive aspects that emerged in the project.

Using forward-looking analysis tools, in-depth reflections on the future of the CREER project's achievements or achievements lead us to establish three scenarios. The likelihood of these projections are based on considerations, including: (1) the effectiveness and sustainability of interventions or achievements, (2) the level of commitment of sector ministries (Ministry of The Environment (through the SNGRS and the Directorate of life and sanitation framework); Ministry of Public Works and Telecommunications (through the CNE in particular), INFP-MENFP and/or other sectoral public operators), including the responsibility of the municipal administrations involved; (3) The level of maturity and capacity of young graduates (beneficiaries of CREER training programmes), (4) the prospects related to COVID-19 in the country, (5) the occurrence of climatic and/or hydrometeorological hazards and (6) socio-political, socio-economic and social peace perspectives. On this basis, the evaluation arrived at the establishment of the following three (3) scenarios:

Scenario 1: *Immobility*

- A rather rapid departure from the ILO in a context of exaggeration of the socio-political crisis and the pandemic of COVID-19, with the possibility of a resurgence of cholera cases (given the favorable conditions of the environmental health of the commune of Cité-Soleil), in a situation of complex and increasingly aggravating socio-economic crisis;
- Socio-political actors fail to transcend to achieve a minimum of functional consensus around pressing societal concerns (Food Insecurity; Renewing political staff; Phenomenon of insecurity and cases of abductions; Unfavorable hydrometeorological and climatic outlooks; Investments and social and economic promotion; Disarticulation and feverishness of the public health system; Living environment and sanitation, Education and jobs; VGB; ...).

¹⁴² <http://haiti24.net/la-ministre-nicole-yolette-altidor-renvoyee-du-gouvernement/> (Accessed February 3, 2021)

- There is a risk that young graduates of the Project, hired by SONAPI companies, will lose their jobs because of the climate of countries unfavorable to the company and/or the continuation of economic activities.
- The positioning of the mini recovery center could prevent it from functioning, due to intense armed conflicts between gangs and some rival neighborhoods. Given this alarming prospects, humanitarian agencies and/or operators should have substantial human and financial resources to avoid chaos. Structural development initiatives will have a hard time settling down.

This bleak picture risks plunging the country into more difficult situations than the "Country-Lock» period. This alarming situation can lead to a situation of near-general immobility of the state apparatus.

Scenario 2: Risky Survival Tracking Strategy

- Disputed, from the outset, and/or fraudulent elections allow for the renewal of political staff, and the government makes a plea to the ILO and other strategic partners to co-finance the continuity of the CREER project, keeping the current theory of change, and extending the scale of intervention of the training programme and other allied components to several municipalities in the metropolitan area; conflicts between neighborhoods are not fully resolved; therefore, in a mixed global security climate.
- Among other things, the socio-economic worsening and the health crisis, could lead to a very high rate of wastage in training programs, and delayed the establishment process favorable to social dialogue efforts for the pooling of certain public services allied to environmental health, and, favorable to the promotion of the economy and eco-professions.
- Since the country environment does not facilitate new foreign direct investment (and nationals invest very little), the market in relation to the fast-growing sectors of employment (textile, etc.) would quickly saturate. This situation could be amplified by cases of mass relocation of some companies to the Dominican Republic (in particular), due to the socio-political instability and insecurity that persist and weaken the business climate too much.
- New graduates can form a common front with those of the previous cohort not yet hired to unleash intractable hostilities; involved in situations of misery that plague and make households with precarious socioeconomic conditions more vulnerable. Moreover, by systematizing experience, the State only rarely respects its commitments in these types of structuring, even innovative, programs.
- The project team will have to adapt, as far as possible (see: Request for objection from ILO regional offices), with new pressures and/or directions from an unstable, piecemeal public governance model.

This can lead to exaggerated deviations in the project, resulting in premature closure with poor results, tarnishing the ILO's image and/or reputation in the eyes of communities.

Scenario 3: Sustainability and Resilience Recovery Prospects

- A serene consensus is reached between political actors, facilitates elections and the gradual return of a climate of security and stability in public governance, and control of territories; while the development of relatively adapted social programmes promotes improved living conditions in the country, particularly in slums;
- The return of serenity in people's minds, the lasting appeasement of the suffering of the most vulnerable groups, facilitate actions to promote and implement social dialogue;
- The development of synergies between strategic institutions, actors and key sectors of civil society, the normal resumption of traditional economic activities and advocacy efforts to increase foreign direct investment in the promising sectors, with sustained support from the ILO;
- Major societal concerns may gradually and prioritize relatively adaptable responses. The resumption of exchanges with financiers, capitalizing on the achievements of the CREER project, can lead to the co-financing of a multi-national macro-program, over a period of at least four (4) years, which links the "green economy; Corporate Social Responsibility (CSR); Transgenerational descent employability; promoting eco-taxation for the creation of sustainable jobs; research perspectives linking strategic value chains, social promotion and eco-professions; educational and professional policies in relation to the ILO's mandate; ...).

With the new constructions, relatively solid, between the key players, the creation of a working agenda on a medium-term programmatic framework (at least) can facilitate the development of synergies gateways, reinforced by the promotion of the working culture together to produce, together, efficient and responsible results. To do this, the SNU's specialized entities, agencies and institutions need to strengthen their links at different levels to have better added value in relation to their respective mandates, all interconnected through the SDG Agenda perspectives. This model of example would encourage Haitian institutions to become strong and more accountable, in the management of scarce public resources, and those allocated by transnational mechanisms of sustainable development cooperation.

2.8.- Good Practices (GP-i) and Lessons Learned (L-i)

As part of the final evaluation of the CREER project, the evaluation identified many very important aspects to report as lessons learned and good practices. They appeared throughout the development of the report. However, to remain pragmatic, the evaluation has chosen to prioritize certain very relevant aspects with regard to: 1) the initial effects of the project (the immediate effects and the first impacts) and, 2) certain discriminating parameters to be taken into account to guarantee consolidation achievements and where the sustainability of good practices, in particular by capitalizing on the lessons learned and the good practices (see: **Annex XV and XXI for more details**).

Regarding good practices (GP) 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.*

Many young people, of both sexes (young girls in particular), testify to having changed their perception of life and their future, with regard to the ways of thinking that animated them, invaded them before being integrated into a training program. Dreams and hopes are being restored. Although sometimes impatient, discouraged, the speeches would be more constructive, report several elderly people in improvised focus groups. They wish to win, to succeed in their life with dignity.

- ▶ **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.*

With the establishment of the mini recycling and waste recovery center of the Flamingo canal, their perceptions are changing significantly. It remains for politicians to develop appropriate action and valuation plans, focusing on options related to green employability. The existing potential in the project districts is enormous. In addition, it will be necessary to carry out very specific studies to better understand the potentialities and the means to exploit them, with a view to the fight against extreme poverty and extreme poverty.

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.*

In the event that this structure is completely dismantled or discarded after the closure of the project, it will be very difficult for the ILO to establish functional and effective links with fragile neighborhoods (armed struggles between gangs or rival neighborhoods). In the exit strategy, it is necessary to find an adaptable formula to facilitate the implementation of the recommendations of the final and independent evaluation of the said 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*

If one looks at the description of the profile of direct beneficiaries in a project like that of FOPRODER¹⁴³ (recently implemented by ILO in the southern peninsula of Haiti (2017-2020)), it presents similarities both conceptually and in terms of theory of change with the CREER project.

¹⁴³ <https://www.ilo.org/ievaldiscovery/#bn6f716> (Accessed February 23, 2021)

Despite the fact that the beneficiaries of FOPRODER have experienced terribly devastating natural disasters in the last five (5) years, one can conclude without ambiguity that: "The socio-economic situation, the living environment of 85% of the young direct beneficiaries of FOPRODER would be, at least, three (3) times better than those of the Project of CREER in Cité-Soleil ». Contrary to a reality observed through the results of the evaluation of FOPRODER, with some rare exceptions, the evaluation has not observed among the beneficiaries a significant number of young people who try to develop private initiatives and to at least try to develop their potential. The mixed satisfactions were noted especially among young people who are on a waiting list, who hope, as soon as possible, to get a job, in order to financially help their families who expect a lot of them. They are extremely impatient, and sometimes very worried, to be witnessing the closure of the project. The Haitian Creole expression very often used by this category of young people to express their feelings of frustration and / or discontent and especially concern is: "*Nou prèske dòm deyò!*" "; this one which could be translated goes: "The table may be cleared before being invited."

Main conclusions

Because of all of the above, the evaluation concludes that:

- i. The theory of change developed by the project remains relevant based fundamentally on the way in which the CREER project approaches the complex problematic in relation to:
 - a. Biophysical parameters unfavorable to waste management (ecogeographic situation of the municipality of Cité-Soleil in the large hydrological basin of the Metropolitan Region of Port-au-Prince;
 - b. The worsening socioeconomic difficulties of households, which situation reflects and negatively impacts the living conditions of several thousand young people without jobs and without a future in Cité-Soleil;
 - c. The exposure of young people (men and women) aged 15 to over 35 years in the grip of juvenile delinquency (specter of multifaceted violence and of varied nature) and to the possibility of integration into armed gangs;
 - d. The alarming process of degradation of the biophysical environment and environmental health; linked to poor governance of territories and resources (potentialities, opportunities and capacities);
 - e. The glaring deficits in managerial and operational capacity of the municipal administration; combined with the unsuitability and / or inefficiency of the current model of allocation of public resources (central authorities) to local communities;
 - f. Conflicts of roles and responsibilities existing in the legal and institutional framework governing the functioning and operations of the SNGRS and the maries in general;
 - g. The absence of a working culture in synergy among the municipalities of the metropolitan area, although the latter very often share common problems; and whose effective means of resolution cannot come in the culture of working in silos;

By focusing on the gradual improvement of economic opportunities and prospects focused on promising value chains - related to environmental health, and, by raising (indirectly) a feeling of injustice in the allocation of public resources, and the grievances of the most vulnerable communities, the CREER Project aims to consolidate peace, and increase the resilience of the districts of Cité-Soleil in the face of to future shocks. Although, given the scale of the problem, the evaluation finds that for a project lasting only one year, with such limited financial resources, expectations have been overestimated. Some goals are a bit too ambitious¹⁴⁴ at this point.

- ii. The conceptual and operational framework of the project is very consistent with the context. The different levels of analysis show that the conceptual and programmatic framework of this project is perfectly aligned, among others, with:
 1. The priorities expressed by the Haitian Government in the Haitian Strategic Development Plan (PSDH, Volume 2)¹⁴⁵, particularly in the areas of development, employment policy and social protection of Haiti;
 2. Applicable sectoral and cross-sectoral public policies;
 3. The priorities of the Decent Work Country Program (DWCP)¹⁴⁶ 2015-2020;
 4. The vision expressed in the “United Nations Framework Document for Sustainable Development (UNDAF)¹⁴⁷ for Haiti (2017-2021)”, including regional, international and transnational instruments, agreements, conventions and declarations of principles relating to themes claimed by the CREER project relating to the SDG Agenda ”.

¹⁴⁴ The ILO Office in Haiti made a structuring plea to obtain a 2nd phase for this project. A project document had also initially been approved for a second RBSA (Regular Budget Supplementary Account of ILO) funding by both the DWCT Directorate in Costa Rica and the Regional Director in Peru. But in the end, this decision was not made.

¹⁴⁵ The proposed territorial, economic, social and institutional choices are aimed at: »structuring the territory into regional and local development poles, making it possible to better distribute development efforts and opportunities throughout the territory and to better manage it; "The creation of conditions conducive to private investment and job creation as well as social engagement by rapidly improving the business, justice and security environment; »Rapid response to basic social needs and protection of the last major groups constituting the national, natural and cultural heritage; and "the rapid and targeted improvement of governance at all territorial levels and, in particular, the deconcentration of public administration, decentralization and the increased involvement of civil society in development. (http://www.undp.org/content/dam/haiti/docs/Gouvernance%20d%C3%A9mocratique%20et%20etat%20de%20droit/UNDP_HT_PLAN%20STRAT%C3%89GIQUE%20de%20developpement%20Haiti_tome2.pdf ; Accessed January 10, 2021)

¹⁴⁶ [Result 2.1: The country, with the support of the ILO, has adopted a national policy for productive and sustainable employment that meets the requirements of decent work, taking into account the gender perspective, contributing in particular to the gradual transition from the informal economy to the formal economy in urban and rural areas, taking into account the situation of men and women in the workplace]

¹⁴⁷ It aims to strengthen governance by the adoption by the government and the social partners of policies capable of generating decent jobs and ensuring an inclusive distribution of existing resources on the national territory, for a substantial improvement in the living conditions of the haitian population.

- iii. The implementation of the CREER Project has reached a satisfactory level of efficiency. At least 70% of the performance deficits identified are linked to a complex, complicated, difficult and very risky execution context. The choice of SAKALA and ELEKTRA SEWING played a strategic and decisive role. For its part, the certain and indisputable expertise of ELEKTRA SEWING in the field of textiles, combined above all with its ability to influence the entrepreneurial ecology of decision-makers and promoters of factories operating in the textile sector, played a huge role in the project's favor ; despite the difficult situations that emerged along the way.

- iv. Despite deficits, the implementation of the CREER project has reached a satisfactory level of performance. A posteriori, the statistics confirm that there is a fairly significant level of improvement in income, comparing their status before and after training. At the same time, for around 60% of beneficiaries, given their level of financial responsibility (number of dependents varying from 2 to 7), it is conceivable that “A beneficiary who has graduated from the program and who has been able to quickly access a job will develop over time a certain level of dissatisfaction”. This situation can be encountered especially in the case of a household or a large family, where the beneficiary's salary constitutes the only hope and / or the only source of income for the whole. However, according to the members of the local implementation committee, during the start-up phase (notably through social mobilization actions), among others, the socioeconomic characteristics of the young targeted beneficiaries were clarified for the whole. Individual, organizational and institutional stakeholders. The project was not designed to meet the requirements of the category of young beneficiaries with more than 2 children in charge. In addition, approximately 60% of the expenditure of the total amount allocated to the project is directly committed, or even invested, with regard to the mini artisanal art center for waste recovery installed, and the training components for young people) in the districts of Cité- Sun. Consequently, despite the many and varied constraints encountered during its course, the project was able to reconcile, as far as possible, allowances linked to the environmental health component (living environment and sanitation) and to that linked to socio-social needs economic opportunities for young people, at certain crucial times, when local authorities are unable to support them.

Recommendations

The recommendations take into account the observations, supplemented by the main concerns expressed by the privileged targets of the CREER project, namely: 1) capacity building of institutions and sectoral organizations, 2) young people of both sexes from disadvantaged neighborhoods, characterized through situations of armed conflict and multifaceted violence and, 3) bridges of functional synergies to be established between development operators.

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",...)¹⁴⁸*

The interests and motivations for entities from various backgrounds to work together on structuring and transgenerational subjects necessarily require a better understanding of the state of relations between the different categories of actors, and the best formula to recommend for that traditionally hyper-influential actors do not knowingly steer the process towards a do-it-yourself scenario.

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 a monitoring committee ex post*

The local facilitation committee was above all a structure set up in the context of the project. Thus, the evaluation cannot conclude on the guarantee that it will last to appropriate the legacies of the CREER project. This approach will facilitate a better appropriation of the achievements of the project by the community.

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 advantages and / or socio-economic benefits of a project*

To better satisfy certain very specific categories, by granting, as far as possible, certain differentiated advantages (in particular to young mothers) drawing on lessons learned from this evaluation. Besides, the salary structure of young CREER graduates is not made to face poverty in the case of large families. It is therefore necessary to analyze the role and the financial and / or economic responsibilities of the beneficiary in the household in which s/he evolves. In addition, an effort should be made, from the process of formulating a project or program, to better involve people with reduced mobility and people with disabilities.

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).*

This strategy would make it possible, among other things, to better value their skills and develop more self-esteem; and suddenly influence other young people who would have similar dreams, even attracted by the magnitude of these events.

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 (thesis students, PhD students, etc.) to produce theses on 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)*

The thematic fields to be favored would be in particular:

¹⁴⁸ Tripartite plus: That is, the participants in the national tripartite social dialogue are the representatives of the government and the social partners. The term "tripartite plus" refers to situations where traditional tripartite partners choose to engage in dialogue with other civil society groups in order to gain a broader perspective and achieve consensus on issues related to the world of society job. <http://courses.itcilo.org/A157612/lectures/qu2019est-ce-que-le-tripartisme-et-le-dialogue-social> (Accessed December 10, 2020)

- a) Agri-environmental value chains and youth employability;
- b) Innovation in public services, green economy and job creation opportunities;
- c) Interprofessional and decent jobs;
- d) Potentials and constraints for the development of eco-professions;
- e) Transnational needs and potentials of the green economy in Haiti;
- f) Capitalization and systematization of information on the sources of creation of eco-professions;
- g) Gender and inclusion in professional and commercial spaces in Haiti.

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 oriented towards the development of a quality label, focused on terroir characteristics (Development of quality standards (see development of a Geographical Indications (GI)¹⁴⁹)*

These investments require many changes in the reports and ways of doing things. Thus, it would be desirable for SAKALA to develop strategic partnerships with regional universities which have certain and practical expertise in this field. The establishment of a certification for fields studied at Cité-Soleil could represent (to a certain extent), an interesting project for the different categories of stakeholders. But, this dynamic must be established on the basis of a participatory and empowered approach. Stakeholders should be encouraged to rethink the a way of coordinating the sectors, with a view to avoiding imbalances and creating more synergies. The increased and empowered involvement of producers can facilitate the expansion of these sectors while strengthening local roots and thereby facilitate a significant reduction in the negative externalities of poor production, marketing and consumption practices on ecosystems. This requires more sustained support; inspired by points of weakness identified in the enabling environment and at the microenterprise level. This depends above all on a chain of responsibilities shared at several levels:

- a) the responsibility of producers first, in their capacity for collective organization and control over their economic choices;
- b) the responsibility of industry players (wholesalers, processors, distributors), in their collaborative or competitive strategies;
- c) the responsibility of the public authorities, in their desire to prepare for the future of the sectors, their outlets and their regulation beyond private interests;
- d) finally the responsibility of consumers (national and external), who drive the demand for eco-responsible products and who, for those most involved among them, participate in the creation of new outlets and distribution models; and transition to a green, smart and environmentally friendly economy.

¹⁴⁹ A geographical indication is a sign used on products which have a precise geographical origin and which possess qualities, notoriety or characteristics essentially due to this place of origin. In order to be considered as a geographical indication, a sign must make it possible to determine that a product originates in a given place. In addition, the qualities, characters or notoriety of the product must be due primarily to the place of origin. As the qualities depend on the geographical place of manufacture or production, there is a clear link between the product and its place of production or original manufacture. They not only allow companies to capitalize on the value of their exceptional products due to their geographic origin, but also inform and attract consumers.

A number of international instruments deal in part or exclusively with the protection of geographical indications or appellations of origin (Relevant Treaties administered by WIPO (World Intellectual Property Organization); Agreement on Aspects of Intellectual Property Rights trade-related (TRIPS Agreement) of the World Trade Organization (WTO)).

The Standing Committee on the Law of Trademarks, Industrial Designs and Geographical Indications (SCT) is the forum through which WIPO member states address legal and policy issues relating to international development. laws and standards relating to geographical indications and appellations of origin. (https://www.wipo.int/geo_indications/en/; Accessed February 3, 2021)

Table 11 | Key elements on the management of responses combined with recommendations (R.i.), good practices (GP-i) and lessons learned (L-i)

Recommendations (R.i.)	Aimed at:	Priority level	Time range	Resources involved	Links to lessons learned, good practices and other very specific findings
<p>R.1.- Regarding social dialogue: <i>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",...)</i></p>	<p>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</p>	<p>High</p>	<p>Medium term</p>	<p>Medium: The advice of an external expert (outside Haiti) is strongly recommended. Mobilizing the ILO's knowledge network could also support. Also, field missions by ILO staff and international experts involved in the various geographical departments of the country are essential, in order to better national ownership of the consultative process.</p>	<p>See the "Conclusions" section of this final evaluation report of the CREER Project</p>
<p>R.2.- Regarding post-project responsibilities and commitments: <i>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 a monitoring committee expost</i></p>	<p>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</p>	<p>High</p>	<p>Short term</p>	<p>Low: Because, it will be a question of doing working sessions with the key actors for one or two days to discuss and establish the post-project monitoring structures.</p>	<p>L-1 L-2</p>
<p>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): <i>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 advantages and / or socio-economic benefits of a project</i></p>	<p>ILO Decent Work Team (DWT) and Country Office for Central and ILO Project Office in Haiti</p>	<p>Medium</p>	<p>Medium term</p>	<p>No impact on resources: Initiatives to improve the performance of other similar projects or programs in progress or in the pipeline.</p>	<p>GP-1</p>

<p>R.4.- Regarding employment support for young graduates in the art of recovery: <i>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).</i></p>	<p>ILO Decent Work Team (DWT) and Country Office for Central and ILO Project Office in Haiti</p>	<p>High</p>	<p>Short term</p>	<p>Medium: In the sense of consolidating and strengthening achievements, to prevent young people from households with very little resiliency from returning to square one;</p>	<p>L-1 L-2 GP-1</p>
<p>R.5.- With regard to research perspectives related to the green employability of young people in Haiti: <i>Arrangements must be made to encourage students from northern and southern universities (thesis students, PhD students, etc.) to produce theses on 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)</i></p>	<p>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</p>	<p>High</p>	<p>Medium term</p>	<p>No impact on resources as such: It could be viewed from more strategic and programmatic angles; or even a key aspect to be included in the establishment of priorities for the Decent Work Country Program (DWCP) 2021-2025 in perspective.</p>	<p>GP-1 GP-2 GP-3</p>
<p>R.6.- To guarantee the consolidation and extension of the achievements of the CREER Project: <i>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 oriented towards the development of a quality label, focused on terroir characteristics (Development of quality standards (see development of a Geographical Indications (GI))</i></p>	<p>ILO Decent Work Team (DWT) and Country Office for Central and ILO Project Office in Haiti MAST MENFP INFP Minister of the Environment</p>	<p>High</p>	<p>Short term</p>	<p>No impact on resources as such.</p>	<p>GP-2 GP-3</p>

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- Fabrice LECLERCQ for his availability, his sense of openness and his quality contributions;
- Jean Jocelyn JONAS and other members of the project team in Port-au-Prince, for their support;

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- Mr. Jean Hislain FREDERIC, Interim Executive Agent of the City of Cité-Soleil;
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- Mr. David VALEUS and Mr. Mage Dagus JOSEPH from the Town Hall of Delmas;
- Madame Ling-China LOUIS from the Town Hall of Tabarre;
- Mr. Massillon JEAN, Interim Executive Agent of the Kenscoff City Hall;
- Mr. Jean-Robert LEBRUN from Elektra Sewing SA;
- Dr Evans Louis, Director of the Living Environment and Sanitation Department of the Ministry of the Environment (MDE);
- Mr. Deedy Joanson LACOUR PhD., Waste file manager at the Office of the Minister of the Environment (MDE);
- Mr. Ernst LAFLEUR, Chief Executive Officer of CNE;
- Focal points of grassroots organizations operating in the areas of influence of the CREER project;
- The various consultants and other expert service providers to the project;
- Members of the Local Implementation Committee;

In the same vein, we would also like to thank the decentralized structures of sectoral ministries (Departmental Directorates of MARNDR and MDE, etc.) and intersectoral; without forgetting the natural leaders and religious authorities of the CREER project intervention area for their contributions to the consultative process.

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Finally, we would like to thank all those who contributed, in one way or another, to the realization of this final evaluation.

Warnings

- Whenever "*Projet-Drouillard*" is mentioned in the document, it is not a project in progress. Rather, it is the story of a project that has evolved over time as the name of the area. In other words, this is the name of the "*Projet-Drouillard*" is the name of the area of one of the large districts integrating the two communal sections (Varreux 1 and Varreux 2) of the municipality of Cité-Soleil.
- **Country-Lock:** This is an anti-systemic protest movement, emanating from the Haitian socio-political ecosystem. It is a new strategy of struggle developed by the political opposition and / or a large part of organized civil society in Haiti, in relation to the differences expressed against the political administration, emerged from the recent history of the country, either in July 2018 for the first time. In fact, this new expression, or even a new slogan or popular concept, could be explained by: "*A situation in which the country is operating in slow motion and in very critical conditions. Social (schools, churches, leisure areas, etc.), economic (formal and informal shops, etc.) and socio-cultural activities are almost completely paralyzed in the country's large cities in particular. As a result, individuals can no longer proceed with their respective activities. Public institutions operate in complete stagnation. Barricades of all kinds are used by protesters to prevent physical access to major arteries of the country's road network. This movement installed for a very long period (more than 4 months) lasts enormously much longer than that of a traditional trade union strike*". According to the initiators, this form of resistance is a total refusal to all forms of socioeconomic and socio-political exclusion, historically and structurally anchored in socio-political dynamics. According to an editor of the Haitian Daily "Le Nouvelliste" (Enock OCCILIEEN / URL, September 4, 2019)¹⁵⁰, it is a popular barricade against oppression, unemployment, exploitation of the working class, inequalities or social injustices, social and food insecurity...
- **FOPRODER** (cf.: **ADDRESSING EDUCATION AND SKILLS GAPS FOR VULNERABLE YOUTH IN HAITI**): This is a project (**HTI / 16/03 / NOR**)¹⁵¹ implemented by the ILO in support of the Haitian government (through the INFP of the Ministry of National Education and Vocational Training and sectoral ministries) between 2017 and September 2020, after the passage of Hurricane Mathieu. This initiative was particularly aimed at young women and men (15-25 years old) in the geographic departments of the South and Grand'Anse of Haiti. In addition, this project aimed to help rural households in southern Haiti overcome barriers to entering the labor market by improving the entrepreneurial skills and employability of the rural workforce, especially women and youth, through improved vocational training (formal and informal) related to agriculture and the fishing sector. In addition, it aimed to support governance and strengthen the economic and institutional capacities of agricultural associations and cooperatives operating in the departments of South and Grand'Anse. It was funded by the Norwegian Government, to the tune of \$ 4,601,219, signed in 2016 with the ILO. At the strategic and programmatic level, its implementation should contribute to results 2.2, 2.3 and 2.4 of the DWCP: 2015-2020 of the ILO in Haiti. This project had many similarities with the CREER project, and, its final and independent evaluation was carried out between May and July 2020 (see the ILO website for the report on the results of the final and independent evaluation. of FOPRODER)¹⁵². Thus, in the context of the preparation of the final evaluation report of the CREER project, on certain aspects, reconciliations are attempted in order to make relevant and useful comparisons.

¹⁵⁰ <https://lenouvelliste.com/article/208735/pays-lock-une-nouvelle-forme-de-resistance-anti-systemique-en-haiti> (Accessed January 2, 2021)

¹⁵¹ https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_755536.pdf (Accessed January 2, 2021)

¹⁵² <https://www.ilo.org/ievaldiscovery/#bn6f716> (Accessed February 23, 2021)

Appendices

Annex I | Terms of reference of the final and independent evaluation of the CREER Project



International Labour Organization

Terms of Reference:

Final Independent Evaluation of the Project

"Creating Decent and Environmentally Responsible Youth Employment (CREER)"

Project code:	HTI/18/01/RBS
Project title:	Creating Decent and Environmentally Responsible Youth Employment (CREER)
Country:	Haiti
P&P Result:	P&P 2018-2019: Outcome 1: <i>More and better jobs for inclusive growth and improved youth employment prospects</i> P&P 2020-2021: Outcome 5: <i>Skills and lifelong learning to facilitate access to and transitions in the labour market</i>
SDG:	SDG 1: No poverty SDG 8: Decent work and economic growth
CPO:	HTI127 (Output 5.3. Increased capacity of the ILO constituents to design and deliver innovative, flexible, and inclusive learning options, encompassing work-based learning and quality apprenticeships)
Start Date:	February 2019
End date:	December 2020
Project's language:	Spanish, English, and French
Project's budget:	USD 1,000,000
Date of the evaluation	February 2019 – December 2020
Project Administrative Unit:	DWT/CO – San José
Technical Backstopping Unit:	SKILLS
Evaluation budget:	USD XXXX
Evaluation manager:	Cybele Burga Solís

1.- Evaluation background

1. This Terms of Reference (TOR) concerns to the final independent evaluation of the project *"Creating Decent and Environmentally Responsible Youth Employment (CREER)"*. This project is funded by the ILO Regular Budget Supplementary Account (RBSA) for an amount of US\$ 1,000,000 and, implemented by the ILO Country Project Office of Haiti between February 2019 and August 2020. Due the pandemic, the project has been extended to December 2020.
2. As per ILO evaluation policy the project is subject to a final independent evaluation. In the Approval Minute of the RBSA project, it is also stated the final evaluation as a requirement.
3. This independent evaluation will be of a summative nature as it is aimed at assessing the expected and unexpected results of the intervention, how and why (and why not) these results were achieved. It will also assess process aspects since these are the ones that explains the achievement or not of the results and assessing, the extent to which the learning generated was transformed into good practices. The evaluation of processes and results will

provide stakeholders with information to evaluate and review work plans, strategies, objectives, strategic alliances, and resources as required for the implementation of similar projects in the future.

4. The evaluation is scheduled between November and January 2021. The evaluation will be funded by M&E RBSA regional funds.
5. The final independent evaluation will be conducted by a qualified independent consultant and will be supervised by the Regional Evaluation Officer, who will act as the Evaluation Manager. The Evaluation Manager will prepare the Terms of Reference (ToR) and subsequently finalize it in a consultative process.
6. The evaluation will comply to the United Nations Evaluation Guidelines (UNEG) Norms and Standards¹⁵³, ILO policy guidelines (3rd edition)¹⁵⁴ and the ethical safeguards¹⁵⁵.

Project Background

7. Haiti is the poorest country in the Americas and one of the poorest in the world. Fifty-nine percent of Haitians live with less than US\$2.5 a day; 53 percent are undernourished; 61 percent of adults are illiterate. The country is ranked 163rd out of 188 countries in the UNDP's Human Development Index for 2017; 181st out of 190 nations in the World Bank's "Doing Business" index and the Transparency International Organization's Corruption Perception Index for 2015 ranks Haiti 158th out of 168 countries.
8. The economy is also dramatically fragile, with little formal employment, 14% unemployment (40% for young people, with a high 77% of self-employment) causing impoverishment of the population. Sixty percent of people live below the absolute poverty line and 31 percent (over 3 million) in extreme poverty. Finally, more than 90% of the working population works in the informal economy, often in precarious conditions, particularly for women.
9. Another relevant factor in the Haitian context is the weakening effect on the country's institutions due to the departure of the United Nations Stabilisation Mission in Haiti (MINUSTAH) and the planned end of the United Nations Mission for the Support of Justice in Haiti (MINUJUSTH) in October 2019.
10. In 2016, the Global Risk Index calculated natural disaster risks for 171 countries by increasing vulnerability through exposure to natural hazards (cyclones, droughts, earthquakes, floods and sea level rise). Haiti has a rate of 71.85%, significantly higher than other countries in the region including Jamaica (45.8%) and the United States (30.68%), according to the study.
11. Faced with these extremely severe problems, and aware that the country's technical, financial and material resources are very limited, the Haitian Head of State and his team developed a strategy called "La Caravana del Cambio" (The Caravan of Change) to address the problems and challenges facing the country, which seriously hinders its economic and social progress.
12. In this context, in 2019 the ILO decided to finance the project "Creation of Decent and Environmentally Responsible Youth Employment (CREER)", with the Organization's own funds focused on Technical Training for vulnerable youth in Haiti and the design of the National Youth Employment Action Plan.

2.- Project description

13. The Project "*Creation of Decent and Environmentally Responsible Youth Employment (CREER)*", is funded with the ILO Regular Budget Supplementary Account (RBSA) for US\$ 1,000,000 and implemented by the ILO project Office in Haiti between February 2019 to August 2020. Due to the pandemic, the project has been extended until December 2020.
14. The project is structured around three components and a set of products:

- **Component 1: Design of a National Youth Employment Action Plan focused on reducing the high levels of informality**, precariousness, and vulnerability in youth employment, with the participation of tripartite actors in a process of dialogue and training. Specifically, it was planned to develop the initial stages of the policy cycle from a tripartite approach: 1) Conducting a situation analysis; 2) Identifying and defining the problem; 3) Exploring policy options; and 4) Prioritizing policies/programmes/actions to address the problem. The ILO strategy proposed to develop a process of capacity building of workers and employers for the analysis and generation of proposals on youth employment in close coordination with ACTRAV and ACTEMP.

Output 1.1. A strengthened tripartite social dialogue mechanism at the national level for the identification of the contents of a National Youth Employment Action Plan. This included a national diagnosis of the employment situation of young people in Haiti that would facilitate decision-making and technical support to the sectors so that they would have the capacity to influence the dialogue board that would be set up for this purpose.

Output 1.2. A training and technical assistance programme for employers' and workers' organizations to promote Decent and Sustainable Work, with special attention to the employment of young people in vulnerable conditions. It was foreseen the use of the modular Manual: "National Employment Policies: a Guide for workers' organizations" and, in the case of employers' organizations, material and tools produced by ACTEMP.

- **Component 2.** Development of a training alternance programme (theoretical and practical) in Cité Soleil, in coordination with the Ministry of Social Affairs and Labour and the National Vocational Training Institute, with the collaboration of employers' and workers' organizations. This

¹⁵³ <http://www.unevaluation.org/document/download/2787>

¹⁵⁴ http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

¹⁵⁵ <http://www.unevaluation.org/document/detail/100>

programme will directly benefit 300 women and young people. I was planned the transfer of the model used and its tools to officers from the MAST and INFP.

Output 2.1. A total of 300 young people benefits from an Alternance Training Programme (theoretical and practical) in at least 50 participating enterprises. The Programme was designed in joint collaboration with the MAST and INFP, community/municipal representatives, and representatives of workers' and employers' organizations. An evaluation was foreseen to identify lessons learned and good practices.

Characteristics of the Alternance Model:

- 1) **Type of training:** training in alternance. The aim of this type of training is to contribute to the acquisition of professional skills through a mixed process of employment and training, which allows the worker to make formal learning compatible with professional practice in the workplace.
- 2) **Duration:** 600-800 hours.
- 3) **Allowance for students/apprentices:** maximum 6000 gourdes per month (approx: USD \$ 50).
- 4) **Qualification:** it is foreseen the certification of workers who at the successful completion of the training will receive a certificate of professional aptitude (AAP) issued by INFP.
- 5) **Sectors:** to be defined with the constituents. Priority will be given to those with high dynamism and employment generation. The training companies could be located outside Cité Soleil, however, the students/apprentices will be entirely from that community.
- 6) **Curriculum:** the INFP programmes will be taken as a basis and the necessary adaptations will be made so that it responds to the demand of the productive sector.
- 7) **Trainers:** INFP or training centres recognised/accredited by INFP
- 8) **Quality supervision:** by INFP and MAST.

Product 2.2. Model and methodology of intervention transferred to the MAST and INFP for the scaling up of alternance training programmes aimed at young people in vulnerable conditions, after the systematization of the experience.

- **Component 3.** Development of a pilot programme for the generation of green jobs in conjunction with the Ministry of Public Constructions, Transport and Communication (MTPTC) and the Coordination of the "Caravana del Cambio", in collaboration with the National Institute of Vocational Training (INFP), community organizations and the municipalities. This intervention will benefit 250 young people from the most vulnerable area in Port-au-Prince called "Projet Drouillard" in the Cité Soleil.

Output 3.1. A total of 250 young people benefits from the green jobs programme in Projet Drouillard, Cité Soleil. Using the FATRAKA approach, the SAKALA organization would recruit 250 young people at Projet Drouillard for the cleaning of the Flamingo Canal. SAKALA would be in charge of the training and the curriculum would be reviewed and approved in advance by both INFP and the ILO. The skills and abilities acquired would be evaluated by INFP for the eventual certification of competencies. The programme would last 6 months: two in the phase of cleaning the canal and 4 in the subsequent stages of recycling and production of handicrafts. During the training the young people would receive a financial allowance from SAKALA equivalent to one minimum wage per month. The project will facilitate the support of existing business development service providers in Haiti (e.g. Chambers of Commerce and specialised NGOs) for emerging individual or associative ventures. The marketing of handicrafts would be carried out through SAKALA and other channels that can be identified in collaboration with employers' organizations and other government bodies, including the business support programmes of the Ministry of Trade and Industry.

Output 3.2. Intervention model revised and transferred to the "Caravana del Cambio", the Ministry of Public Constructions and neighbouring municipalities (Delmas and Petionville) for use in the generation of green youth employment and the rehabilitation of river basins. The transfer will include the curricular designs and the methodology for the evaluation and certification of competencies.

15. This proposal is also in line with the philosophy of the ILO's global flagship programme Jobs for Peace and Resilience (JPR), which addresses the root causes of economic, social and environmental vulnerability to help break the vicious cycle of conflict and disaster.
16. **Linkage with the P&P.** This project responds directly to the priorities of the **Decent Work Country Programme (DWCP) 2015-2020** [Outcome 2. 1: The country, with the support of the ILO, has adopted a national policy for productive and sustainable employment that meets the requirements of decent work, taking into account the gender perspective, contributing in particular to the gradual transition from the informal economy to the formal economy in urban and rural areas, taking into account the situation of men and women in the workplace] and the **priorities expressed by the Haitian Government in the Haitian Strategic Development Plan (PSDH-2020)**, particularly in the areas of development, employment policy and social protection and with the **United Nations Framework for Sustainable Development (UNDAF) for Haiti (2017-2021)** which aims to strengthen economic governance through the adoption by the government and social partners of policies capable of generating decent jobs and ensuring an inclusive distribution of resources on the national territory for a substantial improvement in the living conditions of the Haitian population.
17. **Linkage with CPO.** The project is linked to the HTI127 country programme outcome (CPO). The proposal is also aligned with the **ILO's cross-cutting policy drivers (CCPD):** promotion of ILS (to a greater extent), social dialogue, gender equality and *just transition to a sustainable environment*.
18. **Linkage to SDGs.** The project strategy will also contribute to the achievement of the 2030 Agenda, in particular targets 8.3, 8.6, 8.8, 8.b, and 1.5.
19. Due to the persistent political instability, together with the outbreak of COVID-19 in the country, the project has been facing great difficulties in achieving the proposed objectives. However, by March of this year, the results reported were:

- 319 diplomas were awarded to beneficiaries trained and certified as Industrial Machine Operators (106% of the target), including 222 young women and 97 young men. Of these, 150 young men and women (i.e. 47% of the project target) are already placed in companies in the textile sector.
- The mechanical cleaning of the Flamingo Canal (15,000 cubic metres) has been 100% completed.
- Coordination has begun to establish the Intercommunity Programme for waste management in the Metropolitan Area in consultation with the National Solid Waste Management Service (SNGRS).

20. Key partners

(to be described by project team)

21. Management arrangements.

- **1 NOB National Officer**
- **5 administrative assistants:**
 - 1 technical and programmatic support to facilitate RBSA actions at community level (coordination with local authorities, identification of beneficiaries and partnerships with local organizations and companies);
 - 1 administrative and financial support for RBSA actions (recruitment, implementation agreements, material, equipment) and coordination of the Haiti Project Office.
 - 1 programmatic support from San José to ensure that all administrative and programmatic actions
 - 1 Desk Officer to support the implementation of the RBSA and the cooperation actions of the Project Office in Haiti, including preparing appointments, responding to written requests, writing meeting reports, attending to visitors and providing basic operational support in general.
 - 1 Driver for the implementation of the RBSA and coordination actions.
- All project staff will be under the direct supervision of the **CTA paid by the Regional Office.**

24. Stakeholders and target groups

(to be described by project team) National level

Departmental level

Local level

Community level

3.- Purpose, scope, and clients of the evaluation

22. The aim of the final project evaluation is to assess the relevance, validity of design, coherence, efficiency, effectiveness, impact and sustainability, and tripartism, social dialogue, gender equality and non-discrimination, transition to climate change and environmental sustainability and test underlying assumptions about contributions to broader development impacts and organizational learning. The specific objectives of the final evaluation are:
 - 1) Assess the relevance of the project, the effectiveness of the approach (including the inclusion of cross-cutting aspects), and the sustainability of the intended outcomes and outputs and objectives;
 - 2) Assess the contribution of, and collaboration with, the project's key stakeholders and other projects (of ILO's and other development partners);
 - 3) Assess whether and how unexpected factors, including the COVID-19 pandemic, have affected project implementation, and whether the project has effectively addressed these unexpected factors;
 - 4) Assess the (emerging) impacts of the interventions (either positive or negative) at all levels including the policy influence level, operational/institutional level, and at the ultimate beneficiaries level;
23. The evaluation will also identify lessons learnt, good practices, recommendations and related innovative approaches, including those related to social dialogue, tripartism, management, the implementation of activities, and achieving results which will inform further improvement and adjustments of future project.
24. The evaluation will place special emphasis on strengthening social dialogue, tripartism as a means and aim of the project's objectives. The contribution towards impact and sustainability will be assessed through the impact on policies of promotion of technical training and formal labour linkages, its contribution to national, departmental and local efforts to make skills training systems more relevant to promote decent work and for the adoption of more sustainable policies. The evaluation will also present an organizational perspective with the aim of exploring the articulation of the ILO's work in Haiti with the ILO's strategic objectives, recommendations for capacity-building and human resources training and interactions to generate synergies with other agencies of the UN system.
25. Scope: The scope of the final Evaluation is guided by the main objective and the specific objectives as outlined in the above section. The evaluation will cover all the activities of the Project developed between end of March 2019 and December 2020. The geographical coverage of the evaluation will include all geographical locations where project operates.
26. The evaluation will integrate gender equality and disability as cross-cutting concerns throughout the methodology, deliverables and final report of the evaluation. To the extent available, the evaluators should review secondary data and information disaggregated by sex, gender (in accordance with

ILO Guidance Note 3.1: Integrating gender equality in monitoring and evaluation of projects; See Annex 2, ethnicity and people living with a disability. It is important to assess the relevance and effectiveness of the project’s strategy related to gender equality and the inclusion of people living with a disability. All this information should be included in the Inception Report and draft and final Evaluation report..

27. Evaluation clients

External clients:

- Municipalities??
- Ministry of Social Affairs and Labour (MAST)
- Ministry of Economy
- Ministry of Education
- Ministry of Planning and Technical Cooperation
- Ministry of the Environment
- Bank of the Republic of Haiti (Central Bank)
- National Institute of Vocational Training (INFP)
- Ministry of Public Construction, Transport and Communications (MTPTC)
- Workers’ organisations (CTSP, CSH, the CTH, Batay ouvrie, and CNOHA)
- Employers’ organizations (ADIH, Chamber of Commerce)

Internal clients:

- ILO Office for Central America, Dominican Republic, Haiti and Panama
- Project Office in Haiti
- Regional Programming Unit (RPU)
- Partnerships and Field Support (PARDEV), ILO Geneva
- Evaluation Office (EVAL), ILO Geneva

4.- Evaluation approach and questions

28. The ILO is a member of the United Nations Evaluation Group (UNEG) and adheres to the norms and standards for evaluation in the UN system that were developed by UNEG. This is reflected in the [ILO Policy Guidelines for Results-Based Evaluation](#) and technical and ethical standards. The evaluation will be carried out in the context of the criteria and approaches of the international development aid as set out in the OECD/DAC quality standards for development evaluation. The ILO’s normative guidelines for results-based evaluation and the technical and ethical standards and code of conduct for evaluation in the UN system are set within these criteria and therefore evaluation must adhere to them to ensure the international credibility of the evaluation process.
29. 26. The OECD Development Assistance Committee (DAC) criteria for the evaluation of development aid are: relevance, effectiveness, efficiency, impact and sustainability, which are aligned with international standards of good practice. The ILO adheres to the criteria of the OECD/DAC evaluation quality standards and uses them as a reference point for quality control of evaluation processes and products.
30. In compliance with the ILO’s Evaluation Policy, EVAL has developed an evaluation framework to support a comprehensive assessment of the effectiveness of the ILO’s delivery in responding to the COVID-19 pandemic. The evaluation framework takes into account the Office’s overall **four pillar policy response** (see **Figure 1 below**); adapted programme and budget indicators; the new or revised projects and programmes to deliver the organizational intent and commitments; lessons learned from past crises responses; and interest areas for organizational performance and effectiveness. The framework also takes into consideration the [monitoring framework for the UN Socio-Economic Response to COVID-19](#) , [the Policy Brief on the World of Work and COVID-19](#) developed by ILO in close collaboration with UNDP and the recent ILO-UNDP Global framework for Action.

Figure 1. The ILO’s four-key pillar policy framework for tackling the socio-economic impact of the COVID-19 crisis.



31. Key evaluation questions are included in the framework to ensure comprehensive assessments and comparable results on core performance interest areas. This project was designed and, started activities before outbreak of COVID-19, but has had to face the consequences of pandemic crisis and constraints during implementation. Due to this, it is most appropriate in order to measure the effect and response of ILO intervention to COVID-19 to

include specific questions under the criteria of relevance and effectiveness, although the challenges will be explored at the level of orientation towards impact and sustainability.

32. Suggested key evaluation questions are mentioned below. Given the purpose of the evaluation, the evaluator may suggest additional questions – in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the evaluation manager and the evaluator and reflected in the Inception Report.

Relevance. *The extent to which the objectives of a development intervention are consistent and continue to respond to beneficiaries, country, and partners/institution/donors' needs, policies, and priorities, and is expected to continue to do so if circumstances change (or have changed).*

- To what extent are the strategies and actions of this project relevant to the needs of the beneficiary population (young people in the selected districts; INFP, MAST, etc)? Is the project relevant to the gender-differentiated needs on training and job creation?
- What is the level of project alignment with the national development framework, the SDGs, the priorities of the ILO Programme and Budget 2018-2019, and Haiti's DWCP? What is the level of project alignment with the national policy objectives on training and job creation?
- To what extent did the project's components (actions/products/target population) remain relevant in the context of the pandemic? To what extent were they adjusted to adapt to and integrate changes in the context?

Coherence. *The extent to which the strategy is logical and consistent.*

- To what extent were the components (strategies/actions) that were implemented consistent and complementary, and do they promote synergies with other strategic outcomes, priorities of national constituents and partners, to support the achievement of P&P 2018-2019 outcome 1?
- To what extent does the project design take into account a gender and non-discrimination approach; references to International Labour Standards, the requirements of International Conventions ratified by countries, the recommendations of the Committee of Experts on the Application of Conventions; social dialogue mechanisms; and environmental issues?
- What has been the involvement and contribution of constituents and other stakeholders in the design of the projects?
- Does the project have indicators and targets for objectives, outcomes and outputs appropriate to what is to be achieved, and does it have a monitoring system/mechanism to measure progress in achieving outputs and outcomes? Does the monitoring mechanism integrate gender issues?

Effectiveness: *of the processes, outputs, intermediate and final results of the projects/programmes The extent to which the immediate objectives of a development intervention were achieved or are expected to be achieved, taking into account their relative importance and the extent to which the management capacities and arrangements in place support the achievement of results.*

- To what extent the desired results (planned immediate objectives) and outputs been achieved? What were the main internal and external constraints/challenges faced by the project during implementation and what were the key success factors, and have any results been achieved that were not foreseen in the initial project design?
- What were the facilitators and challenges in the implementation of the project in the targeted municipalities? What was the learning identified from it? How should similar activities be best approached in the future?
- What are the implications of the COVID-19 crisis for project implementation, and to what extent has the response of the ILO, other UN agencies, and the constituents enabled the continuation of planned activities?
- What has been the involvement of constituents and other key actors in the development of these outputs? What is the perception regarding the quality and timeliness of these outputs?
- How effective was the project at stimulating interest and participation of project partners at the national, departmental and community levels? To what extent were the constituents being able to fulfil the roles expected in the project strategies?

Efficiency and effectiveness on management. *The aim is to assess the extent to which project resources/inputs (funds, expertise, time, etc.) are converted into results.*

- Were resources (financial, human and time) allocated strategically to ensure the achievement of results? Was the gender dimension taken into account when budget lines were allocated?
- To what extent have the project resources been leveraged with other related interventions to enhance the projects' effectiveness and maximize impact, if any?
- How effective was the support provided to the technical team managing the project by the ILO Geneva and the San José ILO Office in helping to achieve the results?
- To what extent were mutual benefits and synergies between the participating institutions and units, with other projects in the ILO or other UN agencies that had an impact on improved project management capacity?
- Does the monitoring and evaluation system/mechanism adequately and timely measure progress in project implementation, and are the results of the system/mechanism used by the project for decision-making and accountability? Has it incorporated changes in response to the information needs demanded by the new context of the pandemic?

Impact orientation. *The aim is to assess whether the strategic orientation of the projects under study enables them to make significant contributions to their long-term objectives. These contributions can be both positive and negative changes produced by the intervention in question either directly or indirectly, intentionally or unintentionally.*

- To what extent are the products developed by the project being used by partners, constituents and other national partners?
- What are the impacts of the project (both intended and unintended, and both positive and negative) or changes made by the project, at the policy level, institutional level, village and the ultimate beneficiaries level? To what extent the project was able to change the lives of both men and women in the target communities? What are the evidences?

- To what extent is there an impact (or is there a promising prospect for it) on the scaling up of the shift model and the model of green employment generation?

Sustainability. *The aim is to assess whether the results of the intervention will be sustainable and whether they can be maintained or even scaled up and replicated by other development partners once the intervention has been completed or after donor funding has ended.*

- To what extent have the relevant government institutions at the national, municipalities and community levels, institutionalized strategies, policies, mechanisms and capacities to increase employment opportunities to young people and women?
- To what extent the results of the interventions (particularly on the institutional capacity building) are likely to be durable and can be maintained or even scaled up and replicated by the partners after the project ended.
- Which project-supported activities, capacities, products and tools have been sustained and institutionalized, by partners external organizations?
- What measures have been taken to ensure the sustainability of the results in view of the potential negative impact of the COVID-19?

5.- Evaluation Methodology

- The independent final evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as Evaluation Quality Standards. The evaluation is an independent evaluation and the final methodology and evaluation questions will be determined by the evaluation team in consultation with the Evaluation Manager as well as with the ILO project Team on feasibility in terms of proximity/time ground condition factors.
- The independent final evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures: ILO Evaluation Strategy and Framework; [ILO Policy Guidelines for Results-Based Evaluation: Principles, rationale, planning and managing for evaluations](#). The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as Evaluation Quality Standards.
- In particular, this evaluation will follow the ILO's policy guidelines for results-based evaluation: **EVAL Guide No. 3 "Preparing the inception report"; Guide No. 4 "Validating methodologies"; Guide No. 5 "Preparing the evaluation report" and Guide No. 6 "Rating the quality of the evaluation report"**.
- The recommendations that emerge from the evaluation should be closely linked to the evaluation findings and should provide clear guidance to all stakeholders on how they can address them, indicating for each one who it is addressed to, the priority, the resources needed and the timeframe (long, medium or short).
- Due to the emergence and ongoing duration of the COVID-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of the criteria and approaches described in the [ILO's internal guide: Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation](#) (version April, 2020).
- An evaluation team leader will carry out the evaluation virtually (from his/her place of residence) with the support of a national consultant for field work in the project area. The evaluation will be carried out through a documentary review and, whenever the context conditions allow it, a field visit to the project sites in Haiti to collect information from the final beneficiaries. Consultations will be held with implementing partners and other key stakeholders. Consultations will be held with relevant ILO officials in Haiti, San José, Geneva and Lima. The list of stakeholders to be interviewed will also consider other relevant UN agencies.
- The evaluation will apply an appropriate mix of qualitative and quantitative methods to gather data and information in order to offer diverse perspective to the evaluation and to promote engagement of key stakeholders of the project at all levels during the design, field work, validation and reporting stages. To collect the data for analysis, the evaluation will make use of the techniques listed below (but not limit to). The data from these sources will be triangulated to increase the validity and rigor of the evaluation findings.
- Desk review.** The Chief Technical Advisor of the Project in coordination with the National Project Coordinator will provide a list of relevant documents collected internally in a drop-box (or similar) at the start of the evaluation.
- The following is a reference list of the main sources:
 - Project documents
 - Work plans
 - Project monitoring plans
 - Monitoring records (files, databases)
 - Progress reports
 - Project budget and related financial reports
 - Reports of various activities (including training materials, trainings, workshops, working group meetings, videoconferences, etc.)
 - Others as required
- At the beginning of the desk review phase, the evaluation team will conduct initial electronic or telephone interviews with the project and the donor. The objective of the consultation is to reach a common understanding regarding expectations and available data sources.
- The first deliverable of the evaluation is the Inception Report. This will be shared with all relevant stakeholders and socialized for comments within 10 working days. The inception report will cover the status of the logistical arrangements, project background and materials, methodological approach, key evaluation questions and evaluation indicators, evaluation matrix, detailed work plan, list of stakeholders to be interviewed, outline of the

stakeholder workshop and the final report, and all data collection tools following **EVAL checklist 3 (see Annex 2)**. The Inception report that will operationalize the ToRs and should be approved by the evaluation manager before moving to data collection at field level..

44. The Evaluation team leader will receive a list of key stakeholders by the NPC. If the Evaluator requires contacting other stakeholders, beyond the list, this can be discussed with the Evaluation Manager during the preparation of the Inception report.
45. **Data collection.** The current COVID-19 pandemic restricts mobility for country and field visits to international consultants. In line with these restrictions and given the nature of the interventions (intervention with final beneficiaries), the **data collection methodology will combine remote/virtual data collection** (evaluation team leader) **and field work** (evaluation team member). As well as social distance considerations, constraints regarding connection between villages, restrictions on the flow of electric energy and connectivity issues, should be taken into account. This will require enhanced engagement and collaboration with the project team in terms of organizing the contact with stakeholders and providing a contacts database with up-to-date data. Project team is expected to provide necessary support to facilitate organization and realization of face-to-face and virtual interviews. The use of on-line surveys should be considered based on connectivity availability.
46. The evaluators should develop an anti-COVID-19 strategy for collection of information in field, either through face-to-face interviews or group meetings, in compliance with the safety protocols established by the country's health authorities and the UN.
47. Evaluators will ensure that women's opinions and perceptions are equally reflected in the interviews and that gender-specific questions are included. The evaluator should have flexibility to schedule or reschedule interviews in the event of connectivity failures or unexpected changes in the schedule.
48. A virtual workshop will be organized to discuss initial findings and fill information gaps with key stakeholders, ILO staff and representatives of funding/implementing partners. The workshop will be logistically supported by the project and managed by the evaluator in coordination with the evaluation manager. Details should be clearly indicated in the inception report for further preparation during the data collection phase.
49. The evaluator is encouraged to propose alternative mechanisms or techniques for the data collection phase. These will be discussed with the project and the evaluation manager in the inception phase. Any alternatives should be reflected in the inception report.

Interviews with ILO staff

50. A first meeting will be held with the Chief Technical Advisor and the National Coordination of the Project. The evaluator will also interview staff from other active ILO projects, where relevant, and ILO staff responsible for financial, administrative and technical support to the project. The project team will prepare an indicative list of persons to be interviewed in consultation with the Evaluation Manager.

Interviews with key stakeholders

51. The evaluator will conduct virtual interviews with relevant stakeholders, including representatives of the Ministry of Social Affairs and Labour (MAST), Ministry of the Economy, Ministry of Education, Ministry of Planning and Technical Cooperation, Ministry of the Environment, Bank of the Republic of Haiti (Central Bank), National Institute of Vocational Training (INFP), Ministry of Public Construction, Transport and Communications (MTPTC), workers' organizations (CTSP, CSH, the CTH, Batay ouvrie, and CNOHA), employers' organizations (ADIH, Chamber of Commerce), among other relevant actors.
52. The national evaluator will have face-to-face interviews, as far as possible, with the final beneficiaries of the project, young people, and women from the municipalities where the project operated (Cit  Soleil). The evaluator will select the field visit locations, based on criteria defined by her/him in consultation with the Evaluation Manager.
53. **Writing the evaluation report.** Based on the inputs from discussions and interviews with key stakeholders, the evaluation team will draft the evaluation report. The draft report will be sent to the Evaluation Manager for a methodological review, and then to be shared with key stakeholders for their inputs/comments.
54. The Evaluation Manager will consolidate all comments including methodological comments and will then share them with the evaluation team for consideration in finalizing the report.
55. The Evaluator will finalize the report, taking into consideration the stakeholder comments. The Evaluation Manager submits final version of evaluation report for approval of EVAL.
56. **Workshop for the presentation of final results (virtual).** A virtual workshop/meeting will be held to present preliminary results, involving key implementation partners and stakeholders to collect recommendations and test the main findings and recommendations of the evaluation. Suggested date: end of December 2020/January 2021
57. The evaluator will be responsible for the methodological organization of the workshop in coordination with the Evaluation Manager. The identification of workshop participants and logistics will be undertaken by the project team in consultation with the evaluator and the Evaluation Manager. As a result of this presentation of results, an action plan to implement the recommendations of the evaluation will be outlined.

Main deliverables: inception report, progress report and final evaluation report

58. The evaluation will result in a concise evaluation report that details the overall and specific performance of the project as evaluated in terms of relevance and strategic fit of the intervention; validity of the intervention design; progress and effectiveness of the intervention; efficiency of resource use; effectiveness of management arrangements; focus on impact and sustainability of the intervention; as defined in the [ILO Policy Guidelines for Results-Based Evaluation](#).
59. The evaluator must comply with the following deliveries:

- 1) **Product 1 (Inception Report).** With detailed work plan and data collection instruments following EVAL Checklist 3 [Writing the inception report](#). In this first product, given the circumstances imposed by the emergence of the COVID-19, it is possible that the evaluator, after making the documentary review, will suggest adjustments to the methodology suggested in these TOR, including a revision of the evaluation matrix and indicators. Each question should clearly reflect whether the online/virtual methodologies are justified for each question and whether they can provide sufficient data. For each evaluation question, a reflection should be made on the sources of information and methodology available to answer them. In case the conditions are not given, either by the context or by the absence of information sources, it can be justified not to address any particular question. This must be approved by the Regional Evaluation Officer.
- 2) A **concise draft and Final Evaluation Report** (maximum 40 pages plus annexes and following **EVAL Checklists 5 and 6** -see Annex) as per the following proposed structure:

Final report should include:

- (1) Cover with the key data of the assignment and the Study;
- (2) Table of contents and lists (annexes and tables or graphs)
- (3) List of acronyms or abbreviations
- (4) Executive summary (no more than 5 pages)
 - 4.1. Background and context
 - 4.1.1 Brief overview of the objective of the assignment, logic and structure
 - 4.1.2 Current status of the project
 - 4.1.3. Purpose, scope and clients of the study
 - 4.1.4. Evaluation methodology
 - 4.2. Main findings and conclusions
 - 4.3. Recommendations, lessons learned and good practices
- (5) Main content of the report
 - 5.1. Description of the project
 - 5.2 Purpose, scope and clients of the evaluation
 - 5.3 Evaluation methodology and limitations
 - 5.4 Clearly identified findings for each criterion
 - 5.5. Conclusions
 - 5.6. Recommendations
- (6) Annexes
 - TOR
 - Evaluation questions matrix
 - Data Table on Project Progress in achieving its targets by indicators with comments
 - Evaluation schedule
 - Documents reviewed
 - List of people interviewed
 - Lessons learned (according to [EVAL's template](#))
 - Good practices (according to [EVAL's template](#))
 - Any other relevant documents

- 3) **Evaluation Summary using the ILO template.** The executive summary should follow EVAL's guiding format, synthesizing the most important evaluation results by evaluation criteria, lessons learned, good practices and recommendations and should not exceed 5 pages (**see Checklist 8: Writing the evaluation summary**)

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided to the evaluation manager in electronic version compatible with Word for Windows. The information (data) produced in the framework of this evaluation, as well as the copyright on the Evaluation Report, are the exclusive property of the ILO. Use of the data for publication or other forms of presentation can only be made with the agreement of the ILO. Key stakeholders may make appropriate use of the Evaluation Report in accordance with the original purpose and with appropriate acknowledgement.

- 4) **PowerPoint presentation** with main results summarizing most substantive aspects of the final independent evaluation report, background, methodology used (emphasis on COVID-19 constraints and lessons learned), main findings, conclusions, lessons learned, good practices and recommendations.
- 5) **1 Infographics.** A 3 pages Quick Fact Note without edition. This note will include a brief description of main findings (underscoring quantitative information), lessons learned, best practices, main recommendations and voices from constituents and key stakeholders.

60. The evaluation will take place between November 2020 and the beginning of January 2021. The final report will be available by mid-January 2021. The evaluation will be financed 100% by RBSA funds for monitoring and evaluation (M&E).
61. All the products of this evaluation should be delivered in Spanish and French.

Proposed work plan for the evaluation

62. This evaluation exercise foresees an effort level of 40 effective working days, which will be developed between November 2020 and the beginning of January 2021 at the latest.

Timeline
(tentative dates)

Main activities

Phase 1: Preparatory activities for the evaluation	October 2020	Preparation of the TOR for the evaluation Identification of the actors that will participate in the evaluation process Preparing the logistics of the evaluation
	Desk review: November 2020	Meeting with the evaluation team and exchange of all documents to be reviewed in the framework of the evaluation (Annex I). Preparation of the agenda for the interviews. Submission of the Inception Report: <u>mid-November 2020</u>
Phase 2: Evaluation process	Data collection: November 2020 Systematization of the information: Decembre 2020	Fieldwork (or virtual interviews) by the evaluator <i>(*estimated date)</i> Preparation and submission of the Final Draft Report to the ILO Evaluation Manager: <u>first week of December 2020</u> Review of the Draft Final Report. Consolidation of comments on the Report and submission to the Evaluation Team: <u>fourth week of December 2020.</u> Preparation and submission of the Final Report to the ILO Regional Evaluation Officer: <u>31 December</u> <i>(*estimated dates)</i>
Phase 3: Dissemination of final evaluation results	January 2021	Workshop to present the final evaluation results carried out in coordination with the project team <i>(*estimated date) Tentative date: second week of January</i>

6.- The evaluator's requirements and responsibilities

Management arrangements

63. **Evaluation Manager.** The evaluator will report to the evaluation manager, Cybele Burga (burga@ilo.org) and should discuss any technical and methodological matters with the evaluation manager should issues arise. The evaluation will be carried out with full logistical support of the project staff, with the administrative support of the ILO Office in San Jose and project team in ILO project Office in Haiti.
64. The final independent evaluation should be carried out in accordance with these terms of reference. Within this framework, the evaluator should:
- Review the terms of reference and provide feedback as necessary;
 - Review project documentation (desk review);
 - Review research questions and refine their formulation, as necessary, in collaboration with ILO's Evaluation Manager for this exercise, and develop interview protocols
 - Develop and implement a methodology (i.e. document review and interview implementation, triangulation of information) to answer the research questions;
 - Design and conduct questionnaire/surveys for the virtual interviews;
 - Conduct virtual planning meeting before the start of the evaluation with the Evaluation Manager and the project team;
 - Submit an inception report and a progress report;
 - Prepare a draft of the final report and submit it to the Evaluation Manager. This will be subject to comments and suggestions from project stakeholders; and
 - Prepare a Final Report that reflects the comments or inputs received either at the validation workshop or in writing.
65. Interested candidates must meet the following requirements:
- Advanced university degree with a minimum of 7 years of relevant experience in international/national project/programme evaluations
 - Practical experience in the design and/or implementation of development programmes/projects in the areas of education, technical training for work, generation/development of capacities, especially in vulnerable populations and, in cross-cutting aspects (gender, discrimination, etc)
 - The experience in Haiti is considered an advantage.
 - Experience in using the Theory of Change approach in evaluations
 - Relevant experience with results-based management
 - Extensive experience in the application of qualitative and quantitative evaluation methodologies
 - It is desirable to know the functions and mandate of the ILO and its tripartite structure, as well as the UN evaluation standards and programming.
 - Demonstrated ability to produce analytical reports in Spanish.
 - Ability to include gender dimensions in evaluation design, data collection, analysis and report writing, and ability to be inclusive of the disability dimension
 - Excellent analytical skills with the ability to analyse and interpret data from a variety of sources.
 - Good knowledge of the local (Haitian) context, particularly regarding technical training policy and the qualifications framework.
 - Flexibility and responsiveness to changes and demands
 - Be customer-oriented and open to feedback
 - Be able to work efficiently and effectively in tight and demanding time situations.
66. Interested evaluators must submit:
- A description of how their skills, qualifications and experience are relevant to the qualifications required for this assignment
A list of previous assessments which are relevant to the context and subject matter of this assignment
A statement confirming their availability to undertake this assignment and the daily professional fees expressed in US dollars.
CV that includes information on the candidate's qualifications

A statement confirming that they have not previously been involved in the implementation of Project HTI/18/01/RBS or have a personal relationship with any of the ILO officials involved in the Project.
The names of two references (including telephone number and email address) who can be contacted.

7.- Evaluation resources and payments structure

67. Evaluator's fees, which will be paid as follows:

- 20% against delivery and approval of the inception report (Product 1), which includes the final work plan and methodology of the study to be used;
- 40% against delivery and approval of the draft report (Product 2);
- 40% against delivery and approval of the final version of the evaluation results (Product 3) and a power point presentation with the final results power point (Product 4).

9.- Ethical Considerations and Confidentiality:

68. The evaluator will maintain the utmost confidentiality regarding sensitive information and comments arising during individual and collective interviews. They should be given sufficient space to ask any questions they may have and should receive answers to their satisfaction before the interview begins.
69. This evaluation complies with the UN Norms and Standards for Evaluation and will ensure that ethical safeguards concerning the independence of the evaluation are taken into consideration. Please refer to the UNEG ethical guidelines: <http://www.unevaluation.org/ethicalguidelines>.

Complete list of actors / responsibility / level of influence ¹⁵⁶

COMPLETE NAME	INSTITUTION	POSITION	CONTACT INFORMATION	ROLE IN THE PROJECT	LEVEL OF INFLUENCE
ILO Officers					
		Office Director			
		Programme Officer			
		Specialists			
		Project's CTA			
Government Representatives					
Employers Representatives					
Workers Representatives					
Donor					
Other strategic partners					

¹⁵⁶ It will be delivered to the selected evaluation team

10.- Relevant ILO Policies and Guidelines

ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed.
http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

Code of conduct form (To be signed by the evaluators)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

Checklist No. 3: Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

Checklist 5: preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

Checklist 6: rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

Template for lessons learnt and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

Guidance note 7: Stakeholders participation in the ILO evaluation
https://www.ilo.org/global/docs/WCMS_165982/lang--en/index.htm

Guidance note 3.1: Integrating gender equality in the monitoring and evaluation of projects
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165986.pdf

Guidance note 3.2: Adapting evaluation methods to the ILO's normative and tripartite mandate
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746717.pdf

Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

Template for evaluation summary
<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

UNEG Ethical Guidelines for Evaluation
<http://www.unevaluation.org/document/download/548>

Annex II | Matrix of questions for the final evaluation of the CREER project and methods of approach

No.	Criteria for evaluation questions	Indicators	Sources	Methodology
A.	Relevance: <i>The extent to which the objectives of a development intervention are consistent and continue to respond to beneficiaries, country, and partners/institution/donors' needs, policies, and priorities, and is expected to continue to do so if circumstances change (or have changed)</i>			
a.1	<i>To what extent are the strategies and actions of this project relevant to the needs of the beneficiary population (young people in the selected districts; INFP, MAST, etc.)?</i>	<ul style="list-style-type: none"> Level of adequacy of the strategy defined in the conceptual and operational framework of the project in relation to the field context, the real concerns of target groups and sectoral public policies Real needs of commercial enterprises (potential job providers) in the project area in terms of human resources (Qualifications sought, quantity and conditionalities) Added values of the project in terms of capacity building (functionality, operationality, adaptability and resilience) with regard to the concerns raised 	<ul style="list-style-type: none"> Project baseline Legal and institutional framework Project document Project team and key stakeholders Sectoral public policy documents Target groups 	<ul style="list-style-type: none"> Document analysis Historical surveys on institutional and organizational capacities and capabilities before the start of the project Mapping of stakeholders and actions Interviews Field visits
a.2	<i>Is the project relevant to the gender-differentiated needs on training and job creation?</i>	<ul style="list-style-type: none"> Sensitivity of the project in relation to sex and gender issues Monitoring and / or results indicators established on gender issues related to training and employment in the project Male / female employment and training benefit ratio through the different components of the project 	<ul style="list-style-type: none"> ILO Gender and Employment Strategy Project baseline Project document Project team and key stakeholders Sectoral public policy documents Target groups Sectoral public policy documents 	<ul style="list-style-type: none"> Document analysis Analysis of the quality of the representation of actors in the decision-making and operational mechanism of the project according to sex and gender (<i>Differentiated analysis by sex and gender</i>) Formal surveys and semi-structured interviews and focus group (when possible) Analysis of the criteria established in the project to benefit from the advantages (jobs, etc.) Analysis of the sensitivity of the CREER project budget in relation to sex and gender issues
a.3	<i>What is the level of project alignment with the national development framework, the SDGs, the priorities of the ILO Programme and Budget 2018-2019, and Haiti's DWCP?</i>	<ul style="list-style-type: none"> Level of adequacy and articulation between the conceptual and operational framework of the project in relation to the programmatic framework of these strategic reference documents; and the limits linked to the evolving characteristics of the environment supporting the project (institutional and organizational governance, ecological, socio-economic, legal, socio-cultural, public security, etc.) 	<ul style="list-style-type: none"> National development framework (Haiti's Strategic Development Plan (PSDH, Volume 2); and other sectoral public policy documents, Government Roadmap on the thematic areas concerned); Development agendas for the municipality of Cité-Soleil), The SDGs, the priorities of the ILO Programme and Budget 2018-2019, and Haiti's DWCP Project baseline Project document 	<ul style="list-style-type: none"> Analysis of documents, including architecture, budget allocations and mobilized resources Semi-structured interviews with strategic stakeholders
a.4	<ul style="list-style-type: none"> <i>What is the level of project alignment with the national policy objectives on training and job creation?</i> 	<ul style="list-style-type: none"> The indicators of the project results framework in relation to training and employment 	<ul style="list-style-type: none"> Promotion Program for Decent Work in Haiti (PPTD) 2015-2020 Sectoral public policy documents (MAST, INFP / MENFP, etc.) Project baseline Project document 	<ul style="list-style-type: none"> Cross-analysis of documents, results framework and progress reports Semi-structured interviews

a.5	<ul style="list-style-type: none"> To what extent did the project's components (actions/products/target population) remain relevant in the context of the pandemic? To what extent were they adjusted to adapt to and integrate changes in the context? 	<ul style="list-style-type: none"> Scope, challenges and issues related to the emergence of the pandemic and the limitations of the project Response capacities of residents living in the area of concentration of project intervention (Level of preparation of neighborhoods), and those of decision-makers and operators at strategic and local level Support capacity of the health system and social security nets complementary to the project Degree of flexibility in the implementation approach and limitations of the project's room for maneuver (Human, material and financial resources) Level of realism and anticipation of risk assumptions formulated through the project's logical framework Staff capacity to react in complex situations (Emergency training) 	<ul style="list-style-type: none"> Baseline, Logical Framework and Project Status Reports Roles, general and specific responsibilities and synergy bridges developed between stakeholders Response strategies and tools developed in the project Key parameters of the resilience of institutional and organizational systems Staff capacity 	<ul style="list-style-type: none"> Cross-analysis of documents, results framework and progress reports Semi-structured interviews Perception surveys among direct and indirect beneficiaries
B. Coherence: The extent to which the strategy is logical and consistent / To what extent were the components (strategies/actions) that were implemented consistent and complementary, and do they promote synergies with other strategic outcomes, priorities of national constituents and partners, to support the achievement of P&P 2018-2019 outcome 1?				
b.1	<p>To what extent does the project design take into account a gender and non-discrimination approach; references to International Labour Standards, the requirements of International Conventions ratified by countries, the recommendations of the Committee of Experts on the Application of Conventions and social dialogue mechanisms; and environmental issues?</p>	<ul style="list-style-type: none"> Indicators of project results linked to gender integration and participation; transnational instruments and policies of socio-economic rights allied to work; the principles of social and environmental safeguards Implications of aspects related to gender integration and the principles of applicable social (including universal design) and environmental safeguards in the project strategy and budget Level of coherence of the logic model, with regard to the theory of change, the expected results and the resources mobilized 	<ul style="list-style-type: none"> National and transnational instruments and policies of socio-economic rights allied to work (including children's rights); the principles of social and environmental safeguards (Treaties, Conventions, Agreements, Statements of principles - validated, signed or endorsed by Haiti) Environmental and social impact studies and environmental management plans carried out under the project Baseline, Logical Framework and Project Status Reports International Labour Standards Applicable standards for environmental safeguards from the National Office for Environmental Assessment of the Ministry of the Environment (BNEE, MDE) Monitoring tools developed under the project Mitigation strategies developed 	<ul style="list-style-type: none"> 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
b.2	<p>What has been the involvement and contribution of constituents and other stakeholders in the design of the projects?</p>	<ul style="list-style-type: none"> Level and quality of involvement of the various stakeholders in the project formulation process 	<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 audio-visual archives related to the formulation phase of the project, including concerted advocacy efforts between stakeholders with regard to the initial issue 	<ul style="list-style-type: none"> Historical surveys of the different categories of stakeholders Semi-structured interviews with resource persons Cross-analysis of the project reference documents
b.3	<ul style="list-style-type: none"> Does the project have indicators and targets for objectives, outcomes and outputs appropriate to what is to be achieved, and does it have a monitoring system/mechanism to measure progress in achieving outputs and outcomes? Does the monitoring mechanism integrate gender issues? 	<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-sensitive execution and monitoring tools, including the resource allocation model at the programmatic level and in the budget architecture 	<ul style="list-style-type: none"> Logical framework of the project Project reference documents Internal monitoring tools developed Presentation template for interim progress reports Project budget Report of working sessions related to the progress of the project (thematic workshops) Dashboard Gender strategy developed in the project ILO and national gender frameworks/Standards 	<ul style="list-style-type: none"> Cross-analyzes of key documents and tools Oriented exchanges with the monitoring-evaluation team in the project Analysis of budget allocations and expenditure models
C Effectiveness: of the processes, outputs, intermediate and final results of the projects/programmes The extent to which the immediate objectives of a development intervention were achieved or are expected to be achieved, taking into account their relative importance and the extent to which the management capacities and arrangements in place support the achievement of results.				

c.1	<p><i>To what extent the desired results (planned immediate objectives) and outputs been achieved? What were the main internal and external constraints/challenges faced by the project during implementation and what were the key success factors, and have any results been achieved that were not foreseen in the initial project design?</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 foreseen in the initial design) and the main factors that explain the difference in level of achievement 	<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 • Audio-visual materials and archives • System of criteria established to benefit from the advantages in the project 	<ul style="list-style-type: none"> • Historical surveys of the different categories of stakeholders • Semi-structured interviews with resource persons • Cross-analysis of the project reference documents • Formal socio-economic surveys of beneficiaries (different types) • Perception and satisfaction surveys among the different categories of beneficiaries • Focus group on key themes • Mapping and georeferencing of the achievements and non-achievements of the project (with also a look at the unforeseen achievements) • History of constraints, their magnitude, their weight and their impact on the implementation process • Identification and analysis of the strategies developed by the project and the stakeholders to face major unexpected or emerging challenges
c.2	<p><i>What were the facilitators and challenges in the implementation of the project in the targeted municipalities? What was the learning identified from it? How should similar activities be best approached in the future?</i></p>	<ul style="list-style-type: none"> • Configuration and quality of the consultation and facilitation system (representativeness, legitimacy and efficiency of stakeholders) of the project • Level of ownership of the project exit strategy 	<ul style="list-style-type: none"> • Representation and monitoring mechanism • Co-construction exit strategy element • Risk assumption in the logical framework • Interim and final reports on progress • Productions related to knowledge management in the project 	<ul style="list-style-type: none"> • Historical surveys on the significant events in the life of the project • Analysis of response strategies co-constructed with regard to emerging challenges • Focus group • Semi-structured interviews and comprehensive surveys on bottlenecks
c.3	<p><i>What are the implications of the COVID-19 crisis for project implementation, and to what extent has the response of the ILO, other UN agencies, and the constituents enabled the continuation of planned activities?</i></p>	<ul style="list-style-type: none"> • Level of impact on the synergy bridges project developed by the entities, specialized institutions and agencies of the United Nations System in Haiti in the face of the COVID-19 pandemic 	<ul style="list-style-type: none"> • Strategy model developed in the project to deal with the impact of the pandemic and related communication plan • Project reference documents • Project budget and related financial reports • Consultation mechanism developed in the context of the pandemic • Regular progress reports • Reports of ah-hoc meetings for the co-construction of specific strategies • WHO pandemic guidelines • Presidential decree on the pandemic 	<ul style="list-style-type: none"> • Identification of the necessary technical and operational skills • Semi-structured interviews with resource persons • Cross-analysis of reports and other documents gone • Analysis of the effects and impacts of Covid-19 on the implementation process • Focus group • Diagnostic analysis of co-constructed response strategies
C.4	<p><i>What has been the involvement of constituents and other key actors in the development of these outputs? What is</i></p>	<ul style="list-style-type: none"> • Level of engagement and effectiveness of key stakeholders & Degree of satisfaction 	<ul style="list-style-type: none"> • Project Reference Documents / Baseline • Typology of stakeholders (Institutional and organizational ecosystem of stakeholders) 	<ul style="list-style-type: none"> • Cross-analysis of reports and other documents gone

	<i>the perception regarding the quality and timeliness of these outputs?</i>		<ul style="list-style-type: none"> • Project monitoring and evaluation framework • Periodic progress reports • Steering committee • Organized civil society groups (SAKALA, and the most representative associations of young people and women) • Project team • Central state institutions (INFP / MENFP, MAST, SNGRS / MDE, MPTPC, and local authorities involved (Town halls, Board of Directors of Communal Sections and Assembly of Communal Sections: (ASEC)) • Chamber of Commerce and Industry and Related Business Enterprises 	<ul style="list-style-type: none"> • Semi-structured interviews with resource persons • Perception and satisfaction surveys among the different categories of beneficiaries
c.5	<i>How effective was the project at stimulating interest and participation of project partners at the national, departmental and community levels? To what extent were the constituents being able to fulfil the roles expected in the project strategies?</i>	<ul style="list-style-type: none"> • Quality of the implementation approach and the communication strategy in the project 	<ul style="list-style-type: none"> • Role and responsibility of stakeholders (commitments) • Implementation approach • Communication strategy in the project 	<ul style="list-style-type: none"> • Cross-analysis of reports and other documents gone • Semi-structured interviews with resource persons • Perception and satisfaction surveys among the different categories of stakeholders at different organizational and institutional scales • Analysis of the evolution of the discriminating factors of the internal and external environment of the project (Enabling environment)
D	Efficiency and effectiveness on management: The aim is to assess the extent to which project resources/inputs (funds, expertise, time, etc.) are converted into results.			
d.1	<i>Were resources (financial, human and time) allocated strategically to ensure the achievement of results? Was the gender dimension taken into account when budget lines were allocated?</i>	<ul style="list-style-type: none"> • Quality of resource allocations in the project and degree of sensitivity with regard to the gender and sex dimension 	<ul style="list-style-type: none"> • Project budget and related financial reports • Results framework • Implementation schedule • Project budget • Recruitment plan • Procurement plan • Financial planning • Periodic work plan • Allocations related to gender integration and participation in the project • Accounting documents and expense history 	<ul style="list-style-type: none"> • Expense opportunity analysis • Analysis of the timing and quality of spending or investments • Gender sensitivity analysis of the budget • Budget-related gender analysis
d.2	<i>To what extent have the project resources been leveraged with other related interventions to enhance the projects' effectiveness and maximize impact, if any?</i>	<ul style="list-style-type: none"> • Quality of the strategy developed to optimize the use of resources 	<ul style="list-style-type: none"> • Grid or system of criteria developed for the analysis of effects and impacts • Strategy and financing plan • Accounting documents and expense history 	<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 of decision-making and operational practices • Comprehensive surveys of administrative and operations managers

				<ul style="list-style-type: none"> • Analysis of the efficiency and effectiveness of expenditure • Analysis of the efficiency, effectiveness and sustainability of the financial allocation model adopted
d.3	<p><i>How effective was the support provided to the technical team managing the project by the ILO Geneva and the San José ILO Office in helping to achieve the results?</i></p>	<ul style="list-style-type: none"> • Quality of the contribution of the support provided by the ILO in Geneva and the ILO Office in San José to the project team 	<ul style="list-style-type: none"> • Strategic coordination model • Roles and responsibilities of the regional office • Relational flows, communication corridor and reaction time • Bottlenecks • 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, demands and reaction time • Semi-structured interviews with resource persons
d.4	<p><i>To what extent were mutual benefits and synergies between the participating institutions and units, with other projects in the ILO or other UN agencies that had an impact on improved project management capacity?</i></p>	<ul style="list-style-type: none"> • Added value of synergy bridges developed with other entities of the institutional and organizational ecosystem on project management 	<ul style="list-style-type: none"> • Project reference documents • Institutional and organizational ecosystem of stakeholders • Collaboration model between the different institutional and organizational actors • Harmonized work plan of 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 persons
d.4	<p><i>Does the monitoring and evaluation system/mechanism adequately and timely measure progress in project implementation, and are the results of the system/mechanism used by the project for decision-making and accountability? Has it incorporated changes in response to the information needs demanded by the new context of the pandemic?</i></p>	<ul style="list-style-type: none"> • Level of adequacy and adaptability of the monitoring system 	<ul style="list-style-type: none"> • Baseline • Project document • Logical context • Dashboard • Co-ordination 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"> • Logic Matrix Analysis • Analysis of the adaptability of monitoring and evaluation tools • Questioning of the monitoring and evaluation system • Assessment of the risk assumptions formulated in the logical framework • Semi-structured interviews with the monitoring team • Analysis of the quality of reports linked to monitoring and evaluation in the project • Questioning on the adaptability and level of flexibility of monitoring and evaluation tools in relation to changes in certain determining parameters
E	<p>Impact orientation. The aim is to assess whether the strategic orientation of the projects under study enables them to make significant contributions to their long-term objectives. These contributions can be both positive and negative changes produced by the intervention in question either directly or indirectly, intentionally or unintentionally.</p>			
e.1	<p><i>To what extent are the products developed by the project being used by partners, constituents and other national partners?</i></p>	<ul style="list-style-type: none"> • Level of utility and appropriation of the outputs and achievements of the project 	<ul style="list-style-type: none"> • Baseline, Logical Framework and Project Status Reports • Institutional and organizational ecosystem of stakeholders • Inter-municipal Memorandum of Understanding on the pooling of certain services and the joint use of certain strategic resources • Artisanal solid waste processing workshop in Cité-Soleil 	<ul style="list-style-type: none"> • Analysis of capacity building needs with regard to the unifying themes of the project • Semi-structured interview • Focus groups • Surveys of beneficiaries • Perception surveys among beneficiaries and at different organizational, institutional and

			<ul style="list-style-type: none"> • Adaptation of the tools developed with regard to the real concerns of stakeholders • System of criteria established to benefit from the advantages in the project • Environmental and social impact studies and environmental management plans carried out under the project • Various studies carried out within the framework of the project (Biophysical, Socio-economic, Hydrogeological, etc.) 	territorial levels on a representative and inclusive basis
e.2	<p><i>What are the impacts of the project (both intended and unintended, and both positive and negative) or changes made by the project, at the policy level, institutional level, village and the ultimate beneficiaries level? To what extent the project was able to change the lives of both men and women in the target communities? What are the evidences?</i></p>	<ul style="list-style-type: none"> • Assessment of externalities and overall impact levels of the project and 	<ul style="list-style-type: none"> • Project reference documents • Identification diagram of the 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 participation in the project • Interim reports on progress 	<ul style="list-style-type: none"> • Perception surveys on the level of satisfaction of direct and indirect beneficiaries • Prospective analysis & Scenario formulation • Semi-structured interviews • Focus groups • Carrying out socio-economic analysis, integrating parameters sensitive to gender and the resilience of the structures put in place • Field observations • Simulations with geomatics tools • Investigations on behavioral changes in relation to costly or damaging ecological and social practices, particularly in the area of waste management • Analysis of externalities, internalities and sustainability on the works carried out on the Flamingo Canal • Mobilization of the spatial analysis approach coupled with geomatics tools (Watershed management approach)
e.3	<p><i>To what extent is there an impact (or is there a promising prospect for it) on the scaling up of the shift model and the model of green employment generation?</i></p>	<ul style="list-style-type: none"> • Level of adaptation and possibility of replication of the theory of change focused on the promotion of eco-professions and the development of green jobs 	<ul style="list-style-type: none"> • Theory of Change • Results framework • Institutional and organizational framework of the project • Agenda and capabilities of companies for job vacancies • Sectoral public policies • Institutional and legal framework • Prospects for public, public-private and / or international or bilateral cooperation funding 	<ul style="list-style-type: none"> • Cross-analysis of progress reports • Semi-structured interviews • Perception and performance analysis related to green jobs created in the project • Summary managerial, financial and economic performance analysis of the artisanal waste processing micro-center in Cité-Soleil • Calculation on the recovery time of the capital invested in the artisanal waste processing micro-center

				<ul style="list-style-type: none"> • Cross-analysis of the level of commitment of the different categories of stakeholders involved in decision-making and operational processes with regard to the issue, including political perspectives; • Prospective analysis
D	Sustainability. The aim is to assess whether the results of the intervention will be sustainable and whether they can be maintained or even scaled up and replicated by other development partners once the intervention has been completed or after donor funding has ended.			
d.1	<i>To what extent have the relevant government institutions at the national, municipalities and community levels, institutionalized strategies, policies, mechanisms and capacities to increase employment opportunities to young people and women?</i>	<ul style="list-style-type: none"> • Levels of improvement of capacities at different institutional, organizational and territorial levels in terms of the development of strategies, public policies and functional mechanisms related to employment, in particular for young people and women. 	<ul style="list-style-type: none"> • Basic and priority initial needs in terms of capacity building (baseline 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 • Institutional, legal, socio-political barriers or constraints, • Theory of Change • Risk assumptions • Institutional and organizational stability • Developments in the legal and institutional framework • Level of stakeholder engagement 	<ul style="list-style-type: none"> • Historical surveys on expressed needs (see: baseline) • Analysis of the adaptability of the theory of change • Evaluation of observed, appreciated or measured changes • Identification and analysis of emerging issues • PESTEL analysis matrix • SWOT Analysis Matrix
d.2	<i>To what extent the results of the interventions (particularly on the institutional capacity building) are likely to be durable and can be maintained or even scaled up and replicated by the partners after the project ended?</i>	<ul style="list-style-type: none"> • Leverage effects of capacity building initiatives • Capacity for replicability and to scale up good management practices benefited by institutions (Sustainability, Resilience and replicability of achievements) 	<ul style="list-style-type: none"> • Basic and priority initial needs in terms of capacity building (baseline 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 • Institutional, legal, socio-political barriers or constraints, • Theory of Change • Risk assumptions • Institutional and organizational stability • Developments in the legal and institutional framework 	<ul style="list-style-type: none"> • Identification and analysis of changes observed in institutions • Level of ownership of the tools developed by key resource persons • Analysis of the effectiveness and quality of the monitoring tools developed to feed the exit strategy • 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
d.3	<i>Which project-supported activities, capacities, products and tools have been sustained and institutionalized, by partners external organizations?</i>	<ul style="list-style-type: none"> • Level of valuation of achievements by partners and other stakeholders 	<ul style="list-style-type: none"> • Project reference documents • Baseline • Analysis of capacity building needs (ex-ante diagnostic study) • Theory of Change 	<ul style="list-style-type: none"> • Comparative analysis of initial needs and emerging ones • Interviews with resource persons
d.4	<i>What measures have been taken to ensure the sustainability of the results in view of the potential negative impact of the COVID-19?</i>	<ul style="list-style-type: none"> • Level of ownership of the exit strategy linked to the Covid-19 pandemic 	<ul style="list-style-type: none"> • Ad-hoc strategy developed • Project budget and related financial reports • Ability to mobilize additional resources • Implications of the pandemic on the implementation process 	<ul style="list-style-type: none"> • Semi-structured interviews • Analysis of the strategy and the interventions carried out • Prospective analysis

		<ul style="list-style-type: none"> • Roles, responsibilities and synergy bridges developed between the different components of the institutional and organizational ecosystem allied to the management of the pandemic • Capacities and response capacities installed • Degree of vulnerability and resilience of beneficiaries and neighborhoods affected by the project 	<ul style="list-style-type: none"> • Observations of the environmental framework with a specific look at the living environment and sanitation aspect • Analysis of the response capacity of the project and of other actors in the institutional and organizational ecosystem (including the identification of initiatives in perspective)
--	--	--	---

Definition of the OECD performance criteria scoring system

Rating	Criteria/ Level of satisfaction or associated performance	Explanations
Ratings for results, effectiveness, efficiency, monitoring and evaluation and investigations		
6	Very satisfactory (VS)	No gaps
5	Satisfactory (MD)	Minor deficiencies
4	Moderately Satisfactory	Relatively mixed satisfaction
3	Moderately Unsatisfactory (MU)	Significant gaps
2	Unsatisfactory (U)	Major problems
1	Very Unsatisfactory (VU)	Serious problems
Sustainability ratings		
4	Likely (L)	Negligible risks for sustainability
3	Moderately Probable (MP)	Moderate risks
2	Moderately Improbable (MI)	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; Organizational; Ecological; Sectoral and inter-sectoral public policies; International instruments allied to the areas of sustainable development)
3	Relevant (P)	Shows a good level of coherence in relation to the overall context
2	Relatively relevant (RR)	shows a mixed level of coherence compared to the overall context
1	Not Relevant (NR)	Formulation of the project 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)	

Annex III | Semi-structured maintenance guide in the form of a comprehensive survey for file holders (Individual Specialist Service Providers engaged in the project) in support of the CREER project team

I.- Conceptual framework and area of intervention:

- 1) What component did you have involved in implementing the **CREER Project**? During what period?
- 2) To what extent are the strategies and actions of this project relevant to the needs of the recipient population (young people from selected districts; INFP, MAST, etc.)? Is the project relevant to gender-differentiated training and job creation needs?
- 3) To what extent have the project components (actions/products/target population) remained relevant in the context of the pandemic? To what extent have they been adjusted to accommodate and integrate the changes into the context?
- 4) In your opinion, compared to the real and priority concerns of the area, what was the level of relevance of this project (Verylow, low, Mitigated, Medium, Good, Very good, Very stronglyadequate)?

II.- Commitments and method of approach developed:

- 1) What responsibilities have been assigned to you, in relation to the reference document of the **CREER Project** (see TDR of the accompaniment)?
- 2) What was the outreach and communication strategy developed in the implementation process?
- 3) What was the level of involvement of institutional/organizational actors, natural leaders and beneficiaries in your mandate (TDR of the assigned mission)?
- 4) What was the level of involvement and effective commitment of the different groups of actors in relation to the responsibilities that have been set out in your TDRs? Were they made easier or prevented? Were they collaborative, motivated, interested, inconsistent or unpredictable? What is the explanation that can be used to argue one's attitude, based on your specific and holistic understanding of the implementation process?
- 5) Compared to the existing baseline, what could limit the evaluator in deepening his reflections on a SMART basis (see: Diagnostic studies ex-basic very possibly, EIES/PGES/EMS, etc.); compared to the component you had intervened in particular?¹⁵⁷

III.- Achievements in relation to a specific mandate (TDR),limitations and constraints:

- 1) How have interpersonal relationships evolved in the **CREER Project**? Role and responsibility conflicts? Their impacts of the different types of reports developed on the life of the project (see: **Execution and operational phases**)? Possible litigation? Resolution approach?
- 2) What are the key achievements in the **CREER** (see: high readability and visibility)?
- 3) What is the level of adequacy between the ambitions (conceptual and operational framework) and the resources available in the project budget?
- 4) So far, what has the project team not been able to achieve in relation to the forecast schedule (compared to the component that concerns you)? The three (3) main reasons for or not these failures? The impacts or benefits associated with these achievement deficits relative to the expected results in the project reference documents?
- 5) What are the effects and impacts of inflation and/or the valuation of the gourd against the U.S. dollar (in the last three months) on achievements (Execution and operating phases)?
- 6) What has not been achieved in relation to the forecasting framework? What justifies the breaches? Have the lessor and the national counterpart have been notified? What were their reactions? How effective have the response strategies developed?
- 7) What would be the additional performance to report (unexpected, unplanned added values)?
- 8) To what extent were the components (strategies/actions) implemented coherent and complementary, and promote synergies with other strategic outcomes, priorities of national constituents and partners, to support the achievement of result 1 of the 2018-2019 P.E.B.?
- 9) What were the facilitators and challenges in implementing the project in the targeted municipalities? What was the learning? How should similar activities be better addressed in the future?
- 10) **How 1) gender dimension, 2) universal design, 3) socio-environmental concerns (cf. : Environmental and social safeguards), 4) respect for the rights of minor children (see: Terms of hiring and work), ..., 5) universal design, 6) the potential impact of climate change, 6) the current situations of conflicts of armed civilians between the neighbourhoods of Cité-Soleil (rival groups) and the climate of generalized insecurity, 6) the pandemic of COVID-19, ... were they considered in the implementation of your actions/interventions through the CREER?**
- 11) Have resources (financial, human and time) been allocated strategically to achieve results? Was the gender dimension taken into account when the budget lines were allocated?
- 12) To what extent have project resources been leveraged with other interventions to improve project effectiveness and maximize impact, if any?
- 13) To what extent are the results of interventions (particularly on institutional capacity building) likely to be sustainable and can be maintained or even increased and replicated by partners after the end of the project?
- 14) What steps have been taken to ensure the sustainability of the results in light of the potential negative impact of COVID-19?

IV.- Satisfactions and post-project perspectives CREER:

- 1) How satisfied are you with the implementation process?
- 2) Is there an exit strategy? What device? What is the approach? How are local actors involved and/or involved in the development of this strategy?
- 3) To what extent have the mutual benefits and synergies between participating institutions and units, with other ILO projects or other UN agencies, had an impact on improving project management capabilities?
- 4) What are the impacts of the project (both intentional and unintentional, and both positive and negative) or the changes made by the project, at the political level, at the institutional level, at the village level and at the ultimate beneficiaries? To what extent has the project changed the lives of men and women in target communities? What is the evidence?

¹⁵⁷ SMART: Specific, Measurable, Achievable, Temporal

- 5) To what extent is there an impact (or is there a promising perspective) on scaling up the transition model and the eco-professions creation model?

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

- Precautions to take?
- Specific aspects to dig?
- The process of expansion 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?
- COVID-19 Action Plan
- War between the quarters of Cité-Soleil

Annex IV | Organizational, Managerial and Financial Performance Assessment Grid of the Craft Centre SET UP AS PART of the CREER PROJECT

Interview date:

I.- Member identification:

01	Business / Workshop	
02	Name and surname of the member-in-respondent	
03	Respondent's responsibility	
04	Marital status	
05	Contact information (Address/Telephone)	

II.- Identification and geo-referencing of the workshop

		Relevant notes
01	Structure name	
02	Location of Headquarters	
03	Date of creation	
04	Contact person -s	
05	Area of intervention and/or influence	
06	Legal status of the group	
07	Recognition -s with the relevant public institutions	
08	Recognition fees in \$HTG	

III.-Circumstantial/Context of the creation of the craft centre:

		Relevant notes
01	Initiator -s (Pioneer -s) of the Group	
02	Vocation of structure (Social, Economic, Socioeconomic, Politics, for-profit purposes):	
03	Integration conditions	
04	Vision	
05	Mission	
06	Networking	

IV.- Areas of intervention or Service lines developed in order of importance:

Nº.	Areas of intervention	Commercial service lines	Relevant notes
01			
02			
03			
04			
05			

V.- Key conditionalities of integrating a new member into the structure:

01	
02	
03	
04	

VI.- Conditional italskey to the integration of an employee or trainee into the unit:

01	
02	
03	
04	

VII.- Contribution forms (in kind or cash) of members in the group:

01	
02	
03	
04	

VII I.- Categorization (profile and typology) of members of the unit:

Nº.	Types	Explanations
01		
02		
03		
04		

IX.- Market Analysis: Who are the main business partners of the Artisanal Centre (to whom most of the production is sold)?

Nº.	Identifying key customers and their contact information (Zone, Phone, Email)	Percentage of sales of overall production by period (Week, Month, Quarter, Semester or Year, ...)	Volume of products or services	Estimated amounts in HTG\$	Constraints, assets or advantages, underproduction, irregularities
01					
02					
03					
04					
05					
06					
07					
08					
General comments or remarks					

X.- Key criteria for selecting benefit recipients from among group members:

01	
02	
03	
04	
05	

XI.- Age class by gender in structure (members):

Nº	Age Class	Number of members by sex	
		Girl/Woman	Boy/Man
01	Month of 15 years (Teen)		
02	15 to 18 years old (Ado-Young)		
03	19 to 25 years old (Young)		
04	26 and over (Advanced Youth)		

XII.- Evolution of the "Membership" in the group over the last 12 months:

№.	Settings	January		February		March		April		May		June		July		August		September		October		November		December	
		F	H	F	H	F	H	F	H	F	H	F	H	F	H	F	H	F	H	F	H	F	H	F	H
01	<i>Registered member</i>																								
02	<i>Active member</i>																								
03																									
04	<i>Disclaimers</i>																								
05																									
06	<i>Defection/Abandonment</i>																								
07																									
08	<i>Relevant notes</i>																								

XIII.- Five (5) frequent causes of withdrawal or abandonment:

01	
02	
03	
04	

XIV.- Organization of the structure to define needs (Diagnosis, Strategic Plan, Brainstorming, ...):

01	
02	
03	
04	

XV.- Evolution of the group's turnover over the last 7 months?

Nº.	Settings	June	July	August	September	October	November	December
01	Amount in \$HTG							
02	Relevant notes							

XVI.- Governance model of the craft centre:

Nº.	Composition management committee (Post/Name)	Sex (F/H)	Frequency renewal	Last election date
01				
02				
03				
04				
05				
	<ul style="list-style-type: none"> ▪ <i>Management style</i> ▪ <i>The Group proceeds with a status? internal regulations? written by whom? Organization chart? From the archives?</i> ▪ <i>Are there any related links between the members of the Management Committee? What impact on the operation?</i> ▪ <i>How many times (week, month, year) does the Management Committee meet? general assembly? Who defines the group's priorities?</i> ▪ <i>Who and how do we make the big decisions in the group?</i> ▪ <i>What are the main criteria on which to choose the beneficiaries of a project, or of an advantage in the group?</i> ▪ <i>Gender and Development Sensitivity (Equity, Parity, Complementarity): How does the group perceive women's participation in the development of the area?</i> ▪ <i>What is the greatest function a woman can perform in the group? Why this limitation?</i> ▪ Current situations of armed civil conflicts between the districts of Cité-Soleil (rival groups) and the climate of general insecurity? ▪ Strategy developed in relation to the COVID-19 pandemic ... 			

XVII.- What were and what were the identified capacity needs of the workshop?

Nº.	The main ambitions expressed before the CREER Project (SMART Estimates or Assessments)	CREER's actual achievements relative to expectations (SMART Forecast)
01		

XVIII.- The other accompaniments or frameworks benefited by the unit, apart from what were specified in the reference document of the CREER?

Nº.	Accompanying / Supported	Reasons / Justifications	Conditionalities	Associated added values or support effectiveness
01				
02				
03				
04				
05				

XIX.- Partnership with other institutions (prives, associations, states) within the framework of the CREER (Coaching Organizations):

Nº.	Entity	Status	Type of reports	Since when?	Value added for the structure
01					
02					
03					
04					

XX.- Current model of funding for the craft centre (Resource Mobilization Strategy)

Nº	Taxpayer	Name 's'	How	Quantity/frequency (\$HTG)
01	Member			
02	State structure			
03	Ngos			
04	Diaspora Local			
05	Create			
06	Credit			
07	Cash flow			
08	CREER support			
09	Other.....			
10	Compensation service per user	Explanations: "I'm going to be a no-go-all" "I'm going to be a no-go-all" "I'm going to be a no-go-all"		

XXI.- Model or strategy of communication: Its functionality? His level of efficiency?

01	A schematic illustration of the information system in place to communicate with its global environment (see: different categories of actors in the institutional, organisational and commercial ecosystem that condition the existence and functioning of the centre)?	Its functionality? His level of efficiency?

XXII.- Inventory of the list of the main equipment and equipment installed in the artisanal center as part of the CREER Project

Nº.	Materials or Equipment	Physical condition at installation (Nine or Used)	Present () or No (-) in the company	Functional or dysfunctional (Reason)	Practical comments on existence and operation
01					
02					
03					

XXIII.- Analysis of the company's operating account: The charges (real and calculated), investments, and the company's revenues the last 12 months in HTG dollars?

No.	Types of transaction (spending lines or revenue lines)	January	February	March	April	May	June	July	August	September	October	November	December
01	<i>Membership contributions</i>												
02	<i>Purchases of raw materials and inputs needed</i>												
03	<i>Employee fees</i>												
04	<i>Other paid services</i>												
05	<i>Recipes selling product 1 to specify)</i> <i>(_____)</i>												
06	<i>Recipes selling product 2 to specify)</i> <i>(_____)</i>												
07	<i>Recipes selling product 3 to specify)</i> <i>(_____)</i>												
08	<i>Recipes selling product 4 to specify)</i> <i>(_____)</i>												
09	<i>Recipes selling product 5 to specify)</i> <i>(_____)</i>												
08	<i>TCA (DGI Tax)</i>												
10	<i>Investments</i>												
11	<i>Other management and communication fees</i>												
12	<i>Unit debts</i>												
13	<i>Loans to individuals or other entities</i>												
14	<i>The unit's grant to other groups in its network for event activities or other community projects</i>												
15	<i>Subsidies from partners</i>												
16	<i>Other unspecified charges No. 1</i>												
17	<i>Other unspecified charges No. 2</i>												
18	<i>Other unspecified charges No. 3</i>												
19	<i>Relevant notes</i>												

XXIV.- Financial Management Security, Amortization and Archives:

Nº	What is the group's financial capital at the moment in HTG\$?	
01	How could you mobilize the amount for construction and how much was it?	
02	Who is responsible for the financial management of the centre?	
03	Is there a control structure? Which one?	
04	Is there a control structure? Which one?	
05	Are there penalties for embezzlement?	
06	What kind of problems has the structure already encountered in financial management?	
07	Have there ever been any cases of punishment? What was it, actually?	
08	Does the group have a bank account? Since when?	
09	Who has/have the right to sign the account? Why him?	
10	Is the group's money (including the amounts related to the amortization calculations) kept in a bank account? Is it invested?	

XXIII.- How did the monthly income of the workshop start?

Nº.	Components	Percentage (%)	Justification	Lessons learned	Perspectives
01					
02					
03					
04					
05					
06	Is the workshop performing well? Profitable? Explanations and practical arguments?				

XXV.- What materials and/or goods have been included in the depreciation calculations in the How did the monthly income of the workshop start? And moreover, how are depreciations (linear or degressive) calculated?

Nº.	Property/Materials	Acquisition date	Physical status for purchase	More likely (minimal) lifespan in months	Monthly amortization in HTG (Gourde)
01					
02					
03					
04					
05					

XXVI.- Enumerate 5 major changes observed in the community from the actions carried out by this workshop over the past 12 months, thanks to the guidance of the CREER?

Nº.	Changes observed
01	
02	
03	
04	
05	

XXVII.- Evolution of the relationships between the unit and other players in your global environment (check the appropriate figure):

Nº.		Harmonious	Crook	Good	Crook	Enough-good	Crook	Mixed	Crook	Bad	Crook
01	Other Youth Associations and related umbrella structures most representative of the area	Harmonious		Good		Enough-good		Mixed		Bad	
02	Town hall	Harmonious		Good		Enough-good		Mixed		Bad	
03	CaseC	Harmonious		Good		Enough-good		Mixed		Bad	
04	Member	Harmonious		Good		Enough-good		Mixed		Bad	
05	Churches	Harmonious		Good		Enough-good		Mixed		Bad	
06	Notable	Harmonious		Good		Enough-good		Mixed		Bad	
07	Development operators	Harmonious		Good		Enough-good		Mixed		Bad	
08	Private sector companies	Harmonious		Good		Enough-good		Mixed		Bad	

	Vocational technical training schools	Harmonious		Good		Enough-good		Mixed		Bad	
	ILO through CREER	Harmonious		Good		Enough-good		Mixed		Bad	
09	...	Harmonious		Good		Enough-good		Mixed		Bad	
General commentary on the group's socio-organizational relationships											

XXVIII.- Conflict Structure and Management:

Is the Group used to dealing with conflicts?

Yes		No	
-----	--	----	--

What Types?

Sources of conflict? _____

Method of resolution? Efficiency? No partisanship? No frustration?

--

XXIX.- Are you satisfied with the current management of the group? What for?

Yes		No	
-----	--	----	--

Explanations:

XXX.- Appreciation of the Satisfactions of the Workshop:

Nº.	Question/answer elements	Always	Sometimes	Rarely	Never
01	Are we used to evaluating the group's activities?				
02	What for?				
03	By who?				
04	When? Background or Pretext?				
05	Relevant notes				
06	The 3 greatest successes since the establishment of this unit?				
	Has				
	B				
	C				
07	The 3 main lessons learned?				
	Has				
	B				
	C				
08	In your opinion, compared to the real and priority concerns of the area, what was the level of relevance of this project (Very low, low, Mitigated, Medium, Good, Very good, Very stronglyadequate)?				
	Answer:				
09	In your opinion, compared to the intentions and expectations of departure, what is your overall satisfaction of the projetCREER (Verylow, Low, Mitigated, Medium, Good, Very Good, Very Strongly Satisfied, Excellent Project)?				
	Answer:				

XXXI.- Synthesis: A SWOT/EVC Analysis - Based on the Workshop Member's Perception

Forces	Weaknesses	Vulnerability/Resilience
Constraints	Assets	

XXXII.- Three (3) major projects/programs in prospect in the craft centre for the next three (3) years:

Nº.	Projected activities in order of priority	Estimated amount in USD	Funding -s mobilizable -s	Note
01				
02				
03				

XXXIII.- Question of general interest:

01	- Links between the structure and the new young people trained under the CREER and this Unit (artisanal centre)? - How many young people are employed or in a professional internship in the unit to date?	
	- What is your perception of the importance of the technical ionmodules given by CREER to the community?	

02	- What is your perception of the importance of this training program for this craft centre ?	
03	- How do you think the other MSMEs in the regional environment understand the CREER strategy by setting up this workshop ?	
04	- Is there good harmony in the group (member, elected, appointee, employee)? The authorities? with the other structures in the area?	
06	- In your opinion, what are the three (3) biggest challenges that emerged after THE support of the CREER in your workshop? What are the alternatives?	1
		2
		3
07	- Sensitivities developed for people with reduced mobility?	
08	- Sensitivities developed for the excluded, the most vulnerable groups?	
09	- Developed sensitivities to the environment, natural resources, biodiversity, solid waste management and climate change impacts?	

Thank you very much

Annex V | Survey on the description of the Sociometric and Socio-Economic Profile and perception survey for young direct beneficiaries who had participated in the developed training programme and who were able to enter the labour market or not as part of the implementation of the CREER Project

I.- Recipient identification:

Investigator Code -e	Survey Date /--- / 202--
First name, name of beneficiary or learner	Sex	F
Place of residence	Mr	
Age of direct beneficiary		
Phone -s / E-mail		
Membre of which local development organization or cooperative?		
Religion		
Privileged relationship developed with the CREER (Are you involved in the implementation of CREER to what extent?)		

II.- Key sociometric variables and Niveau involvement in the CREER:

01	Marital status	
02	Number of household members or dependants	
03	Who informed you of the existence of the CREER?	
04	Profession before CREER	
05	What was your motivation to join the CREER?	

III.- Key components of the recipient's socio-economic activity system before CREER (see: Recipient profile):

1.- 3.- 3.-

IV.- From your activity system, what was the mens ual income earned (Before and After CREER)

Monthly income in Haitian dollars		
01	Income earned before CREER	Income earned from CREER's achievements
02		
03	Explanation / Comment of the respondent -e on his monthly revenu won before CREER	Explanation / Comment of the respondent on his monthly income earned thanks to the achievements of CREER
05		

V.- What were the discriminating criteria of your choice, as a direct beneficiary in the CREER?

Answer 1:
Answer 2:
Answer 3:

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

Answer 1:
Answer 2:
Answer 3:

VII.- Were you able to meet the agreed commitments?

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

VIII.- What reasons do you think the request from other people (potential beneficiaries) was not successful (refused)?

Answer 1:
Answer 2:
Answer 3:

IX.- What was the profile of those interested in the project, and who were not able to benefit from the desired benefits of the CREER?

№.	Factors	Explanations
01	Geographical provenance	
02	Socioeconomic profile	
03	Basic organization	
04	Religion	
05	Political group	

X.- Development and/or strengthening of theacités in the implementation of the CREER:

- 1) Have you been involved in the formulation phase of CREER? Yes---- No ----, If so at what level?

Project idea: 1	Plan design: 2	Site choice: 3	
-----------------	----------------	----------------	--

- 2) Hasyoubeen involved in the project's execution phase? Yes---- No ----, If so at what level?

--

- 3) Were you able to benefit (from the training/awareness modules and/or development/strengthening sessions) of the capacity of the CREER Project?

No Yes If so, the themes:

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



- 4) Identify an aspect that has not been addressed in the training sessions, yet that proves fundamental in relation to the realities of the area?
- o Answer 1:
 - o Answer 2:
 - o Answer 3:

XI.- Perception of recipients on satisfaction levels:

- 5) Mention three (3) key aspects of the CREER Project that you really like?
- a. Answer 1:
 - b. Answer 2:
 - c. Answer 3:
- 6) What did the CREER team not take into account during the implementation, and which requires integrating the exit strategy, with a view to a better form of ownership?
- 7) What should the relevant authorities and/or other local structures improve to facilitate the consolidation of THE ERC's achievements on a sustainable basis?
- 8) What has CREER changed or is making a positive difference in your life?
- 9) How does CREER impact your life?
- 10) How have the relationships between you (as a direct beneficiary) and the decision-makers/institutional/organizational actors who have been involved in the process of implementing the CREER evolved? Check the right number:

Steering Committee	Harmonious	(1)	Good	(2)	Enough-good	(3)	Mixed	(4)	Bad	(5)
CREER Project Team	Harmonious	(1)	Good	(2)	Enough-good	(3)	Mixed	(4)	Bad	(5)
Representation of the INFP	Harmonious	(1)	Good	(2)	Enough-good	(3)	Mixed	(4)	Bad	(5)
Entity Responsible for Training	Harmonious	(1)	Good	(2)	Enough-good	(3)	Mixed	(4)	Bad	(5)
Local elected authorities involved (City Hall of Cité Soleil)	Harmonious	(1)	Good	(2)	Enough-good	(3)	Mixed	(4)	Bad	(5)
CASEC offices	Harmonious	(1)	Good	(2)	Enough-good	(3)	Mixed	(4)	Bad	(5)
Service providers involved (Consultants, research firms, ...)	Harmonious	(1)	Good	(2)	Enough-good	(3)	Mixed	(4)	Bad	(5)
MDE Departmental Directorate	Harmonious	(1)	Good	(2)	Enough-good	(3)	Mixed	(4)	Bad	(5)
DEPARTMENTAL directorate MARNDR	Harmonious	(1)	Good	(2)	Enough-good	(3)	Mixed	(4)	Bad	(5)
Co-operatives involved	Harmonious	(1)	Good	(2)	Enough-good	(3)	Mixed	(4)	Bad	(5)
Chamber of Commerce and Industry	Harmonious	(1)	Good	(2)	Enough-good	(3)	Mixed	(4)	Bad	(5)
Jobs providers	Harmonious	(1)	Good	(2)	Enough-good	(3)	Mixed	(4)	Bad	(5)
Other:.....										
General comment										

- 11) Exp combine your penchant for the CREER Project?

Passionately	(1)	Much appreciated	(2)	Enjoyed	(3)	Mixed	(4)	Undecided	(5)
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XII.- Synthesis, Lessons Learned, Tips and Perspectives:

In the event that an institution decides to finance a project of this type in the future, based on your experiences, what would be the 3 main aspects to take into account, for a better ownership of the approach?

- o Answer 1:
- o Answer 2:
- o Answer 3:

- a) General comments on the project (Express yourself without constraint, and objectively):

Thank you very much

Annex VI | Perception Survey Sheet for some important civil society figures through the intervention areas of the CREER Project / Witnesses and indirect beneficiaries (Trades Organizations, Religious Leaders, Natural Leaders, Other Decentralized Public Services, Human Rights, Parliamentarians, Other Development and/or Humanitarian Operators, Most Representative Civil Society Organizations In Sustainable Development, Notables, etc.)

Session No. 1 Venue, / 202... / Duration: 10 to 15 minutes

Investigator Code:

I.- Knowledge of the existence of the CREER Project project:

12) **How did you know about this project?**

Answer: "It's not going to be the last time in the day, I'm going to be.

13) **What was your perception of such a project in the first place?**

Answer: "It's not going to be the last time in the day, I'm going to be.

II.- Importance of CREER:

1- **Do you think it is important to set up this unit? Size scale (check the corresponding number):**

Not useful	(1)	Barely Useful	(2)	Useful	(3)	Very Useful	(4)	Extremely Useful	(5)
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14) **In your opinion, what are the first and/or impacts of the implementation of the CREER in the area/metropolitan area?**

Answer: "It's not going to be the last time in the day, I'm going to be.

15) **Identify three (3) fundamental reasons that show the importance of implementing CREER in the metropolitan area or metropolitan area?**

№.	Reasons
1	
2	
3	

16) **Do you think they (2) need to be improved in the operation of the CREER Project?**

- Answer 1: "It's not going to be the last time in the day, I'm going to be.
- Answer 2: "It's not going to be the last time in the day, I'm going to be.

17) **Personal note from the interviewee:**

Thank you very muc

Annex VII | Semi-structured maintenance guide in the form of a comprehensive survey for ILO staff (Programme Manager/Field Project Coordination Team)

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

- 18) Where does this project come from or what was the basis of its genesis: Problems underlying the formulation of the project and the ILO Advocacy Action?
- 19) At what level has the ILO been involved in the formulation and implementation process of the **CREER Project**?
- 20) What was the ILO's place in the decision-making process (design, draft wording)?
- 21) What were the main expectations at the beginning (dream draft) of the ILO?
- 22) Were the ILO and Haitian government representatives on the same page?
- 23) How does the Chamber of Commerce and Industry (CCI), local elected officials, the Departmental Directorate of Sector Ministries¹⁵⁸(**MARNDR**,¹⁵⁹ **MAST**,¹⁶⁰ **MDE**,¹⁶¹ **MCI**,¹⁶² **MJSAC**), some decentralized public bodies, organized civil society groups operating in the beneficiary areas have been involved in the process (design, implementation and exploitation)?
- 24) Sensitivities developed by the project on Gender and Gender, Climate Change and Universal Design?¹⁶³
- 25) To what extent are the strategies and actions of this project relevant to the needs of the recipient population (young people from selected districts; INFP, MAST, etc.)? Is the project relevant to gender-differentiated training and job creation needs?
- 26) To what extent have the project components (actions/products/target population) remained relevant in the context of the pandemic? To what extent have they been adjusted to accommodate and integrate the changes into the context?
- 27) In your opinion, compared to the real and priority concerns of the area, what was the level of relevance of this project (Very **low**, **low**, **Mitigated**, **Medium**, **Good**, **Very good**, **Very strongly adequate**)?
- 28) What are the bridges of synergies developed with the initiatives of other agencies and specialized institutions of the United Nations System present in the intervention areas of **the CREER (UNDP, UNFPA, UN-WOMEN, WFP, FAO, UNEP, ...)**, in relation to the **SDG Agenda**? What partnerships have been developed with other international operators, outside the UN family?
- 29) Have resources (financial, human and time) been allocated strategically to achieve results? Was the gender dimension taken into account when the budget lines were allocated?
- 30) To what extent is there an impact (or is there a promising perspective) on scaling up the transition model and the eco-professions creation model?
- 31) To what extent have the relevant government institutions at the national, municipal and community level institutionalized strategies, policies, mechanisms and capacities to increase employment opportunities for young people and women?

II.- Profile of recipients and selection processes:

- 1) Discriminating criteria for choosing beneficiaries?
- 2) What were the major issues and concerns (current and emerging) associated with the implementation process?
- 3) Have there been any cases of conflict? What were the methods, means of resolution used? Were they effective? What were the impacts of these problems on interpersonal relationships in the project? Their impact on the field of social cohesion?
- 4) In your opinion, what adaptations should be made at this stage to ensure the consolidation and sustainability of the gains?
- 5) Lessons learned from the implementation process?
- 6) To what extent does the design of the project take into account a gender and non-discrimination approach; references to international labour standards, requirements of international conventions ratified by countries, recommendations of the Commission of Experts for the Implementation of Conventions; mechanisms for social dialogue; and environmental problems?
- 7) Does the project have indicators and targets for objectives, results and products appropriate to what needs to be achieved, and does it have a monitoring system/mechanism to measure progress in achieving products and results? Does the monitoring mechanism incorporate gender issues?
- 8) What are the impacts of the project (both intentional and unintentional, and both positive and negative) or the changes made by the project, at the political level, at the institutional level, at the village level and at the ultimate beneficiaries? To what extent has the project changed the lives of men and women in target communities? What is the evidence?

III. Interpersonal/inter-institutional relations and movements

- 1) Could you describe the task of the decision-making process and the operational mechanism, including the communication corridors in the project?
- 2) Is there a functioning Steering Committee (**CoPIL**)? Failing that, what was the related device developed?
- 3) How have the relationships between the **ILO**, the implementing and supervisory firms, the privileged partner ministries, the beneficiaries, and other stakeholders in the organisational ecology of the project **evolve**?
- 4) Have there been any changes in the project team during its implementation? If so, why? What are the major impacts of these changes on the implementation process?
- 5) How do you see the performance of the staff in relation to the expectations explained in the various TDRs?
- 6) Were staff satisfied with the ILO's treatment in the Project? What were the demands of the team members?
- 7) Did you record complaints about sexual, moral, physical and psychological harassment as part of the project? If so, how was the problem handled? What were the negative impacts on the project? How was the problem addressed? Were the parties involved satisfied and aware of the decisions taken? Has this case been referred to the UN Ethics Commission? What were the sanctions and the end of this delicate story? Has the community been aware of the problem? What were their impressions and reactions?
- 8) What was the initial level of involvement and effective commitment of the different groups of actors in relation to the responsibilities that were set out in the project reference documents?
- 9) Has the **ILO** been able to meet all its commitments in the implementation of the project? **What about the national counterpart (see government)?**
- 10) What were the difficulties encountered on the road and the adaptation strategies developed in the face of the challenges and challenges emerging during the process?
- 11) Have the ILO's image and the value system of the United Nations system been properly maintained and respected in the implementation of the **CREER**?

¹⁵⁸ Ministry of Agriculture Natural Resources and Rural Development

¹⁵⁹ Ministry of Social Affairs and Labour

¹⁶⁰ Ministry of the Environment

¹⁶¹ Ministry of Trade and Industry

¹⁶² Ministry of Youth, Sports and Civic Action

¹⁶³ <http://luniversaldesign.fr/la-conception-universelle-definitions-et-principes-10>

- 12) To what extent were the components (strategies/actions) implemented coherent and complementary, and promote synergies with other strategic outcomes, priorities of national constituents and partners, to support the achievement of result 1 of the 2018-2019 P.E.B.?
- 13) How effective was the support given to the technical team managing the project by the ILO in Geneva and the ILO Office in San José in helping to achieve the results?
- 14) To what extent have the mutual benefits and synergies between participating institutions and units, with other ILO projects or other UN agencies, had an impact on improving project management capabilities?

IV.- Perception of satisfaction and Exit Strategy

- 1) To what extent have desired outcomes (expected immediate targets) and products been achieved? What were the main internal and external constraints/challenges faced by the project during implementation and what were the main factors of success, and were results achieved that were not anticipated in the initial design of the project?
- 2) Has the bar been raised in the last phase of **the CREER** in relation to the recommendations made by the various groups of strategic and decision-making actors involved in the process?
- 3) Has the time allotted to **CREER** been rationally managed? What were the imponderables?
- 4) At what level is the **ILO** staff satisfied with the achievements and/or initial benefits of the project, compared to the initial expectations (dreams)?
- 5) Are there any dissatisfactions? In relation to whom or what? What does **the ILO** intend to do to bring elements of response to claims that are considered legitimate?
- 6) What has not been achieved in relation to the forecast framework? Reasons for these failures? The impacts or benefits associated with these breaches?
- 7) Is there an exit strategy? What device? The recommended approach? How are local actors involved and involved in the development of this strategy? The commitment of the state government to this exit strategy?
- 8) What were the facilitators and challenges in implementing the project in the targeted municipalities? What was the learning? How should similar activities be better addressed in the future?
- 9) What steps have been taken to ensure the sustainability of the results in light of the potential negative impact of COVID-19?

Other sensitivities specific to the Evaluation agenda:

- Issues and challenges to consider in the final evaluation process?
- Other comments, comments or questions to share?
- Haiti's recurrent socio-political crisis over the process?
- Changes in project due dates?
- Prospects for **post-CREER**?
- **Current situations of armed civil conflicts between the districts of Cité-Soleil (rival groups) and the climate of general insecurity**
- What are the implications of the COVID-19 crisis for the implementation of the project and to what extent has the response of the ILO, other UN agencies and constituents enabled the planned activities to continue?
- Does the monitoring and evaluation system/mechanism adequately measure the progress of project implementation and the results of the system/mechanism used by the project for decision-making and accountability? Has it incorporated changes in response to the information needs required by the new pandemic context?
- Implications of COVID-19 on the process?

Thank you very much

Annex VII | Semi-structured maintenance guide in the form of a comprehensive survey - for the Chamber of Commerce and in particular companies providing decent and sustainable jobs across the CREER's in-fluence zone

I.- Identification of your business:

1. The name and geography of the company?
2. The company's areas of focus?
3. The commercial service lines developed by the company?
4. The number of employees undertaken prior to the arrival of the CREER Project?
5. The number of current employees of the company?
6. The company's capacity?
7. The company's social actions and preferred areas of action in the precarious and fragile neighbourhoods of Cité-Soleil
8. The links developed with neighbourhoods, young people, local authorities (Mairie) and the Chamber of Commerce and Industry (CCI)?
9. The company and the management of internal waste?
10. The company in relation to the fundamental principles and rules of CSR (Corporate Social Responsibility)?
11. What are your company's awareness of environmental and social safeguards, social peace, social cohesion, gender, waste management and universal design?
12. ...

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

1. Are you aware of the existence of the CREER Project?
2. At what level have you been involved in its formulation and implementation process?
3. What motivated or interested in getting involved in this project?
4. Where does this project come from or what was the basis of its genesis (Problem and Advocacy of Influential Actors)?
5. A watermark presentation of the project: the vision, the axes and the main objectives pursued?
6. Does this project concept correspond to the real concerns of the area and target groups?
7. What was the role of your institution/company in the decision-making process (design, project formulation)?
8. How do you see the idea of integrating young people from the most vulnerable socio-economic categories in fragile neighbourhoods; advocated in the theory of change of this so-called project?
9. To what extent are the strategies and actions of this project relevant to the needs of the recipient population (young people from selected districts; INFP, MAST, etc.)? Is the project relevant to gender-differentiated training and job creation needs?
10. To what extent have the project components (actions/products/target population) remained relevant in the context of the pandemic? To what extent have they been adjusted to accommodate and integrate the changes into the context?
11. In your opinion, compared to the real and priority concerns of the area, what was the level of relevance of this project (**Very low, low, Mitigated, Medium, Good, Very good, Very strongly adequate**)?

III.- Implications, Strategies and Mise implementing the CREER:

1. What do you think of the effectiveness of the system (schéma of the decision-making process and the operational mechanism) put in place to accompany the implementation process? **Mediocre, Mitigated, Medium Does, Good Do, Very Good Do, Excellent?**
2. At the beginning, quelles were your main expectations in relation to this project?
3. How do you think the involvement of the Chamber of Commerce and Industry has helped? What added value is it? What should it do improve?
4. Were you contacted in the process of setting up the training program? At what levels?
5. What is your opinion on the strategy developed in the project to ensure the employability of targeted young people? In your opinion, does this integration mechanism have a one-off effect or is it built on a sustainability basis?
6. **How many young people have been hired after their trainings since the start of the project? How many young girls? In general, what positions do they hold?**
7. **How many trained games do you plan to integrate in 2021?**
8. **How do you see the place of men and women in your business? Who are the highest paid and why? Why did you prefer one sex over the other, if that's the case?**
9. Has the institution you represent been able to meet all its commitments in the implementation of the project?
10. Lessons learned from the selection process? Were there binding commitments? What exactly were they?
11. To what extent have desired outcomes (expected immediate targets) and products been achieved? What were the main internal and external constraints/challenges faced by the project during implementation and what were the main factors of success, and were results achieved that were not anticipated in the initial design of the project?
12. To what extent has the project been successful in stimulating the interest and participation of project partners at the national, departmental and community levels? To what extent were constituents able to fulfill the expected roles in the project's strategies?
13. Does the monitoring and evaluation system/mechanism adequately measure the progress of project implementation and the results of the system/mechanism used by the project for decision-making and accountability? Has it incorporated changes in response to the information needs required by the new pandemic context?

IV.- Perception of Satisfaction, Impact Questions and Exit Strategy

1. How is the quality of your relationship with the CREER Project evolving, including its stakeholders (**Mediocre, Mitigated, Medium, Good Do, Very Good, Excellente**)?
2. So far, what has the project team not been able to achieve or have been able to achieve in relation to its forecast schedule? What do you think would be the three (3) main reasons for or not these deficiencies, given the expected results in the project reference documents?
3. What do you think are the impacts or benefits associated with these achievement deficits?
4. What is your opinion on the progress of the project (**Mediocre, Mitigated, Medium, Good, Very Good, Excellent**)?
5. Do the courses or training modules developed correspond to your company's real concerns and human resources needs (**Lowly Aligned, Mitigated, Good Alignment, Very Good Match Level, Excellent Level of Matching**)?
6. To date, at what level is your institution satisfied with the achievements and/or results of the project, in relation to its original expectations (dreams)?
7. How satisfied are you with the level of performance of young people from the CREER training program, newly hired by your company (**Poor, Mitigated, Medium, Good, Very Good, Excellent**)? Related explanations? So what is the added value of CREER for your business?
8. **What is the level of effects and impacts of the CREER on the environment of your company (Mediocre, Mitigated, Medium, Good, Very Good, Excellent)?**
9. **In your opinion, what are the overall effects, impacts and changes caused by the CREER?**
10. Are there any dissatisfactions? In relation to whom or what? What does your institution intend to do to provide elements of response to the legitimate deficiencies and claims found?
11. Is there an exit strategy? What is the mechanism put in place accordingly? What is the approach? How are local actors involved and/or involved in the development of this strategy?

12. What do you think should be reviewed or adapted to ensure that the process is better adapted?
13. What are the impacts of the project (both intentional and unintentional, and both positive and negative) or the changes made by the project, at the political level, at the institutional level, at the village level and at the ultimate beneficiaries? To what extent has the project changed the lives of men and women in target communities? What is the evidence?
14. To what extent is there an impact (or is there a promising perspective) on scaling up the transition model and the eco-professions creation model?
15. To what extent have the relevant government institutions at the national, municipal and community level institutionalized strategies, policies, mechanisms and capacities to increase employment opportunities for young people and women?
16. To what extent are the results of interventions (particularly on institutional capacity building) likely to be sustainable and can be maintained or even increased and replicated by partners after the end of the project?

Other sensitivities specific to the agenda of the CRE ER FinalEvaluation:

- Issues and challenges to consider in the final evaluation process?
- Other comments, comments or questions to share?
- Environmental and social safeguards, decent employability of young people, social peace, social cohesion, gender, waste management, ...
- **Current situations of armed civil conflicts between the districts of Cité-Soleil (rival groups) and the climate of general insecurity?**
- **Strategy developed in relation to the COVID-19 pandemic ...**
- **Future of CREER and perspective**

Thank you very much

Annex VIII | Semi-structured maintenance guide in the form of a comprehensive survey for file holders (Individual Specialist Service Providers engaged in the project) in support of the CREER project team

I.- Conceptual framework and area of intervention:

- 5) At what level were you involved in the project? Please respond, please, using one of the words in the following parentheses: **(Design/formulation phase of the project; Implementation phase; Closing phase)?**

Answer:

- 6) In your opinion, in the years, how relevant are the strategies and actions developed in this project to the needs of the recipient population (young people from the selected districts; Town halls, INFP, MAST, etc.)?

Answer:

- 7) In your opinion, is the project relevant to gender-differentiated training and job creation needs?

Answer:

- 8) To what extent have the project components (actions/products/target population) remained relevant in the context of the pandemic?

Answer:

- 9) In your opinion, in relation to the real and priority concerns of the area, what was the level of relevance of this project? Please respond, please, using one of the words inscribed in the following parentheses: **(Very low, low, med, medium, Good, Very good, Very strongly adequate)?**

Answer:

II.- Commitments and method of approach developed:

- 6) Q were, briefly, the responsibilities that were, **eventually**, assigned to you in relation to the reference document of the **CREER Project**?

Answer:

III.- Achievements in relation to a specific mandate (TDR), limitations and constraints:

- 15) Briefly: What do you think are the key achievements in the **CREER** (see: high readability and visibility)?

Answer:

<ol style="list-style-type: none"> 1) 2) 3) 4) 5) 6) 7) 	
--	--

- 16) **Brèvement:** What do you think is the level of adequacy that can be established between the ambitions (conceptual and operational framework) and the resources available in the project budget?

Answer:

- 17) What do you think the project team has not been able to achieve in relation to the forecast schedule (compared to the component that concerns you)?

Answer:

<ol style="list-style-type: none"> 1) 2) 3) 	
--	--

- 18) In your opinion, what would be the three (3) main reasons that would or would not justify these failures?

Answer:

<ol style="list-style-type: none"> 1) 2) 	
--	--

3)

19) What would be the additional performance to report (unexpected, unplanned added values)?

Answer:

1)
2)
3)

20) Have resources (financial, human and time) been allocated strategically to achieve results?

Answer:

21) To what extent have project resources been leveraged with other interventions to improve project effectiveness and maximize impact, if any?

Answer:

22) In your opinion, how long do the results of interventions (particularly on institutional capacity building) be sustainable and can be maintained or even increased and replicated by partners after the end of the project; also taking into account the implications of the COVID-19 pandemic?

Answer:

IV.- Satisfactions and post-project perspectives CREER:

1) How satisfied are you with the implementation process? Please respond, please, using one of the words in the following parentheses: (**Low, Mitigated, Medium, Good, Very Good, Excellent**)

Answer:

2) In your opinion, what are the first impacts of the project (both intentional and unintentional, and both positive and negative) or the changes made by the project, at the political level, at the institutional level, at the village level and at the ultimate beneficiaries?

Answer:

1)
2)
3)

3) To what extent is there an impact (or is there a promising perspective) on scaling up the transition model and the eco-professions creation model?

Answer:

4) How should similar activities be better addressed in the future?

Answer:

Thank you very much for the quality of your contribution,

Annex VIX | Semi-structured maintenance guide in the form of a comprehensive survey for "Elektra Sewing", file holders (Firmes and Expertise Service Providers engaged in the FIELD OF TEXTILE) in support of the CREER project team

I.- Conceptual framework and area of intervention:

- 10) At what level were you involved in the project? Please respond, please, using one of the words in the following parentheses: (**Design/formulation phase of the project; Implementation phase; Closing phase**)

Answer:

- 11) In your opinion, how relevant the strategies and actions developed in this project are to the needs of the recipient population (young people from the selected districts; Town halls, INFP, MAST, etc.)?

Answer:

- 12) Based on your experience in the field, is the project still relevant to gender-differentiated training and job creation needs?

Answer:

- 13) To what extent have the project components (actions/products/target population) remained relevant in the context of the pandemic?

Answer:

II.- Commitments and approach method developed to develop training modules:

- 7) What were, **briefly**, the responsibilities assigned to you in relation to the **CREER Project** reference document?

Answer:

- 1)-
2)-
3)-
4)-

- 8) What was the approach used to develop the training modules?

Answer:

- 9) What were the discriminating criteria used to select the beneficiaries of the training sessions?

Answer:

- 1)-
2)-
3)-
4)-
5)-

- 10) At what levels have gender and gender dimensions been taken into account in the scheme of choice of training beneficiaries allied to the textile field?

Answer:

- 11) What was the level of involvement of the INFP/MENFP and/or MAST in the decision-making processes leading to the construction of the training modules?

Answer:

- 12) At what levels have commercial enterprises, potential job-providing players, been involved in the construction of training modules?

Answer:

- 13) What were the main expectations and/or requirements of the companies providing jobs consulted in this context, before the training of young people?

Answer:

- 1)-
2)-
3)-
4)-

- 14) What would possibly be a list of commercial enterprises operating in textiles (potential job providers), which were consulted long before the development of training modules? Moreover, what would have been the commitments made by the latter to facilitate the employability of young people trained under the CREER project?

Answer:

№.	Name of potential companies consulted?	Promises or possible commitments (Compelling or not)?	Effect of commitment or formal promise or not?
01			
02			
03			
04			

- 15) What were the main constraints encountered and the elements of response developed (in the process of implementing training) in order to adequately meet the expectations and/or requirements of companies providing jobs - consulted in this framework; long before the training of young people?

Answer:

№.	Stress met (bottlenecks)	Response or mitigation strategy developed by Elektra Sewing and/or the Project
01		
02		
03		
04		

05		
----	--	--

16) What were the main impacts of the COVID-19 pandemic on the training implementation process? Moreover, what were the response strategies developed accordingly?

Answer:

Nº.	Impacts of the COVID-19 pandemic	Response or mitigation strategy developed by Elektra Sewing and/or the Project	Efficiency level (0: Low to 10: very effective)
01			
02			
03			

17) What do you think has been possible or achieved in relation to its forecast schedule?

Answer:

Nº.	• Lack of achievements identified	• The main reasons for or not these failures
01		
02		
03		

IV.- Perception of Satisfaction, Impact Questions and Exit Strategy

1) What do you think of the effectiveness of the local scheme put in place in the project to accompany the process of implementing the CREER project? Please respond, please, using one of the words in the following parentheses: (**Mediocre, Mitigated, Medium, Good, Very Good, Excellent**)

Answer:

2) What is your opinion on the strategy developed in the project to ensure the employability of targeted young people? In your opinion, does the integration mechanism developed have a one-off effect or built on a sustainability basis?

Answer:

3) How satisfied are you with the level of performance of young people from the CREER training program? Please respond, please, using one of the words inscribed in the following parentheses: (**Lowly aligned, Mitigated, Good Alignment, Very Good Match Level, Excellent Level of Match**)(**Poor, Mitigated, Medium, Good, Very Good, Excellent**)

Answer:

4) How much impact do you think is there (or is there a promising) impact on scaling up the transition model and the eco-professions creation model?

Answer:

5) In your opinion, what is the level of adequacy between the needs of the main companies involved in textiles and the training curricula implemented - in the capacity efforts of the young people involved in the project? Please respond, please, using one of the words inscribed in the following parentheses: (**Lowly aligned, Mitigated, Good Alignment, Very Good Match Level, Excellent Level of Match**)(**Poor, Mitigated, Medium, Good, Very Good, Excellent**)

Answer:

6) What is your opinion on the success and/or overall performance of the project? Please respond, please, using one of the words in the following parentheses: (**Mediocre, Mitigated, Medium, Good, Very Good, Excellent**)

Answer:

7) How do you think the involvement of the Chamber of Commerce and Industry has helped? What added value is it? What should it do improve?

Answer:

8) What is your opinion on the level of satisfaction of young people trained in textiles? Please respond, please, using one of the words inscribed in the following parentheses: (**Disappointed, Low, Mitigated, Medium, Good, Very Good, Excellent**)

Answer:

9) The following space is reserved for if, however, you would like to share ideas that are considered important about the CREER project implementation process:

Answer:

Thank you very much for your contribution

Annex X | Geographical coordinates of the direct beneficiaries of SAKALA and Elektra Sewing surveyed (Georeferencing work, CREER Project - OIT)

SAKALA component		
Code	X_coord	Y_coord
Eco-M-01	781495,24100	2056935,42290
Eco-M-02	781329,21460	2056921,86300
Eco-M-03	781410,24340	2056902,01920
Eco-M-04	781582,98360	2056876,03930
Eco-M-05	781600,71070	2056909,11220
Eco-M-06	781914,24260	2057205,55200
Eco-M-07	781816,87570	2057149,98940
Eco-M-08	781709,19010	2057083,15550
Eco-M-09	781872,43830	2057103,52850
Eco-M-10	781715,27550	2057067,01590
Eco-M-11	781713,68800	2057043,46790
Eco-M-12	781931,70510	2056894,93050
Eco-M-13	781867,94040	2056940,96810
Eco-M-14	781809,20280	2056917,42020
Eco-M-15	781780,62770	2056737,39730
Eco-M-16	781981,84380	2056961,72910
Eco-M-17	781942,15620	2057101,58820
Eco-M-18	782005,65630	2057169,32160
Eco-M-19	781763,69440	2056606,05790
Eco-M-20	781789,88820	2056586,74330
Eco-M-21	781788,30070	2056578,27660
Eco-M-22	781855,50500	2056548,90780
Eco-M-23	781830,63410	2056554,72860
Eco-M-24	782964,61410	2056098,81530
Eco-M-25	782992,39540	2056116,80700
Eco-M-26	782966,73070	2056138,76750
Eco-M-27	782970,43490	2056133,21120
Eco-M-28	782943,71190	2056125,00910
Eco-M-29	782946,35780	2056145,91130
Eco-M-30	782982,87030	2056159,66960
Eco-M-31	782934,45150	2056150,40920
Eco-M-32	782945,56400	2056177,39670
Eco-M-33	782947,68070	2056173,16340
Eco-M-34	782959,58700	2056167,60710
Eco-M-35	782004,59800	2056692,96490
Eco-M-36	782019,41470	2056671,00440
Eco-M-37	782086,88360	2056575,48960
Eco-M-38	782138,21280	2056628,14180
Eco-M-39	782214,94210	2056852,03270
Eco-M-40	782182,66290	2056832,98260
Eco-M-41	782230,81720	2056811,28680

Elektra Sewing SA/Textile Component		
Code	X_coord	Y_coord
Tex-M-01	780896,90070	2058537,75640
Tex-M-02	780688,40860	2056580,04750
Tex-M-03	780797,68170	2056336,52450
Tex-M-04	781030,05160	2055603,19510
Tex-M-05	780948,87530	2056667,33330
Tex-M-06	781540,18050	2056883,24700
Tex-M-07	781479,85540	2056169,18800
Tex-M-08	781268,81670	2055814,37000
Tex-M-09	781303,74180	2055718,16740
Tex-M-10	781366,81860	2055475,75560
Tex-M-11	781382,42900	2055468,61190
Tex-M-12	781396,18740	2055618,84260
Tex-M-13	781613,14610	2056387,56450
Tex-M-14	781879,58210	2058246,74240
Tex-M-15	781890,69460	2056054,61220
Tex-M-16	781744,77660	2055813,38230
Tex-M-17	781679,15980	2055602,40310
Tex-M-18	781914,90400	2055328,13550
Tex-M-19	782117,31070	2055497,04580
Tex-M-20	782125,77740	2055621,82360
Tex-M-21	782114,92940	2055792,63890
Tex-M-22	782189,27750	2055871,53780
Tex-M-23	782101,70030	2055932,39210
Tex-M-24	782104,34610	2056359,53630
Tex-M-25	782026,55840	2056807,31800
Tex-M-26	782577,68660	2055915,40580
Tex-M-27	782598,85330	2055885,77240
Tex-M-28	782973,08070	2056089,29030
Tex-M-29	782896,08680	2058502,45390
Tex-M-30	783025,73290	2058589,34320
Tex-M-31	783202,05160	2058037,68590
Tex-M-32	783372,97280	2056501,82950
Tex-M-33	783502,61890	2056498,76030
Tex-M-34	783877,53420	2057003,48050
Tex-M-35	783936,53640	2057347,65120
Tex-M-36	783972,51980	2057573,81750
Tex-M-37	784056,92210	2058647,86920
Tex-M-38	784206,14740	2058205,27330
Tex-M-39	784088,93670	2057970,05820
Tex-M-40	784246,36410	2057682,50850
Tex-M-41	784706,47550	2058035,41050

Eco-M-42	782087,67730	2056725,82620
Eco-M-43	782035,55430	2056721,59280
Eco-M-44	782019,15010	2056767,36580
Eco-M-45	782027,61680	2056765,24920
Eco-M-46	782108,31480	2056883,78270
Eco-M-47	782068,89190	2056965,96250
Eco-M-48	782052,75220	2057041,10430
Eco-M-49	782090,85230	2057024,70010
Eco-M-50	782106,46280	2057041,63350
Eco-M-51	782172,34410	2057143,12780
Eco-M-52	782129,48160	2057161,91330
Eco-M-53	782118,10450	2057101,58820
Eco-M-54	782128,42320	2057103,70480
Eco-M-55	782145,62120	2057089,68190
Eco-M-56	782183,19210	2057063,75270
Eco-M-57	782131,86280	2057022,74220
Eco-M-58	782140,59410	2057153,18200
Eco-M-59	782120,48570	2057211,81380
Eco-M-60	782293,52360	2057005,22670
Eco-M-61	782321,56940	2056976,38710
Eco-M-62	782369,72370	2056838,90930
Eco-M-63	782304,10690	2056808,74680
Eco-M-64	782128,13900	2056979,11400
Eco-M-65	782213,14200	2056758,06800
Eco-M-66	787179,57225	2063229,87014
Eco-M-67	787842,75964	2063902,41810
Eco-M-68	786895,04631	2064772,06783
Eco-M-69	783668,82949	2068784,57235
Eco-M-70	789551,50480	2067233,89716
Eco-M-71	788894,14568	2065739,91522
Eco-M-72	790448,75054	2063423,48377
Eco-M-73	788920,68201	2064037,21911
Eco-M-74	788304,03253	2067015,64581
Eco-M-75	785202,24061	2059426,87456
Eco-M-76	786133,35218	2054269,02510
Eco-M-77	786276,14499	2054752,77218
Eco-M-78	784254,08574	2052477,18283
Eco-M-79	784363,05688	2052802,68332
Eco-M-80	782833,92866	2052139,14270
Eco-M-81	781720,90416	2056960,54156
Eco-M-82	781486,53674	2057023,94616
Eco-M-83	781506,84741	2057092,82581
Eco-M-84	781562,48097	2057069,86593
Eco-M-85	781378,97852	2056949,23823
Eco-M-86	781384,98341	2057032,77689
Eco-M-87	781727,43890	2056887,77639
Eco-M-88	781634,89291	2056800,70545
Eco-M-89	781850,18597	2056785,16338

Tex-M-42	783571,98140	2058182,86860
Tex-M-43	783593,41270	2058188,95400
Tex-M-44	783684,95870	2058061,16000
Tex-M-45	783619,60650	2057285,82350
Tex-M-46	780987,08830	2054756,08210
Tex-M-47	780787,59210	2054951,66250
Tex-M-48	781058,79050	2054729,88830
Tex-M-49	785304,36950	2058030,48680
Tex-M-50	780987,78000	2058339,37260
Tex-M-51	781051,61253	2056374,35808
Tex-M-52	781175,24267	2056282,65441
Tex-M-53	780999,64711	2056478,62856
Tex-M-54	781494,16767	2056554,02936
Tex-M-55	781255,73812	2053734,65080
Tex-M-56	782415,11033	2053368,34556
Tex-M-57	782591,72481	2053300,41691
Tex-M-58	782232,89173	2053437,12332
Tex-M-59	782754,58375	2054728,27710
Tex-M-60	782623,99092	2054739,65515
Tex-M-61	782807,22845	2055104,94146
Tex-M-62	782892,98837	2055185,77655
Tex-M-63	782684,27760	2055300,23633
Tex-M-64	783210,55480	2055192,65433
Tex-M-65	784106,78841	2054782,87476
Tex-M-66	782204,61643	2054195,46177
Tex-M-67	781973,14956	2054472,95030
Tex-M-68	781322,56293	2053518,89243
Tex-M-69	781388,62354	2053808,43829
Tex-M-70	781494,42241	2053684,80815
Tex-M-71	781407,98320	2053718,77248
Tex-M-72	781870,91694	2053532,73289
Tex-M-73	781913,77567	2053510,48626
Tex-M-74	785487,75661	2058598,68168
Tex-M-75	779495,26105	2052108,69368
Tex-M-76	780145,72032	2052091,28697
Tex-M-77	780837,23396	2053823,63733
Tex-M-78	779027,78458	2050260,94953
Tex-M-79	782422,17915	2050774,49011
Tex-M-80	781914,75215	2050006,89638
Tex-M-81	781494,95310	2049288,21128
Tex-M-82	782591,32149	2049849,30192
Tex-M-83	787252,58535	2066062,85141
Tex-M-84	787651,32652	2065561,53798
Tex-M-85	789021,10772	2062731,63048
Tex-M-86	786971,70039	2062700,72295
Tex-M-87	787841,69656	2059993,08701
Tex-M-88	786165,21751	2061419,58864
Tex-M-89	784570,25284	2049830,28190

Eco-M-90	781782,54262	2056846,27199
Eco-M-91	781817,42398	2056988,97649

Tex-M-90	788701,67325	2049354,78136

Annex XI | List of key stakeholders consulted in the semi-structured interviews as part of the final and independent evaluation of the CREER Project

No.	Name	Surname	Institution / Status	Phone / Address / Email
01	Cybele	BURGA SOLÍS	ILO Evaluation Manager	burga@ilo.org
02	Alvaro	RAMIREZ	Senior specialist in business development and vocational training at the ILO	ramirez-bogantes@ilo.org
03	Fabrice	LECLERCQ	Senior Technical Advisor (STA)	leclercqf@ilo.org
04	Jean Jonas	JOCELY	ILO/CRÉER Senior Project Assistant	+509 3193 5757 /jocelyn@ilo.org
05	Kismith	BISSAINTHE	Member of the CREER Project Team, ILO	bissainthe@iloguest.org
06	Innocent	FRANCELLUS	CREER Project Team Technician, OIT	francellus@ilo.org
07	Michelle	FORTIN	Staff Administratif OIT	fortin@iloguest.org
08	Ernst	LAFLEUR	Chief of Staff of the Director General of CNE and also Financial and Administrative Director of the National Equipment Center	37 92 6424
09	Dr. Evans	LOUIS	Director of the Living Environment and Sanitation Department at the Ministry of the Environment	+509 48 08 8095 / 48 98 8613 /
10	Thomas	JACQUES	CASDA expert in the context of inter-municipal support / Caravan of Change Coordinator / Former Minister of Agriculture	38122790 / thomasjacques155@gmail.com
11	Deedy Joaneson, PhD	LACOUR	Advisor, Responsible for the Solid Waste Management Theme, to the Cabinet of the Minister of the Environment	34441512 / joaneson.lacour@gmail.com
12	Gerald	NEUVIEME	National Project Director of the UNDP Ecosystem Based Adaptation (ABE) Project, GEF Funding	3730 6203 / gerald.neuvieme@undp.org
13	David	VALEUS	Point-Focal 1 Delmas Town Hall	3786-4012 / Davidvaleus2@gmail.com
14	Magedagus	JOSEPH	Point-Focal 2 Delmas Town Hall	32016517 / magedagusjoseph@gmail.com
15	Jean Hislain	FREDERIC	Interim Executive Agent of Marie Cité Soleil	34936187 / Jeanhislain.frederic@yahoo.com
16	Kettyna	BELLABE	Deputy Interim Executive Officer of the City of Port-au-Prince	4143-3838 / Kettyna.bellabe.pap@gmail.com
17	Jean	MASSILLON	Interim Executive Agent of the Kenscoff Town Hall	4850-4936 / Massjean05@gmail.com
18	Ling-china	LOUIS	Focal Point of the Town Hall Tabarre	3115-2135 / lingsheen@yahoo.fr
19	Jean-Robert	LEBRUN	CEO ELEKTRA SEWING SA	37027125 / jblebrun@yahoo.com
20	Daniel	TILLIAS	CEO, SAKALA	36491493 / datillias@gmail.com
21	Felder	JEAN-PAUL	Project Manager, SAKALA	36125314 / jeanpaulfelder@gmail.com

22	Georges Evens	TOUSSAINT	Highly recognized and respected primary school principal in the region "Collège Sainte Alphonse"	44 44 4398/ tgeorgesevens@yahoo.fr
23	Juto	LOUIS-CHARLES	Regional expert / In support of neighborhood organizations (Volunteer)	43 02 0186 / 601 B, Impasse Marietta, Sarthe 53, Port-au-Prince, Haïti/ louischarles07@yahoo.fr, jlouischarles21@gmail.com
24	Onel	FRANÇOIS	Director and co-founder / community development officer (volunteer) / Ecole Mixte Petit Cœur de Jésus de Cité-Soleil/Lassaline	37 05 3009 / wfrancoisonel@yahoo.fr
25	Jean Brunet	GEORGES	Consultant of the Intercommunality / CASDA program, Ministry of Agriculture	38453998 / gjeanbrunet@yahoo.fr
26	John	ATIS	Environmental Impact Study Consultant	37028834/ johatis.ja@gmail.com
27	Walmy	AUGUSTIN	Hydrographic Study Consultant	36470930 / walmy.augustin@gmail.com
28	Jose Antonio	GONZALES	President, JF Services And Supplies	3870-0605 / jfservicesandsupplies@outlook.com
29	Moise Junior	PIERRE PHILIPPE	Consultant of the socioeconomic analysis of the beneficiaries	36108560/ moisejr97@gmail.com
30	Fanfan	JOSEPH	Engineer responsible for the company "HYDRAUCCARTE", which was contracted to carry out the installation work of solid waste retention traps at the level of the Flamingo canal in Cité-Soleil	hydrauccarte@yahoo.com
31	Magalie	DRESSE	CEO, Caribbean Craft	34009636 / mcmagalie@gmail.com

Annexe XII | List of beneficiaries admitted to the training program / At SAKALA (Eco-professions component)

- Please note: The residence addresses are not up to date. There are a lot of moves due to conflicts between rival neighborhoods and / or between armed gangs.

#	Name	Surname	Sex	Telephone	Zone
1	Edna	JEAN	F	509 37990227	Cite Gerard
2	Reus Du Schneider	CUPIDON	M	509 47890316	Cite Gerard
3	Walinx	JEAN LOUIS	M	509 49157252/43650286	Cite Gerard
4	Dieudonne	JOCELYN	M	509 37990227	Cite Gerard
5	Elisee	ELVARISTE	M	509 32133193	Cite Gerard
6	Wilfrid	ARISTILD	M	509 37576192	Cite Gerard
7	Monise	JEUDY	F	509 48500770	Cite Gerard
8	Christomene	BELCOMBE	M	509 39194169	Cite Gerard
9	Ronolson	ALPHONCE	M	509	Cite Gerard
10	Wadner	BERNARD	M	509 37990227	Cite Gerard
11	Schnaider	BERNARD	M	509 37045326	Cite Gerard
12	Marcgyver	JOSEPH	M	509 39040046	Cite Gerard
13	Yrene	ST JUSTE	F	509 35001028	Cite Gerard
14	Fetchina	CONTAN	F	509 38444075	Cite Gerard
15	Roberline	MAURICE	F	509 35001028	Cite Gerard
16	Estania	RICHARD	F	509 44152680	Cite Gerard
17	Fredeline	DOLCINE	F	509 47600448	Cite Gerard
18	Wilbert	BELFORT	M	509 41577747	Cite Gerard
19	Eclesiaste	DUVAL	M	509 34023439	Cite Gerard
20	Barbara	JEAN LOUIS	F	509 48199526	Cite Gerard
21	Peterson	FELIX	M	509 38995483	Cite Gerard
22	Ricardo	DERONCE	M	509 38914171	Cite Gerard
23	Gethro	LINDOR	M	509	Cite Gerard
24	Murat	VILME	M	509 34287739	Cite Gerard
25	Erggy	ISIDOR	M		Cite Gerard
26	Jeff Rickson	FELIX	M	509 38995483	Cite Gerard
27	Casimir	BERGER	M	509 34363480/34922481	Cite Gerard
28	Esther	GEDEON	F	509	Cite Gerard
29	Magalie	JEROME	F	509 36315164	Bois Neuf
30	Ylietta	JUSTE	F	509 49143605	Bois Neuf
31	Carole	ELIE	F	509 32675600	Bois Neuf
32	Dary Zelson	JEAN	M	509 40004050	Bois Neuf
33	Salomon	BONNE ANNEE	M	509 31740837	Bois Neuf
34	Magdala	AMBOISE	F	509 48403330	Bois Neuf
35	Rosenie	FRANCOIS	F	509 40465774	
36	Lherisson Sony	ROLAND	M	509 38708860	Bois Neuf
37	Alande	ALEXIS	F	509 36511551	Bois Neuf
38	Bislove	LAURENT	F	509 31930751	Bois Neuf
39	Marie-Heleine	PIERRE LOUIS	F	509 31656314	Bois Neuf
40	Aline	HYPOLITE	F	509 34684131	Bois Neuf

41	Modeline	ALEXIS	F	509 46866955	Bois Neuf
42	Shiny	JEAN	F	509 31139668/37043060	Bois Neuf
43	Dieuvose	BONHEUR	F	509 40109022	Bois Neuf
44	Mauline	MAREUS	F	509 424733729	Bois Neuf
45	Fabenie	PHANOR	F	509 42893948	Bois Neuf
46	Natacha	GUILLAUME	F	509 42893948	Bois Neuf
47	Joseph	FRANCOIS	/	509 48291021	Bois Neuf
48	Nadine	JOSEPH	F	509 4758752	Bois Neuf
49	Vladimir	DIMANCHE	M	509 31347973	Bois Neuf
50	Liliarona	GASPARD	/	509 40190002	Bois Neuf
51	Mirlaire	VINCENT	/	509 48870327	Bois Neuf
52	John Marc Hovington	DORCIUS	M	509 38370909/43632424	Bois Neuf
53	Scott	CICERON	M	509 44355095	Bois Neuf
54	Jean Emmanuelle	CELESTIN	M	509 46326269	Bois Neuf
55	Nerlande	DESIUS	M	509 35057456	Bois Neuf
56	Chrisla	LOUISSAINT	F	509 32888197	Bois Neuf
57	Emano	NOBERT	M	509 47210169	Bois Neuf
58	Briere	ALEXIS	/	509 36511551	Bois Neuf
59	Fedeline	JEAN SYLVESTRE	M	509 39028599	Bois Neuf
60	Barbare	GASPARD	M	509	Bois Neuf
61	Michelet	LOUISSAINT	M	509 48854477	Bois Neuf
62	Jean Winer	TIMAU	M	509 43382454	Bois Neuf
63	Wilkenson	PIERRE	M	509 40145752/47703861	Bois Neuf
64	Dieuna	PROMETTE	F	509 36424312	Bois Neuf
65	Ermite Pierre	MICHEL	F	509 32107667	Bois Neuf
66	Guito	DAIRE	M	509 44310669	Bois Neuf
67	James	NELSON	M	509 37870607	Bois Neuf
68	Sherline	DELVA	F	509 39297424	Bois Neuf
69	Kenold	HENRISIER	M	509 37943914	Bois Neuf
70	Myrlene	ALEXIS	F	509 40294976/42793437	Bois Neuf
71	Bedlor	ANDRE	M	509 39333472	Bois Neuf
72	Ezechiel	GEDEUS	M	509 40009460	Bois Neuf
73	Simon Pierre	MINVIEL	M	509 40206790/49423980	Bois Neuf
74	Rose Myrtha	ETIENNE	F	509 46227303	Bois Neuf
75	Linda	VATIL	F	509 39497332	Bois Neuf
76	David	PIERRE	M	509 49442031	Bois Neuf
77	Rosette	MESALIEN	F	509 46148029	Bois Neuf
78	Dieubi	BUNO	M	509 49101065	Bois Neuf
79	Jenny-Flore M	Mathieu	F	509 46484264/43998869	Bois Neuf
80	Blandine	LEXINE	F	509 44155695/36151408	Bois Neuf
81	Willy	MESALIEN	M	509 32509931/46148029	Bois Neuf
82	Richadson	JENESTIN	M	509 34940412	Bois Neuf
83	Ruth Guerby	FLEURIMOND	M	509 47297245	Bois Neuf
84	Ronald	MESALIEN	M	509 40773818/49211326	Bois Neuf
85	Thamar	SAINT LOUIS	F	509 34940412	Bois Neuf
86	Franck	SIMEON	M	509 39913406	Bois Neuf
87	Shadrac	CORILIAN	M	509 37455131/40756486	Bois Neuf

88	Sandrine	SAINT LOUIS	F	509 44875307	Bois Neuf
89	Lovely	LECTOR	F	509	Bois Neuf
90	Roberto	SAINT LOUIS	M	509 38530432/48576324	Bois Neuf
91	Iselove	SELFIN	F	509 43068289	Bois Neuf
92	Rolland	MESALIEN	M	509 37523741	Bois Neuf
93	Rock	EBENNE	M	509 44017877/40756486	Bois Neuf
94	Esther	PIERRE LOUIS	F	509 44991185	projet drouillard
95	Markens	PIERRE LOUIS	M	509 36267949/43663425	projet drouillard
96	Emmanuel	PIERRE LOUIS	M	509 44991185	projet drouillard
97	Jean Eddy	FENELON	M	509 48040771	projet drouillard
98	Rosney	PARISIEN	M	509 36906189	projet drouillard
99	Bob Wilbenson	SINEON	M	509 41662944	projet drouillard
100	Jempy Benase	PIERRE	M	509 46143957	projet drouillard
101	Jeff	NOEL	M	509 44372806	projet drouillard
102	John	DIPERME	M	509 48018331	projet drouillard
103	Manoucheka	LAMY	F	509 37695054	projet drouillard
104	Edine	DUME	F	509 36062900	projet drouillard
105	Widleine	CHARLES	F	509 31257988	projet drouillard
106	Widline	CHARLES	F	509 40510810	projet drouillard
107	Kesly	JEAN	M	509 33420307	projet drouillard
108	Guerline	PIERRE	F	509 49325237	projet drouillard
109	Sunjar	JEAN LOUIS	F	509 37062012	projet drouillard
110	Otniel	CHERY	M	509 40571513/36140839	projet drouillard
111	Louis Charleson	DESMORNE	M	509 35574120	projet drouillard
112	Arline	LOUIS MARC	F	509 37200820	projet drouillard
113	Catty	EMMANUEL	F	509 31668375	projet drouillard
114	John Wilkenson	BLANC	M	509 48110770	projet drouillard
115	Jamesom	PREVENUS	M	509 34989122	projet drouillard
116	Jesula	GUERRIER	F	509 34519402	projet drouillard
117	Jhon Guynior	RENE	M	509 34641412	projet drouillard
118	Alain	MICHEL	M	509 38550954	projet drouillard
119	Roberto	CHARITABLE	M	509 47574721	projet drouillard
120	Jacob	SYLVAIN	M	509 49129829	projet drouillard
121	Woodson	TOUSSAINT	M	509 37842071	projet drouillard
122	Jn Andre Wilfrid	TURENNE	M	509 37842071	projet drouillard
123	Dieumaitre	SYLVAIN	M	509 49129829	projet drouillard
124	Mirlande	PIERRE	F	509 36378789/38973680	projet drouillard
125	Ruth Phane	PIERRE LOUIS	F	509 40395072/46342046	projet drouillard
126	Darline	JOSEPH	F	509 37757438	projet drouillard
127	Richelove	JOCELYN	M	509 48176685	projet drouillard
128	Daphcarina	PIERRE	F	509 44151235/38038091	projet drouillard
129	Richardson	JACINTHE	M	509 38767263/42683944	projet drouillard
130	Judith	FILS-AIME	F	509 32944289	projet drouillard
131	Sophia	FILS-AIME	F	509 43062538	projet drouillard
132	Landie	THEOPHILE	F	509 49151786	projet drouillard
133	Loana	NOIRANT	F	509 38157367	projet drouillard
134	Bethsaida	PIERRE	F	509 38658705	projet drouillard
135	Loadine	NOIRANT	F	509 38157367	projet drouillard

136	Rosnald	JEAN	M	509 37635053	projet drouillard
137	Emmanuella	LOUIS	F	509 43732944	projet drouillard
138	Mireille	SAINT MARC	M	509 36273156	projet drouillard
139	Rodelson	CHERAZARD	M	509 37964219	projet drouillard
140	Sergot	DUMAY	M	509 36821527	projet drouillard
141	Bergelot	PIERRE LOUIS	M	509 49256025	projet drouillard
142	Bryan Nicholson	DERA	M	509 44120017	projet drouillard
143	Junior	MONESCA	M	509 44874914	projet drouillard
144	Clanise	ROGER	F	509 36412690	projet drouillard
145	Samson	FRANCINE	M	509 46046205	projet drouillard
146	Ricardo	DESMORNE	M	509 44096247/32355244	projet drouillard
147	Myriam	LOUIS MARC	M	509 37200820	projet drouillard
148	Alex	ANDRE	M	509 38854398	projet drouillard
149	Jhonson	FLEURIMOND	M	509 34911920	projet drouillard
150	Wodsen	JEAN	M	509 39165796	projet drouillard
151	Nadia	TOUSSAINT	F	509 48270115	projet drouillard
152	Marie-Ange	JOSEPH	F	509 31199112	projet drouillard
153	Herline	CHARLES	F	509 46928676	projet drouillard
154	Merline	CALISCA	F	509 37273545	projet drouillard
155	Garcia Juledony	MONDESIR	M	509 37309252	projet drouillard
156	Dieula	PHILOGENE	F	509 49256025	projet drouillard
157	Faonne	AUGUSTAVE	F	509 31599735	projet drouillard
158	Dhyon Garfy	AUJOUR	M	509 38891346/37538195	projet drouillard
159	Jn Benito Wilkemps	TURENNE	M	509 31027076	projet drouillard
160	Mackendy	CHERESTAL	M	509 46227263	projet drouillard
161	Pierre Richard	ANDRE	M	509 46046205	projet drouillard
162	Wismerlin	GUERRIER	M	509 39114038	projet drouillard
163	Jodny	ENEUS	M	509 31445444	projet drouillard
164	Rodeline	ERMILUS	F	509 37531578	projet drouillard
165	Kiwens	DESULME	M	509 46246043	projet drouillard
166	Roland	CICERON	M	509 48165048	projet drouillard
167	Estherline	GEDEON	F	509 39207270/31852088	projet drouillard
168	Rousse	ALCEUS	M	509 39444968	projet drouillard
169	Micheline	SENAT PIERRE	F	509 32357988	projet drouillard
170	Manoucheka	PIERRE	F	509 43977316	projet drouillard
171	Fredona	DOLCINE	F	509 36452255	projet drouillard
172	Wagler	LOUBEAU	M	509 49331437	projet drouillard
173	Rose Laure	DORLUS	F	509 48435769	projet drouillard
174	Angeline	DORLUS	F	509 38794162	projet drouillard
175	Johanne	AMBOISE	F	509 48403330	projet drouillard
176	Lujnie	ELISOLAS	F	509 44848042	projet drouillard
177	Jerline	DESTINE	F	509 43539197	projet drouillard
178	Nadege	CHARLES	F	509 44885061	projet drouillard
179	James	BRESILE	M	50938554584	projet drouillard
180	Matheus	THOMAS	M	509 36541655/42619008	projet drouillard
181	Chadrac	VALMY	M	509 43644633	projet drouillard
182	Elcie	PIERRE	F	509 47297245/38102098	projet drouillard

183	Dyna	VICTOR	F	509 31917468	projet drouillard
184	Job Kelly	NORMIL	M	509 36392907/33940079	projet drouillard
185	Lovely	SIFFORT	F		projet drouillard
186	Mathurin	JEANCHALS	M	509 44390705	Drouillard
187	Ernst Sonly	DESIRS	M	509 31297924	Drouillard
188	Stephania	JOSEPH	F	509 33147023	Drouillard
189	Schneider	ODIGE JULES	M	509 33586647	Drouillard
190	Mirlanda	ALTIME	F	509 36576661	Drouillard
191	Cis-co	GUILLAUME	F	509 37843181	Drouillard
192	Kenold	PIERRE	M	509 37910448	Drouillard
193	Fritz Gerald	JEAN	M	509 31119987	Drouillard
194	Jemps	JEAN	M	509 36712019	Drouillard
195	Reginald	AUGUSTIN	M	509 39108244	Drouillard
196	Philippe	MILIEN	M	509 40698696	Drouillard
197	Jn Martial	ZAVIER	M	509 33927369	Drouillard
198	Mackenson	SIGUE	M	509 36166132	Drouillard
199	Guyson	JEAN LOUIS	M	509 33404556	Drouillard
200	Rose Carmen	PYRAM	F	509 33319688	Drouillard
201	Jhon Peter	GASPARD	M	509 38772870	Drouillard
202	Peterson	PIERRE	M	509 39287533	Drouillard
203	Jean Osny	MEDILIEN	M	509 36966295	Drouillard
204	Mercidieu	AMAZAN	M	509 48175895	Drouillard
205	Jean Wilgens	SIMON	M	509 41852074	Drouillard
206	Peterson	GUERRIER	M	509 38224236	Drouillard
207	Steevenson	LOLO	M	509 37084884	Drouillard
208	Emmanuel	ORULUS	M	509 35391908	Drouillard
209	Jude	JEAN SIMON	M	509 42845606	Drouillard
210	Kerdens	DEMOSTENE	M	509 42845606	Drouillard
211	Wendy	JN BAPTISTE	M	509 39246519	Drouillard
212	Stanley	MARCELLUS	M	509 44301638	Drouillard
213	Stanley	BELMA	M	509 33548672	Drouillard
214	Stanley	PHYLIBERT	M	509 36358977	Drouillard
215	Samson	JEANTY	M	509 34252746	Drouillard
216	Volcy	FLOREAL	M	509 34119125	Drouillard
217	Mackenson	RENE	M	509 46312015	Drouillard
218	Pedrito	SIMON	M	509 37910448	Drouillard
219	Frandy	SAINT LOUIS	M	509 34934624	Drouillard
220	Stanley	PAUL	M	509 44824678	Drouillard
221	Jimmy	DESSALINES	M	509 36726533	Drouillard
222	Sony	CIVIL	M	509 44445885	Drouillard
223	Robar	ROUZIER	M	509 49145614	Drouillard
224	Charles-way	DESTINVIL	M	509 44167841	Drouillard
225	Falendtz T	FENELON	M	509 36556384	Drouillard
226	Jn Moise	LERISSE	M	509 37051607	Drouillard
227	Loovensky	PAUL	M	509 33917393	Drouillard
228	Johnny	PIERRE	M	509 41882826	Drouillard
229	Deroute	CHARLES	M	509 44208586	Drouillard
230	Jn Max	PIERRE	M	509 42845606	Drouillard

231	Gregory	DESSOURCES	M	509 33877088	Drouillard
232	Steevenson	NICOLAS	M	509 48546829	Drouillard
233	Gamaniël	LOUISDOR	M	509 36467050	Drouillard
234	Maxime	PERALTE	M	509 36918717	Drouillard
235	Bill-Dad P	LUCE	M	509 48238849	Drouillard
236	Chinaider	MERVILLE	M	509 44634731	Drouillard
237	Michel	CIVIL	M	509 49145614	Drouillard
238	Mathias	ETARISTE	M	509 36354072	Drouillard
239	Kelly	NICOLAS	M	509 46558923	Drouillard
240	Thamar	JEAN	F	509 47822421	Drouillard
241	Jn Jacques	CONSTANT	M	509 34675551	Drouillard
242	Frantz	JOSEPH	M	509 49209076	Drouillard
243	Ricardo	DORCE	M	509 46933869	Drouillard
244	Sander	FILS-AIME	M	509 34890244	Drouillard

Annexe XIII | Liste des bénéficiaires admis du programme de formation / Chez Elektra Sewing S.A. (Volet textile)

- Please note: The residence addresses are not up to date. There are a lot of moves due to conflicts between rival neighborhoods and / or between armed gangs.

#	Surname	Name	TELEPHONE	ADRESS	NIF / CIN	NIVEAU D'ETUDE	SEX
01	Abel	Jolina	8 B, Jerusalem	05-10-99-1994-07-00050	Philo	F	25
02	Accimé	Barbara Spérančia	Canaan B, Bon Repos	01-02-96-12-192058	Philo	F	23
03	Acier	Kettia	98, Drouillard, Delmas	01-01-99-1993-12-00696	Philo	F	26
04	Acier	Daniel	21, Rue Amurale, Delmas 19	1009652437	Philo	M	20
05	Alexandre	Enock	Cité Soleil	01-20-99-1998-10-00928	Philo	M	21
06	Alexandre	Kétia	Projet Lintho,Cité Soleil	08-04-99-1993-01-00051	Philo	F	26
07	Alexis	Chedeline	28, Rue Alliance, Delmas 33	01-07-99-1993-01-00062	Philo	F	26
08	Alidor	Rose Bertude	Rue des Fonds-Fort # 27	07-02-99-1992-09-00081	Rhétó	F	27
09	Altéma	Marie France	Projet Lintho,Cité Soleil	01-19-99-1993-10-00068	Philo	F	26
10	Amboise	Phara	Cité Soleil	01-02-99-1993-12-00261	9e AF	F	26
11	Andris	Guisty	74,Imp Aurace, Bon Repos	004-846-429-1	Philo	M	30
12	Anoux	Stéphanie	Sarthe 45	03-01-99-1993-04-00111	Philo	F	26
13	Antoine	Angliche	Delmas 75	1010575780	Philo	F	
14	Appolon	Joceline	Carrefour	08-01-99-1986-09-00015	4eme AF	F	33
15	Artiste	Marie-Ruth	5e cité, Cazeau	01-01-99-1975-10-00320	Rhétó	F	44
16	Astrel	Welson	27, 1ere Cité Gérard, Cité Soleil	1039996268	Philo	M	26
17	Atheus	Dieulanie	Village Rapatrier , Cité Soleil	05-11-99-1991-05-00156	Philo	F	28
18	Auguste	Marjorie	37, Soleil 19, Cité Soleil	01-019-93-08-00545	Rhétó	F	26
19	Augustin	Ruth-Lande	Drouillard 25	01-02-96-08737128	Philo	F	23
20	Augustin	Darline	Cité soleil	01-02-99-1993-09-00319	Philo	F	26
21	Avril	Stanley	Projet Lintho 1, Cité Soleil	01-19-97-01-00391	Universitaire	M	22
22	Avril	Milove	Cité Soleil	01-02-99-1996-01-00219	Rhétó	F	23
23	Banatte	Lia Naida	Duvivier, Cité Soleil	1054598939	3ème sec	F	20
24	Baptiste	Stéphania	Projet Lintho,Cité Soleil	01-19-99-12-00074	Seconde	F	22
25	Bayard	Johnny	Fort mercredi	01-01-99-1989-06-00007	Rhétó	M	30
26	Beaubrun	Samuel	Cité Soleil	01-01-99-1986-03-01029	Philo	M	33

27	Beaubrun	Phalande	8, Cité Soleil	01-19-99-1995-12-00026	Philo	F	24
28	Beauvil	Eunive	Canapé vert, Juvenat	02-05-99-1992-01-00045	Philo	F	27
29	Belgarde	Berlandy	Moléard , Bon Repos	05-01-96-04-001118	Rhétó	M	23
30	Belle Fleur	Stéphania	Projet Lintho,Cité Soleil	01-02-99-1993-06-00294	Philo	F	26
31	Belle Fleur	Jennyfer	Projet Lintho,Cité Soleil	10-10-99-1989-12-00018	Rhétó	F	30
32	Belle Fleur	Stéphania	Projet Lintho,Cité Soleil	01-19-99-1993-06-00062	3e Sec.	F	26
33	Benjamin	Fabienne	14,Rue Doré ,carrefour-feuille	07-09-99-1987-09-00039	Philo	F	32
34	Bernard	Saraphina Mirline D.	Lintho, Cité Soleil	06-05-96-05-119700	Philo	F	23
35	Bertrand	Tommy-Lee	54, Imp. Malot, Sarthe	01-01-95-11-628345	Philo	M	24
36	Bien-Aimé	Mozias	45, Publainc, Delmas	08-12-99-1990-12-00018	Philo	M	29
37	Blanc	Enorck	29, Rue Caonabo, Delmas 29	01-01-99-1988-07-00718	Philo	M	31
38	Bonheur	Dieuouse	78, Rue Sara, Bois Neuf	01-01-99-1994-12-00481	Seconde	F	25
39	Brézeault	Odelène	Sarthe 38	07-16-99-1994-03-00002	3 eme	F	25
40	Cadet	Elianise	Cité Soleil	03-12-96-03-022698	Seconde	F	23
41	Calixte	Sondy	38, Rue St-Martin	01-01-95-11-022601	Philo	M	24
42	Calixte	Daroundia	fontaine Duvivier	103-666-672-2	Philo	F	19
43	Cangé	Nickenson	10, Rue Sicot Prolongee	01-01-99-10-505657	Rhétó	M	20
44	Cangé	Rose Martine	Delmas 3	01-02-97-02-030419	8 eme	F	22
45	Carriés	Christine	Cité Soleil	01-02-96-04-707933	3e Sec.	F	23
46	Casseus	Wisner	Rue La Paix, Delmas 33	01-33-96-11-132436	Rhétó	M	23
47	Cavé	Peterson	Lintho 1, Cité Soleil	01-19-99-1995-09-00032	Philo	M	24
48	Céide	Romerson	Projet Lintho 1, Cité Soleil	01-02-95-11-006066	NS3	M	24
49	Celiny	Raphael	Morne Lazarre, Rue Saint Augustin	01-04-99-1993-01-00106	Philo	M	26
50	Chalestra	Lukenson	20, Soleil 17	01-02-96-04-128637	Philo	M	23
51	Chalestra	Daniel	245, Bas Shalom, Cité Soleil	01-19-98-12-078008	Philo	M	21
52	Charles	Pierre Gilles	58, Drouillard, Cité Soleil	01-02-99-1991-11-00062	Philo	M	28
53	Charles	Emilie	Cité soleil	01-03-99-1986-04-00147	Rhétó	F	33
54	Charles	Kenzer	Cité Soleil	01-02-99-1994-02-00100	Universitaire	M	25
55	Charlot	Donald	Projet Lintho 1, Cité Soleil	01-19-99-1991-04-00014	Rhétó	M	28
56	Cherestal	Judith	Carrefour feuille	01-01-97-07-714188	Philo	F	22
57	Cherismé	Carmelcia	Damien , Rue Macaya # 12	01-02-99-1990-02-00603	Philo	F	29
58	Cherismé	Jean Luc	Projet Lintho 1, Cité Soleil	07-07-99-1995-04-00009	Philo	M	24
59	Chery	Gertrude	Projet Lintho,Cité Soleil	01-03-97-11-396772	Rhétó	F	25

60	Chevrin	Fabienne	Delmas	01-02-99-1994-06-00431	Rhétó	F	25
61	Cléphant	Aneste	Village des rapatriés, Cité Soleil	05-11-99-1990-05-00021	Philo	M	29
62	Clervil	Mona	Petite place Cazeau	07-18-99-1991-07-00002	Universitaire	F	28
63	Coriliant	Pédro	Bois neuf,Cité Solei	01-02-99-12-412328	Philo	M	20
64	Damier	Yslande	Projet Lintho,Cité Soleil	01-02-99-1991-11-00057	9e AF	F	28
65	Darlejean	Lose	Projet lintho,Cité Soleil	01-01-99-1984-08-00387	Philo	F	35
66	Davéus	Nerla	Projet Lintho,Cité Soleil	1029481468	Rhétó	F	21
67	Décoste	Rose-Mithe	Damien	07-08-99-1991-12-00032	Seconde	F	28
68	Degrange	Sadrac	Projet Lintho 1, Cité Soleil	01-19-95-11-060603	3e Sec	M	24
69	Delbois	Juno	Imp. Victor, Bon Repos	01-01-99-1992-09-00091	Universitaire	F	27
70	Dénéus	Guerda	25,Rue Sorée, Martissant	10-09-99-1989-08-00005	Philo	F	30
71	Depeigne	Lancia	Projet Lintho,Cité Soleil	01-19-97-06-029010	3e Sec.	F	22
72	Derilus	Wideline	Village Solidarité	01-05-99-1993-12-00029	Philo	F	26
73	Désir	Sandy	Delmas	01-02-99-1991-02-00161	Philo	F	28
74	Dolcé	Floveyou	Cessless, Croix Des Bouquets	01-19-99-1992-01-00090	Rhétó	F	27
75	Donais	Shela	Delmas 40	01-01-92-12-251308	Philo	F	27
76	Dor	Jasmine	Carrefour	01-33-96-04-164573	Philo	F	23
77	Dorcenat	Claude	Rue Romain,Delmas 33	01-19-99-1988-08-00041	Rhétó	F	31
78	Dorcilien	Farah	Sarthe 45	05-04-97-04-017390	Philo	F	22
79	Dorcy	Jacques Obin	Christ-Roi	08-1199-1988-09-00132	NS4	M	31
80	Dorélus	Roselaure	Projet Lintho,Cité Soleil	01-19-91-12-005330	Seconde	F	28
81	Dorestant	Donise	Projet Lintho,Cité Soleil	01-02-99-1994-09-00162	Rhétó	F	25
82	Doreste	Magalie	Laplaine	09-01-99-1986-04-00140	Rhétó	F	33
83	Dorissaint	Sherline	Rue Péan , Delams 18	1021429498	Philo	F	30
84	Duceron	Serjita	Delmas 9 # 17	09-01-99-1993-10-00045	Univers	F	26
85	Ducey	Fito	36, Vilfort, Cité Soleil	10-10-95-10-042177	Philo	M	24
86	Dumond	Marie Ange	Pétion-Ville	01-01-99-1994-06-00864	Rhétó	F	25
87	Dupre	Gertrude	Village Solidarité	01-02-99-1992-12-00523	9eme AF	F	27
88	Duvergile	Kerylène	Cité soleil	05-10-98-009730	Philo	F	21
89	Edouard	Wilnide	Croix Des Bouquets	01-02-99-1992-09-00495	Philo	F	27
90	Edouard	Cleefane	Cessless, Croix Des Bouquets	08-06-99-1990-06-00048	Rhétó	F	29
91	Elibin	Jameson	Village Solidarité	1012612586	Philo	M	24
92	Elie	Wadler	Rue Vincent, Route Neuve	01-02-96-07-435530	Philo	M	23

93	Emile	Ezechiel	Delmas	08-05-99-1986-02-00027	Rhétó	M	33
94	Erilin	Jonide	Route 9, Cité Soleil	09-01-91-12036661	Rhétó	F	28
95	Erilin	Roziane	Village Rapatrier , Cité Soleil	05-04-99-1996-05-00038	8ème	F	23
96	Ernest	Carline	Village Rapatrier , Cité Soleil	06-06-99-1994-02-00031	Philo	F	25
97	Etienne	Gueshline	10,Rue Renaud,Mais Gaté	10-01-99-1991-10-00061	Second	F	28
98	Etienne	Valdano	Projet Drouillard,Cité Soleil	01-03-99-1994-09-00199	Rhétó	M	25
99	Etienne	Georgeline	Delmas	01-03-98-10-084089	NS2	F	20
100	Fançois Athéus	Gelene	Cité Soleil	05-11-99-01-069418	Seconde	F	20
101	Fanfan	Fedna	Cité soleil	01-19-99-1991-10-00061	Rhétó	F	28
102	Fils-Aimé	Donald	Cité Soleil	01-01-98-01-015733	NS2	M	21
103	Fils-Aimé	Ligmie	Delmas 18	01-01-99-1988-08-00448	Second	F	31
104	Fleurilus	Marie Andrée	45, Rue Germain Cité Soleil	01-02-99-1991-08-00305	Philo	F	28
105	Fleurimé	Mackenson	Projet Lintho 1, Cité Soleil	01-02-99-1993-11-00437	3e Sec	M	26
106	Fleurisca	Sainte Anne	Cité Soleil	01-13-89-09-008719	Philo	F	30
107	François	Lanot	Projet Drouillard,Cité Soleil	01-01-98-04-412744	Philo	M	21
108	François	Sandra	Drouillard, Cité Soleil	01-01-92-02-086544	Philo	F	27
109	François	Lonise	Drouillard, Cité Soleil	01-01-94-02-179919	Philo	F	25
110	François	Erlande	Projet Lintho,Cité Soleil	01-02-99-1990-07-00130	9e AF	F	29
111	Gabelus	Maudeline	Décayette	01-01-96-09-560772	Philo	F	23
112	Gaspard	Beatrice	Cité Soleil	01-01-99-1993-03-00083	Philo	F	26
113	Gédéus	Ezechiel	Imp.Chantane, Bois neuf, Cité Soleil	05-02-99-1993-08-00007	Rhétó	M	26
114	Geffrard	Soner	Rue cascade, la Borne	06-06-99-1992-01-00068	Philo	M	27
115	Geffrard	Stevenson Menahem	366, Rue Volcy, Varreux, Cite soleil	01-01-99-1991-11-00082	Philo	M	28
116	Genelus	Daphnée	25, Rue Faustin 1er	03-14-99-1992-09-00083	Philo	F	27
117	Georges	Mudeline	Imp.sylvina,imp.Sylvina, Rte Neuve	005-819-824-0	Philo	F	23
118	Gerard	Edna	5,Casa nu matina	03-01-99-1980-12-00133	3 eme	F	39
119	Gervè	Widline	Village des Rapatriés	01-01-95-11-691659	Universitaire	F	24
120	Guerrier	Grenèse	Projet Lintho,Cité Soleil	1059741782	Seconde	F	20
121	Guillaume	Jean Donel	Projet Drouillard,Cité Soleil	03-01-99-1990-12-00035	Philo	M	29
122	Guillaume	Germithe	Sarthe	01-02-99-1990-03-00307	Seconde	F	29
123	Gustave	Juna	Rue Liberté, Village Rapatrié	07-02-99-1985-01-00082	3e Sec.	F	34

124	Hyppolite	Stevenson	7, Rue Saint-Lot, Delmas 24	01-01-98-01-969672	Philo	M	21
125	Innocent	Jean-Pierre	20, Soleil 17	01-01-99-1995-03-00570	Rhétó	M	24
126	Isaac	Sherlyne	Drouillard, Cité Soleil	01-01-97-10-570052	Philo	F	22
127	Isidor	Nadia	Delmas	02-01-97-05-178152	Rhétó	F	22
128	Israel	Darkenson	10, Rue Féquière, Cité Soleil	01-02-95-05-315915	Philo	M	24
129	Jardinier	Germina	89,Rue Shalom ,Delmas 33	02-04-99-1995-09-01905	Philo	F	24
130	Jean	Jennica	05, Rue Olivier	01-33-97-09-036790	Rhétó	F	22
131	Jean	Néhémie	Bois Neuf	01-02-99-1993-05-00563	Philo	F	26
132	Jean	Yvena	Projet Lintho,Cité Soleil	01-02-99-1995-12-00146	Philo	F	24
133	Jean	Anaicka	Duvivier, Cité Soleil	01-02-93-11-066138	Rhétó	F	26
134	Jean	Judith	Projet Lintho,Cité Soleil	01-02-88-09-034809	9e AF	F	31
135	Jean	Fabie	Projet Lintho,Cité Soleil	01-02-99-1995-09-00214	Philo	F	24
136	Jean	Jean Roberto	Cité Soleil	01-02-96-07-646658	Philo	M	23
137	Jean	Rebecca	4 B, Rle Soleil, Cité Soleil	01-02-99-1988-11-00366	3e Sec.	F	31
138	Jean	Michel Langelot	18, Rue Arald , sarthe 45	01-01-93-01-312909	Rhétó	F	26
139	Jean	Ipheta	Cité Soleil	01-19-03-002911	9 eme	F	26
140	Jean Faton	Lyodelle	Sarthe 45	05-07-99-1993-08-00092	Philo	F	26
141	Jean Louis	Iveline	Cité Soleil	01-20-95-11-011523	9e AF	F	24
142	Jean-Baptiste	Jeff	38, Rue Jean Gerges , Delmas 32	01-01-99-1986-02-00010	Philo	M	33
143	Jean-Baptiste	Mislove	37 , Rue Kernizan , Delmas 33	01-02-00-04-107537	Philo	F	19
144	Jerome	Yvener	Sicot	05-11-99-1987-10-00143	Philo	M	32
145	Jeudy	Pablo	49, Rue Yves Vollet, cité soleil	01-02-96-11-394513	Philo	M	23
146	Jn Baptiste	Fabienne	Lerbourg, Route Neuve	1032469165	Philo	F	25
147	Jn Baptiste	Frantzdy	Projet Lintho 1, Cité Soleil	01-02-98-1991-12-00482	Rhétó	M	28
148	Jn Philippe	Fabienne	Projet Lintho,Cité Soleil	01-02-99-1989-01-00555	Seconde	F	30
149	Jn-Pierre	Judette	10, Rue Bien-Aimé	01-01-92-02-067198	9eme AF	F	27
150	Joirilus	Germanie	130, Imp Eddy Prolongée	01-01-99-1993-01-01162	Philo	F	26
151	Joseph	Esther Darlyne	5,Rue Casimir,Delmas 24	01-02-99-03-074360	Philo	F	20
152	Joseph	Rosmathe	Projet Lintho,Cité Soleil	01-19-95-12-048400	Philo	F	24
153	Joseph	Sarah	Cité Soleil	01-10-96-03-175330	Philo	F	23
154	Joseph	Nadège	Cité Soleil	01-19-97-12-056542	Seconde	F	22
155	Joseph	Chrisla	10, Chada, Croix des Bouquets	06-10-99-1991-07-00042	Philo	F	28
156	Joseph	Nadège	Karidade	01-01-91-11-078916	6eme AF	F	28

157	Joseph	Jonathan	Village Rapatrier , Cité Soleil.	01-02-99-1989-07-00323	Rhétó	M	30
158	Joseph	Estor	Cité Soleil	1045274620	Rhétó	M	31
159	Julien	Christella	212, Rue Sara prolongé, Cité Soleil	01-02-99-1994-12-00217	Rhétó	F	25
160	Julien	Lugenson	Caradeux	1018093280	Philo	M	27
161	Juste	Ziane	Carrefour	10-10-99-1994-01-00009	Philo	F	25
162	Labonté	Stéphanie	Cité Soleil	01-19-93-09-025434	Philo	F	26
163	Lacroix	Kathiana	Lamentin 54, Carrefour	01-07-99-1995-10-00093	Philo	F	24
164	Ladouceur	Jackson	Cité Soleil	08-02-94-01-027195	Philo	M	25
165	Lafleur	Stéphania	Cité soleil	01-19-97-10-027424	Philo	F	22
166	Lafortune	Luckson	Croix Des Bouquets	01-01-99-1994-06-00557	3eme sec.	M	25
167	Laguerre	Phara	Bon-Repos	01-01-99-1992-05-00233	Philo	F	27
168	Lamarre	Elizabeth	Tabarre	10-02-99-1993-04-00023	Philo	F	26
169	Landais	Esther	47 Rue Monseigneur guilloux	100-483-017-9	Philo	F	32
170	Lapommeray	Woodline	Tabarre	03-04-99-1991-02-00058	Philo	F	28
171	Laroque	Binecianne	Cité Soleil	07-07-95-12-016789	Philo	F	24
172	Laurent	Djoodly	# 16 3BB Cité Soleil		Philo	M	19
173	Laurore	Walnes	Cité Soleil	01-01-99-1985-11-00728	9eme AF	M	34
174	Lestin	Wiltas	Delmas 19	???????	Seconde	M	21
175	Leveque	Louina	33, Rue Ludovic Brière	01-01-99-1993-01-00177	Philo	F	26
176	Lindor	Florkensy	Delmas	08-05-99-1989-07-00003	Philo	F	30
177	Lindor	Daucheline	30, Rue Bolivi, Cité Soleil	01-08-99-1992-11-00164	Rhétó	F	27
178	Lotus	Wideline	Projet Lintho,Cité Soleil	01-01-93-10-219148	9e AF	F	26
179	Louis	Wenson	Cité Soleil	?	NS4	M	24
180	Louis	Yslande	Cité Soleil	01-19-95-06-048523	Philo	F	24
181	Louis	Medeline	Delmas	Incorrect	Philo	F	23
182	Louis	Joseph-André	5, Rue Sicot Prolongée	01-01-95-08-395949	Philo	M	24
183	Louis	Claire Sara	Sarthe 42	01-01-99-1991-010500	Rhétó	F	28
184	Louis charles	Wandy	Projet Lintho 2, Cité Soleil	002-126-945-8	Rhétó	M	19
185	Louis Jacques	Sonise	24,rue Monseigneur Guilloux	08-11-91-09-010109	Philo	F	28
186	Louis Jacques	Asline	17,Rue Monseigneur Guilloux	08-11-98-03-022683	Philo	F	21
187	Louis Jean	Neslene	Drouillard	01-01-93-04-049474	Philo	F	25
188	Louis-Jacques	Dienica	Rue MSR Guilloux	01-33-96-01-270375	3eme sec.	F	23

189	Louis-Jean	Fabienne	Lintho 2, Cité Soleil	01-02-99-1989-06-00371	9e AF	F	30
190	Louis-Jean	Willia	Lintho 2, Cité Soleil	01-19-99-1987-09-00016	Seconde	F	32
191	Louis-Jean	Esther	Lintho 2, Cité Soleil	01-19-99-1992-03-00084	7 e AF	F	27
192	Lubin	Naphtalie	Delmas 28, imp. Silence	02-01-99-1993-06-00144	Seconde	F	26
193	Lucien	Rosedalie	56, Rue Foyer Divin, Sarthe	05-04-99-1996-10-00002	Philo	F	23
194	Lundi	Guetchine	10, Rue Féquière, Cité Soleil	01-02-95-12-332772	Philo	M	24
195	Marc	Guillaume	Cité Soleil	01-01-99-1990-06-00475	Rhétó	M	29
196	Marcelus	Woodline	40, Rue Sibert, Bon Repos	01-02-98-03-463024	Philo	F	21
197	Marcelus	Daphline	Bon-Repos	06-01-99-1994-12-00078	9 eme	F	25
198	Massillon	Sender	Cité Soleil	01-02-92-05-011500	9e AF	M	27
199	Maurice	Carlos	16, Rue Alliance 5, Delmas 33	07-09-99-1991-09-00011	Philo	M	28
200	Mede	Mideline	49, Rue Dr Aubry	01-01-96-02-598201	Philo	F	23
201	Mercival	Jeanna	23, Ruelle Aloulou, Delmas 19	07-01-95-09-053004	Philo	F	24
202	Mervius	Djimmy	Projet Lintho 1, Cité Soleil	01-19-97-12-068023	Philo	M	22
203	Michel	Diedulhomme	Projet Lintho 1, Cité Soleil	01-02-93-01-056102	Philo	M	26
204	Michel	Moïse	Martissant	01-01-99-1989-04-00654	Rhétó	M	30
205	Michel	Patricia	104, Fort Mercredi	01-01-98-07-830977	Philo	F	21
206	Mieze	Jean Rousseau	7, Bon Repos	07-07-99-1993-05-00003	Universitaire	M	26
207	Milien	Jurenne	Drouillard	08-05-1988-07-07-00014	Rhétó	F	31
208	Milien	Edna	Pélé/ Simon	01-10-99-1990-11-00170	Rhétó	F	29
209	Misca	Widline	Jerusalem	01-01-99-1993-12-00802	Philo	F	26
210	Mizlaire	Hermithe	Cité Soleil	01-19-99-1991-05-00067	9e AF	F	28
211	Moïse	Christ- Lida	Blanchard, cité soleil	01-19-92-12-012770	Philo	F	27
212	Moreau	Olga	Projet Lintho,Cité Soleil	01-02-95-09-188808	3e Sec.	F	24
213	Mugena	Ifralin	Fourgy, Croix des Bouquets	1026802134	9eme AF	F	29
214	Museau	Céante Dafca	Fort National	01-01-99-1992-09-00432	Philo	F	27
215	Myrthil	David	75, Rue Montalais	01-01-99-1985-01-01047	Universitaire	M	34
216	Myrthil	Spoliantha	# 6, Rue Fontaine, Cité Soleil	01-01-95-04-234646	Philo	F	24
217	Myrthil	Miguelita	Cité Soleil	01-01-99-1992-07-00584	Philo	F	27
218	Nazaire	Shelson	Caradeux	01-02-98-11-177381	Philo	M	21
219	Nelçon	Herby	Duvivier , Cité Soleil	1035352684	Rhétó	M	32
220	Nelson	Jean Bertin	36, Rue Chery, Bon Repos	08-07-1991-04-00003	Philo	M	28
221	Nelson	Darline	Cité Soleil	1026805626	Philo	F	27

222	Nelson	Fabienne	Tabarre	01-02-99-1993-00063	Philo	F	26
223	Nelson	Betina	Tabarre	01-02-94-10-166793	3eme sec.	F	25
224	Nicolas	Christina	Delmas 31	01-01-99-1991-12-01482	Rhétó	F	28
225	Nobert	Emano	Bois neuf,Cité Solei	01-01-99-1989-01-00763	3e Sec	M	30
226	Noel	Jonel	Cité Soleil	07-04-99-1987-09-00092	Philo	M	32
227	Noël	Vita	Cité Soleil	07-04-99-1990-09-00094	Philo	F	29
228	Nouristant	Olguens	33, Bas Shalom, Cité Soleil	01-20-96-12-015657	Philo	M	23
229	Orius	Roseberline	Blanchard	01-01-99-01-248151	9eme AF	F	20
230	Osius	Guilène	7, Rue Vilfort, Cité Soleil	1047554896	Rhétó	F	23
231	Paul	Paulson	9 , Rue maranatha , Delmas	05-01-97-08-089496	Universitaire	M	22
232	Paul	Marie Phisena	37, 3e Cité Lumière, Cité Soleil	01-02-99-1993-02-00422	Philo	F	26
233	Paul	Claude	Lintho 1, Cité Soleil	01-02-99-1990-04-00382	Philo	M	29
234	Pétion	Joanne	Projet Lintho,Cité Soleil	03-15-99-1985-11-00052	9e AF	F	34
235	Petit-Homme	Christlaine	23, Fougie, Route 9	03-19-99-1987-03-00103	Philo	F	32
236	Phatal	Manoucheca	Christ-roi	07-02-99-1994-09-00002	Philo	F	25
237	Philippe	Anaïca	Cité soleil	102-265-143-4	Philo	F	19
238	Philizaire	Kettia	Cité Soleil	01-02-96-05-594793	3e Sec.	F	23
239	Philizaire	Micla	Cité Soleil	01-19-94-01-000144	3e Sec.	F	25
240	Philogene	Job Jonel	Cité Soleil	01-02-96-02-476828	Universitaire	M	23
241	Philogène	Jn Jobnick	Bois neuf,Cité Solei	1021679661	Philo	M	20
242	Philogène	Michelove	Projet Lintho,Cité Soleil	01-02-96-05-234219	Seconde	F	23
243	Philogène	Johanne	Cité Soleil	01-02-99-1992-07-00016	Rhétó	F	27
244	Picard	Chrisla	Simon-Pelé	08-06-99-1992-05-00025	Rhétó	F	27
245	Pierre	Jacquesenne Audate	Carrefour -Feuille	03-13-99-1979-06-00005	Philo	F	40
246	Pierre	Jean Hérold	Lintho 1, Cité Soleil	1026799515	NS3	M	23
247	Pierre	Roselore	Route Ntle #1, Cité Soleil	03-18-99-1994-02-00021	Philo	F	25
248	Pierre	Loubeysson	Cité Soleil	01-02-98-11-700010	8eme AF	M	21
249	Pierre	Angeline	Cité Soleil	03-09-99-1993-04-00006	Philo	F	26
250	Pierre	Jampson	Limtho 2, Cité Soleil	08-01-97-11-127401	Philo	M	22
251	Pierre	Estania	Ave N	07-04-99-1995-07-00030	Rhétó	F	24
252	Pierre	Victoire	Cité Soleil	01-19-99-1992-06-00073	9e AF	F	27
253	Pierre	Richette	Lintho, Cité Soleil	1045256772	3eme Sec	F	26
254	Pierre Louis	Myrline	Cité Soleil	01-19-98-01-009293	Philo	F	21

255	Pierre-Louis	Marie- Florence	Blanchard	01-02-99-1987-05-00062	8eme AF	F	32
256	Porcenat	Jasline	Village des Rapatriés	05-11-99-1992-01-00168	Philo	F	27
257	Porcéus	Romario	Projet Lintho 1, Cité Soleil	01-02-99-1996-01-00225	Philo	M	23
258	Predelus	Berline	Projet Lintho,Cité Soleil	01-02-93-03-153768	Rhétó	F	26
259	Regilus	Marie-Kerlange	108, Ruelle Estimée , Fort national	01-01-99-1986-08-00462	9eme AF	F	33
260	Régis	Chella	Cité soleil	03-18-99-1990-02-00055	Philo	F	29
261	Remy	Martine	Cité Soleil	01-19-99-1992-	Philo	F	27
262	Remy	Dieudonné	Limtho 2, Cité Soleil	01-02-99-1993-05-00179	Seconde	M	26
263	René	Jephté	Lintho 1, Cité Soleil	01-19-99-1994-09-00096	NS4	M	25
264	René	Jean Kenson	Projet Lintho 1, Cité Soleil	01-02-94-09-066497	3e Sec	M	25
265	Revolus	Mikelda	Village Rapatrier , Cité Soleil	02-05-93-08-053731	3eme Sec	F	26
266	Richemond	Rose Mirtha	Cité Soleil	01-20-99-1993-07-00004	Seconde	F	26
267	Rizil	Anne	Projet Lintho,Cité Soleil	08-01-99-1990-01-00245	Philo	F	29
268	Rubin	Yslande	Projet Lintho,Cité Soleil	01-01-99-1992-07-00936	3e Sec.	F	27
269	Saint Fils	Jacob	Cité Soleil	01-02-96-11-469407	Philo	M	23
270	Saint Germain	Sterline Barbara	Village Solidarité	01-33-97-04-032787	Universitaire	F	22
271	Saintervil	Rose Guerdine	Tabarre	102-163-416-8	9eme	F	22
272	Saintilus	Maudeline	Carrefour feuille	01-01-99-99-1993-02-00046	Second	F	26
273	Salomon	Wersley	10 , Rue Sylvio, Delmas 24.	01-02-99-12-307576	Philo	M	20
274	Samedy	Jean Wilfrid	56, Rue Gochet, Varreux	01-01-99-1987-05-00801	Seconde	M	32
275	Samedy	Monita	Cité Soleil	1012268333	9e AF	F	23
276	Sanon	Myriam	105, Fort Mercredi , Martissanrt	01-01-99-1992-02-00555	9eme AF	F	27
277	Séide	Christine	Projet Lintho,Cité Soleil	10-10-99-1992-02-00061	Seconde	F	27
278	Senatus	Gerta	6, Rue L'amour , Delmas 33	01-09-99-1991-08-00117	Universitaire	F	28
279	Sené	Emmanuel	Projet lintho,Cité Soleil	01-02-99-1986-05-00295	Philo	M	33
280	Siméus	Maniela	Cité Soleil	01-02-99-1991-02-00057	Philo	F	28
281	Sinéus	Marie Déjeanne	Projet Lintho,Cité Soleil	08-06-81-01-000583	9e AF	F	37
282	St Fleur	Marie Sénia	Projet Lintho,Cité Soleil	01-02-93-09-007814	3e Sec.	F	26
283	St-Louis	Ronaldinio	Bois neuf,Cité Solei	01-01-99-1990-11-00604	Philo	M	29
284	St-Victor	Robenson	11, Rue Sylvio Cator , Delmas	01-01-99-1994-04-00601	Philo	M	25
285	St-Vil	Patricia	8, Village Combattant, Mais Gâté	01-02-99-1992-12-00119	Universitaire	F	27
286	Sylvestre	Cabelo	Lerbourg,Route Neuve	08-12-99-1989-08-00010	Universitaire	M	30

287	Sylvestre	Williams	Projet Drouillard,Cité Soleil	01-02-99-01-334074	Universitaire	M	20
288	Toussaint	Louis Jephthe	8, Rue Placide, Cité Militaire	01-01-95-12-680742	Philo	M	24
289	Toussaint	Jésula	Projet Lintho,Cité Soleil	01-19-99-1992-11-00097	Seconde	F	27
290	Toussaint	Ruth	Projet Lintho,Cité Soleil	01-02-99-1995-10-00086	NS3	F	24
291	Toussaint	Manite	6, Rue Minik, Cité Soleil	01-02-99-1992-08-00532	3eme Sec	F	27
292	Tropnas	Reynaldo Paolo	25, Rue Léonard , Delmas 19	01-01-94-10-123725	Philo	M	25
293	Ulysse	Emmanuel	Delmas	03-19-99-1992-01-00041	Rhétó	M	27
294	Valet	Rebecca	La Plaine	01-02-95-07-379828	Philo	F	24
295	Verdieu	Viergela	Prévots	01-33-97-05-25-23-26	Philo	F	22
296	Victorieux	Thamara	13, Ruelle Alliance Delmas 33	01-02-95-12-395176	Philo	F	24
297	Vil	Fonnia	Projet Lintho,Cité Soleil	01-19-99-1991-06-00027	Seconde	F	28
298	Viléxis	Yolette	Croix Des Bouquets	02-05-99-1993-07-00031	Philo	F	26
299	Vital	Jocelène	Projet Lintho,Cité Soleil	08-06-99-1994-09-00003	Philo	F	25
300	Volcy	Diegot	70, Projet Drouillard, Cité Soleil	01-01-99-1991-09-00800	Philo	M	28
301	Volma	Esnel	Rue Vilcain, Drouillard	08-01-99-1992-05-00080	Philo	M	27
302	Zius	Vilene	Cité soleil	01-01-95-01-194223	Philo	F	24

Annexe XIV | Liste des bénéficiaires inscrits du programme de formation / Chez Elektra Sewing S.A. (Volet textile)

- Please note: The residence addresses are not up to date. There are a lot of moves due to conflicts between rival neighborhoods and / or between armed gangs.

#	Surname	Name	TELEPHONE	ADRESS	NIF / CIN	NIVEAU D'ETUDE	SEX	AGE
1	Abel	Jolina	4029-5118	8 B, Jerusalem	05-10-99-1994-07-00050	Philo	F	25
2	Accilien	Jesula	4929-6556	Bon-Repos	03-01-95-05-159036	Philo	F	23
3	Accimé	Barbara Spérancia	4944-0055	Canaan B, Bon Repos	01-02-96-12-192058	Philo	F	23
4	Achelus	Love Mackendy	4772-7316/ 4740-7705	Bon repos Prolongée	03-09-94-12-002746	Rhét	M	25
5	Acier	Bazelais	3454-6507	Cité Soleil	07-19-99-1993-09-00017	9eme AF	M	26
6	Acier	Kettia	3126-1219	98, Drouillard, Delmas	01-01-99-1993-12-00696	Philo	F	26
7	Acier	Daniel	3182-0465	21, Rue Amurale, Delmas 19	1009652437	Philo	M	20
8	Admé	Litane	3762-9550 \4413-0765	Carrefour- Feuille	07-16-94-08-014327	?????	F	25
9	Adrien	Cherkens	3695-8677/4705-0940	Lintho 1, Cité Soleil	01-02-99-1987-10-00623	3e Sec	M	32
10	Aimé	Mesalie	3672-2757	Route neuve	05-11-99-1993-02-00160	3eme	F	26
11	Albenur	Rosemane	4923-5194	Croix Des Bouquets	04-07-89-05-006281	Secondaire 2	F	30
12	Aldophe	Venite	3185-2569	Delmas 75	01-01-99-1991-12-01233	Philo	F	27
13	Alexandre	Enock	4907-6897	Cité Soleil	01-20-99-1998-10-00928	Philo	M	21
14	Alexandre	Gregory	3762-3197	Petion-Ville	07-01-99-1994-10-00148	Univers	M	25
15	Alexandre	Kétia	4442-4079	Projet Lintho,Cité Soleil	08-04-99-1993-01-00051	Philo	F	26
16	Alexis	Misna	4600-8987	Cité soleil	08-08-94-02-010398	3eme sec.	F	25
17	Alexis	Chedeline	4653-2932/40925254	28, Rue Alliance, Delmas 33	01-07-99-1993-01-00062	Philo	F	26
18	Alidor	Rose Bertude	4651-7498	Rue des Fonds-Fort # 27	07-02-99-1992-09-00081	Rhét	F	27
19	Alouidor	Robenscy	3357-6926	29, 1ere Avenue Bolosse	03-19-99-1991-06-00031	Philo	M	28
20	Altéma	Marie France	3657-6949	Projet Lintho,Cité Soleil	01-19-99-1993-10-00068	Philo	F	26
21	Altidor	Loodveek	31299-0121	Cité Soleil	01-01-99-1994-08-00083	7eme AF	M	24
22	Amboise	Phara	37374874/31313121	Cité Soleil	01-02-99-1993-12-00261	9e AF	F	26
23	André	Nathalie	4421-7429	Jérusalèm	1030281427	3 eme	F	31
24	André	Marie Esther	4628-9329	Gerald Batail	07-09-99-1982-10-00035	8 eme	F	37

25	Andris	Guisty	4484-8180\3852-7857	74,Imp Aurace, Bon Repos	004-846-429-1	Philo	M	30
26	Anéus	Rigais	3726-8745	Tabarre	07-05-99-1991-09-00004	Philo	M	28
27	Anoux	Stéphanie	4616-9328/3391-2150	Sarthe 45	03-01-99-1993-04-00111	Philo	F	26
28	Antenor	Fabienne	3881-0109	Rue Gros-Morne, Delmas	1007107642	NS3	F	35
29	Antenor	Yanick	4707-6688	50, Cite de l'Eternel, Martissant	1019590087	Seconde	F	36
30	Antoine	Angeline	4909-0851	Puits blain,Delmas 75	10-10-57-57-80	Philo	F	24
31	Appolon	Joceline	3645-9398	Carrefour	08-01-99-1986-09-00015	4eme AF	F	33
32	Artiste	Marie-Ruth	4917-3019	5e cité, Cazeau	01-01-99-1975-10-00320	Rhétó	F	44
33	Astrel	Welson	3415-4882	27, 1ere Cité Gérard, Cité Soleil	1039996268	Philo	M	26
34	Atheus	Dieulanie	4684-7970	Village Rapatrier , Cité Soleil	05-11-99-1991-05-00156	Philo	F	28
35	Aubiste	Kendy	4781-4495	Avenue N, Sicot	01-01-99-1993-05-00480	Rhétó	M	26
36	Aubiste	Jean Eddy	47814495	Carrefour feuille	10-10-99-1990-05-00050	Rhétó	M	29
37	Auguste	Angeline	4682-1806/3373-9418	10, Jacques Roumain, Cité soleil	01-02-93-02-010509	NS2	F	26
38	Auguste	Marjorie	3710-3754/ 3833-3981	37, Soleil 19, Cité Soleil	01-01-93-08-00545	Rhétó	F	26
39	Augustin	Stanley Emmanuel	3644-7132	18, Rue Jn Gilles	01-01-99-1993-10-01330	Philo	M	26
40	Augustin	Raymond Junior	3825-0571/3857-8187	Ave Fouchard	01-01-99-1989-07-01131	Rhétó	M	30
41	Augustin	Marie Sheila	3399-5255/4717-4564lizon	Lizon	01-02-99-1990-08-00019	Seconde	F	29
42	Augustin	Ruth-Lande	3698-2613	Drouillard 25	01-02-96-08737128	Philo	F	23
43	Augustin	Darline	31476840/38225314	Cité soleil	01-02-99-1993-09-00319	Philo	F	26
44	Augustin	Ania	4765-3028	Lathan	01-19-99-1990-10-0103	9 eme	F	29
45	Avril	Stanley	3696-8549	Projet Lintho 1, Cité Soleil	01-19-97-01-00391	Univers	M	22
46	Avril	Milove	3696-8549	Cité Soleil	01-02-99-1996-01-00219	Rhétó	F	23
47	Banatte	Lia Naida	3895-0360	Duvivier, Cité Soleil	1054598939	3ème sec	F	20
48	Baptiste	Stéphanie	3653-4352	Projet Lintho,Cité Soleil	01-19-99-12-00074	Seconde	F	22
49	Barthelemy	Santhia	3633-9872	Projet Lintho,Cité Soleil	01-02-96-09-682898	3e Sec.	F	23
50	Barthold	Jean Mozarre	4489-7942	143, Drouillard	07-08-99-1989-02-00032	Rhétó	M	30

51	Bayard	Johnny	4708-7774	Fort mercredi	01-01-99-1989-06-00007	Rhét	M	30
52	Bazile	Abednigo	3934-9171/3920-6626	Fontaine Duvivier	01-02-99-1993-03-00167	Univers	M	26
53	Beaubrun	Samuel	3711-3915/3799-4951	Cité Soleil	01-01-99-1986-03-01029	Philo	M	33
54	Beaubrun	Guerda	4191-1140	Rue Belbon capois, Canaan	01-01-99-1986-12-00930	Univers	F	33
55	Beaubrun	Phalande	4216-3604	8, Cité Soleil	01-19-99-1995-12-00026	Philo	F	24
56	Beaucejour	Milove	3994-5431	Route neuve	01-01-99-1990-12-007-7861	7eme AF	F	29
57	Beausile	Marie Maude	3144-7956	Carrefour feuille	1027412361	NS3	F	26
58	Beaussicot	Florancia	4742-2330/4855-4612	Carrefour	01-01-99-1995-10-00782	Philo	F	24
59	Beauvil	Francyse	3612-1411	Carrefour	01-01-99-1994-09-00397	Philo	F	25
60	Beauvil	Eunive	4770-8673	Canapé vert, Juvenat	02-05-99-1992-01-00045	Philo	F	27
61	Belanston	Vanessa	3910-1812/4708-1395	Tabarre	01-02-93-04-124892	9eme Af	F	26
62	Belgarde	Berlandy	3922-4190	Moléard , Bon Repos	05-01-96-04-001118	Rhét	M	23
63	Belle Fleur	Jeff Peterson	3862-2090 /3672-9150	Canaan 4, Bon Repos	07-01-99-1994-10-00059	Univers	M	27
64	Belle Fleur	Stéphania	37951785	Projet Lintho,Cité Soleil	01-02-99-1993-06-00294	Philo	F	26
65	Belle Fleur	Jennyfer	4746-4130	Projet Lintho,Cité Soleil	10-10-99-1989-12-00018	Rhét	F	30
66	Belle Fleur	Stéphania	4746-4130	Projet Lintho,Cité Soleil	01-19-99-1993-06-00062	3e Sec.	F	26
67	Belus	Rael	3637-92-58 / 3183-1271	Delmas Rue Médilien	07-11-99-1989-08-00055	Rhét	M	30
68	Benjamin	Fabienne	4602-6634	14,Rue Doré ,carrefour-feuille	07-09-99-1987-09-00039	Philo	F	32
69	Berlgeste	Kime	4127-1542/3422-8150	Rue Manat han, Lathan, Bon Repos	02-05-96-05-051889	Philo	F	23
70	Berlus	Ronald	4477-4291	Projet Lintho 1, Cité Soleil	08-01-99-05-00042	9e AF	M	33
71	Bernard	Saraphina Mirlina D.	4948-0767	Lintho, Cité Soleil	06-05-96-05-119700	Philo	F	23
72	Bertilus	Maniola	6360-5434	7, Jerusalem, Bon Repos	?????????????	Philo	F	???
73	Bertrand	Tommy-Lee	4802-9611	54, Imp. Malot, Sarthe	01-01-95-11-628345	Philo	M	24
74	Bertrand	Tommy-Lee	4802-9611	54, Imp. Malot, Sarthe	01-01-95-11-628345	Philo	M	24
75	Bien-Aimé	Mozias	4946-7076	45, Publainc, Delmas	08-12-99-1990-12-00018	Philo	M	29
76	Bien-Aimé	Fednelson	3141-4283	Delmas	08-12-99-1990-12-00018	Seconde	M	29

77	Birond	Oudy	3408-6355/3640-4640	Fontaine Divivier,Cité Soleil	05-14-99-1991-07-00110	Philo	M	28
78	Blanc	Enorck	4463-1660	29, Rue Caonabo, Delmas 29	01-01-99-1988-07-00718	Philo	M	31
79	Blanc	Jordane	3897-8142	65, Rue Sicot	01-01-91-01-148553	Philo	M	28
80	Blanc	Guesly	3729-8195	65, Rue Sicot	01-01-99-1995-07-00171	Philo	M	24
81	Bonet	Jean Anouce	3165-5487/47209623	Delmas 31	08-05-99-1994-07-00002	Philo	M	25
82	Bonheur	Dieuiose	4010-9022	78, Rue Sara, Bois Neuf	01-01-99-1994-12-00481	Seconde	F	25
83	Bonhomme	Bonica	3165-6528	Marin 26	01-33-97-09-366388	Philo	F	22
84	Borgely	Amos	3431-5527	Lerbourg,Route Neuve	01-19-97-11-04-3341	Philo	M	22
85	Brézeault	Odelène	3117-1640/4866-5073	Sarthe 38	07-16-99-1994-03-00002	3 eme	F	25
86	Brignolée	Néïssa	3879-8365	Pétion-ville	1022419480	3 eme	F	22
87	Brinis	Elysée	3456-7666	29, Rue MGR Guilloux	01-01-99-1993-01-00029	Philo	M	26
88	Brunal	Jean Annuel	3647-6673	Boston, Vilfort, Cité Soleil	07-15-96-03-018616	3ème Sec	M	23
89	Cadet	Jeff-Freed	4766-3541	Delmas	01-01-99-1995-05-00172	Seconde	M	24
90	Cadet	Elianise	3747-5082	Cité Soleil	03-12-96-03-022698	Seconde	F	23
91	Caïdor	Winzor	3646-8598	Carrefour Feuille	01-01-97-09-145925	9 eme	M	22
92	Calixte	Sondy	3831-5118	38, Rue St-Martin	01-01-95-11-022601	Philo	M	24
93	Calixte	Daroundia	3707-7856	fontaine Duvivier	103-666-672-2	Philo	F	19
94	Cangé	Nickenson	4492-0662	10, Rue Sicot Prolongee	01-01-99-10-505657	Rhétó	M	20
95	Cangé	Rose Martine	3428-8903	Delmas 3	01-02-97-02-030419	8 eme	F	22
96	Carriés	Christine	3199-8630	Cité Soleil	01-02-96-04-707933	3e Sec.	F	23
97	Casseus	Gladys	44571409	Cité soleil	05-04-91-12-030287	9 eme	F	28
98	Casseus	Gladys	4457-1409	Tabarre	05-04-91-12-030287	9eme AF	F	28
99	Casseus	Wisner	4903-6992	Rue La Paix, Delmas 33	01-33-96-11-132436	Rhétó	M	23
100	Cavé	Peterson	4744-7309	Lintho 1, Cité Soleil	01-19-99-1995-09-00032	Philo	M	24
101	Céide	Romerson	3558--6450/3921-2963	Projet Lintho 1, Cité Soleil	01-02-95-11-006066	NS3	M	24
102	Célestin	Fabie	48547285	Cazeau	01-01-99-1991-02-00502	Seconde	F	27
103	Célicourt	Abnise	4884-8687	56, Rue St-Etienne	06-01-99-1985-03-00229	Rhétó	F	34
104	Celiny	Raphael	3602-7650	Morne Lazarre, Rue Saint Augustin	01-04-99-1993-01-00106	Philo	M	26

105	Chalestra	Lukenson	4699-6275	20, Soleil 17	01-02-96-04-128637	Philo	M	23
106	Chalestra	Daniel	4699-6275	245, Bas Shalom, Cité Soleil	01-19-98-12-078008	Philo	M	21
107	Charles	Pierre Gilles	4889-7729	58, Drouillard, Cité Soleil	01-02-99-1991-11-00062	Philo	M	28
108	Charles	Emilie	3175-7378	Cité soleil	01-03-99-1986-04-00147	Rhétó	F	33
109	Charles	Ghislaine	3116-4786	Delmas	01-02-99-1990-06-00106	7 eme	F	29
110	Charles	Kenzer	4634-7163/4336-2637	Cité Soleil	01-02-99-1994-02-00100	Univers	M	25
111	Charles	Camesuze	49012801	Fort Mercredi	01-01-99-1989-03-00744	Philo	F	30
112	Charlot	Donald	3849-6728	Projet Lintho 1, Cité Soleil	01-19-99-1991-04-00014	Rhétó	M	28
113	Chateau	Darline	3624-0206	Cité Soleil	07-09-99-1991-05-00026	Philo	F	28
114	Cherestal	Judith	4888-9731	Carrefour feuille	01-01-97-07-714188	Philo	F	22
115	Cherismé	Carmelcia	3615-4969/4789-4670	Damien , Rue Macaya # 12	01-02-99-1990-02-00603	Philo	F	29
116	Cherismé	Jean Luc	3481-0664/3337-3322	Projet Lintho 1, Cité Soleil	07-07-99-1995-04-00009	Philo	M	24
117	Chery	Gregory	3178-5738	16, Avenue N	01-01-99-1984-06-00140	Rhétó	M	35
118	Chery	Gertrude	3937-6063	Projet Lintho,Cité Soleil	01-03-97-11-396772	Rhétó	F	25
119	Chevrin	Fabienne	3428-3817	Delmas	01-02-99-1994-06-00431	Rhétó	F	25
120	Cima	Ydali	4325-8449/3110-2211	Cité soleil	07-12-99-1991-05-00054	Philo	F	28
121	Civil	Marjorie	3147-7174	Sarthe 45	01-19-94-09-019611	????	F	25
122	Cléphant	Aneste	3884-5125	Village des rapatriés, Cité Soleil	05-11-99-1990-05-00021	Philo	M	29
123	Clérat	Michelot	4499-1269/3161-1623	Corail CesseLesse,Bon Repos	01-01-95-05-283018	Rhétó	M	24
124	Clerge	Wilfrantz	4806-7240	53,Fort-National	01-01-99-1993-12-00607	Philo	M	26
125	Clerger	Promise	3915-9880	Latranbley	07-01-99-1994-02-00156	Philo	F	25
126	Clérisier	Maliby	4405-1250	Delmas 28	1007810310	9 eme	F	22
127	Clervil	Louichel	4699-5421 /4295-2947	19 , Avenue N	07-01-99-1981-02-00019	Rhétó	M	38
128	Clervil	Mona	4809-8129	Petite place Cazeau	07-18-99-1991-07-00002	Univers	F	28
129	Corilant	Ezechiel	4435-3149/3216-1525	10, Imp. Bas Puits-Blain, Delmas75	01-02-98-01-000447	Philo	M	21
130	Corilant	Pédro	4448-87233668-0938	Bois neuf,Cité Solei	01-02-99-12-412328	Philo	M	20

131	Dady	Marcelin	4415-7062	Avenue N, Sicot	01-01-99-1995-02-00596	Philo	M	24
132	Dalmand	Mirline	38702811	Clercine 24	07-02-95-12-033692	3 eme	F	24
133	Damice	Mikerlange	3770-7151	4 Rte Nle # 3, CX des bouquets	01-01-94-11-205932	Rhétó	F	25
134	Damier	Yslande	4609-3821	Projet Lintho,Cité Soleil	01-02-99-1991-11-00057	9e AF	F	28
135	Danjour	Katy	3437-3013/4913-3855	Lerbourg, Route Neuve	01-09-99-1995-04-00018	Philo	F	24
136	Darlejean	Lose	4783-7335	Projet lintho,Cité Soleil	01-01-99-1984-08-00387	Philo	F	35
137	Davéus	Nerla	31849906	Projet Lintho,Cité Soleil	1029481468	Rhétó	F	21
138	Décoste	Rose-Mithe	3451-7160/4696-6721	Damien	07-08-99-1991-12-00032	Seconde	F	28
139	Degrange	Sadrac	3730-9340	Projet Lintho 1, Cité Soleil	01-19-95-11-060603	3e Sec	M	24
140	Delbois	Juno	4445-9092	Imp. Victor, Bon Repos	01-01-99-1992-09-00091	Univers	F	27
141	Delphin	Daphney	4477-6646/37809658	18,Lilavois 1	01-04-91-07-031065	Rhétó	F	28
142	Dénéus	Guerda	4868-9445	25,Rue Sorée, Martissant	10-09-99-1989-08-00005	Philo	F	30
143	Dénéus	Charnette	3714-2340/3770-5128	72,Rue Sorée ,Martissant	10-08-99-1987-09-00024	Rhétó	F	32
144	Denis	Maniz	4836-5631	45, rue 9	10-05-99-1993-04-00069	6eme AF	F	26
145	Depeigne	Lancia	4796-0548	Projet Lintho,Cité Soleil	01-19-97-06-029010	3e Sec.	F	22
146	Derilus	Wideline	3189-6165	Village Solidarité	01-05-99-1993-12-00029	Philo	F	26
147	Dérival	Davidson	4001-1750	Delmas 4	01-01-95-11-830346	Philo	M	24
148	Désir	Chrisnel	3151-7994	30 A, Rue Silence, Delmas 33	01-16-94-10-003165	Philo	M	25
149	Désir	Sandy	4331-3047/4844-9676	Delmas	01-02-99-1991-02-00161	Philo	F	28
150	Desiré	Elena	4620-2689	Carrefour	01-01-99-1992-12-01153	Philo	F	27
151	Destiné	Patrick	3417-3385	Bel-air	01-19-99-1989-02-00036	3eme sec	M	30
152	Dinvil	Gertude	3173-4130	Rue Mgr Guilloux	1006991630	Philo	F	23
153	Dolcé	Floveyou	3772-3957	Cessless, Croix Des Bouquets	01-19-99-1992-01-00090	Rhétó	F	27
154	Dominique	Jésulia	3452-2360	Decayette	01-07-99-1995-11-00051	Philo	F	24
155	Donais	Shela	3153-5196	Delmas 40	01-01-92-12-251308	Philo	F	27
156	Dor	Jasmine	3897-6703	Carrefour	01-33-96-04-164573	Philo	F	23

157	Dorcenat	Claude	4168-7981/3946-0295	Rue Romain,Delmas 33	01-19-99-1988-08-00041	Rhétó	F	31
158	Dorcilien	Farah	4643-7521/44362658	Sarthe 45	05-04-97-04-017390	Philo	F	22
159	Dorcin	Chrisna	4871-1443	Martissant	10-10-99-1995-09-00004	9eme AF	F	24
160	Dorcy	Jacques Obin	3783-0449	Christ-Roi	08-1199-1988-09-00132	NS4	M	31
161	Dorélus	Roselaure	4733-1733/3378-9194	Projet Lintho,Cité Soleil	01-19-91-12-005330	Seconde	F	28
162	Dorestant	Donise	39376063	Projet Lintho,Cité Soleil	01-02-99-1994-09-00162	Rhétó	F	25
163	Doreste	Magalie	3104-1380	Laplaine	09-01-99-1986-04-00140	Rhétó	F	33
164	Dorissaint	Sherline	3141-8990	Rue Péan , Delams 18	1021429498	Philo	F	30
165	Dorival	Miralda	4878-4047/3272-8045	Cité soleil	01-02-99-1993-09-00260	Seconde	F	26
166	Dorvilier	Jenny	4867-9134	Delmas 33	01-02-99-1992--02-00594	Seconde	F	27
167	Dorvilus	Jeanise	3160-3394	Pétion-Ville, Rue Sténo Vincent # 50	01-08-99-1991-10-00193	9eme	F	28
168	Dossous	Sneider	3136-3154/3689-6055	20, Rue Moléard , Bon Repos	01-02-98-08-540267	Univers	M	21
169	Doublette	Gabriel Marcel	4441-9113	55, Rue M. Guilloux	01-01-99-1988-07-00134	Rhétó	M	31
170	Doublette	Grégory H.	4732-0737/3812-3279	Rue M. Guilloux	01-01-99-1984-06-00199	6eme AF	M	35
171	Duceron	Serjita	4698-2239 /3447-9118	Delmas 9 # 17	09-01-99-1993-10-00045	Univers	F	26
172	Ducey	Fito	4729-9608/3416-3437	36, Vilfort, Cité Soleil	10-10-95-10-042177	Philo	M	24
173	Dumas	Anneze	3662-9878	49, Debussy	07-05-94-07-016259	???	F	25
174	Dumond	Marie Ange	3703-8217	Pétion-Ville	01-01-99-1994-06-00864	Rhétó	F	25
175	Dupre	Gertrude	4882-9773	Village Solidarité	01-02-99-1992-12-00523	9eme AF	F	27
176	Duton	Bétina	48388767	Carrefour feuille	01-01-95-04768849	Philo	F	24
177	Duverger	Darline	3452-7668/(3)ou(4)826-7902	Route Rail	01-01-99-1994-01-00356	Philo	F	25
178	Duvergile	Kerylène	3167-5430	Cité soleil	05-10-98-009730	Philo	F	21
179	Duville	Macken	4223-9891	Delmas	05-04-96-12-001067	Philo	M	23
180	Edmond	Nanncie	4607-2043	Plaisance	10-09-95-06-002114	6eme AF	F	24

181	Edouard	Wilnide	4885-3397	Croix Des Bouquets	01-02-99-1992-09-00495	Philo	F	27
182	Edouard	Cleefane	4640-2881	Cessless, Croix Des Bouquets	08-06-99-1990-06-00048	Rhétó	F	29
183	Elibin	Jameson	3737-1138	Village Solidarité	1012612586	Philo	M	24
184	Elie	Wadler	4472-0214	Rue Vincent, Route Neuve	01-02-96-07-435530	Philo	M	23
185	Elsy	Jacquetot	4901-8071 /4901-8330	34, Rue de la réunion	01-01-99-1987-12-00087	Rhétó	M	32
186	Emile	Ezechiel	3907-4621	Delmas	08-05-99-1986-02-00027	Rhétó	M	33
187	Erilin	Jonide	3119-6286	Route 9, Cité Soleil	09-01-91-12036661	Rhétó	F	28
188	Erilin	Roziane	4364-9570	Village Rapatrier , Cité Soleil	05-04-99-1996-05-00038	8ème	F	23
189	Erilus	Andremise	3452-7038 /4299-8462	6 A , Rue Charlemagne , Nazon	01-01-99-1986-05-00989	Univers	F	33
190	Ernest	Carline	4841-7544	Village Rapatrier , Cité Soleil	06-06-99-1994-02-00031	Philo	F	25
191	Esteve	Junia	4685-2782	Delmas	01-02-99-1990-08-00586	9eme AF	F	29
192	Etienne	Jn Hecson	3698-9391	Carrefour feuille	01-01-99-1987-08-01237	Rhétó	M	32
193	Etienne	Georges	4800-4535	Carrefour feuille	01-03-98-10-084089	NS1	F	21
194	Etienne	Gueshline	4759-1863/43010318	10,Rue Renaud,Maïs Gaté	10-01-99-1991-10-00061	Second	F	28
195	Etienne	Valdano	4456-0560	Projet Drouillard,Cité Soleil	01-03-99-1994-09-00199	Rhétó	M	25
196	Exavier	Mackenson	4421-1285	Cité Soleil	06-07-99-1988-01-00052	3e Sec	M	31
197	Exemé	Joassaint	4693-1816/4457-9515	Lathan	10-09-99-1994-09-00002	Rhétó	M	25
198	Exil	Michelet	4853-3805	50, Rue Sicot	01-01-99-1996-08-00228	Philo	M	23
199	Exilus	Edinia	4436-9689/4350-5235	Blanchard	05-14-95-11-119796	Seconde	F	24
200	Fançois Athéus	Gelene	4872-3079	Cité Soleil	05-11-99-01-069418	Seconde	F	20
201	Fanfan	Fedna	3772-0031	Cité soleil	01-19-99-1991-10-00061	Rhétó	F	28
202	Favra	Denièse	4900-0652	45,Rue Lissa Dorcé,Delmas 33	10-09-99-1987-11-00009	Philo	F	32
203	Fenelus	Sandro	4919-0654	Sarthe 55	01-02-93-12-193637	Philo	M	26
204	Fils-Aimé	Ligmie	4781-4787/3281-7534	Delmas 18	01-01-99-1988-08-00448	Second	F	31
205	Fils-Aimé	Donald	4695-9495	Cité Soleil	01-01-98-01-015733	NS2	M	21
206	Flery	Sonise	4689-1455/4765-7078	Delmas 18	06-03-99-1993-07-00009	Philo	F	15

207	Fleurant	Lovelie	4783-2125	P-au-P	01-01-99-05-067319	Philo	F	20
208	Fleurilus	Marie Andrée	3859-7221/4233-6191	45, Rue Germain Cité Soleil	01-02-99-1991-08-00305	Philo	F	28
209	Fleurimé	Mackenson	4712-4612	Projet Lintho 1, Cité Soleil	01-02-99-1993-11-00437	3e Sec	M	26
210	Fleurimond	Yolène	3740-4767	ANA -Ville	05-15-99-1982-06-00043	9 eme	F	37
211	Fleurisca	Sainte Anne	4746-2534/3748-1255	Cité Soleil	01-13-89-09-008719	Philo	F	30
212	Floradin	Woodelyne	4741-3063	Delmas 60	01-02-97-10-460249	Univers	F	22
213	Floriant	Soline	4483-0228/4696-7669	10, Damien	002-725-302-1	Univers	F	32
214	Fontus	Widlyne	3181-6209	43, Rue Prévot P-au-P	01-01-99-1985-05-00737	3eme sec.	F	34
215	François	Geraldine	49309695/43151358	Nazon	06-03-99-1992-05-00021	Philo	F	27
216	François	Taina	3653-8399/4717-7022	Delmas 83	01-01-96-04-04612664	Philo	F	23
217	François	Lanot	4788-4616	Projet Drouillard,Cité Soleil	01-01-98-04-412744	Philo	M	21
218	François	Erlande	4649-4408	Projet Lintho,Cité Soleil	01-02-99-1990-07-00130	9e AF	F	29
219	François	Sandra	4684-4180	Drouillard, Cité Soleil	01-01-92-02-086544	Philo	F	27
220	François	Lonise	3639-1427	Drouillard, Cité Soleil	01-01-94-02-179919	Philo	F	25
221	François	Sarah-Love	4230-2391	Cité soleil	01-19-96-03-017843	Second	F	23
222	François	Sarah-Love	4230-2391/4714-1132	Cité soleil	01-19-96-03-0117843	3eme sec.	F	23
223	Gabelus	Maudeline	4712-8320/3413-2143	Décayette	01-01-96-09-560772	Philo	F	23
224	Galiotte	Yverose	3762-9790	13, Sicot Prolongée	01-09-99-1985-05-00026	Rhétó	F	34
225	Gaspard	Beatrice	4469-8697/38771019	Cité Soleil	01-01-99-1993-03-00083	Philo	F	26
226	Gédéus	Ezechiel	4000-9460/4445-7982	Imp.Chantane, Bois neuf, Cité Soleil	05-02-99-1993-08-00007	Rhétó	M	26
227	Gedné	Motlène	4925-0669	Petion-Ville	07-04-97-04-007513	Philo	F	22
228	Geffrard	Soner	4627-9232 /3797-8656	Rue cascade, la Borne	06-06-99-1992-01-00068	Philo	M	27
229	Geffrard	Stevenson Menahem	4734-9675	366, Rue Volcy, Varreux, Cite soleil	01-01-99-1991-11-00082	Philo	M	28
230	Genelus	Daphnée	4932-2087 \4928-2304	25, Rue Faustin 1er	03-14-99-1992-09-00083	Philo	F	27

231	Georges	Mudeline	4635-8472	Imp.sylvina,imp.Sylvina, Rte Neuve	005-819-824-0	Philo	F	23
232	Georges	Valérie	3605-1965	Delmas	01-02-99-19990-00497	Univers	F	29
233	Georges	Felicia	36414926	Delmas	01-01-99-1980-12-0193	3 eme	F	39
234	Gerard	Edna	4881-4489	5,Casa nu matina	03-01-99-1980-12-00133	3 eme	F	39
235	Gervè	Widline	4777-6532	Village des Rapatriés	01-01-95-11-691659	Univers	F	24
236	Grossain	Vivelaine	3902-3896/3901-0111	35,Rue Monseigneur Guilloux	01-01-99-1996-11-00012	Rhét	F	23
237	Grossin	James	3671-5027/4935-5561	321,rue Monseigneur Guilloux	01-33-97-10-292299	Philo	M	22
238	Gué	Claulette	4446-6582	Sarthe	02-09-99-1988-04-00009	Rhét	F	31
239	Guerrier	Jempson	3114-4418/37374874	Projet Lintho 1, Cité Soleil	01-01-99-1992-08-01035	Seconde	M	27
240	Guerrier	Grenèse	3773-8600	Projet Lintho,Cité Soleil	1059741782	Seconde	F	20
241	Guillaume	Germithe	3142-7877	Sarthe	01-02-99-1990-03-00307	Seconde	F	29
242	Guillaume	Jean Donel	38866702	Projet Drouillard,Cité Soleil	03-01-99-1990-12-00035	Philo	M	29
243	Gustave	Juna	3445-7252/4812-5703	Rue Liberté, Village Rapatrié	07-02-99-1985-01-00082	3e Sec.	F	34
244	Honoré	Katiana	3483-6745	Fort-Mercredi	01-01-95-02-061502	Seconde	F	24
245	Hypolite	Jacques Guerino	37834041/3129-8519	Marigot	02-02-99-1989-12-00095	Univers	M	30
246	Hypolite	Stevenson	3481-4936/4100-2700	7, Rue Saint-Lot, Delmas 24	01-01-98-01-969672	Philo	M	21
247	Hypolite	Alexandra	3427-1256	Cité soleil	01-01-93-04-254308	NS2	F	26
248	Hypolite	Betty	3624-2542	Cité Soleil	01-02-99-1987-08-0136	Rhét	F	32
249	Innocent	Jean-Pierre	3604-8785	20, Soleil 17	01-01-99-1995-03-00570	Rhét	M	24
250	Isaac	Fedline	3459-1700	Delmas 65	01-02-99-1989-01-00030	9eme AF	F	30
251	Isaac	Sherlyne	4915-8262	Drouillard, Cité Soleil	01-01-97-10-570052	Philo	F	22
252	Isidor	Nadia	4916-4623	Delmas	02-01-97-05-178152	Rhét	F	22
253	Ismael	Mylove	4408-2586	20, Rue Rebelle Village, Rapatrier	01-02-96-01-63-1604	9eme AF	F	23
254	Israel	Darkenson	4181-4082	10, Rue Féquière, Cité Soleil	01-02-95-05-315915	Philo	M	24
255	Jacques	Adlina	3735-9346	22, Rue Albert Jode	08-12-99-1991-12-00034	Rhét	F	28
256	Jardinier	Germina	3855-3827/4754-4038	89,Rue Shalom ,Delmas 33	02-04-99-1995-09-01905	Philo	F	24

257	Jean	Davidson	4843-8699	Martissant	1032352688	NS4	M	30
258	Jean	Carly	3457-3383/37415762	Martissant	01-01-99-1989-04-00668	Philo	M	30
259	Jean	Jennica	3620-9355	05, Rue Olivier	01-33-97-09-036790	Rhétó	F	22
260	Jean	Leila	3193-9778/4012-6787	70, Rue Louverture	05-01-97-11-160478	Philo	F	22
261	Jean	Sophia	4480-1684	Delmas	01-01-99-1984-08-01148	Philo	F	35
262	Jean	Rosenie	4941-4878	Delmas	02-07-94-10-033305	3eme sec.	F	25
263	Jean	Anaicka	4484-9465	Duvivier, Cité Soleil	01-02-93-11-066138	Rhétó	F	26
264	Jean	lphéta	37862463	Projet Lintho,Cité Soleil	01-19-89-03-002911	9e AF	F	30
265	Jean	Judith	3737-2771	Projet Lintho,Cité Soleil	01-02-88-09-034809	9e AF	F	31
266	Jean	Fabie	4652-0932	Projet Lintho,Cité Soleil	01-02-99-1995-09-00214	Philo	F	24
267	Jean	Yvena	3769-3184	Projet Lintho,Cité Soleil	01-02-99-1995-12-00146	Philo	F	24
268	Jean	Néhémie	3867-4088	Bois Neuf	01-02-99-1993-05-00563	Philo	F	26
269	Jean	Michel Langelot	3469-8669	18, Rue Arald , sarthe 45	01-01-93-01-312909	Rhétó	F	26
270	Jean	Myriam	3729-0388	Carrefour feuille	01-01-99-1989-10-00923	Philo	F	30
271	Jean	Esther	3866-6442/3150-2961	58,Rue Nicolas	01-01-99-1991-03-01112	9 eme	F	28
272	Jean	Darline	4455-6850 /4643-7135	83, Fort -Mercredi	01-01-99-1991-12-01168	Seconde	F	28
273	Jean	Médhina	4050-5331	AVE N prolongé	01-01-99-1994-02-00623	Rhétó	F	25
274	Jean	Jean Roberto	46844953	Cité Soleil	01-02-96-07-646658	Philo	M	23
275	Jean	Rebecca	4736-2951/3928-8240	4 B, Rle Soleil, Cité Soleil	01-02-99-1988-11-00366	3e Sec.	F	31
276	Jean Baptiste	Edeline	4921-7081	Carreour four	01-06-91-091203	???	F	28
277	Jean Faton	Lyodelle	4703-3693	Sarhe 45	05-07-99-1993-08-00092	Philo	F	26
278	Jean Louis	Iveline	4733-1703	Cité Soleil	01-20-95-11-011523	9e AF	F	24
279	Jean- Louis	Sherly	4839-3286	26, Rue Chareron, Portail	01-01-97-12-481638	Philo	F	22
280	Jean Noel	Jean Richard	3824-0776	55, Carrefour-Feuilles	01-03-96-01-149999	Philo	M	23
281	Jean-Baptiste	Jeff	3830-8497	38, Rue Jean Gerges , Delmas 32	01-01-99-1986-02-00010	Philo	M	33
282	Jean-Baptiste	Mislove	3799-4951	37 , Rue Kernizan , Delmas 33	01-02-00-04-107537	Philo	F	19
283	Jerome	Yvener	4912-2037	Sicot	05-11-99-1987-10-00143	Philo	M	32

284	Jeudy	Pablo	4774-7254	49, Rue Yves Vollet, cité soleil	01-02-96-11-394513	Philo	M	23
285	Jeudy	Jean Wadny	3601-4672	Carrefour	02-09-95-11-000293	Philo	M	24
286	Jeudy	Michelove	3923-7304	Carrefour	08-10-96-03-003767	3 eme	F	23
287	Jeune	Witny	40025633/3194-1897	Delmas 60	01-04-99-1994-11-00049	Philo	F	25
288	Jeune	Francesca	3664-5889/3434-8000	Delmas 60	07-04-99-1991-10-00041	Univers	F	28
289	Jn Baptiste	Markenson	4476-9408	Village Solidarité	02-05-99-1989-04-00051	9 eme	M	30
290	Jn Baptiste	Stelancia	4823-651/4441-2077	Delmas 30	01-06-94-06-008137	Philo	F	25
291	Jn Baptiste	Frantzdy	3737-4874	Projet Lintho 1, Cité Soleil	01-02-98-1991-12-00482	Rhétó	M	28
292	Jn Baptiste	Louinel	3849-6728/4945-8760	Projet Lintho 1, Cité Soleil	01-02-99-1990-10-00065	Philo	M	29
293	Jn Baptiste	Fabienne	46857808/4444-7208	Lerbourg, Route Neuve	1032469165	Philo	F	25
294	Jn Philippe	Fabienne	3996-0361	Projet Lintho,Cité Soleil	01-02-99-1989-01-00555	Seconde	F	30
295	Jn-Pierre	Judette	3494-3808	10, Rue Bien-Aimé	01-01-92-02-067198	9eme AF	F	27
296	Joirilus	Germanie	3274-8504/34942980	130, Imp Eddy Prolongée	01-01-99-1993-01-01162	Philo	F	26
297	Joizil	Jean-Kenson	3136-0567/3115-4789	Delmas 24	01-01-99-1990-07-00043	6eme AF	M	29
298	Jonassaint	Derlie	4747-9580/ 4815-6800	Onaville, Bon Repos	05-01-99-1994-03-00184	Philo	F	25
299	Joseph	Metchnikov Elie Jesse	3100-7042 /4268-4357	38, Cote -plage 22, P-au-P	01-01-99-1993-01-00300	Univers	M	26
300	Joseph	Idrenov James	31508-9789/ 3630-8968	38, Cote -plage 22, P-au-P	01-02-99-1994-10-00102	Philo	M	25
301	Joseph	Job	3759-2992/3420-7710	Martissant	01-01-99-1994-11-00490	Philo	M	25
302	Joseph	Dieuné	3688-2958	Cité Soleil	01-19-99-1991-09-00080	Philo	M	28
303	Joseph	Roselande	3219-9923	Carrefour feuille	01-33-97-10-459581	Philo	F	22
304	Joseph	Sifila	4376-4714	Rue Ville de Paix	08-11-99-1992-03-00029	9 eme	F	27
305	Joseph	Dieunie	3620-9970	Canaan	01-10-96-01-2292343	Philo	F	23
306	Joseph	Fabienne	4612-9466	8, Carrefour, Rue Raie	01-03-95-08-203522	Rhétó	F	24
307	Joseph	Ismael	3949-3319	Bizoton	06-01-94-07-098362	9eme	F	25

308	Joseph	Nadège	3723-1164/4802-8723	Karidade	01-01-91-11-078916	6eme AF	F	28
309	Joseph	Milène	3704-5714	Blanchard	06-11-99-1988-12-00021	Philo	F	21
310	Joseph	Alfise	44018183	Delmas	01-02-96-11-005547	Philo	F	23
311	Joseph	Daphney	3860-9285	Canaan	01-02-90-02-042055	Seconde	F	29
312	Joseph	Orlando	3889-3784	Cité Soleil	01-02-99-1994-11-00316	Univers	M	25
313	Joseph	Chrisla	3136-9773	10, Chada, Croix des Bouquets	06-10-99-1991-07-00042	Philo	F	28
314	Joseph	Esther Darlyne	4415-7608/3999-1936	5,Rue Casimir,Delmas 24	01-02-99-03-074360	Philo	F	20
315	Joseph	Rosmathe	4602-8830	Projet Lintho,Cité Soleil	01-19-95-12-048400	Philo	F	24
316	Joseph	Nadège	46028830	Cité Soleil	01-19-97-12-056542	Seconde	F	22
317	Joseph	Sarah	3807-1314/3313-9625	Cité Soleil	01-10-96-03-175330	Philo	F	23
318	Joseph	Rotchella	3156-4376	Pétion-Ville	07-04-96-08-012209	Philo	F	23
319	Joseph	Jonathan	3892-2241	Village Rapatrier , Cité Soleil.	01-02-99-1989-07-00323	Rhétó	M	30
320	Joseph	Yvenson	4414-4026	114, Rue Charlemagne Péralte PV	01-02-99-1991-06-00262	Univers	M	28
321	Joseph	Estor	4390-4959	Cité Soleil	1045274620	Rhétó	M	31
322	Joseph	Esechias	4648-3277	Fontaine Divivier,Cité Soleil	03-12-99-1993-04-00033	Seconde	M	26
323	Julien	Christella	3393-4028	212, Rue Sara prolongé, Cité Soleil	01-02-99-1994-12-00217	Rhétó	F	25
324	Julien	Josias	4380-7347	1, Delmas 13	09-01-99-1992-12-00099	9eme AF	M	27
325	Julien	Lugenson	4703-34278	Caradeux	1018093280	Philo	M	27
326	Juste	Ziane	3556-8751	Carrefour	10-10-99-1994-01-00009	Philo	F	25
327	Labonté	Stéphanie	3710-3753	Cité Soleil	01-19-93-09-025434	Philo	F	26
328	Lacroix	Kathiana	4806-179/3275-8561	Lamentin 54, Carrefour	01-07-99-1995-10-00093	Philo	F	24
329	Ladouceur	Jackson	4181-4082	Cité Soleil	08-02-94-01-027195	Philo	M	25
330	Lafaille	Joanne	4438-0986	Bon-Repos	02-05-91-08-022248	6eme AF	f	28
331	Lafleur	Stéphania	3771-5620	Cité soleil	01-19-97-10-027424	Philo	F	22
332	Lafortune	Luckson	3435-7690/38635761	Croix Des Bouquets	01-01-99-1994-06-00557	3eme sec.	M	25
333	Laguerre	Phara	4686-0320/3475-1495	Bon-Repos	01-01-99-1992-05-00233	Philo	F	27

334	Lainé	Wilson	4713-3863	Delmas 60	01-02-99-1992-08-00632	Univers	M	27
335	Lamarre	Elizabeth	4499-2503	Tabarre	10-02-99-1993-04-00023	Philo	F	26
336	Landais	Esther	4735-9358/3741-9535	47 Rue Monseigneur guilloux	100-483-017-9	Philo	F	32
337	Lapommeray	Woodline	4626-9657\37365191	Tabarre	03-04-99-1991-02-00058	Philo	F	28
338	Laroque	Binecianne	4871-6064	Cité Soleil	07-07-95-12-016789	Philo	F	24
339	Laurent	Makendia	3882-7203	Corail	08-09-96-06-028200	8eme AF	F	23
340	Laurent	Djoodly	3892-5646	# 16 3BB Cité Soleil		Philo	M	19
341	Laureore	Walnes	3786-4808/3734-463	Cité Soleil	01-01-99-1985-11-00728	9eme AF	M	34
342	Lauture	Mackenson	4759-2504	14, Rue Boston, Delmas	01-01-99-1993-02-01095	Philo	M	26
343	Leas	Geraldine	4923-1317	Tabarre 27	01-01-99-1988-11-01609	Rhétó	F	31
344	Lera	Sando	3760-5946 / 3646-0646	Delmas 32	01-02-96-03-596614	Philo	M	23
345	Lera	Cindy	4760-1772	Cazeau Rue 5 etoiles # 9	01-01-99-1992-04-01020	Philo	F	27
346	Lera	Linda	3619-8354	Delmas 75	01-01-99-1989-11-00971	Rhétó	F	30
347	Lespinasse	Johanne	3996-1651	10, Sicot prolongée, Carrefour feuille	01-01-97-04-11928	Philo	F	22
348	Lestin	Wiltas	4484-9591	Delmas 19	???????	Seconde	M	21
349	Leveillé	Manoucheca	4839-3286	Rue Chareron	01-01-93-07-090970	Philo	F	26
350	Leveque	Louina	3129-4382	33, Rue Ludovic Brière	01-01-99-1993-01-00177	Philo	F	26
351	Levoyant	Martine	3926-2456	Delmas 32	05-04-92-06-035120	9eme AF	F	27
352	Léxiné	Garichard	4434-7608	Cité Soleil	01-01-95-06-798076	8eme AF	M	24
353	Lima	Gertha	4412-9102	58, Rue Ismael, Carrefour	07-05-94-12-028294	Philo	F	25
354	Lindor	Ojude	4705-9161/4401-7325	16, Rue Jobel, Delmas 75	08-12-99-1994-02-00034	9eme AF	M	25
355	Lindor	Florkensy	3750-8948	Delmas	08-05-99-1989-07-00003	Philo	F	30
356	Lindor	Daucheline		30, Rue Bolivi, Cité Soleil	01-08-99-1992-11-00164	Rhétó	F	27
357	Lorcy	Heesler	4330-8068	Carrefour Feuille	01-01-97-02-356421	NS3	M	22
358	Loreus	Ketia	4455-6850	10, Rue Capois	01-03-99-1988-11-00233	Rhétó	F	31
359	Lorvéus	Claudyne	4910-4730	Rue Jean-Jacques, Fontamara	07-05-99-1992-01-00013	Philo	F	27
360	Lotus	Wideline	4817-5159	Projet Lintho, Cité Soleil	01-01-93-10-219148	9e AF	F	26

361	Louidor	Johanne	4710-2874/3719-5228	Delmas 83	01-02-99-1991-08-00271	Philo	F	28
362	Louimé	Micherlange	4617-2368	Delmas	06-05-99-1988-03-00078	5 eme AF	F	31
363	Louis	Wenson	4415-8654	Cité Soleil	?	NS4	M	24
364	Louis	Yslande	4420-0566	Cité Soleil	01-19-95-06-048523	Philo	F	24
365	Louis	Kendia	4601-6485	Douillon	01-01-99-1992-10-01458	Philo	F	27
366	Louis	Medeline	3189-2975	Delmas	Incorrect	Philo	F	23
367	Louis	Joseph-André	3744-5278/4398-1014	5, Rue Sicot Prolongée	01-01-95-08-395949	Philo	M	24
368	Louis	Luckson	4762-7939	Sarthe	1021705754	Seconde	M	19
369	Louis	Isemanie	4902-4399	Fontanara 27	01-08-99-1993-04-00183	Rhétó	F	26
370	Louis	Claire Sara	3909-6397	Sarthe 42	01-01-99-1991-010500	Rhétó	F	28
371	Louis	Romualda	4373-2483	Route 9, Cité Soleil	01-19-1990-08-00027	Univers	F	29
372	Louis charles	Wandy	3786-2463	Projet Lintho 2, Cité Soleil	002-126-945-8	Rhétó	M	19
373	Louis Jacques	Sonise	3883-5155	24,rue Monseigneur Guilloux	08-11-91-09-010109	Philo	F	28
374	Louis Jacques	Asline	4780-5447	17,Rue Monseigneur Guilloux	08-11-98-03-022683	Philo	F	21
375	Louis Jean	Neslene	4473-3679/4493-9350	Drouillard	01-01-93-04-049474	Philo	F	25
376	Louismond	Iselie	3836-1077	Delmas	01-09-94-09-033532	Rhétó	F	25
377	Louis-Jacques	Dienica	3472-3233	Rue MSR Guilloux	01-33-96-01-270375	3eme sec.	F	23
378	Louis-Jean	Monique	3761-2769/3884-0113	Rue Montalais	01-10-99-1987-01-00216	Rhétó	F	32
379	Louis-Jean	Fabienne	3634-3883	Lintho 2, Cité Soleil	01-02-99-1989-06-00371	9e AF	F	30
380	Louis-Jean	Willia	3634-3883	Lintho 2, Cité Soleil	01-19-99-1987-09-00016	Seconde	F	32
381	Louis-Jean	Esther	3634-3883/4856-7710	Lintho 2, Cité Soleil	01-19-99-1992-03-00084	7 e AF	F	27
382	Louissaint	Louiseberthe	4370-6354	Jacquet, Delmas 95	05-01-99-1992-08-00013	Philo	F	27
383	Louisuis	Islande	3603-7272	Carrefour feuille	01-01-99-1996-01-00567	Second	F	23
384	Lubin	Naphtalie	4806-2612	Delmas 28, imp. Silence	02-01-99-1993-06-00144	Seconde	F	26
385	Lucien	Rosedalie	4386-0689 /4888-9910	56, Rue Foyer Divin, Sarthe	05-04-99-1996-10-00002	Philo	F	23
386	Lundi	Guetchine	4345-5237	10, Rue Féquière, Cité Soleil	01-02-95-12-332772	Philo	M	24

387	Marc	Guillaume	4632-1527	Cité Soleil	01-01-99-1990-06-00475	Rhétó	M	29
388	Marcelin	Miche	3646-7234/3135-1610	Odilon, Rue Germain, Sarthe 51	01-02-98-02-037692	Philo	M	21
389	Marcellus	Junior	4654-5692	Cité Soleil	02-05-99-1992-06-00040	Philo	M	27
390	Marcelus	Daphline	4868-2063	Bon-Repos	06-01-99-1994-12-00078	9 eme	F	25
391	Marcelus	Woodline	4823-6808	40, Rue Sibert, Bon Repos	01-02-98-03-463024	Philo	F	21
392	Marseille	Francine	4885-9679/4823-0976	Martissant	01-33-97-01-139015	8 eme	F	22
393	Massillon	Sender	3646-2660	Cité Soleil	01-02-92-05-011500	9e AF	M	27
394	Maurice	Carlos	4874-9674/3878-0933	16, Rue Alliance 5, Delmas 33	07-09-99-1991-09-00011	Philo	M	28
395	Maxi	Esaie	3887-6552	10, Dorée, Carrefour-Feuilles	01-01-97-12-834512	Philo	M	22
396	Mede	Mideline	4934-3062/ 42866140	49, Rue Dr Aubry	01-01-96-02-598201	Philo	F	23
397	Mercival	Jeanna	3633-6429	23, Ruelle Aloulou, Delmas 19	07-01-95-09-053004	Philo	F	24
398	Mervius	Djimmy	4480-2834	Projet Lintho 1, Cité Soleil	01-19-97-12-068023	Philo	M	22
399	Metélus	Fédeline	4788-5358	20, Terre noire, Sarthe	05-11-99-01-069418	Seconde	F	20
400	Métélus	Brune-Love	3746-2641	Projet Drouillard, Cité Soleil	01-02-97-11-608271	Philo	F	22
401	Michel	Moïse	3697-2057/4068-9300	Martissant	01-01-99-1989-04-00654	Rhétó	M	30
402	Michel	Patricia	4848-7790 /4477-0321	104, Fort Mercredi	01-01-98-07-830977	Philo	F	21
403	Michel	Neita	3885-2740	Fontamara	02-01-93-09-017290	Philo	F	26
404	Michel	Diedulhomme	4649-4408	Projet Lintho 1, Cité Soleil	01-02-93-01-056102	Philo	M	26
405	Mieze	Jean Rousseau	3847-4636	7, Bon Repos	07-07-99-1993-05-00003	Univers	M	26
406	Milhomme	Peterson	4245-0690	Projet Drouillard, Cité Soleil	01-19-99-1990-12-00046	Univers	M	29
407	Milien	Edna	4933-6685	Pélé/ Simon	01-10-99-1990-11-00170	Rhétó	F	29
408	Milien	Marie Nerlande	4687-6050	2eme Rue Janvier, Delmas 19	01-02-99-1992-12-00407	Philo	F	27
409	Milien	Jurenne	3407-3744	Drouillard	08-05-1988-07-07-00014	Rhétó	F	31
410	Mirthyl	Naomie	4875-4539	75, Rue Montalais	01-01-99-1990-01-01184	Rhétó	F	29
411	Misca	Widline	3834-4982	Jerusalem	01-01-99-1993-12-00802	Philo	F	26
412	Misere	Lila	3995-1662	Martissant	07-12-99-1991-01-00040	Rhétó	F	28

413	Mizlaire	Hermithe	41973064	Cité Soleil	01-19-99-1991-05-00067	9e AF	F	28
414	Mogène	Alex	4705-0386	Delmas 75	1014826902	Univers	M	31
415	Moise	Wikiben	4422-3657	Petit Place , Cazeau	09-09-99-1992-02-00040	Philo	M	27
416	Moise	Christ- Lida	3431-7975	Blanchard, cité soleil	01-19-92-12-012770	Philo	F	27
417	Moise	Marie-Claude	3816-8071/3877-9683	59, 1ère Ruelle Jeune, Delmas 19	1025106186	Philo	F	20
418	Monfort	Anie	3804-3566	Martissant DA	01-33-97-02-270734	SEconde	F	26
419	Moreau	Misna	??????32	Cité soleil	01-02-99-1987-07-00420	7eme AF	F	32
420	Moreau	Olga	3939-3919	Projet Lintho,Cité Soleil	01-02-95-09-188808	3e Sec.	F	24
421	Moreau	Beatrice Michel	4814-5414	Bizoton 53	01-01-89-04-100329	Seconde	F	30
422	Morestan	Jasmine	4632-5339	Fort-National	07-04-99-1991-11-00040	Philo	F	28
423	Mugena	Ifralin	4929-4276	Fourgy, Croix des Bouquets	1026802134	9eme AF	F	29
424	Museau	Céante Dafca	47437304	Fort National	01-01-99-1992-09-00432	Philo	F	27
425	Myrthil	David	3884-0113	75, Rue Montalais	01-01-99-1985-01-01047	Univers	M	34
426	Myrthil	Spoliantha	4778-5165	# 6, Rue Fontaine, Cité Soleil	01-01-95-04-234646	Philo	F	24
427	Myrthil	Miguelita	3887-0232 /4621-4566	Cité Soleil	01-01-99-1992-07-00584	Philo	F	27
428	Myrtil	Jean Daniel	3483-9446	Rue Montalais	01-01-99-1991-07-00701	Philo	M	28
429	Narcisse	Marie Stéphanie	3483-5732	88, Rue saint Carme, P-au-P	01-01-97-06-399544	9eme	F	22
430	Narcisse	Marie Stéphanie	3483-5732	Bel-Air	01-01-97-06-399544	9eme AF	F	22
431	Nazaire	Shelson	3685-1265	Caradeux	01-02-98-11-177381	Philo	M	21
432	Nelçon	Herby	4715-3947	Duvivier , Cité Soleil	1035352684	Rhétó	M	32
433	Nelson	Fabienne	3675-6986	Tabarre	01-02-99-1993-00063	Philo	F	26
434	Nelson	Betina	4454-9922	Tabarre	01-02-94-10-166793	3eme sec.	F	25
435	Nelson	Stainy	4777-7107	Delmas 13	01-01-99-1993-04-00842	3eme sec.	F	26
436	Nelson	Jean Bertin	4616-2466	36, Rue Chery, Bon Repos	08-07-1991-04-00003	Philo	M	28
437	Nelson	Darline	3696-4406	Cité Soleil	1026805626	Philo	F	27
438	Neptune	Weslin	4782-3461	33, Rue Silence, Delmas	1017466175	9e AF	M	24
439	Nertilus	Esther	4803-3970	Croix des bouquets	10-06-99-1986-12-00014	3eme	M	33
440	Nicolas	Christina	3886-3485 /4413-3995	Delmas 31	01-01-99-1991-12-01482	Rhétó	F	28

441	Nicolas	Jefline	4849-05-31 /3775-1146	Delmas 31	07-12-99-1994-08-00055	Philo	F	25
442	Nobert	Emano	4721-0169	Bois neuf,Cité Solei	01-01-99-1989-01-00763	3e Sec	M	30
443	Noel	Jonel	4496-8459	Cité Soleil	07-04-99-1987-09-00092	Philo	M	32
444	Noël	Vita	4734-8489	Cité Soleil	07-04-99-1990-09-00094	Philo	F	29
445	Norte	Philippe	4786-6623	11, Rue Coicour , Delmas 33	05-11-99-1985-0800112	Rhétó	M	34
446	Nouristant	Olguens	4747-1371	33, Bas Shalom, Cité Soleil	01-20-96-12-015657	Philo	M	23
447	Occéa	Sherlie	3434-2822	Carrefour feuille	01-01-99-1992-09-01139	Rhétó	F	27
448	Occeya	Shelda	3175-1893	Carrefour-Feuilles	02-05-95-01-043174	Seconde	F	24
449	Oracius	Islande	4690-3187	10, Delmas 4	07-16-96-11-018932	9eme AF	F	23
450	Orissaint	Milène	4904-0847	10, corridor élevé, Fort National	1029708545	8eme AF	F	19
451	Orius	Roseberline	4822-0122	Blanchard	01-01-99-01-248151	9eme AF	F	20
452	Osias	Guilène	#####	7, Rue Vilfort, Cité Soleil	1047554896	Rhétó	F	23
453	Oxcéan	Merline	4030-2881/4641-4548	Imp. Rigaud, Clercine 4	07-02-99-1991-04-00017	Philo	F	28
454	Pascal	Sherline	651-3489	4, rue Reine , Turgeau	01-01-99-1995-10-00406	Philo	F	24
455	Paul	Paulson	3744-7534	9 , Rue maranatha , Delmas	05-01-97-08-089496	Univers	M	22
456	Paul	Jhon L. Shelby	4919-9420	126, Route Nationale # 1	01-03-93-01-046039	Univers	M	26
457	Paul	Yasmine	3944-2384/3115-3114	35, Imp. Ridoré , Carrefour-Feuilles	01-01-96-12-169-887	Philo	F	23
458	Paul	Mirlande	4815-9447	Cité soleil	08-04-93-05-008845	3eme sec.	F	26
459	Paul	Mirlande	4140-3903	Rue Siloe, Delmas 33	01-02-95-12-433398	8eme AF	F	24
460	Paul	Jameson	4704-5568	Projet Lintho 1, Cité Soleil	01-02-99-1991-05-00228	Philo	M	28
461	Paul	Claude	3943-0542/4356-9216	Lintho 1, Cité Soleil	01-02-99-1990-04-00382	Philo	M	29
462	Paul	Marie Phisena	4314-2506/3830-4013	37, 3e Cité Lumière, Cité Soleil	01-02-99-1993-02-00422	Philo	F	26
463	Paul	Schamie	3797-3459 /4446-0640	24, Rue Moléard , Bon Repos	06-05-99-1992-10-00067	Univers	F	27
464	Pepe	Kathiana	4482-5580/ 3621-3371	19, Martissant, Carrefour	01-01-99-1993-10-00711	Univers	F	26
465	Pétion	Joanne	3780-4042	Projet Lintho,Cité Soleil	03-15-99-1985-11-00052	9e AF	F	34
466	Petit-Homme	Chrislaine	3423-4154	23, Fougie, Route 9	03-19-99-1987-03-00103	Philo	F	32

467	Petit-Val	Theofrid	3848-1869/3753-3979	464, imp. Gérard, Croix de Bouquets	01-02-99-1991-12-00253	Philo	M	28
468	Phatal	Manoucheca	3833-8224	Christ-roi	07-02-99-1994-09-00002	Philo	F	25
469	Philippe	Anaïca	4015-1152	Cité soleil	102-265-143-4	Philo	F	19
470	Philizaire	Micla	3526-2183	Cité Soleil	01-19-94-01-000144	3e Sec.	F	25
471	Philizaire	Kettia	3773-8600	Cité Soleil	01-02-96-05-594793	3e Sec.	F	23
472	Philogene	Job Jonel	3575-4178/3752-5214	Cité Soleil	01-02-96-02-476828	Univers	M	23
473	Philogène	Kerby	4628-7561	Cité Soleil	01-02-96-03-596434	Philo	M	23
474	Philogène	Jn Jobnick	4628-7561	Bois neuf,Cité Solei	1021679661	Philo	M	20
475	Philogène	Michelove	3745-0887	Projet Lintho,Cité Soleil	01-02-96-05-234219	Seconde	F	23
476	Philogène	Johanne	3752-5214	Cité Soleil	01-02-99-1992-07-00016	Rhétó	F	27
477	Phioma	Célimode	4608-9726	AVE Pouplard	07-03-99-1983-11-00087	7 eme	F	36
478	Picard	Chrisla	4983-1340	Simon-Pelé	08-06-99-1992-05-00025	Rhétó	F	27
479	Pierre	Loubeysson	3480-7378/3283-8702	Cité Soleil	01-02-98-11-700010	8eme AF	M	21
480	Pierre	Junior	4648-8311	130, Rue Sicot	06-01-99-1987-04-00024	Philo	M	32
481	Pierre	Jacquesenne Audate	3481-0141	Carrefour -Feuille	03-13-99-1979-06-00005	Philo	F	40
482	Pierre	Elange	4436-9761	303, Rue Liberté, Delmas 30	06-09-99-1987-03-00126	Rhétó	F	32
483	Pierre	Louisabelle	4900-2341	83, Christ-Roi	01-08-97-05-107390	Philo	F	22
484	Pierre	Edeline	3823-3020	Martissant, Cité de l'Eternel	01-01-99-1991-06-00115	Rhétó	F	28
485	Pierre	Lordjie	4402-5427	Mont-Hercule Petion-Ville	09-01-99-1991-10-00124	Philo	F	28
486	Pierre	Feenka	?????	54, Christ- Roi	01-08-99-1992-10-00190	Philo	F	27
487	Pierre	Marie Junie Stéphanie	3430-3507	59,Rue Montalais	01-01-99-1990-03-00986	Rhétó	F	29
488	Pierre	Estania	3435-9366	Ave N	07-04-99-1995-07-00030	Rhétó	F	24
489	Pierre	Molène	4729-4136	Ruelle Jeune, Delmas 19	01-02-99-1986-08-00142	Univers	F	33
490	Pierre	Jeannette	4934-0805	Duvivier	02-05-92-06-017372	Philo	F	27
491	Pierre	Jauline	4415-2886	Lerbourg	02-05-92-06-017258	Philo	F	27
492	Pierre	Rose Carline	4859-4853	Canaan	03-19-99-1992-08-00031	9 eme	F	27
493	Pierre	Adeline	4719-1683	9, Cité Doudoune, Marassa	01-09-96-12-071417	Rhétó	F	23

494	Pierre	Fabie	3636-5407 /44657876	23, imp. Beauboeuf, Rue Msr Guilloux	07-01-99-1981-03-00033	Rhétó	F	38
495	Pierre	Dimène	40936808	Delmas	05-11-92-04-085456	9 eme	F	27
496	Pierre	Jeff Peterson	4457-1528/3609- 6892	Projet Lintho 1, Cité Soleil	01-19-95-04-062383	Rhétó	M	24
497	Pierre	Jimmitry	4389-1335	Imp Odilon, Rue Germain, Sarthe 51	01-02-96-10-739523	Philo	M	23
498	Pierre	Jean Hérold	4415-7218	Lintho 1, Cité Soleil	1026799515	NS3	M	23
499	Pierre	Jampson	4778-2492/3473- 5120	Limtho 2, Cité Soleil	08-01-97-11-127401	Philo	M	22
500	Pierre	Loubeysson	4807-7378	Cité Soleil	01-02-98-11-700010	Rhétó	M	21
501	Pierre	Yva	47280420/4495- 6519	Projet lintho,Cité Soleil	01-01-99-1991-07-00223	Seconde	M	28
502	Pierre	Stéphanie	3399-4683/3493- 3861	23 Imp, Macaya Damien	01-02-99-1989-06-00297	Rhétó	F	30
503	Pierre	Angeline	4409-5533	Cité Soleil	03-09-99-1993-04-00006	Philo	F	26
504	Pierre	Roselore	3892-0618/4047- 7865	Route Ntle #1, Cité Soleil	03-18-99-1994-02-00021	Philo	F	25
505	Pierre	Victoire	4627-4151	Cité Soleil	01-19-99-1992-06-00073	9e AF	F	27
506	Pierre	Rosemine	3624-9514	Route de L'Aéroport	08-01-99-1989-10-00265	Philo	F	30
507	Pierre	Claricienne	4901-2525	Carrefour Feuille	1014273420	NS3	F	22
508	Pierre	Adeline	4711-5814	Tabarre	01-09-96-12-071417	3eme	F	23
509	Pierre	Ethnèse	3463-6334	Delmas	08-01-99-1989-01-00334	8 eme	F	30
510	Pierre	Richette	4006-0589	Lintho, Cité Soleil	1045256772	3eme Sec	F	26
511	Pierre Louis	Devilson	3602-7250	Sarthe	01-02-98-07-258204	3eme sec	M	21
512	Pierre Louis	Myrline	4239-9230	Cité Soleil	01-19-98-01-009293	Philo	F	21
513	Pierre- Louis	Magdala	4632-3102	Fourgy, Croix des Bouquets	08-08-99-1995-09-00011	??????	F	24
514	Pierre-Louis	Marie- Florence	4428-2870	Blanchard	01-02-99-1987-05-00062	8eme AF	F	32
515	Pierre-Louis	Rose-Fariole	4620-4861	Carrefour- Feuilles	07-01-99-1988-05-00128	7eme AF	F	31
516	Point Du Jour	Zachary	4687-0397	22, Avenue N	07-12-99-1993-03-00066	Philo	M	26
517	Pompilus	Sherly	3430-4024	52, Rue Msr Guilloux	01-01-99-1992-10-01418	Philo	F	27
518	Porcenat	Jasline	36163321	Village des Rapatriés	05-11-99-1992-01-00168	Philo	F	27
519	Porcéus	Romario	4946-3232	Projet Lintho 1, Cité Soleil	01-02-99-1996-01-00225	Philo	M	23

520	Predelus	Berline	38850591	Projet Lintho,Cité Soleil	01-02-93-03-153768	Rhét	F	26
521	Présil	Minouche	3603-1417	Cité soleil	01-02-99-1994-08-00275	6eme AF	F	25
522	Racine	Lunocent	4821-9475	49, Rue Mons. Guilloux	05-11-99-1990-01-00203	Univers	M	29
523	Raphaël	Jeandry	3651-3228/4382-8383	Village Solidarité	07-02-99-1990-06-00011	NS1	M	29
524	Redville	Enock Junior	4198-4711	Cité Soleil	01-03-99-1990-00103	Rhét	M	26
525	Regilus	Marie-Kerlange	3117-0017/ 3654-2839	108, Ruelle Estimée , Fort national	01-01-99-1986-08-00462	9eme AF	F	33
526	Régis	Chella	3114-7646	Cité soleil	03-18-99-1990-02-00055	Philo	F	29
527	Régis	Chella	3995-8724	Cité Soleil	03-18-99-1990-07-00055	Philo	F	29
528	Régis	Nathalie	3198-1540	Martissant	01-01-99-1993-08-00999	Seconde	F	26
529	Regisma	Maritane	3257-2183	Jerusalem 8	05-08-96-02-022832	Philo	F	23
530	Rémédor	Guilène	3722-66061/3672-3334	Carrefour Feuille	07-10-99-1992-02-00062	Seconde	F	27
531	Remy	Johanne	4429-8053	90, Rue Chavannes, P au P	01-01-99-1983-05-00644	7eme AF	F	36
532	Remy	Dieudonné	4208-7533	Limtho 2, Cité Soleil	01-02-99-1993-05-00179	Seconde	M	26
533	Remy	Martine	4157-9362	Cité Soleil	01-19-99-1992-	Philo	F	27
534	Rémy	Phanie	3461-5099	Carrefour feuille	01-08-99-1986-03-00064	Philo	F	33
535	Rene	Kemberly	4475--8647	47, Christ-Roi	08-01-94-12-117474	Univers	F	25
536	René	Jean Kenson	3154-4118	Projet Lintho 1, Cité Soleil	01-02-94-09-066497	3e Sec	M	25
537	René	Jephté	3613-0267	Lintho 1, Cité Soleil	01-19-99-1994-09-00096	NS4	M	25
538	Révolte	Wilmithe	3114-8385	5, Roncourt, Carrefour	02-01-99-1991-02-00120	Philo	F	28
539	Revolus	Mikelda	3148-5701	Village Rapatrier , Cité Soleil	02-05-93-08-053731	3eme Sec	F	26
540	Richard	Widmaher	3610-6808	29, Rue Charbonière , Delmas	01-02-96-09-720556	Philo	M	23
541	Richmond	Rose Mirtha	3698-2910	Cité Soleil	01-20-99-1993-07-00004	Seconde	F	26
542	Rizil	Anne	3415-8402	Projet Lintho,Cité Soleil	08-01-99-1990-01-00245	Philo	F	29
543	Rock	Robenson	3432-9245/3517-4238	Rue Sara, Bois Neuf	01-19-99-1990-12-00056	7e AF	M	29
544	Romain	James	3880-1139	1, Rue Volcy	01-01-99-1993-03-00016	Philo	M	26
545	Romain	Mickerlange	4871-1040	Sibert	01-10-99-1988-11-00134	3 eme	F	31
546	Roméus	Roodeline	3115-8342	3 eme Ave bolosse	05-10-99-1992-06-00103	6 eme	F	27
547	Rosemé	Fabienne	3186-8823	Titanyen	08-11-96-09-015885	NS2	F	23

548	Rubin	Yslande	3172-2906	Projet Lintho,Cité Soleil	01-01-99-1992-07-00936	3e Sec.	F	27
549	Sainmé	Jessica	4910-4667	Nazon	1025374779	NS4	F	19
550	Saint Fils	Jacob	3926-4750	Cité Soleil	01-02-96-11-469407	Philo	M	23
551	Saint Foy	Jésula	4449-2450	Divivier, Cité Soleil	01-02-99-1990-02-00145	3e Sec.	F	29
552	Saint Germain	Sterline Barbara	43798188/3133-6305	Village Solidarité	01-33-97-04-032787	Univers	F	22
553	Saint Jean	Samantha	3702-0103/3517-2480	31, Rue St Lot, Delmas 24	01-01-99-1992-01-00479	Philo	F	27
554	Saint Thomas	Marc-Daniel	4005-1382	Village	07-05-98-1996-03-00009	8eme AF	M	23
555	Saintelus	Richecarde	3111-0671	Delmas 19	01-01-99-1992-13-00744	Philo	M	27
556	Sainterné	Saintamène	3904-8595	Cx -des -bouquets	01-10-99-1987-02-00098	6 eme	F	32
557	Saintervil	Rose Guerdine	4806-9273	Tabarre	102-163-416-8	9eme	F	22
558	Saint-Froire	Jhosué	4696-6063/4449-2450	Delmas	01-01-99-1996-03-00439	Philo	M	23
559	Saintilus	Maudeline	4886-625/4701-0235	Carrefour feuille	01-01-99-99-1993-02-00046	Second	F	26
560	Saintilus	Modeline	4886-6250	Caridade , Carrefour-Feuilles	01-01-99-1993-02-00046	Seconde	F	26
561	Salomon	Wersley	4707-4782 / 3698-0882	10 , Rue Sylvio, Delmas 24.	01-02-99-12-307576	Philo	M	20
562	Samedy	Jean Wilfrid	3927-0996/31333331	56, Rue Gochet, Varreux	01-01-99-1987-05-00801	Seconde	M	32
563	Samedy	Monita	3780-6731	Cité Soleil	1012268333	9e AF	F	23
564	Sanon	Pétuelle	3491-3429	41,Rue Roger,Petion-ville	08-01-99-1987-03-00215	Philo	F	32
565	Sanon	Myriam	3781-6634	105, Fort Mercredi , Martissanrt	01-01-99-1992-02-00555	9eme AF	F	27
566	Sanon	Elmitha	3676-1067	8 B, Rue Natanoue, Jerusalem	10-10-99-1980-11-00012	9eme AF	F	39
567	Sanon	Renise	3747-7211	Cité Soleil	01-02-93-08-060150	9e AF	F	26
568	sauveur	Réginald	31734302	36,Rue Enock,Delmas 65	01-02-99-1991-03-00479	6e AF	M	28
569	Séide	Christine	4484-3061	Projet Lintho,Cité Soleil	10-10-99-1992-02-00061	Seconde	F	27
570	Senatus	Sherlens	3949-5042/3606-6403	Fontamara 27, Carrefour	01-01-98-06-540724	Philo	M	21
571	Senatus	Gerta	3170-7599	6, Rue L'amour , Delmas 33	01-09-99-1991-08-00117	Univers	F	28
572	Sené	Emmanuel	3766-3388/3683-5814	Projet lintho,Cité Soleil	01-02-99-1986-05-00295	Philo	M	33

573	Severe	Miglora	3698-3194	8 Rue Laurier, Delmas 75	08-02-1994-01-00027	Philo	F	25
574	Sevil	Monerge	4260-0509	La Saline	06-04-92-12-002536	3eme sec.	F	27
575	Siméus	Maniela	3791-5084/3737-4874	Cité Soleil	01-02-99-1991-02-00057	Philo	F	28
576	Simon	Manuella	4906-4920	31,Rue Caonabo,Delmas 24	03-01-99-1991-12-00082	8eme AF	F	28
577	Sinéus	Marie Déjeanne	4822-1682	Projet Lintho,Cité Soleil	08-06-81-01-000583	9e AF	F	37
578	Sorel	Lovely	3991-6206	7, Jerusalem, Bon Repos	1025179809	3eme AF	F	32
579	St Fleur	Marie Sénia	3172-2906/3720-3786	Projet Lintho,Cité Soleil	01-02-93-09-007814	3e Sec.	F	26
580	St Juste	Lovely	3878-4580/3704-5721	Carrefour feuille	01-01-99-1994-06-00227	Univers	F	25
581	St-Cyr	Elysée	3996-4114/4201-6781	Rue Béthanie , Delmas	01-02-97-759146	Rhétó	M	22
582	Stephen	Esther	4460-3046	Fontamara 27	01-01-99-1993-08-01208	9 eme	F	26
583	St-Louis	Ronaldinio	34645743	Bois neuf,Cité Solei	01-01-99-1990-11-00604	Philo	M	29
584	St-Victor	Robenson	4424-6193	11, Rue Sylvio Cator , Delmas	01-01-99-1994-04-00601	Philo	M	25
585	St-Vil	Patricia	4145-6156/3719-6340	8, Village Combattant, Mais Gâté	01-02-99-1992-12-00119	Univers	F	27
586	Sumistet	Lundia	4870-0944	Fontamara	01-33-96-03-272155	Philo	F	23
587	Sylvestre	Williams	3706-2447/3167-5012	Projet Drouillard,Cité Soleil	01-02-99-01-334074	Univers	M	20
588	Sylvestre	Cabelo	4638-9139	Lerbourg,Route Neuve	08-12-99-1989-08-00010	Univers	M	30
589	Tattegrain	Jean Herold	?	Corail CesseLesse,Bon Repos	01-02-99-1994-08-00412	9e AF	M	25
590	Thélémaque	Guerline	3623-2440	Delmas 3	06-03-96-12-026087	6eme AF	F	23
591	Théophat	Eliane`	3886-0540/4780-6274	151, ave Christophe	01-07-99-1986-06-00166	Univers	F	33
592	Thernéus	Wilnise	4435-3648	Delmas	01-02-96-04-269016	Philo	F	23
593	Thibaud	Terlina	4435-6478	Avenue Pouplard	01-01-99-1982-12-01190	9eme AF	F	37
594	Toussaint	Louis Jephthe	3922-8943	8, Rue Placide, Cité Militaire	01-01-95-12-680742	Philo	M	24
595	Toussaint	Jésula	4443-2514	Projet Lintho,Cité Soleil	01-19-99-1992-11-00097	Seconde	F	27
596	Toussaint	Ruth	4854-2271	Projet Lintho,Cité Soleil	01-02-99-1995-10-00086	NS3	F	24
597	Toussaint	Manite	3488-4740	6, Rue Minik, Cité Soleil	01-02-99-1992-08-00532	3eme Sec	F	27
598	Tropnas	Reynaldo Paolo	3728-7361/4186-8947	25, Rue Léonard , Delmas 19	01-01-94-10-123725	Philo	M	25

599	Ulysse	Emmanuel	4427-2116	Delmas	03-19-99-1992-01-00041	Rhétô	M	27
600	Valet	Rebecca	4614-7534	La Plaine	01-02-95-07-379828	Philo	F	24
601	Valmy	Schneider	4946-8780/3925-4811	Rue MGR Guilloux	01-33-97-04-073624	Philo	M	22
602	Valmyr	Yoldine	3719-1435	Nazon	05-15-99-1993-11-00010	Univers	F	26
603	Verdieu	Viergela	4755-4804 \3969-7122	Prévots	01-33-97-05-25-23-26	Philo	F	22
604	Veréus	Yoldine	4605-2367	Gerald Batail	03-14-99-1991-02-00055	Philo	F	28
605	Vernelus	Chilanda	3888-4485	la Plaine	05-06-96-12-000341	Philo	F	23
606	Vernette	Sherly	4846-2256	Route Neuve	01-01-97-01-070320	Philo	F	22
607	Verseau	Fequiert	4821-9305	Caradeux	05-11-97-09-063805	Philo	M	22
608	Vertu	Christella	4717-0030	Cité Soleil	01-02-97-07-273303	9eme AF	F	22
609	Victor	Mielda	4864-4030	Delmas 33	1006652033	9 eme	F	21
610	Victorieux	Thamara	3750-3631	13, Ruelle Alliance Delmas 33	01-02-95-12-395176	Philo	F	24
611	Vil	Fonnia	3861-0653/3739-9289	Projet Lintho,Cité Soleil	01-19-99-1991-06-00027	Seconde	F	28
612	Vilcaint	Marie Kaina	3161-6558	Route Neuve	1012981089	Philo	F	19
613	Viléxis	Yolette	42399230	Croix Des Bouquets	02-05-99-1993-07-00031	Philo	F	26
614	Vilmar	Michel-Ange	3743-0787 /4711-5144	Canaan	05-15-99-1994-11-00010	9eme Af	F	25
615	Vital	Jocèle	3689-6145	Projet Lintho,Cité Soleil	08-06-99-1994-09-00003	Philo	F	25
616	Volcy	Diegot	4768-0379	70, Projet Drouillard, Cité Soleil	01-01-99-1991-09-00800	Philo	M	28
617	Volma	Esnel	3918-9936	Rue Vilcain, Drouillard	08-01-99-1992-05-00080	Philo	M	27
618	Yfralin	Jourdane	4909-6156	8, Marin 42	05-04-92-03-064609	Philo	F	27
619	Ynorat	Herby	4229-8724/4032-9219	Delmas 40	06-01-95-08-055214	Philo	M	24
620	Zamy	Fabienne	3636-4808	23, Rue beauf	01-01-99-1993-11-00501	Philo	F	26
621	Zidor	Martine	4739-6404	4 bis, Rue Basilic, Delmas	01-08-93-002740	Philo	F	26
622	Zius	Vilene	4699-6275	Cité soleil	01-01-95-01-194223	Philo	F	24

Annexe XV | Emerging good practice models (GP-i)

ILO Emerging Good Practice Template

Project Title: CREER Project

Project TC/SYMBOL: HTI/18/01/RBS

Name of Evaluator: Yvon GUERRIER

Date: March

2021

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

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>Good Practice 1 (GP-1) - Training programs for the CREER Project and the context of precarious and fragile neighborhoods: <i>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.</i></p> <p>Many young people, of both sexes (young girls in particular), testify to having changed their perception of life and their future, with regard to the ways of thinking that animated them, invaded them before being integrated into a training program. Dreams and hopes are being restored. Although sometimes impatient, discouraged, the speeches would be more constructive, report several elderly people in improvised focus groups. They wish to win, to succeed in their life with dignity.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>Analysis of survey data carried out during the final evaluation of this project shows that at least 85% of the beneficiaries are young people seeking an economic opportunity to help their families cope with extreme poverty. . They are generally people who live in an ecologically unhealthy and epidemiologically risky environment. Their parents and / or their family members (elders) are people who live in a context of abject misery and multidimensional poverty. We have the impression that their only recourse remains support for development projects, financed by extranational financial mechanisms, and / or implemented by bilateral or multilateral cooperation operators. Otherwise, the latter remain very vulnerable to the attraction of acts of banditry, likely to further aggravate concerns about public insecurity, the fight against multifaceted violence, and thus hamper any construction process and / or for the consolidation of intra-community and inter-community social peace.</p>
<p>Establish a clear cause-effect relationship</p>	<p>At this stage, less than three months after the administrative closure of the project, it is difficult to precisely establish certain parameters relating to the impacts. Analysis of field data shows that at least 70% of the performance deficits identified are linked to a complex, complicated, difficult and very risky execution context. However, fundamentally, the theory of change remains very interesting.</p> <p>By focusing on the gradual improvement of economic opportunities and prospects focused on promising value chains - related to environmental health; and, by raising (indirectly) a sense of injustice in the allocation of public resources, and the grievances of the most vulnerable communities, the CREER Project has contributed, to the extent possible, to consolidating peace, and increasing resilience of Cité-Soleil neighborhoods in the face of future shocks.</p>

<p>Indicate measurable impact and targeted beneficiaries</p>	<p>Analysis of survey data shows that:</p> <ol style="list-style-type: none"> 1) About 50% of beneficiaries initially had no profession and / or activity that would allow them to generate a minimum income. 5% were "RAKETÈ", 7% were primary school teachers, very poorly paid (less than 5,000 gourdes per month); 5% of portfolios; 16% of people who had no fixed source of income - and who wandered here and there daily in search of an activity that would barely allow them to meet the minimum food requirement of their family or people who theirs are dependent. Very often, we meet young people who, with the incapacity and inactivity of their parents (so-called heads of household), take care of a whole family; although these young people do not really have an activity that allows them to generate the minimum necessary resources in relation to the size and / or the subsistence needs of such a household. They develop tricks every day to try to find ways to meet the survival needs of their families. This situation very often opens the way to social deviations, with regard to the characteristics of these urban ecosystems which predispose young people to get involved in the practice of asocial, ethically and legally sanctioned activities. 8% were small traders. These are activities with a turnover of between 2,500 and 4,500 gourdes (HTG). 72% of beneficiaries who were not engaged in any income-generating activity at the start of the project were female. 2) About 40% of beneficiaries in the textile sector, and 17% in the SAKALA component were georeferenced outside the municipality of Cité-Soleil. The latter have abandoned and / or been moved from their residence, in particular because of the problems of armed struggles between rival gangs in the districts of Cité-Soleil. <p>Otherwise :</p> <ol style="list-style-type: none"> 1) Thanks to this project, around 150 households were able to find means to get through the economic lean period caused by the pandemic, and the repercussions of the "Pays-Lock" movement; 2) At least 45% of young graduates who already have a conjugal relationship and have between 2 and 7 dependents have been able to find a job; 3) Generally speaking, residents of the Flamingo Canal area, in particular, have a different perception of how to operate and live in the environment, and thus have a better understanding of relative environmental health concerns. community resilience and a waste-driven green economy; 4) About 65% of young graduates are placed in a company, where they can now expect, at the end of each month or every two weeks, a minimum income, in order to meet the minimum food security needs of some families who previously knew a situation of critical food vulnerability; 5) u Some development, in the right direction, in the perception of beneficiaries (or even residents) of businesses (job providers) in their community; 6) ... <p>A posteriori, apart from direct beneficiaries who initially had no income-generating activity, with or without the phenomenon of the devaluation of the American dollar in favor of the local currency (gourde), the monthly income of categories of beneficiaries who practiced well before the project, was seen increased. This situation can be continued if there is not in the future, with the socio-political instability, an opposite movement (conceivable) in the exchange rates. In addition, the data analysis shows that there is a lower percentage of individuals in the lowest income bracket currently in January 2021 (at the time of the assessment) compared to August 2019 (at the start of the project). From additional qualitative data, we could interpret it in about 63% of cases as a positive impact for the project. The rest is due to other factors.</p>
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<p>Potential for replication and by whom</p>	<p>Very often, commercial enterprises in the textile sector and / or development projects in Haiti complain a lot about their enormous difficulties in finding qualified local intermediate technicians. In the absence of specialized technicians, some of them recruit overqualified people, generally very poorly motivated. At the same time, the financial weight of these commitments becomes so important that it leads to: 1) a considerable reduction in the room for maneuver of the company or of a project to hire more people; 2) instability in its staff. According to testimonies, overqualified people are generally very poorly motivated, constituting a factor of instability and underperformance for the company. However, in relation to the scale of the problem, we believe that for a project lasting only one year, with such limited financial resources, structuring advocacy will be required to support a successor project, with a view to consolidation the achievements, extension; and thus prevent certain young people (not yet employed) from returning to square one. This project has enabled companies to invest less in staff training, and to have better trained and better supervised human resources. Also, it has indirectly reduced the repercussions linked to the fragility of the pressure of social insecurity on businesses. The project has served, to a large extent, as a relay, a transmission belt for certain societal demands, particularly from young people from disadvantaged neighborhoods to businesses.</p> <p>In the exchanges with the young graduates, we felt that they are starting to see the companies of their environment in another way. There is clearly an evolution in perception. Because, given the historical societal distancing between the socioeconomic classes of the metropolitan area (cf.: Systemic anchoring of forms of social exclusion), before, entrepreneurs were seen much more as people who settled down to exploit the miserable, the poorest. The latter are often considered (by young people who express feelings of revolt against their miseries) as economic predators, enemies.</p> <p>At this stage, although there is not yet a reversal of this trend in the minds of young people, however, some evolution is felt - rather in the rather positive direction among the beneficiaries. At the same time, in general, the testimonies of representatives of companies in the textile sector are rather very favorable to the young people recruited within the framework of the training program of the CREER project. They are considered energetic, dynamic and very efficient.</p> <p>The choice of SAKALA and ELEKTRA SEWING played a strategic and decisive role. For its part, the certain and indisputable expertise of ELEKTRA SEWING in the field of textiles, combined above all with its ability to influence the entrepreneurial ecology of decision-makers and promoters of factories operating in the textile sector, played a huge role in the project's favor, despite the difficult situations that emerged along the way.</p>
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</p>	<p>Continuing to train young people with no future in logic of integration into the labor market is very important. However, it will be necessary to make a plea at strategic levels for a better adaptation of sectoral public policies in connection with the field of the green economy. By encouraging key players to invest in strategic value chains and economically promising industries, this can help generate thousands of sustainable jobs. Because, the textile sector, for example, has a limited capacity to accommodate young graduates. Under conditions of political stability, it can quickly become saturated. In this sense, in new projects and programs, it would be important for the ILO to plan studies to open the eyes of the private sector to the opportunities to be seized in the green economy in Haiti, and why not think about promoting public private partnership to have better performance?</p>
<p>Other documents or relevant comments</p>	

ILO Emerging Good Practice Template

Project Title: CREER Project

Project TC/SYMBOL: HTI/18/01/RBS

Name of Evaluator: Yvon GUERRIER

Date: March 2021

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

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>Good Practice 2 (GP-2) - Green economy and employability in the context of precarious neighborhoods of Cité-Soleil: <i>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.</i></p> <p>With the establishment of the mini recycling and waste recovery center of the Flamingo canal, their perceptions are changing significantly. It remains for politicians to develop appropriate action and valuation plans, focusing on options related to green employability. The existing potential in the project districts is enormous. In addition, it will be necessary to carry out very specific studies to better understand the potentialities and the means to exploit them, with a view to the fight against extreme poverty and extreme poverty.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>The municipality of Cité Soleil is occupied by a population represented by 123,878 men or 48.9%, 129,082 women or 51.1% of women and 138,081 individuals aged 18 and over, or 54.6% (IHSL, 2012). The town only has 6 doctors and 18 other health professionals including 4 laboratory technologists. This makes about 24 professionals for a population of 265,072 inhabitants, a distribution that is far from the minimum WHO standard stipulating 25 health professionals per 10,000 inhabitants (MSPP, 2018).</p> <p>The collection canals for wastewater and rainwater coming from Pétiion-Ville, Delmas and Tabarre, and which lead to Cité Soleil, are still earth ditches insufficiently calibrated to contain runoff water and its loads of sediment and sediment waste of all kinds. Thus, two of these main canals (St-Georges canal or Flamingo drain), at the bottom of National Road No. 1, collect water from neighboring industries, increasing the flow. In the rainy season, this canal filled with sediment and waste of all kinds, systematically leads to the flooding of the immediate towns, making life difficult for the inhabitants. This situation favors the emergence of diseases linked to unsanitary water.</p> <p>Burning waste can also be very toxic to health (respiratory diseases, cancer, immune system dysfunction, etc.). From an environmental point of view, the congestion of the canals prevents the flow of wastewater and increases the risk of flooding, especially in the context of the municipality of Cité-Soleil. The decomposition of waste, especially which of plastic, results in the release of chemicals and pollutants into the soil and the sea, which has a direct impact on biodiversity and ecosystems. Finally, the release of methane and carbon dioxide linked to the degradation of waste also contributes to climate change. These also have a direct impact on the risks of the spread of water-borne diseases such as cholera, hepatitis and dysentery, and other diseases whose vectors are mosquitoes, rats and cockroaches. To all this must be added the negative implications of the emergence of the COVID-19 pandemic.</p>

<p>Establish a clear cause-effect relationship</p>	<ol style="list-style-type: none"> 1. 19.300 cubic meters of rubbish were collected and deposited in relatively more secure locations as part of the project; 2. Twenty-five (25) young people from Cité Soleil completed a two-week practical training (June 29 to July 15, 2020) on recycling and transforming waste into works of art, provided by trainers from CARIBBEAN CRAFT. These young people have previously received training provided by the local organization SAKALA and now have the basic skills necessary to invest in the field of recycling and waste processing, and, as a result, are made aware of the need to make their contribution. to the efforts made for the protection of the environment, the sanitation of their communities, and also the creation of sustainable and decent jobs. 3. An artisanal waste recovery and recycling center was financed mainly by the CREER project. Through this installation, SAKALA is developing actions in the recovery of household products to manufacture decorative objects for tables, courtyards and murals. It makes “ Boacachi ”, “ hot and slow ” compost from organic waste. The center is also involved in the manufacture of pots and "Ardoquins" from canal products. This center has benefited from the CREATE project with equipment that will allow it to continue within the project deadline. It also develops partnerships with other entrepreneurial structures. He benefited from other additional courses allowing production to continue. It also participates in special fairs to penetrate other markets. He is also planning an exhibition abroad, but delayed by the socio-political crisis in the country. 4. At the end of the training, a collection of works of art made from clay, cardboard, papier-mâché, among others, is ready to be exhibited to highlight the artistic talent of these young people. , through their works, express their pride and their desire to build a safer and more rewarding future, far from violence. They crave security and stability with all their might so that they can either start their workshops producing works from recycled waste or hope to find employment opportunities in recycling and processing companies. <p>The mini artisanal waste recovery and marketing center is already a very attractive and inspiring space for all categories of actors who intervene and / or visit the area of concentration of project interventions. Grassroots organizations in other neighborhoods, predominantly women in particular, also want to benefit from this form of supervision. They believe that the framework could be broadened to improve the living conditions of residents in a sustainable way. The testimonies believe that this center could be considered as a pilot, in order to study how to develop prototypes better suited to the contexts of the area. According to them, it is one of the micro-infrastructures capable of helping communities to become resilient. In this same context, it is also important to mention the community gardens installed, using agroecological practices, in the environment of the banks of the Flamingo canal.</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>Carrying out the sanitation work and setting up an artisanal waste recovery and recycling center made it possible to:</p> <ol style="list-style-type: none"> 1) Exposure of residents to certain pathological conditions linked to environmental pollution; 2) The possibility for nearly 250 young beneficiaries to get involved in initiatives related to waste recovery in order to earn a decent living; 3) To other municipalities and community women's organizations, in particular, to draw inspiration from this example to develop similar initiatives; 4) To preserve built-up areas from flooding during rainy periods, through the impact zones of the project; 5) The creation of several hundred temporary jobs for all age categories;

<p>Potential for replication and by whom</p>	<p>Despite the mainly external constraints inherent in the environment supporting the project, the young people and residents of Cité-Soleil remain satisfied. However, they do not want the project to end so prematurely, in order not only to benefit from support (coaching), but also and above all, in order to integrate new very needy young people. They hope that other larger initiatives are started as soon as possible to provide relief to households living in extreme poverty.</p> <p>A posteriori, the preferred targets; relevance of concerns; the credibility and experience of the ILO and those of the actors involved in the local facilitation committee; socio-demographic anchoring - together with the recognition of the seasoned expertise of implementing partners such as SAKALA and ELEKTRA SEWING SA (in relation to the areas claimed) all played a decisive role in the enthusiasm of the various categories of stakeholders to get involved in the process.</p> <p>At the local level, the CREER project is built by capitalizing both on local knowledge and other initiatives that have been carried out in the past through the municipality of Cité-Soleil. In this sense, After having held its first two editions in Kenscoff, the Alternatiba Collective and the Francophone Action Group for the Environment (GAFE) had chosen Cité-Soleil as the theater for their third edition of the Alternatiba Village, on the theme of waste management, December 8 and 9, 2018 (cf.: Directory of initiatives at Cité Soleil / David Tilus and Virginie Pochon; 2017)¹⁶⁴.</p>
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</p>	<p>This project is very inspiring; however, it requires an effort to mobilize greater resources. The time allocated to the realization of this innovative and adaptable project was insufficient.</p> <p>Higher ILO targets will need to incorporate this institutional innovation for training systems in the informal sector, and promote further reflection on the sustainability of the recycling and waste recovery center. Also, it is important to reflect on how to encourage the private business sector and political decision-makers to develop a win-win strategy focused on the waste economy, through a public-private partnership model.</p>
<p>Other documents or relevant comments</p>	

¹⁶⁴ Alternatiba is a citizen movement for the climate, the environment and social justice. The movement was born in France in 2013 and now has thousands of activists around the world. One of its main goals is to show that solutions exist, that they are within reach and that they are just waiting for us. Alternatiba wants to show these initiatives, strengthen them and develop them through Villages des alternatives. The goal is to change the system, not the climate.

http://www.gafe-haiti.org/IMG/pdf/repertoire_des_initiatives_de_cite_soleil-web.pdf (Accessed January 11, 2021)

Annexe XVI | Lessons Learned Models (L-i)

ILO Lesson Learned Template

Project Title: Project CREER

Project TC/SYMBOL: HTI/18/01/RBS

Name of Evaluator: Yvon GUERRIER

Date: March 2021

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

LL Element	Text
<p>Brief description of lesson learned (link to specific action or task)</p>	<p>Lessons learned 1 (L-1) - Exit strategy and consolidation of the achievements of the CREER project: <i>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.</i></p> <p>In the event that this structure is completely dismantled or discarded after the closure of the project, it will be very difficult for the ILO to establish functional and effective links with fragile neighborhoods (armed struggles between gangs or rival neighborhoods). In the exit strategy, it is necessary to find an adaptable formula to facilitate the implementation of the recommendations of the final and independent evaluation of the said project.</p>
<p>Context and any related preconditions</p>	<p>The commune of Cité-Soleil is an extremely difficult area to integrate for various and varied reasons (Armed conflicts between neighborhoods and / or rival gangs; Credibility problems of certain local facilitators - yet very influential; Acute socio-economic precariousness of residents; Increased pollution and vulnerability of urban, marine and coastal ecosystems; impact of socio-political unrest on the living environment of residents; etc.). In this context, everything becomes a priority at the same time. In the imagination of these extremely poor communities, every project that comes along must be able to address all of these problems at the same time; despite the limited financial means. The challenges and the scale of the global problem are very alarming. The minimal development indicators are practically in the red. Indeed, the establishment of the CREER project was facilitated by two hierarchical structures with different and complementary functions, namely:</p> <ol style="list-style-type: none"> 1. A High-Level Committee (strategic scales, decision-making arenas); 2. A local implementation committee. <p>The local implementation committee, a plural and inclusive structure, played a key role in facilitation, supervision, selection of young beneficiaries, anticipation and / or conflict management. However, after the administrative closure of the project, certain vagueness exists on the modalities of community involvement in the exit strategy. Despite SAKALA's credibility and community roots, it will be extremely difficult for it to take on post-project monitoring on its own. The establishment of a representative and inclusive structure with the participation of key sectors of Cité-Soleil remains fundamental for a better form of ownership of the achievements by the different socio-economic categories of project intervention.</p>

Targeted users / Beneficiaries	<ul style="list-style-type: none"> • A local implementation committee, built on the basis of a representative and inclusive participatory approach. It is made up of influential sectors and actors-facilitators, evolving at the level of the city center and through the two (2) communal sections of Cité-Soleil (cf.: Natural and religious leaders, teachers in service or retirees; highly respected and honored by neighborhoods or groups in conflict). In this facilitation structure are represented: 1) The City Hall of Cité Soleil; 2) The office of the Deputy of Cité-Soleil; 3) The Focal Point of the company E-Power; 4) The Alovie Foundation of the Drouillard Project; 5) The Focal Point designated by the Education Sector; 6) Representatives of the religious sector; 7) The City Delegate of Cité-Soleil; 8) The Bureau of the Board of Directors of the Communal Section (CASEC) of Varreux 1; 9) The CASEC office of Varreux 2. The other members are made up of representatives of the large blocks of Drouillard, Bois-Neuf and Flamingo. Women were validly represented in this structure. Usually, they represented more than 35% in the meetings, and contribute correctly in the decision-making processes. This plural device played an essential role in the facilitation. • 2. 570 young graduates of both sexes; trained in eco-professions and in the textile sector, holding a new status which protects them from the attraction of armed gangs in the precarious, vulnerable and fragile neighborhoods of Cité-Soleil;
Challenges /negative lessons - Causal factors	<p>During the surveys, the direct beneficiaries were asked to express their main concerns, which could be the subject of structuring discussions in line with adaptable responses to formulate. The main claims can be assessed through the following points:</p> <ul style="list-style-type: none"> • According to many young beneficiaries, during these last 5 years, CREER is the only project of the municipality which touches so many young people. By linking hyper-important terms such as: "Living environment and sanitation", "Vocational training for young people of both sexes", and "support for employability", it focuses on the real concerns of young people. The central question posed by the beneficiaries is: With the departure of the CREER management team, which entity can support young graduates in their job search efforts? In addition, given that the graduates are junior technicians - and who have not even had time to do a professional internship in an institution, will the ILO, MAST and / or INFP put in place multidisciplinary technical support to guide them, to supervise them in relation to their project ideas and their major concerns?
Success / Positive Issues - Causal factors	<p>In the discussions with the beneficiaries and notables of the municipality of Cité-Soleil, the following click was triggered: <i>“As a precautionary measure and / or for a better community appropriation of the legacies and achievements of the project, it would be interesting to transform the implementation committee (with SAKALA as the main responsible for liaising with the ILO) into an ex post monitoring committee”</i>. To achieve this, the role of this committee will have to be redefined, in order to adapt it to new post-project needs. This structure should facilitate, among other things, a better appropriation by the community of the achievements of the CREER project, and other interventions in perspective.</p>
ILO Administrative Issues (staff, resources, design, implementation)	

ILO Lesson Learned Template

Project Title: CREER PROJECT

Project TC/SYMBOL: HTI/18/01/RBS

Name of Evaluator: Yvon GUERRIER

Date: March 2021

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

LL Element	Text
<p>Brief description of lesson learned (link to specific action or task)</p>	<p>Lesson learned 2 (L-2) - Monitoring of the employability of young graduates of the CREER Project: <i>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</i></p>
<p>Context and any related preconditions</p>	<p>Depending on the result, its perception surveys conducted among young beneficiaries of the CREER Project, supplemented with the information collected during the implementation of improvised focus groups:</p> <ol style="list-style-type: none"> i. At least 85% of the beneficiaries were (before the CREER project) young people seeking an economic opportunity to help their families cope with extreme poverty. They are generally people who live in an ecologically unhealthy and epidemiologically risky environment. Their parents and / or their family members (elders) are people who live in a context of abject misery and multidimensional poverty. We have the impression that their only recourse remains support for development projects, financed by extranational financial mechanisms, and / or implemented by bilateral or multilateral cooperation operators. Otherwise, the latter remain very vulnerable to the attraction of acts of banditry, likely to further aggravate concerns about public insecurity, the fight against multifaceted violence, and thus hamper any construction process and / or for the consolidation of intra-community and inter-community social peace. ii. Mixed satisfactions were noted especially among young people who are on a waiting list, who hope, as soon as possible, to get a job, in order to financially help their families who have high expectations of them. They are extremely impatient, and sometimes very worried, to be witnessing the closure of the project. The Haitian Creole expression very often used by this category of young people to express their feelings of frustration and / or discontent and especially concern is: "<i>Nou prèske dòm deyò!</i>" "; this one which could be translated goes: "The table may be cleared before being invited."
<p>Targeted users / Beneficiaries</p>	<ul style="list-style-type: none"> • About 35% of the 570 young beneficiaries graduates of both sexes; trained in eco-professions and in the textile sector, holding a new status which could protect them from the attraction of armed gangs in the precarious, vulnerable and fragile neighborhoods of Cité-Soleil;

<p>Challenges /negative lessons - Causal factors</p>	<p>During the surveys, among others, the beneficiaries of training programs (in particular those who have not yet found a job, around 35%) were asked to express their main concerns, which could be the subject of structuring discussions. in line with adaptable response elements to be formulated. The main demands raised can be grouped into four (4) key questions, namely:</p> <ol style="list-style-type: none"> 1. Young technicians trained generally cannot have collateral to apply for loans from microfinance institutions (see: very high repayment rate, conditionalities of credit services unsuited to family farming contexts). In principle, they all come from households with precarious socio-economic conditions, very vulnerable and therefore weakly resilient. Consequently, what would be the best alternative to consider in order supporting them to succeed in life after their diploma? 2. 2. Apart from the certification of diplomas, the INFP and the Ministry of Social Affairs and Labor (MAST) hardly develop any links with these young graduates. However, the socio-economic situation is deteriorating day by day. They almost all wonder, with the closure of the project, what will be their fate? 3. 3. In relation to the major problems that young CREER graduates are currently facing, why the INFP and the ILO do not develop a concerted and structured advocacy model, with decision-makers, so that young technicians can integrate the administration public as monitors, responsible for leading practices at the level of primary education cycles, through their respective communities? 4. Can the ILO (in collaboration with the City of Cité-Soleil, MAST, INFP) support many more young qualified technicians in resource mobilization initiatives in order to be able to formulate and implement ideas for collective enterprise projects?
<p>Success / Positive Issues - Causal factors</p>	<p>In the exchanges, young beneficiaries who are waiting for a job rely much more on support from the ILO. They are keen to see a second phase of the project to help them consolidate their knowledge and use their knowledge for the benefit of their families and the community. It should be noted that, the ILO Office in Haiti had made a structuring plea to obtain a 2nd phase for this project. A project document was initially approved for a second RBSA (Regular Budget Supplementary Account of ILO) funding by both the DWCT Directorate in Costa Rica and the Regional Director in Peru. But in the end, this decision was not made. It would be good to capitalize on the experiences of the CREER project, in order to take into account certain real and legitimate concerns expressed in the context of this evaluation. Also, a particular focus should be placed on: 1) young primary schoolchildren, 2) people with reduced mobility, or even the disabled, 3) young graduates who wish to develop collective businesses and who have no start-up funds.</p>
<p>ILO Administrative Issues (staff, resources, design, implementation)</p>	

Annex XVII. Realities that preceded the implementation of CREER

1.1.1.- Socio-economic living environment

Life in Cité-Soleil is synonymous with misery. Eating a minimum of food is an ordeal for the majority of the people of this slum. Food is expensive, and the lack of purchasing power leaves families hungry. Unemployment is one of the main characteristics of the social status of the population of Cité-Soleil. Even those who work (usually unstable, insecure, poorly decent and unsustainable jobs) have great difficulty in feeding themselves, because in the assembly industries they earn a pittance. With such a salary, meeting their basic needs is a major handicap. As a result, "they find themselves in a situation of disguised unemployment" (Paul, 2002, p.3, taken up by a study in 2017, and updated by Worldwide Concern)¹⁶⁵.

The population of Cité-Soleil is undereducated. Parents do not have the economic means to provide their children with a quality education. Those who can, but with great sacrifice, represent a crippled part of the population. Its inhabitants suffer from all the evils of poverty - both in terms of public safety, violence in all forms, and environmental and socioeconomic angles. They are deprived of almost everything. These marginalized people are locked in a state of dependence and / or assistantship. And unlike the strongly stereotyped speeches often formulated against them, they are not all gang members, thugs. This population is also made up of honest people, but driven into poverty. They are: "needy little people, but also workers, women, girls, adolescents and children, including a significant number of orphans, abandoned or poorly accompanied - and taken hostage by armed gangs" (Gilbert, 2015, p.2)¹⁶⁶. Many of these families make considerable, and sometimes unimaginable, efforts to provide their children with vocational training, to help them avoid the same situations of poverty as they do. Due to abject poverty, endemic unemployment and social exclusion, Cité Soleil remains a risk area where an explosion of revolt among its population is sleeping.

It should be noted that: "The municipality of Cité Soleil is occupied by a population represented by 123,878 men or 48.9%, 129,082 women or 51.1% of women and 138,081 individuals aged 18 and over, i.e. 54.6% (IHSI, 2012). Of the 316 legally recognized health institutions in the West department, the municipality of Cité Soleil has only 4 of them, i.e. a percentage of 1.27%. Of these 4 health institutions, 2 have public status and the other 2 have private status (MSPP, 2011, updated in 2018 by the CATEDEL Company¹⁶⁷). In terms of waste management, the health units in the municipality of Cité-Soleil do not have incinerators, but are equipped with a pedal bin and 22 waste boxes. The town only has 6 doctors and 18 other health professionals including 4 laboratory technologists. This makes about 24 professionals for a population of 265,072 inhabitants, a distribution that is far from the minimum WHO standard stipulating 25 health professionals per 10,000 inhabitants (MSPP, 2018).

Like all the slums in the country, the municipality of Cité Soleil is largely characterized by precarious habitats built with recycled materials (sheets, wood, cardboard, fragments of blocks and other various objects). The housing units in this area express the state of extreme poverty of these inhabitants. The factors that explain this state of dilapidated housing are not only the high cost of construction materials incompatible with their low income, but also land tenure insecurity, since the land on which people erect these makeshift houses do not belong to them. Despite this, various attempts to improve the situation have been made, such as the "Projet-Drouillard" for example, where more than 754 housing units were built, which over time become in poor condition quite dismal, due to the total lack of a rehabilitation program.

At the same time, its geographical position makes it one of the closest municipalities to the capital. Cité Soleil offers opportunities to facilitate the economic growth of the people who live there. This can be explained by the various easily accessible public markets located in the conurbation of the capital, in particular the most popular market, Croix-des-Bossales. Also, we must count the industrial centers and seaports that settle in this municipality. This is why the economy of the local population relies heavily on trading activities represented by small retailers, shops, building materials, cyber cafes, etc. It should also be noted that the town is full of potential in crafts. The resulting products are made from all types of elements, including even waste products (on a small scale, with little or no technical and financial support from state authorities). In fact, the processed waste products (plastic bags and bottles, recycled papers, sheets, wood, etc.) do not go

¹⁶⁵ Paul, Eliccel, Studies causes and socioeconomic consequences of the expansion of slums in the metropolitan area of Port-au-Prince, Mémoire online, 2002 (<https://redtac.org/possibles/2017/03/16/port-in-prince-and-his-slums-the-case-of-cite-soleil-political-stronghold-and-gang-lair/>)

¹⁶⁶ Gilbert, Myrtha, Haiti: the low intensity war in Cité soleil, Alterpresse 2015 (<http://berrouet-oriol.com/uncategorized/chime-et-tontons-mazoutes/>)

¹⁶⁷ <https://www.catedel-services.org/>

unnoticed and are dazzlingly beautiful. The craftsmen identified are very productive and their number exceeds 200 in the municipality (Almando kessy MORAIN, 2016)¹⁶⁸.

1.1.2.- Basics of formal economics

In terms of industrial infrastructure, in the south-eastern part of the town, there is a locality called the HASCO zone in reference to the large sugar factory that was there in time. In this area, a few meters from the sea, oil storage silo installations are quickly noticed. In the southern outskirts of the town, there is one of the most famous bus stations, namely the Gonaïves station, which has several industries and commercial infrastructures such as the Huileries Nationales S.A, the Ti-Tony Market, the SHODECOSA Park¹⁶⁹, the Abeillauto and many other important shopping centers. The town has at least a dozen gas stations over its entire area (Société CATEDEL, 2020), and we can also notice the presence of the private electricity company E-Power. The latter is established in the area of the Flamingo Canal, where the CREER Project has made major interventions to help local residents increase the resilience of neighborhoods, by erecting engineering structures (biomechanics), thereby reducing the potential historically devastating flooding of this watercourse, not developed before the project.

1.1.3.- Technical and vocational training, what public policies?

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

Technical and vocational training in Haiti is provided at 3 levels, namely: 1) vocational education institutions (EEP), 2) technical education schools (EET) and 3) household centers (CM). The different levels correspond to five types of diplomas. Nevertheless, the diplomas effectively sanctioned at the state level correspond in reality to two levels: the certificates of professional aptitude (BEP) and the professional baccalaureates (BAC PRO). "The quality of education does not respond to the real problems of the country in terms of construction and know-how (Yves Villefranche, 2017)¹⁷⁰. Vocational education, in its current state, is not linked to the productive apparatus that invests. In some regions, training programs, USFED laments, are rigid and traditional. The lack of flexibility of the training subsystem has prevented it from understanding the changes to be made (Guichard DORE, 2010)¹⁷¹. Few of the TVET graduates manage to enter the labor market. The employability of young people and trained adults is one of the biggest challenges in this sector; according to INFP figures only 9% enter the workforce of the 5,700 graduates per year.

1.1.4.- Youth associations

In 2019, the UNDP-Haiti (Consultant Yvon GUERRIER, 2019) carried out the "Development of a mapping of youth associations and evaluation of their involvement and participation in the associative life of the country (HAITI)", as part of the project¹⁷² entitled: "Support for conflict resolution and the promotion of social cohesion in the city of Jérémie through youth organizations".

According to the UN, young people constitute the age group between 18 and 25 years old. On the other hand, Haitian communities are rather developing a more open perception or reading of what they call "Youth", and by extension, Youth Associations (YA).

¹⁶⁸ End of study thesis at the Caribbean University in Delmas (West Haiti) - on the theme "Identification of coastal development issues related to the marine environment at the level of the municipality of Cité Soleil" (https://www.memoireonline.com/01/17/9555/Identification-des-enjeux-de-la-littoralisation-lies-l-environnement-marin-au-niveau-de-la-commu.html#_Toc446521932).

¹⁶⁹ Shodecosa is Haiti's premier business park, serving the industrial and commercial storage needs of a wide variety of tenants. Located in Port-au-Prince, a short distance from the airport and seaport, the two million square foot facility offers space of up to 40,000 square feet. Shodecosa has been providing specialist services to a wide range of national and international companies for almost 40 years, with clients including the EDF MAN subsidiary and Total. (<http://www.shodecosa.com/>; Accessed January 23, 2021)

¹⁷⁰ <https://ayibopost.com/la-technologie-absente-de-la-formation-professionnelle-en-haiti/> (accessed July 25, 2020);

¹⁷¹ Guichard Doré. Vocational training and employment policy in Haiti: the case of the tourism sector (1980-2010). Education. Paris-Est University, 2010. French. NNT: 2010PEST0018. Tel-00648788 (Cf. <https://tel.archives-ouvertes.fr/tel-00648788/document>; (accessed April 23, 2020)

¹⁷² The general objective of this project is "to contribute to the reduction of violence in the city of Jérémie through a strengthened social contract between the municipal authorities and its young people". And, more specifically, it aims to "Strengthen the involvement of young people in the peaceful resolution of conflicts and their active participation in public affairs in Jérémie". In concrete terms, this initiative is intended to support young people and youth organizations in the city of Jérémie to consolidate their role as agents of change and peace building, as recommended by Resolution 2250 of the Council of Security on Youth, Peace and Security.

This project was funded by the United Nations Peace building Fund (PBF). The project implementation process is ensured by three (3) United Nations agencies, namely: UNDP, IOM and UN WOMEN, in close collaboration with the City of Jérémie, the Ministry of Planning and External Cooperation (MPCE), the Ministry of Youth, Sports and Civic Action (MJSAC) and the main youth associations present in the city of Jérémie.

Indeed, for nearly 70% of people consulted: “A young person is a person who is in the age group of 15 to 35 years, and who works in particular in the promotion and the realization of socio-cultural events in the community level, with a view to social integration and sustainable local development”.

Barely 5% of those surveyed expressed a close perception of the relatively simplistic definition (18 to 25 years old) proposed by the United Nations System (UNS). It is obvious that young people aged 18 to 25 are predominantly present in the AJs. In contrast, members between the ages of 26 and 35 are present in almost all AJs. This is the second largest tranche after the one established by the SNU.

Throughout the entire national territory, there were initially 260 associations of young people (YA), including around ten embryonic umbrella structures. Thirty-three (33) of them have been assimilated to opportunist structures. Overall, over 65% of young people between the ages of 18 and 25 dominate the youth associations. At the same time, almost 60% of AJ / SF are found in size classes between 25 and 100 members.

The West Department features the richest and most diverse organizational ecosystem in the country. Grand'Anse, Artibonite and the North are the departments with the fewest youth associations. In the departments of South and Grand'Anse, 30 and 11 Youth Associations were identified respectively (YA, including related umbrella structures).

At the level of the municipality of Cité-Soleil, the evaluation met a lot of grassroots organizations (nearly a few), assimilated to youth structures. On the other hand, with regard to the criteria defined in the study protocol, only two (2) were selected as youth associations, namely: 1) *Kat kay timoun* (KKT), a mixed structure (17 members), founded in August 2016, the head office is in the city center of Cité-Soleil; and which intervenes in the fields of education and social assistance; and 2) *Sove Ayiti* (SOVA), a mixed structure (45 members), headquartered at number 75 Wharf-Jérémie, whose areas of expertise are: cultural promotion, wealth management and education.

In search of the most discriminating arguments, in terms of supporting context and valid reasons that could explain and / or justify the rate of propensity of YA throughout the country, the coupled analysis of the information highlights five major (5) contextual factors, namely :

- i. The occurrence of natural disasters;
- ii. Alarming humanitarian situations (epidemics, political instabilities, etc.);
- iii. The cultural, traditional or historical reflex of the area in relation to the arrival of each new initiative (event activities, projects, programs, occasional public policies);
- iv. Electoral contexts;
- v. The lack of capacity and / or the weak ability of the authorities to provide for the basic needs of young people and communities in the most isolated and remote areas in particular; and at the same time,

As structural causes (cf. favoring causes and / or environmental predispositions) at the basis of the creation of AF / SF, the evaluation has been able to identify three (3) unifying dimensions, namely:

- i. The extreme weakness, if not the absence, of an adaptable regulation and control mechanism for YA and related umbrella structures,
- ii. The mosaic of models, as a rural and urban financing mechanism, mobilized through Development Aid (Humanitarian and / or Development Actions), which, in general, often prioritizes the use of YA as an interface legitimate communities,
- iii. The growing lack of confidence in traditional leaders over time, very often self-proclaimed ;

At the same time, it was noted that with each new program and development project there is the creation of several Youth Associations (YA) in the areas concerned. As a result, the implementation of regional, local or community development initiatives almost always has a lever-multiplier and / or bursting effect in Youth Associations (YA). Because, very often, obtaining these small projects leads to fragmentation and / or cases of defection in existing structures, in particular when a critical mass of members are not satisfied with the management of goods and / or social benefits by the group.

Based on their system of activities and their level of functionality, four (4) types of Youth Associations (YA) have been identified:

- 1) Associations of producers - traders;
- 2) Mutual aid and community relief associations; which also intervene in social safety nets and in the promotion of actions for peace and social cohesion, the fight against multifaceted violence;
- 3) Associations providing services;

4) Opportunist associations (in the pejorative sense of the term), which generally present themselves as "Jack of all trades" ;

The country's young women and men are not limited to youth associations. They are also present in other multi-generational groups which evolve in their organizational ecosphere; always to assert yourself, and above all to increase your chance of success.

Emigration to the countries of South America, in search of well-being, is the leading cause of abandonment in the AJ / SF (Youth Associations and related umbrella structures), ie 35%. In the second place comes the rural exodus for the same cause. The cases of registered withdrawals are generally due to refusals to accept sanctions decided by management committees and / or situations of social ban. In addition, cases of withdrawals and / or defections are sometimes caused by problems of transparency in the governance of the AJ / SF (Youth Associations and related umbrella structures).

As generally young socio-professionals tend to develop, in fact, a greater affinity for urban ecosystems, the possibility that an AJ finds a more or less acceptable level of supervision is more convincing in urban spaces. and / or in satellite communities (peri-urban areas). AJs in highly isolated rural communities experience great difficulties. Because in particular: "The traditional and university training centers, vocational schools, as well as the rare economic opportunities are found in particular in urban areas".

The larger the size of an organization of this type, the greater the range of socio-economic demands and demands. The more the interests diverge, the more certain categories of members would still be in a phase of waiting and / or prolonged dissatisfaction, and the more cases of conflict are possible. At the same time, the means of conflict resolution using endogenous strategies and resources are limited. So, even with the establishment of criteria defined in a participatory manner, with bloated AJs (in size), a high percentage of AJ / SF from different areas of the country will still be weakened by their own weight. This could only be resolved through the structuring and reasoned constitution of grassroots groups. This will happen above all, through the choice to produce goods with very low rivalries, such as inclusive collective club goods, for example; to anticipate certain destabilizing effects.

The formulation of sectoral public policies is entrusted to the MJSAC (Ministry of Youth, Sports and Civic Action). The implementation is ensured by all the actors involved in the institutional ecology of the sector. According to more than 70% of leaders of YA (Youth Associations), in the development of public policy documents, the participation of AJ is very often mentioned as entities involved in decision-making processes. Yet in reality, these structures seem to have many more considerations in the eyes of NGOs, than at the level of public structures (department and / or central level). From what precedes, the reflections produced at the base can only with difficulty go up to the level of the higher powers. Because, there is no real transmission belt between the base and the top. This relay is rather provided either in part by the decentralized services of the State, or in rare circumstances by politically very influential heads of communities, or more often by experts. Also, certain development operators constitute a niche for channeling certain complaints from grassroots organizations to arena level.

Ultimately, the YA (Youth Associations) represents for young people in general, even adults, a space for awareness, integration, education and socialization. An AJ meeting is also seen as a space for leisure, for meeting friends. According to the adult witnesses consulted, the AJs play a decisive role in preserving the spirit of solidarity and intra / intra-community cohesion. Moreover, within the same AJ, the evaluation meets all the tendencies, all the political and religious sensibilities. In principle, after church, a meeting of an AJ is the place where young and adult leaders take advantage to convey important messages (cyclones, vaccination, etc.) to the community. Sometimes their management committee is, in fact, involved in arbitration efforts between two or more members of their YA - in case they have personal issues (disputes) between them. Thus, before the intrusion of the legally instituted judicial authorities, the YA (Youth Associations and Related Apex Structures) represents in many cases the first recourse. In this regard, the AJ is much more active, especially in very remote corners, where access to the simple police court of the competent jurisdiction is difficult. In addition, given the anchoring of certain Youth Associations in their sociogeographical area of influence, their knowledge and experiences mean that they are almost always, in fact, at the heart of all debates associated with areas of sustainable local development. Consequently, the implementation of any regional support program without a real involvement of the latter, risks constituting an obstacle to the achievement of the objectives set within the framework of a global vision, reflected on the medium and long term.

1.1.5.- Youth emigration

Haiti is a country of net emigration, with a growing stock of emigrants: in 2015, some 1.2 million Haitians lived abroad or nearly 11% of the population. The total stock of emigrants, and the stock of emigrants as a percentage of the population, has increased over the past decades. In 1990, it was around 520,000 (7.4% of the population). Political instability, economic oppression and / or natural disasters have amplified emigration flows. The majority of Haitian emigrants are

found in developed countries (65.3% in 2015 out of a total of 1,195,240)¹⁷³, although the percentage of emigrants living in developing countries has increased over time.

According to United Nations population¹⁷⁴ data, the United States is the leading destination country, which received around 600,000 migrants (almost half of the total stock of emigrants) in 2015. However, other sources report a much higher figure, between 1 and 2 million, if illegal migration is taken into account (International Crisis Group, 2007).

The second destination country is the Dominican Republic. Next come Canada and France. The other major destination countries are neighboring countries: Guadeloupe, Bahamas and French Guyana.

In 2010, in the aftermath of the earthquake, new migratory patterns appeared. Over a period of five years (2010-2015), 40,000 Haitians emigrated to Brazil (in the state of Acre), Bolivia and Peru (Joseph, 2017). Between 2010 and 2016, some 80,000 Haitians settled in several major cities in Brazil after obtaining a humanitarian visa issued by the Brazilian embassy in Port-au-Prince (Joseph, 2017; Portal Brasil, 2016). Brazil has thus become the sixth most important pole of migration. In 2014, when Brazil experienced a political and socioeconomic crisis, some Haitians remained in this country, but for many others it became a simple point of passage for emigrating to South America (especially to Chile and in French Guiana) or in the United States (Joseph, 2017; Mundo, 2016). Nevertheless, in January 2017, more than 4,500 Haitians who were in border towns in northern Mexico were waiting to be able to enter the United States (Semple, 2016). Their fate is still not settled: the government of Barack Obama has toughened its immigration policy towards Haitians, by urging them to return immediately to their native country, and the government of Donald Trump has also, taken measures that more generally limit immigration to the United States (Semple, 2016)¹⁷⁵.

The easiest and socio-economically most compromising access for a young Haitian to a foreign country is historically that of the Dominican Republic.

According to an official of the Dominican Republic in Port-au-Prince (César Antonio Cuevas Pérez, Minister Counselor at the Consulate General of the Dominican Republic in Port-au-Prince)¹⁷⁶, more than 60% of Haitian immigrants are young people whose age is between 15 and 34 years old. According to him, socio-demographic studies of the past 8 years show that 65% of young Haitians live in urban areas and 33% in rural areas. He claimed that 6.29% of the Haitian immigration component in the Dominican Republic has completed higher education and 0.16% has reached masters and doctoral levels. «23.18% have completed secondary school or have been trained in police studies. This has enabled them to occupy positions in tourist sites in the neighboring republic, as security managers in residences and farms. Those who completed basic education reach 45.75% and those who provided no education level intervention cover 1.66%. «More than 76.4% of Haitians are concentrated in three branches of activity: agriculture 33.8%, construction 26.3%, and commerce 16.3%. As for commercial, formal and informal activities, Haitian immigrants are represented with 17%. In the manufacturing sector and household activities, this represents 5.9% each. At the same time, according to Max Antoine (Executive Secretary of the technical border commission, alongside Haitians) also emphasized several categories of young people who have migrated to the Dominican Republic, including students, young people without status or profession. According to the executive secretary, students and professionals are coming to integrate Dominican society. As for those who have no profession, they are victims of the actions of the Dominican migration authorities. Some, he continues, engage in illicit activities and prostitution.

In general, Haitian immigration is primarily motivated by the search for well-being and it often engenders the taking of risks to escape socioeconomic constraint or, worse, death. «It is indeed difficult to ignore the impact of political uncertainties on the Haitian migration phenomenon. The great waves of Haitian migration have often been linked to political crises. Almost permanent in the country, these crises have caused massive departures. Also the departure, even the flight of Haitians can be understood by combining economic motivations with persecutions or threats of a political nature » according to Maud Laethier¹⁷⁷, anthropologist.

The Cité-Soleil neighborhoods are among the hubs that supply young people, potential candidates for emigration to other countries. However, given the precariousness of their financial conditions, they are among the categories of young people who migrate very little to other countries. Note that the COVID-19 pandemic has in fact slowed the phenomenon of the emigration of young Haitians to other countries.

¹⁷³ United Nations, DESA (2015), International Migration Stock: The 2015 Revision (database), www.un.org/en/development/desa/population/migration/data/estimates2/estimates15.shtml. / <https://www.oecd-ilibrary.org/docserver/9789264278844-6-en.pdf?expires=1591617861&id=id&accname=guest&checksum=11C00BFC5824FC7F60BF0EF28C9C1A94>

¹⁷⁴ Source: United Nations, DESA (2015), International Migration Stock: The 2015 Revision (database), www.un.org/en/development/desa/population/migration/data/estimates2/estimates15.shtml. / <https://www.oecd-ilibrary.org/docserver/9789264278844-6-en.pdf?expires=1591617861&id=id&accname=guest&checksum=11C00BFC5824FC7F60BF0EF28C9C1A94>

¹⁷⁵ Interactions entre politiques publiques, migrations et développement en Haïti © OCDE/INURED 2017 / Chapitre 2 : Paysage de la migration en Haïti, OCDE, Page 35-64 (URL : <https://www.oecd-ilibrary.org/docserver/9789264278844-6-fr.pdf?expires=1591617861&id=id&accname=guest&checksum=11C00BFC5824FC7F60BF0EF28C9C1A94>)

¹⁷⁶ <https://www.lenouvelliste.com/article/186754/la-migration-des-jeunes-haitiens-en-republique-dominicaine-une-preoccupation> (Publié le 2018-04-27 | Le Nouvelliste)

¹⁷⁷ <http://www.collectif-haiti.fr/migration-haitienne.php>

1.1.6.- Insertion of the project intervention area in the hydrographic basin of the metropolitan area of Port-au-Prince, living environment and sanitation

Haiti's population is becoming urban at a faster rate than ever. The country was still predominantly rural 25 years ago, with more than 8% of its population living in small towns. Today, 52% of Haitians live in cities and only 30% of these live in the metropolitan area of Port-au-Prince. This massive urbanization took place in the absence of any framework for planning, control or regulation and under conditions of weak capacity to expand the provision of basic services at a rate likely to keep pace with urban population growth (UNDP HAITI, 2020)¹⁷⁸.

Waste management is one of the essential public services in the 21st century, especially in urban areas (Global Waste Management Outlook, 2015). In Haiti, this crucial problem illustrates the impact of uncontrolled urbanization in the country. Most cities face considerable deficits in municipal solid waste collection and disposal, which results in air, water and soil pollution, serious hygiene and public health problems, as well as infrastructural risks. At the same time, the main factors of potential economic growth for the country such as tourism and foreign investment are threatened by the problems of waste management.

A 2009 peer-reviewed research report titled "Household Waste Generation and Characteristics in Cap-Haïtien City, Republic of Haiti" published in the journal Resources, Conservation and Recycling and authored by F. Philippe and M. Culot, which examines the rate of household waste generation, among other factors (4.6). The waste produced by households was analyzed in a controlled survey. After the adjustments, the study calculated a weighted average of 0.21 kg / capita / day. However, examination of the report has some important caveats: the survey method excluded data from the first week as households apparently took advantage of the provided bags and collection services to dump a large amount of stored / old waste into the area the bags. In addition, the survey only covered homes - it did not include businesses or public places. The report¹⁷⁹ commented on this very low figure and also compared the data collected with other benchmarks, which revealed a very large variation (Santiago (Cuba): 0.09; Chittagong (Bangladesh): 0.25; Kinshasa (Democratic Republic of Congo): 0.5; Dar es Salaam (Tanzania): 0.7).

According to UNEP (UNEP Review of the Phoenix Project Proposal, Haiti)¹⁸⁰, this variation is due to a set of a) real long-term differences, b) normal variation in small-scale ad hoc surveys, c) differences inconsistent methodologies and d) statements. Despite all the differences observed, UNEP estimates that for the Port-au-Prince region, a credible rate is between 0.3 and 1.0 kg / capita / day and proposes to use the average rate of 0.65 kg / inhabitant / day for its comparative calculations.

<ul style="list-style-type: none"> • UNEP (through the Phoenix initiative) adjusted based on population estimates¹⁸¹ from IHSI (Haitian Institute of Statistics and Computer Science) in 2015, using an annual growth rate of 1.6 per cent (IHSI, 2009). The following table provides an estimate of the population living in the municipalities affected by the Phoenix waste collection assessment.¹⁸²
<ul style="list-style-type: none"> • As of mid-2010, there was no precise estimate of the amount of waste collected by the SMCRS. SMCRS management told a team from the Solid Waste Association of North America (SWANA) that it had been able to collect only 20 per cent of the estimated 1,600 tons of waste produced daily in the urban area of Port-au-Prince (4.1). This roughly represents about 400 TPJs.
<ul style="list-style-type: none"> • In January 2011, UNEP and UNOPS conducted a waste characterization study at the Truitier landfill (4.9). The study included a truck traffic survey to estimate the rate of spills on site. The survey was not entirely rigorous, but the data collected indicated that an average of 65 compactors and dump trucks brought waste to the landfill every day. A conservative estimate of tonnage per truck would be 10 tons for a compactor and three tones for a dump truck. This indicates that the spill rate is between 200 and 400 TPJ. It is important to note that the rate of waste collection could have been much higher, but that most of the waste collected was, at the time, illegally dumped elsewhere.
<ul style="list-style-type: none"> • In December 2012, SMCRS reported to the IEP that it had steadily improved its waste collection performance and was now collecting about 800 TPPs in the seven PAP municipalities. On this occasion, SMCRS had more detailed information about the volume collected; a very conservative density index (0.35 tons/m³) was used to estimate tonnage.

¹⁷⁸ <https://www.ht.undp.org/content/haiti/fr/home/projects/projet-de-renforcement-du-systeme-de-gestion-des-dechets-solides.html> (Accessed January 14, 2021)

¹⁷⁹ WB Urban Development Report 2012 titled "What a Waste - A Global Review of Solid Waste Management" / <https://openknowledge.worldbank.org/bitstream/handle/10986/30317/9781464813290.pdf> (Accessed January 14 2021)

¹⁸⁰ https://postconflict.unep.ch/publications/UNEP_Haiti_WTE_FR.pdf (Accessed January 14, 2021)

¹⁸¹ The Haitian Institute of Statistics and Informatics (IHSI) estimated that Haiti's population in 2010 was 10.085 million and was growing by 1.6 percent per year. The estimate is therefore that there will be 10.918 million inhabitants in 2015. Based on the current geographic distribution, approximately 3.966 million Haitians will live in the West Department.

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- On 12 June 2013, SMCRS reported to UNEP that it was collecting more than 2000 TPPs. UNEP did not see the based on this estimate, but believes that this is likely to be a significant overestimation. What is clear is that empirical evidence suggests a significant increase in the collection rate of the SSMS. Streets and public spaces in the greater Port-au-Prince area are on average much cleaner than at the end of 2010. This is an excellent, commendable effort by SMCRS, regardless of specific statistics.

A study carried out for the Ministry of the Environment in December 2010¹⁸³ estimated between 1400/1600 tons per day (5600 to 6400 m³) the amount of waste produced in the Metropolitan Region of Port-au-Prince (RMPAP) for an estimated population of about 2.4 million inhabitants. The majority of Haitian households produce organic waste. The following table gives an idea:

Table 1 | Waste composition in the RMPAP

Type of waste	Estimate in %
• Organic	70-75%
• Plastic (hard/soft)	6-8%
• Cardboard, paper, fabrics	8-10%
• Metals	3-5%
• Inert	8-10%

Source: (IBI-DAA, December 2010)

In practice, waste collection in the RMPAP (**Metropolitan Region of Port-au-Prince**), whose rate is estimated¹⁸⁴ at 50%, is carried out by both THE SMCRS/SNGRS and twelve private operators with which the wealthiest households, businesses and NGOs have subscriptions. Collection is sporadic and uneven depending on the neighborhood, and wild deposits and waste incineration are common practices. The collected waste is deposited at the only official landfill in the country¹⁸⁵ (the Truitier landfill) where it is compacted and piled up, without treatment. This landfill also has catastrophic environmental characteristics: located less than 100 meters from the coast, there is no protection against leachate flow in the soil¹⁸⁶, which generates significant contamination in the surrounding area. Despite the presence of a specific area for medical waste, it is sometimes deposited along with other household waste. There is no hazardous waste treatment measure for landfill¹⁸⁷.

There is no waste transfer station in the RMPAP, which affects a significant number of wild deposits throughout the city.¹⁸⁸

In periurban and rural areas, the burning of waste is common due to the lack of official landfills but also to the lack of collections organized by the town halls. Wild deposits are frequently used as outlets, resulting in significant soil, air and groundwater pollution and blockage of stormwater drainage systems.¹⁸⁹

Solid and liquid waste is an important vector of disease and nuisance. According to a 1999 study, nearly a quarter of deaths in Port-au-Prince are of unknown origin; one can think that the living conditions of the population, and in particular the state of the environment, is one of the major causes. This situation is mainly the result of the near absence of septic tanks and waste management systems in most neighborhoods of the Haitian capital. The organic matter contained in these wastes and effluents is the site of biodegradation processes leading to the production of biogas and leachates as well as the proliferation of microorganisms for certain pathogens; the impact on the environment and public health is increasingly highlighted by the emergence of diseases and the degradation of terrestrial and aquatic ecosystems (leakage, death or proliferation of certain species). The situation worsened further with the earthquake on 12 January 2010 in Port-au-Prince. This dramatic situation requires the development of new models of solid and liquid waste management and treatment adapted to the poverty situation in which the vast majority of the population of the Port-Au-Prince metropolitan area finds itself. Centralized waste and sanitation management in large cities (including the Cité-Soleil slum) in developing countries very often shows its limits, especially in the poorest and most sensitive (very low collection rates, creation of multiple landfills, rapid saturation of controlled landfills ...) (Lacour, 2015).¹⁹⁰

¹⁸³ IBI-DAA December 2010 "Development of a strategic waste management policy for the metropolitan region of Port-au-Prince". (Cited by <https://www.urd.org/fr/publication/la-gestion-des-dechets-des-acteurs-de-laide-etude-de-cas-haiti-resume-executif-2015/>; Accessed on January 2, 2021)

¹⁸⁴ Noel, 2010 (30% by SMCRS, 20% by private companies and 10% by the informal sector).

¹⁸⁵ The Grand-Goâne landfill is being opened; construction of the Cap-Haitien landfill (AFD project) has not yet started.

¹⁸⁶ Leachate is the residual liquid generated by the percolation of water and liquids through a waste storage area.

¹⁸⁷ Ministry of the Environment "Assessment of the management capacity of chemicals and hazardous waste in Haiti" 2009, p 14.

¹⁸⁸ Transfer stations allow waste to be transferred from one point to another. Facilities can be dedicated to compacting solid waste before it is transported to remote disposal sites.

¹⁸⁹ The collection rate carried out by the town hall of Léogâne, for example, in relation to the amount of waste generated in the municipality of Léogâne was estimated at 2% (2011-DATIP "Basic study: solid waste system in Léogâne may 2011 to May 2012).

¹⁹⁰ Joaneson Lacour, Quisqueya University, LAQUE (Water and Environment Quality Laboratory), BP 796, Port-au-Prince, Haiti.

publication of this "New Law establishing, organizing and operating the National Service of Solid Waste Management". This service (SNGRS), according to this law, replaces (see: *Official Journal of the country The Monitor, Special No. 29, Thursday, September 21, 2017*), the SMCRS considered too sectarian by the fact that its actions concerned only Port-au-Prince and its surroundings. To solve this problem, this law, in Article 3, makes an injunction to the SNGRS to have offices at the level of all departments and municipalities of the country. According to this law, this service, unlike the SMCRS it replaces, is tasked not only with collecting, but also with managing solid residues. This should be managed by processing this waste, destroying it, whether it is medical waste, or "condemning" it in the event of "high toxicity waste". The SNGRS is administered by a seven-member board of directors and a branch of the general branch, following the wishes of this bill, which places the service under the tutelage of the Ministry of the Environment (MOE), which has to work with other sectoral ministries such as the MTPTC and representatives of the town halls to form the board of directors. The Metropolitan Solid Waste Collection Service (SMCRS) no longer exists. It is now the National Solid Tailings Management Service (SNGRS), after the vote in the Senate of the Republic in 2017, the law establishing, organizing and operating the National Solid Tail sting Service (SNGRS).¹⁹⁵

It should be noted that contrary to the operating logic of the SMCRS, the legal and legal framework of the SNGRS significantly reduces the area of intervention of municipal road services in waste management. Instead, some key collection responsibilities are transferred to the NSRS; although the latter does not yet have the means of its policy. This reality further reinforces operational deficits and inefficiencies in urban waste collection processes. It is also worth noting the lack of synergy between the SNGRS and the town halls. As a result, there is a great dispersion in institutional responsibilities, making it difficult to organize good waste management.

Here are some legislative frameworks of particular interest in the evaluation of the CREER project:

- Decree dated 9 October 1989 which separates the responsibilities of collecting (SMCRS) and assembling waste (town halls). However, these two institutions are often not structured financially and materially to carry out these tasks.³⁰
- Orders dated July 18, 2013 and August 9, 2012 prohibiting the production, importation, marketing and use of polyethylene bags and expanded polystyrene (PES) objects commonly known as Styrofoam. Note that due to the porous borders, the degree of implementation of this decree is very low, and polyethylene bags (so-called black bags) and "eating boxes" are still very present in the Haitian market. - Haiti signs (but does not ratify) the Basel Convention to reduce cross-border movements of hazardous waste, minimize waste production and prohibit shipments to other countries (22 March 1989). Even if Haiti adheres to the principles of the convention, its non-ratification means that the country is not legally obliged to take specific steps to limit production and improve the management of this waste. AS a result, NGOs are not legally obliged to limit their production and improve their management.

At the same time, if with the CIAT the Haitian State has adopted a "**National Solid Waste Management Policy**"¹⁹⁷, with the support of UNDP in 2016, it was able for the first time to have a "NATIONAL STRATEGIC PLAN and A PROPOSITION OF A PROPOSAL OF THE PLAN OF THE GESTION ¹⁹⁸OF SOLIDES *It is this process that led in 2017 to the legal transformation of the SMCRS (Metropolitan Solid Residual Collection Service) into SNGRS (National Solid Residual Management Service).*

These instruments are of enormous importance on the political, strategic and programmatic angles. However, in order to land the vision at different territorial scales, the development of other fundamental tool documents is essential. Among them, for example, the development of a Solid Waste Management Communal Plan (PC-GDS), which most (at least 95%, according to an estimate by CATEDEL in 2018) of the country's municipalities does not have. Moreover, whatever its motivation, interest, willingness, without certain basic tools or instruments, it will be almost impossible for a municipality to initiate any planned change process that will lead to the establishment of an efficient, effective GDS mechanism. It is in this context that UNDP, between 2018 and 2020, through the implementation of the "Project to ¹⁹⁹Strengthen the Solid Waste Management System in Haiti", ²⁰⁰ has launched several consultations of this kind; **an** initiative aligns with investments in the achievement of SDG-11 (Sustainable Cities and Communities).

¹⁹⁵ <http://www.nossenateurs.ht/file/lois/14> (Consulted April 18, 2019)

¹⁹⁶ <https://lenouvelliste.com/article/168778/quand-le-smcrs-devient-sngrs> (Consulted December 2020)

¹⁹⁷ (Inter-institutional Planning Committee) <http://ciat.gouv.ht/sites/default/files/articles/files/Politique%20nationale%20des%20d%C3%A9chets%20solides%20en%20Haiti.pdf> (Consulted December 2020)

¹⁹⁸ (See: Through the MTPTC APPUI PROJECT FOR THE GESTION OF DECHETS INERTES AND MACHINERIE LOURDE MTPTC-UGDS-UNDP-PNSGDS-L9) (Consulted December 2020)

¹⁹⁹ <https://www.catedel-services.org/> (Workshop working session, by Collective Scientific Expertise Methodology, June 2018, at CATEDEL Premises, Delmas, West - HAITI) (Consulted December 2020)

²⁰⁰ The objective of the project is to contribute to improving the living conditions of targeted populations throughout the country through the appropriate management of solid waste in accordance with SDG 11 (see TDR) (http://procurement-notice.undp.org/view_notice.cfm?notice_id=54619; Consulted April 20, 2019))

According to the latest mapping carried out by OCHA in November 2014, there are now 147 aid actors working in Haiti (370 in September 2010)²⁰¹. Although a heterogeneous group (different origins, philosophies, technicalities, sizes, etc.), aid actors have common characteristics that differentiate them from Haitian households in the production and management of their waste.

The characterization of their waste is indeed different (the share of organic waste is much less important) and they have, unlike a large part of Haitian households, financial means to collect their waste. 83% of the NGOs surveyed had a contract with a private waste collection company (for which they pay an average of USD 1000/month); the others used the public collection service (SMCRS converted into SNGRS). The evaluation first analyzes operating waste (offices and homes of expatriates) and then waste related to programs.

1.1.8.- Attempts and/or waste recovery initiatives in Haiti

Despite anarchic waste management, the Haitian context presents interesting recycling opportunities that aid actors can seize. Since 2010, the industrial recycling sector has been expanding and today a dozen companies share the market (all waste combined). It should be noted that recycling activities are mainly limited to the export of recovered materials to the USA and Asia²⁰².

Recovery is done through a multitude of collectors, small suppliers, neighborhood associations that collect, buy, sell, sort and compact recyclable waste. The majority of this activity is focused on the RMPAP, as transport from the province to the capital is too expensive. However, there are cluster centers across the country and some recycling companies have stored compactors in provincial cities to reduce the volume and therefore the cost of transporting them to their RMPAP plants. Due to the fact that this activity operates in accordant of the informal sector, it is not easy to identify collectors in neighborhoods. NGOs should therefore contact companies directly to find out how companies are collected and the contact details of their collectors.

The links between international organizations and these companies (with the exception of MINUSTAH, which has developed a partnership with several companies for the collection of office and vehicle waste, or even below), are weak. This can be explained by the fact that the quantities produced by individual humanitarian actors are not sufficient to interest companies for whom the transport of recyclable materials is profitable only from a certain quantity.

1.1.8.1.- Non-hazardous waste

Recovery/recycling channels exist, in the embryonic or relatively developed state, for the following solid non-hazardous waste: - Organic waste - Papers/Cartons - Hard Plastics (PET/PEHD)²⁰³- Aluminum - Ferrous metals - Glass – Tires.

There is no recycling process yet for flexible plastics and expanded polystyrene. Processes are being tested by ECSSA and E-Recycling, in partnership with the Ministry of the Environment, but the volume required to make the recycling business profitable is too large for this activity to develop on a large scale.

1.1.8.2.- Dangerous Waste

Hazardous waste management channels are also present but in some cases can have a direct negative impact on the environment (e.g. soil pollution, air and slicks) following their dismantling. This is the case, for example, with the recycling of batteries, whose process of neutralizing acid carried out at the enterprise level remains to be evaluated and electronic waste, the sector of which is at an embryonic stage. It will therefore be necessary to do additional analysis.

There are recovery channels for hazardous waste: - Electronic waste (computers, mobile phones, etc.) - Drain oils - Batteries.

²⁰¹ OCHA Haiti: Presence of Humanitarian Partners - Who What Where-OCHA- September 2010 and November 2014. We estimate that 85% of them have a seat in the capital (ie125). https://gallery.mailchimp.com/6f5949e5c5008ac8c41db2efa/files/3WOP_FINAL_24112014_FR_01.pdf

²⁰² With the exception of organic matter which is transformed into compost at the Cité Soleil sorting platform (see below) and plastic, which is in some cases transformed into pellets.

²⁰³ Polyethylene terephthalate (used for the manufacture of water bottles, soda) and High density polyethylene (used for the manufacture of cans)