

Action by Church Together Initiative Les Palmes (ACT ILP) Program

Evaluation Report



APCGGA, Grand-Goâve



OPF, Petit-Goâve

Photo: Meeting with beneficiaries

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ACRONYMS

ACODAH	Action Communautaire Haïtien pour le Développement Agricole
ACT ILP	Action by Churches Together Initiative les Palmes
ADCGS	Association pour le Développement Continu de Grande Saline
AHAAMES	Association Haïtiano-Américaine d'Assistance Agricole, Médicale, Educative et Sociale
APCGGA	Association des Paysans Corail Grand-Goâve en Action
ASHAGG	Association des Handicapes de Grand-Goâve
CBO	Community based organizations
COHAN	Coopération Haïtiano-Néerlandaise
CRAD	Centre de Recherche et d'Action pour le Développement
DATIP	Direction Administrative et Technique de l'Intermunicipalité les Palmes
DRR	Disaster Risk Reduction
FGD	Focus Group discussions
FIH	Femmes Intégrées d'Haïti
FLM	Fédération Luthérienne Mondiale
FUMAQUA	Coopérative de production aquacole
GRIDAP	Groupe de Recherche d'Initiatives pour un Développement Alternatif et Participatif
HSA	Haïti Solidarité et Action
ICCO	Interchurch Organization for Development Cooperation
LWF	The Lutheran World Federation, Department for World Service - Haiti
MARNDR	Ministere de l'Agriculture des Ressources Naturelles et Development Rural
MOU	Momerandum of Understanding
MUSO	Mutuelle Solidarité
NCA	Norwegian Church Aid
NGO	Non-governmental organization
OPF	Organisation Des Paysans De Floquette
REPADS	Regroupement pour la Promotion des Actions en Développement Soutenable
SCH	Service Chretien d'Haïti
TA	Technical Advisor
WASH	Water Sanitation and Hygiene
WG	Working Group

EXECUTIVE SUMMARY

The ACT ILP, a new established joint rehabilitation program that aimed to coordinate and promote mutual learning among the ACT Alliance members in Haiti post-earthquake in 2010, was implemented in the Les Palmes region, including the municipalities of Leogane, Gressier, Petit-Goave and Grand-Goave. This program was funded by ICCO & Kerk in Actie from the Netherlands. This external evaluation of the program covers the period 2012-2014 and aims at 1) Assessing the ACT ILP design and implementation at both program and project levels in terms of relevance, efficiency, effectiveness, impacts and sustainability, and 2) Drawing the significant lessons learned from the program in order to guide future actions.

A mixed methods-approach (combination of different techniques and methods for data collection) was used to allow for complementarity in the information, thus increasing the validity of conclusions related to the evaluation questions. Our methodology included: preliminary meetings with NCA/ICCO; extensive review of literature; semi-structured interviews (SSIs) with the current program Officer at ICCO and Kerk in Actie¹, the ACT ILP program core coordination (current and former coordinators, country consultant Haiti-ICCO/NCA, former NCA Chief of Party, NCA financial officer); field visits/observations and focus group discussion and SSIs with partners and beneficiaries for 10 projects implemented in the ACT ILP program; thorough data synthesis and analysis; and a workshop on preliminary findings with the stakeholders.

The main findings of the evaluation are presented concisely in terms of program design, program implementation and portfolio of projects of the program. Following the findings, proofs and/or logical inferences are presented and highlighted in red.

Program design

- A concept paper was developed as the framework for the ACT ILP program, and there was no clear programmatic approach with the use of a Theory of Changes (ToC).
- The ACT ILP concept paper defined a series of internal and external objectives together with a description of the key stakeholders and roles and responsibilities of a new established working group (WG) and a technical advisor (TA). As a new joint intervention by the ACT members for rehabilitation and reconstruction in the Les Palmes, the objectives were conceivably achievable. However, the absence of a programmatic approach was inconsistent with the development of sufficiently interrelated projects aiming at achieving the common goals of the program.
- The ACT ILP program was not clearly aligned with a national or regional plan.

Program implementation

The evaluation revealed five main findings at the program implementation level:

- The adequacy of the consultations with the local communities and authorities during the program launch.
- The use of a new approach by ICCO for project assessment and selection based on an evaluation grid and the expertise of a large working group (WG) including representatives of ACT members, local authorities and partners in the Les Palmes region.

¹ Since 2012 ICCO-Cooperation

- A lack of effectiveness and efficiency in the program coordination and management that can be explained by the low staff numbers appointed in the coordination structure, the underperformance of the working group (WG) relative to its expected role, and the frequent replacement of the TA/Coordinator.
- The achievements of the internal program objectives only moderately due to a lack of participation and commitment of many ACT members in the ACT ILP program. One of the justifications of the joint ACT ILP program is that many ACT Alliance members including CA, CWS, CRWRC, DKH, FCA, ICCO & Kerk in Actie, LWR, LWF, NCA and UMCOR were active in the Les Palmes region in June 2011. However, only 4 Act members (ICCO, NCA, LWF, and SCH) have been involved in the ACT ILP program projects with local organizations.
- The achievements of the external program objectives to a great extent as many projects have substantially contributed to the rehabilitation of the victims and residents while supporting socio-economic stability in the communities.

Most important lessons learned at the program level

- The absence of a clear logical framework in the ACT ILP program allowed for a great flexibility in considering different project ideas from the partners, but was inconsistent with the development of sufficiently interrelated projects aiming at achieving the common goals of the program.
- The cooperation of the ACT members in ACT ILP program was not favorable as only 4 ACT members were involved in the program compared with 11 that were active in the Les Palmes region in June 2011.
- The common practices, specific interests, prior experiences and expertise of the ACT members have not been thoroughly assessed and taken into account during the program design, which would likely facilitate the participation of more ACT members in the ACT ILP program;
- The amount of work for the assessment of projects by ICCO team was underestimated due to expectation that the WG would have assessed the projects more in-depth.

Project effectiveness, efficiency, outcome and sustainability

Extensive review of project documents/reports and field visits revealed different project outcomes. Some projects showed clear positive outcomes and potentially durable impacts on the targeted communities. The infrastructure projects (road and irrigation canal rehabilitation) and the OPF project under the theme agriculture/food security/livelihoods were particularly well designed and implemented efficiently. Many families gained more revenues as a result of new jobs within these projects, an increase in crop production and diversification due to the availability of water, and an increase and ease in commercial exchanges due to the improvements in road conditions. The irrigation canals and family water tank are sustainable because of their nature and their implementation by relatively strong and well-managed CBOs. The DATIP project can make a huge impact in terms of development of the Les Palmes region over the long term if the data collected are successfully processed and implemented for efficient tax collection on properties and construction and, subsequently, used for providing services to the communities. The outcomes of some projects are below expectations despite some achievements.

The CPRAH and FUMAQUA projects were suspended due to observed conflicts in the communities, rejection of project managers by the communities, act of vandalisms of project's facilities, and project mismanagement. In the FIH/ HSA project, a loan with zero interest has helped in recapitalization of some women victims of the earthquake, but current data on loan reimbursement are not available, and no strategy is in place to recover these loans. With SCH/ASHAGG, the fruit and cereal processing center is well equipped but the center profitability is a big concern for its sustainability. The business center plan that should be normally developed from the beginning of the project is not yet finalized. In the case of livestock production projects (ADCGS, ACODAH, REPADS), the interventions have increased some farmers' accessibility to additional sources of incomes due to the distribution of goats and cattle to farmers. However, some critical constraints to the livestock intervention durability concern a) the absence of precautionary measures for avoiding crossbreeding among descendants and their progenitors, b) the absence of a plan to renew the genitors as they are getting old and exhausted, and c) the absence of a timetable for regular vaccination events to avoid considerable loss of animals.

Most important lessons learned at the project level

- The projects are likely to be successful and durable when they are technically sound, designed from a community-based participatory approach, and implemented by strong and reliable local partners;
- Local authorities must be effectively informed on projects to be implemented in their jurisdictions although guidelines should be put in place for preventing project activity deviations to their personal and political interest;
- For minimizing risks of conflicts and dissatisfaction, and for promoting real sustainability, it is critical to monitor the level of involvement of the partners in the communities and whether or not the beneficiaries actively participate in the project design and implementation;
- It is crucial to define clear and consistent criteria for the selection of beneficiaries, and the CBOs must strictly apply them;
- The livestock production projects appeared to be lacking sound technical approach in terms of durability of the interventions.

Recommendations

The following recommendations are based on the findings and lessons learned from the pilot ACT ILP program in Haiti and may apply in similar environments with some adjustments. They are made to help ICCO/ACT Alliance successfully design and implement adequate program for rehabilitation and reconstruction. These recommendations include:

At the program design

- Identify in the concept paper the national or regional policy for the alignment of the ACT ILP program's objectives.
- Ensure that the ACT members' common practices, specific interests, prior experiences and expertise are fully assessed and considered in the program formulation such that the internal program objectives clearly reflect ACT members' expectations and capacity for oversight.

At the program implementation

- Identify or develop appropriate mechanisms to motivate the WG members and to play an active role in monitoring and supervision of implemented project activities, and in anticipating potential problems and proposing adequate solutions.
- Conduct in-depth assessments of the potential partners including the WG members to verify their reliability and integration with the local communities prior to providing them funds.
- Select a full-time and competent team for the program management and provide excellent compensation, allowances and benefits to key managers to retain them and avoid their leaving at crucial moments of the program execution.

At the project design, selection and implementation

- Allocate funds for short term technical assistance to local organizations and ACT members that were not able to develop quality projects.
- Ensure that adequate mechanisms are in place to effectively use the existing expertise within the ACT Alliance not only at the project selection processes, but also at the monitoring and supervision of implemented projects.
- Identify or develop adequate mechanisms to avoid delays in critical project activities with expected significant positive outcomes, such as seed distribution prior to the planting seasons. For instance, make disbursement of funds only for the critical activities pending the approval of the progress narrative/financial report for other disbursement of funds.

I. INTRODUCTION-BACKGROUND

The Action by Church Together Initiatives Les Palmes (ACT ILP) program has targeted the Les Palmes region, including the municipalities of Leogane, Gressier, Petit Goave and Grand Goave (Figure 1). This is a new established joint rehabilitation program that aimed to coordinate and promote mutual learning among various ACT members regarding rehabilitation and reconstruction responses to the catastrophic earthquake in Haiti on January 12th, 2010. The philosophy of the ACT ILP program was to support a more coordinated approach of ACT Alliance members and to use the extensive experience of local partners, the business sector, religious leadership, the public and private sectors as well as the state university under the umbrella of a working group (WG). This program is funded by ICCO & Kerk in Actie from the Netherlands. In March 2012, it was decided to close the country office of ICCO & Kerk in Actie in Haiti and to manage the projects from the global office, as this turned out to be more efficient and effective, as well as a reduction in costs. The management of the projects based on the organizational triangle (Haiti – Managua – Utrecht) had proven to be too complicated and time-consuming. Thus, a country consultant, living in Port-au-Prince, was appointed to support ICCO projects in Haiti. The monitoring of the ACT ILP program became more limited than foreseen with the presence of an office in Haiti. In the ACT ILP, seventeen (17) projects were funded in the fields of agriculture/food security/livelihoods, water sanitation and hygiene (WASH), disaster risk reduction (DRR), infrastructure, institutional capacity building and strengthening, and gender. The program, aiming at making sustainable changes in Les Palmes community member's life, is managed by the Norwegian Church Aid (NCA) in conjunction with a working group consisting of twelve (12) organizations including ACT Haiti members, representatives of local NGOs, women's organizations, and municipalities in the Les Palmes region. The internal and external objectives as defined in the ACT ILP concept note were as follows:

Internal objectives of the ACT program:

- a. To promote the working together of Act Alliance members, local ACT partners and local government
- b. To increase the visibility of ACT in Haiti
- c. To promote the mutual learning between the ACT members regarding rehabilitation and reconstruction responses and extend such knowledge to the rest of Haitian society by facilitating active participation by university students and researchers in the projects;
- d. To have a more effective rehabilitation and reconstruction response than the effectiveness of the individual members while establishing a resilient network able to respond better to future emergencies and manage everyday governance issues in a more collaborative manner.

External objectives of the ACT program:

- a. To make an effective contribution to the transition from emergency relief to long-term development in the Les Palmes region in Haiti,
- b. To support activities in the following thematic areas of intervention: Health; Education; Water and sanitation; Protection; Risks and Disaster Management; Food security; Livelihoods; Housing; Capacity building.
- c. To contribute to building capacity among local civil society and enhance the empowerment of local communities to plan, manage and implement rehabilitation and reconstruction efforts and define, defend their social and economic rights through concrete public policy discussions and proposals reflecting SPHERE, HAP and other norms as objectives.



Figure 1. Map of the Les Palmes region including the municipalities of Gressier, Léogane, Grand-Goave and Petit-Groave (Source: DATIP)

II. EVALUATION OBJECTIVES

This is an external evaluation of the ACT ILP program for the period of 2012-2014. Its findings will be used primarily by the coordinating agency (NCA), the funding agencies (ICCO and Kerk in Actie), the ACT Haiti forum members and the implementing partners. The main objectives of the evaluation are to:

- 1) Assess the ACT ILP design and implementation at both program and project levels in terms of relevance, efficiency, effectiveness, impacts and sustainability.
- 2) Draw the significant lessons learned from the ACT ILP program in order to guide future actions.

III. EVALUATION METHODOLOGY

The approach used considers the evaluation questions as the entry point and the basis for the evaluation design considerations, selection of data sources, development of specific methods for data collection, and adequate framework for data synthesis and analysis. This approach can be schematically illustrated as follows:



Design considerations: Owing the broadness of the evaluation questions, a mixed methods-approach (combination of different techniques and methods) was used to collect the data. The mixed methods approach allows for triangulation and complementarity, thus increasing the

validity of conclusions related to the evaluation questions. Then, a parallel analysis of the collected data was performed.

Data collection methods, data sources and analysis

Preliminary Meetings. The evaluation team conducted a preliminary meeting with the current ACT ILP coordinator and the country consultant Haiti for NCA/ICCO to get insight into the general context of the ACT ILP program evaluation, implementation approach and spatial distribution of key partners and stakeholders. This meeting allows for planning the deployment of the evaluation team in the field, the focus group discussions (FGDs) with project partners and beneficiaries, and semi-structured interviews (SSIs) with key informants.

Review of Literature. The evaluation team has revised a series of pertinent documents including concept note, project documents (project proposals, narrative project reports, financial reports) and working group meeting reports and feedback provided by the ICCO team for each partner proposal and budget.

Direct Field Observations. The evaluation team visited 10 projects to assess specific project achievements. The field visits covered all thematic areas, except for the cholera prevention project that was still being implemented. In the ACT ILP program, a total of 17 projects was implemented under 6 thematic areas including 1) Agriculture / food security / livelihood (cultivation, breeding, production, training), 2) Infrastructure (irrigation systems, road rehabilitation), 3) Water, sanitation and hygiene (water tanks, cholera prevention), 4) Disaster Risk Reduction (soil conservation, watersheds), 5) Capacity building of organizations and institutions, and 6) Capacity building of organizations and institutions.

Qualitative Methods. Selected qualitative methods included SSIs and FGDs. The evaluation team conducted SSIs with the current program Officer at ICCO and Kerk in Actie, the ACT ILP program core coordination (current and former coordinators, country consultant Haiti-ICCO/NCA, former NCA Chief of Party, NCA financial officer), and FGDs or SSIs with partners and beneficiaries for 10 projects implemented in the ACT ILP program.

Quantitative Methods. Existing secondary quantitative data from the review of literature were used to support the information from the qualitative assessment and answer the evaluation questions.

Data synthesis and analysis. A parallel analysis of the data from various sources was performed i.e. the data were analyzed independently and then the findings integrated. A matrix was developed to link the wealth of information collected from various sources and answer specific evaluation questions.

Workshop on preliminary findings. The preliminary findings were discussed in a final workshop with representatives of the local partners and ACT Alliance members including NCA and ICCO. .

IV. EVALUATION LIMITATIONS

As qualitative methods were mainly used, our analysis is also qualitative and it is difficult to support the main impacts of the projects with numbers. Every single project in the ACT ILP program appears to be substantially different from each other, and a sample from the 17 projects

may not allow extrapolating for the other projects. Ideally, all the 17 projects would need to be visited, which was not possible due to time constraints. However, the evaluation team has decided to increase the sample to 10 projects instead of 6 that were agreed initially.

Some other limitations of the evaluation include the observed mixed perception of the ACT ILP program managers on the approach used in the program. Some managers believe that the program used a clear programmatic approach that was not successful. Other managers argue that the ACT ILP program was designed with a concept paper as framework, and there was no clear programmatic framework, and no Theory of Changes was used. Only the latter perception has been considered in revising the evaluation report.

V. FINDINGS

V.1. Main findings at the program design level

A concept paper as the framework for the ACT ILP Program

A concept paper was developed as the framework for the ACT ILP program, and there was no clear programmatic approach with the use of a Theory of Changes (ToC). Following the devastating earthquake on January 12th 2010 in Haiti, ICCO and Kerk in ACTIE has funded an earthquake response/rehabilitation program including the ACT ILP. The ACT ILP targeted 4 municipalities severely affected by the earthquake and where 11 ACT members already intervened. ICCO and Kerk in ACTIE have had positive experiences in rehabilitation and development interventions where for development interventions, a clear programmatic approach with a Theory of Change is used. However, in the ACT ILP rehabilitation program, there was not a Theory of Change used, but a framework was made; the concept paper.

No logical framework was put in place at the beginning of ACT ILP program in order to be flexible and let partners come with ideas based on the objectives of the program. Thereafter, the logical framework was not developed although it has been on the work plan of the TA for a long time. The absence of a logical framework appeared to be inconsistent with the development of sufficiently interrelated projects aiming at achieving the common goals of the program.

Internal and external objectives of ACT ILP defined in the concept paper

The ACT ILP concept paper defined a series of internal and external objectives together with a description of the key stakeholders and roles and responsibilities of a new established working group (WG) and a technical advisor (TA). The objectives defined in the ILP program appeared to be achievable as the implementation of joint interventions by the ACT members for rehabilitation and reconstruction in the Les Palmes region could conceivably:

- Facilitate a better coordination among the ACT members (11 members were active in the Les Palmes region in 2011), promote mutual learning and sharing of experience among them, thus driving a more effective response and overall visibility of the ACT Haiti forum than the individual member responses would be;

- Facilitate the transfer of knowledge and experiences of the ACT members to the Haitian society by allowing an active participation of university students and researchers in the interventions;
- Make an effective contribution to the transition from emergency relief to long-term development as the program opted for a cross-sector approach of interventions and targeted communities severely affected, either directly or indirectly, by the earthquake;
- Contribute in building and strengthening institutional capacities, and empowering local communities for better rehabilitation and reconstruction efforts as the program has focused on funding projects through local NGOs, community-based organizations and local authorities.

ACT ILP program not clearly aligned with a with a national or regional plan

There was no indication in the concept paper about the ACT ILP program’s alignment with an existing national or regional plan. However, consultations with potential partners including municipalities during the launch of the program have demonstrated the need for aligning the program with the DATIP plan that was developed by the municipalities after January 12, 2010. In terms of consistency of the ACT ILP program objectives with the DATIP plan’s objectives, an alignment of the ACT ILP with the DATIP plan would be more appropriate at the program design than at the program implementation.

V.2. Program Implementation

V.2.1. Summary of main activities, outputs and expected objectives

Prior to present the main findings at the program implementation level, it is worth summarizing the activities and outputs of the ACT ILP program relative to the attainment of the targeted objectives (Table 1).

Table 1 : Summary of main activities, outputs and overall attainments of the program objectives

Main Activities	Outputs	Attainment of Objectives
- Organize 3 Fora with local communities to present the program, identify potential partners, and launch the request for proposals - Build a structure for the program 1. Identify a technical coordinator for the coordination of the program and liaising between the different stakeholders 2. Create an extended working group for revision and approval of project proposals, and monitoring/supervision of implemented projects 3. Create a core group for quick and important decision that not required a working group meeting - fund projects proposed by local	- 117 projects proposals received for funding - 17 projects implemented in the Les Palmes region - 2 projects from ACT alliance partner funded among the 17 - 2 projects from national NGO suspended during implementation - 1 working group formed by members from ACT alliance members, local based community, and “local authorities” - 4 areas or domains reach by the funding of the 17 projects: infrastructure/road construction, Aquaculture, education, irrigation -Capacities of some local partners	- Moderate achievements in terms of ACT Alliance visibility - Moderate achievements in terms of promoting the working together among ACT alliance members -Moderate achievements in terms of rehabilitation of communities in Les Palmes - Good achievements in terms of impacts on individuals directly involved in the program - No achievements in terms of integrating university or researchers in the processes -Moderate achievements in terms of

based organizations, local authorities, national NGOs and ACT alliance partners - follow up on partners and projects - provide capacity building for local partners	reinforced in finance, business, report writing, construction	supporting activities in various area of intervention in Les Palmes for long term development
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At the onset of the program, a series of consultations was conducted with the communities in the Les Palmes region. Three fora were held with representatives of local authorities and other potential partners of the program including community-based organizations (CBOs) and non-governmental organizations (NGOs). These consultations aimed at presenting the program, identifying potential partners and soliciting project proposals for funding within the program.

The coordination structure that was in place for the program implementation includes:

a) A technical advisor (TA) responsible for:

- Overall program coordination
- Liaison between the working group (WG) and project partners
- Liaison between project partners and NCA / ICCO

b) A working group (WG) responsible for:

- Evaluation and selection of proposals submitted for funding by potential partners
- Monitoring/supervision of implementing projects

c) A core group (TA, NCA/ICCO) responsible for:

- Prompt and appropriate decisions for making the program running smoothly, particularly when the whole WG interventions are not deemed necessary.

In the course of ACT ILP program implementation, 117 project proposals prepared by community-based organizations (CBOs), municipalities, Act alliance members and other local NGOs were submitted for funding. These submissions have opened the projects selection process including in 6 steps:

1. Project Screening for pre-selection by the TA following basic criteria (submission before the deadline, respect of the canvas, legal documents of the organizations, management capacity of the organizations)
2. Distribution to WG committees for the analysis of preselected project documents. The WG was divided in committees.
3. Preparation of reports on selected projects by the committees and submission to the TA
4. Field visits, if necessary, by TA and the country consultant ICCO (sometimes a WG member instead of ICCO consultant) of selected projects/organizations for further investigations
5. Validation of the selected projects by the core group (NCA/ICCO)
6. Submission to ICCO for review and assessment before final approval

The outputs of the implementation of the program piloted by the coordination structure described above can be summarized as follows:

1. 17 projects implemented
 - a) 15 “new” partners (municipality, CBOs, NGOs)
 - b) 2 projects from ACT members
 - c) Risk reduction strategy and control for efficiency
 - 2 projects with local partners suspended running
 - Funding of 3 lots of projects regarding of the capacity of the partners:
 - 7 projects between \$US 94,000 - 200,000
 - 6 projects between \$US 49,000 - 112,000
 - 4 projects between \$US 87,000 - 112,000
 - d) Improvement of capacity of the partners in terms of projects management, finance, partnership, co-management
 - Support to needed organization in project management and preparation of business plan using partners within the ACT-Alliance network (ASHAGG/SCH) and external partners (ASHAGG/Entrepreneur du Monde (
 - Assistance to FIH/HSA for conflict management
 - Support to project financial team (NCA to local partners)
 - e) Interventions in most vulnerable areas in the Les Palmes
2. Six major areas reached through the projects:
 - a) Agriculture / Food Security, Livelihoods: 7
 - b) Infrastructure (irrigation, road): 2
 - c) Water and sanitation: 1
 - d) Disaster risk reduction : 1
 - e) Capacity building of institutions : 5
 - f) Gender / strengthening of women's organizations : 1

V.2.2. Main findings at the program implementation level

Adequacy of the consultations with the local communities and authorities during the program launch

The consultations with the local communities proved to be appropriate and effective as they created an opportunity for:

- Potential partners to understand the program and become interested in participating in its implementation;
- NCA to better understand the context of the Les Palmes region and adjust the program accordingly (e.g. taking into account the existing regional plan prepared by “Direction Administrative et Technique de l’Intermunicipalité les Palmes (DATIP)”;
- A better visibility for the ACT alliance presence and interventions.

Use of a new approach by NCA/ICCO for project assessment and selection

The ACT ILP program set-up was an innovative pilot program for both ICCO and NCA. Over more than 20 years, ICCO has used its expertise to assess the Haitian partners. With the ACT ILP program, a new approach was used by NCA/ICCO for project assessment and selection, which was based on an evaluation grid and the expertise of a large working group (WG) including representatives of ACT members, local authorities and partners in the Les Palmes region. The use of a common grid and the expertise of the WG were desired for assessing thoroughly the proposed projects and selecting those that were well-developed from a community-based participatory approach.

The WG members were divided into sub-committees for project assessment. Except that a member of a committee couldn't participate in the evaluation of his own project, the other criteria used for dividing the members of WG into specific committees and for dividing the projects into the exiting committees were unclear. The selection of some projects (e.g. CPRAH/FUMAQUA) suggested some biases in the selection process. In addition to the existing conflict in the community of Papette where the FUMAQUA project was implemented that was missed during the selection process, the project document lacks of a sound technical approach. Some projects' activities were not technically and financially sound such as the construction of an artesian well in the cattle production project (ADCGS).

The TA together with the country consultant ICCO or with a member of the WG has sometimes conducted field visits for verification of the preselected projects. These visits helped re-assess the projects and reach more reliable conclusions. However, despite the field visits, a detailed assessment of the potential partners and their real involvement in the communities and the community participation in the project design appeared to be lacking. This detailed assessment was necessary after the project pre-selection in order to avoid some observed errors (e.g. CPRA/FUMAQUA) during the process.

Lack of effectiveness and efficiency in the program coordination and management

The observed lack of effectiveness and efficiency in the program coordination and management can be mainly explained by 1) the low staff numbers appointed in the coordination structure, 2) the underperformance of the working group (WG) relative to its expected role, and 3) the frequent replacement of the TA/Coordinator. The program coordination staff had an enormous amount of work to be performed including the selection of 17 proposals from a total of 117 proposals, and the monitoring and supervision of the 17 projects during their implementation in the Les Palmes region. However, the TA was the only full-time manager appointed in the coordination structure. The members of the WG have not shown a strong commitment to the ACT ILP implementation as expected. Their involvement was almost limited to the project selection. The WG became non-operational after the project selection while a huge part of its job consisted of supporting the project implementation phase through a series of field activities. As a result, the contribution of the WG was negligible in terms of monitoring and supervision of implemented project activities, and of anticipating potential problems and proposing solutions to help keep the program in track with regards to its objectives. The fact that the TA has been replaced in 2 times in less than 2 years of the program implementation also had a negative

impact on the coordination structure and its capacity to achieve its role. As an example, although a lot of effort was provided by NCA and ICCO, the TA/Coordinator position was remained unfilled for about 6 months at a crucial moment of the program implementation. The remaining members of the core group (NCA/ICCO) have served as acting TA during this gap. However, it appeared challenging for these members to be effective due to the cumbersome tasks to be performed within the ACT ILP in addition to their specific responsibilities with their own organizations.

Additionally, some important weaknesses in the efficiency of the program implementation included the allocation of 50% of the total budget to the implementing partner as the initial disbursement. The 50% appeared to be too high and risky as an in-depth assessment of the implementing partners were not performed. Furthermore, our discussion with project management staff revealed that some critical project activities (e.g. distribution of seeds during specific planting seasons) have been delayed due mainly to delays in the submission/approval of narrative and financial reports, and subsequent delays in fund disbursements. For instance, the activities of seed distribution by REPADS prior to the planting season were postponed, which has negatively impacted crops production and the expected income increase for the beneficiaries. It is worth recognizing that the verification of progress narrative and financial reports prior to a subsequent fund disbursement is an important steering mechanism for project handling for a donor once the project is approved. However, it is equally important to identify critical projects that if postponed can result in significant negative impacts on the expected outcomes. When some project activities (e.g. seed distribution prior to a planting season) are postponed, they might no longer be implemented during the project lifetime (e.g. a 4-month project, while the next planting season can be after 4 months).

Nevertheless, it is worth highlighting some important efforts that were made by the management team to seek for efficiency during the program implementation. Firstly, most of the selected projects were consistent with the theme of rehabilitation and reconstruction as expected in the program. Similarly, many projects were directed towards the improvement of people's well-being in the Les Palmes region that was severely hit by the earthquake of January 12th, 2010. Second, in a perspective of efficiency and a risk reduction strategy, the program management team has opted for the repartition of the projects in three batches with a threshold funding amount that accounted for the local partners' financial and management capacity. NCA has also provided trainings to help the local partners prepare good financial reports. The trainings were effective as many partners have been able to improve their reports. Third, some errors in the selection of the first batch of projects have been corrected during the second and third batches. The management team has also taken some corrective actions during project implementation such as the suspension of two projects due to mismanagement and conflicts between the communities and the project managers. Finally, the cost-benefit ratio for some projects (e.g. road rehabilitation at Dimini and irrigation system at Arnoux) appeared to be substantially low.

Achievements of the internal program objectives only moderately

The internal program objectives were achieved only moderately due to a lack of participation and commitment of many ACT members in the ACT ILP program. One of the justifications of this joint ACT ILP program was that many ACT Alliance members including CA, CWS, CRWRC,

DKH, FCA, ICCO & Kerk in Actie, LWR, LWF, NCA and UMCOR were active in the Les Palmes region in June 2011. However, only four Act members (ICCO, NCA, LWF, and SCH) have been involved in the ACT ILP program. Some details of the project outcomes and durability with regards to the internal objectives are discussed in the next section.

Achievements of the external program objectives to a great extent

The external program objectives have been achieved to a great extent as many projects have substantially contributed to the rehabilitation of the victims and residents while supporting socio-economic stability in the communities. Some details of the project outcomes and durability with regards to the external objectives are discussed in the next section.

VI. PROJECTS OF THE ACT ILP PROGRAM

VI.1 Outcomes of ACT ILP

This section is focused on the outcomes of the ACT ILP at two levels a) at the program level taking into account its internal and external objectives as outlined in the concept note, and b) at the project taking into account the changes generated in the community's well-being in a context of transition from emergency situation to long-term development.

At the program level

Outcomes with regards to the internal objectives

Based on extensive literature review and interviews with former managers of the program, the evaluation revealed that the internal objectives were reached moderately.

The first internal objective was to promote the working together of Act Alliance members, local ACT partners and local government. This objective was moderately met. Only 4 ACT Alliance members have actively participated in the ACT ILP program: the funding agency (ICCO), the implementing agency (NCA) and LWF and SCH. One of the justifications of this joint ACT ILP program was that many members of the ACT Alliance, including CA, CWS, CRWRC, DKH, FCA, ICCO & Kerk in Actie, LWR, LWF, NCA and UMCOR were already active in the Les Palmes region in June 2011. A large working group (WG) was in place in the ACT ILP, including representatives of ACT members, local authorities and partners in the Les Palmes region. The WG members have actively participated in the project selection processes, but they were barely involved in regular planning meetings, monitoring and supervision of implemented project activities that were essential for ACT ILP program implementation.

The second objective was to increase the visibility of Act-Alliance in Haiti. This objective was met to a great extent. During the field visits, boards with Act-Alliance logos could be seen. The Act-Alliance is well known and welcomed in communities and municipalities as revealed during many focus group discussions. Many beneficiaries appeared to be very happy with the ACT ILP interventions in their communities. Many have claimed that the projects have addressed their real needs.

The third internal objective was to promote the mutual learning between the ACT members, including the involvement of the university. This objective was barely met. There has been only a meeting held in October 2013, in which the lessons learned were discussed between Act members. The university was not included in the process as expected although a ToR was made by the ACT ILP coordinator.

The last internal objective was to contribute to a more collective and effective rehabilitation and reconstruction response than it would be through individual members' interventions while establishing a resilient network able to respond better to future emergencies and manage everyday governance issues in a more collaborative manner. This objective was barely met. The ACT ILP program, through the implementation of 17 projects, has contributed to enhance the capacity of the local partners through project funding and other technical assistance for project implementation. For instance, NCA has provided trainings to local partners for financial report preparation. Some partnerships (e.g. SCH/ASHAGG, FLM /RODEP) were also beneficial in that they helped improve the capacity of the partners in project management, finance and co-management. However, there is no evidence that ACT ILP has made a substantial contribution in terms of effective collective efforts and resilient network as only 4 ACT members were active in the ACT ILP compared with 11 members that were active in the Les Palmes in June 2011.

Outcomes with regards to the external objectives

Based on extensive literature review, interviews with former managers of the program, focus group discussions with project managers and beneficiaries, the evaluation revealed that the external program objectives have been achieved to a great extent.

The first objective was to make an effective contribution to the transition from emergency relief to long-term development in the Les Palmes region in Haiti. This objective was met to a great extent. Seventeen projects were implemented over a period of 3 to 13 months and covered 6 thematic areas (Table 2) in the municipalities of Leogane, Gressier, Grand Goave and Petit Goave.

Table 2 : Summary of implemented projects by thematic areas and percentage of budget amount

Thematic areas	Projects	%	Budget	%
Agriculture / food security / livelihood (cultivation, breeding, production, training)	7	41%	623,072.56	31.90%
Infrastructure (irrigation systems, road rehabilitation)	2	12%	249,402.45	12.77%
Water, sanitation and hygiene (water cisterns, cholera prevention)	1	6%	104,391.00	5.34%
Disaster Risk Reduction (soil conservation, watersheds)	1	6%	57,031.00	2.92%
Capacity building of organizations and institutions	5	29%	836,234.00	42.81%
Gender /strengthening of women / women's organizations	1	6%	83,306.00	4.26%
TOTAL	17	100%	1,953,437.01	100%

Overall, the project activities targeted people and communities directly or indirectly affected by the earthquake. Among the thematic areas, the infrastructure projects show the most visible and important outcomes. These projects helped strengthen the implementing organization structures. They have substantially contributed to the rehabilitation of the victims while supporting socio-economic stability in the communities. For instance, many families gained more revenues as a result of new jobs within these projects, an increase in crop production and diversification due to the availability of water, and an increase and ease in commercial exchanges due to the improvements in road conditions. In the other thematic areas, some impacts are not yet tangible, but they exhibit a great potential in the near future. For instance, the project implemented by DATIP on the census of built properties in Petit-Goave and Grand-Goave can potentially have big impacts. If the collected data are completely processed, they can serve for efficient tax collection, thus reinforcing the municipalities' capacities. In return, the municipalities can provide better services to the citizens.

The second external objective of the program was to contribute to building capacity among local civil society and enhancing the empowerment of local communities to plan, manage and implement rehabilitation and reconstruction efforts. Thus, the local communities could defend their social and economic rights through concrete public policy discussions and proposals reflecting SPHERE, HAP and other norms as objectives. This objective was met to a great extent. Five out of seventeen projects were classified under the theme "Capacity building of organizations and institutions" for an amount of \$ 836,234.00 representing 42% of the project budgets. Many activities were implemented to achieve this objective including:

- Training of community-based organizations (CBOs) on financial management;
- Rehabilitation of 19 adult literacy centers;
- Development of a community center;
- Training of 150 women in business planning and management;
- Technical and financial support for credit management;
- Creation and reinforcement of women mutual solidarity centers (MUSO);
- Development of community development plans;
- Development of contingency plans;
- Reinforcement of a network of 11 organizations in terms of human resources, and strategic and contingency plans for Disaster Risk Management;
- Support to some organizations in filling their paperwork for legal recognition.

Most of the local partners involved in the ACT ILP interventions have considerably improved their capacity in project management, particularly in preparing narrative and financial reports. NCA provided them with trainings on financial management. A new report template, developed in July 2013 by NCA, has helped the local partners improve their narrative and financial reports.

An increase in the capacity of the partners in project management, finance and co-management has also been observed through some beneficial partnerships for project implementation (e.g. SCH/ASHAGG, FLM /RODEP). For instance, with FLM/RODEP, about 70 MUSOs were linked through 3 networks in Les Palmes region, and a central financial management committee was elected in order to ensure sound management of the MUSOs' funds. The committee

members received 3 training sessions in management, strengthening organizational capacity, leadership, conflict management, credit and micro- business management, and entrepreneurship. The committee also received office supplies including cabinets, desks, chairs, and folders for document management and archiving. A series of training sessions was also addressed to the MUSOs' members in credit, microbusiness management, administrative and financial management, new technique for tuber production and plant cuttings production. An amount of US \$ 27,000 was also provided to the MUSOs in order to boost income generating activities. With SCH/ASHAGG, the management staff of ASHAGG has been trained in the use of accounting software. ASHAGG could now produce a financial report without the assistance of SCH. Materials and equipment are installed in the fruit and cereal processing center of ASHAGG in Petit-Goave. ASHAGG members could potentially do their own business and subsequently support their members.

Many partners have also increased their capacity in agricultural production technique, soil and water conservation technique, and entrepreneurship. For instance, with AHAAMES 24 farmers have been trained in seed conservation while 150 farmers mastered the technique of preparation and use of natural pesticides. With APCGGA, 90 farmers were trained in soil conservation. With CRAD, 150 women were trained in SMEs. As a result, farmers and women's economic conditions and livelihoods were strengthened.

Some local partners have become more structured. With COHAN, assistance was provided to some CBOs in filling their paperwork for legal recognition. Some CBOs have currently their legal recognition or at least know how to proceed for their legal recognition. Project reports revealed that contingency plans and community development plans were developed in the course of the ACT ILP implementation.

As mentioned above, ACT ILP has substantially supported the civil society in the Les Palmes region. Many local partners appeared to be in a better position to defend their economic interests and political rights as a result of ACT ILP interventions. Vulnerable groups such as women and disabled people benefited a wealth of knowledge likely to help them overcome the cycle of poverty.

Outcomes of projects per thematic areas

In this section, we are presenting the observed changes per project thematic areas and analyzing their potential positive and negative effects. Environmental considerations and gender are also taken into account in our analysis.

Theme: Agriculture / Food Security / Livelihoods / Breeding / Production, training

Seven out of 15 completed projects fall into this category. The observed changes can be summarized as follows:

- An increase in the availability of seeds (peas, cabbage, carrot, spinach) and cuttings (sweet cassava, yam), which helps diversify crop production and strengthen food security while reducing the overall operating costs and risks in production (e.g. REPADS, AHAAMES);
- An increase in farmer livestock representing important savings for the future due to the distribution of goats and cattle to farmers (e.g. REPADS, ACODAH);

- An enhancement of the genetic characteristics of goats and cattle through the availability of performant genitors ;
- An increase in farmers' knowledge and hands-on experience on composting, natural pest management, agricultural production techniques, seed conservation, breeding management and prevention of infectious diseases (e.g. AHAAMES, REPADS).

The water tanks provided to some households have a significant impact on their livelihoods. Women beneficiaries clearly stated their satisfaction as they currently have more time and money to better engage in their children's education. Prior to these initiatives, women and children used to walk for more than 1 hour for collecting few gallons of water. Now, more water is available at home, and the general hygiene conditions have improved significantly. Children have more enthusiasm to learn and are less absent and tardy at school. Women can maintain a small vegetable garden in their yard, thus improving the family diet and generating some revenues for vegetable sales.

Some of the constraints mentioned during our discussions with project managers included the tendency of political leaders to manipulate livestock distributions (e.g. ACODAH) to their personal network or for political purposes. Conflicts and acts of vandalism were recorded during the implementation of two projects (FUMAQUA / CPRAH). Meetings and reports mentioned phone complaints claiming to not recognize the leaders in the communities where these projects were implemented. These projects have to be closed thereafter.

Theme: Infrastructure

Infrastructure projects are those where the greatest impacts were observed. Two projects were implemented: the rehabilitation of 6 km of road at Dimini, Grand-Goâve, and the rehabilitation of irrigation canals at Arnoux, Petit Goâve. The implementation of these 2 projects has generated nearly 600 temporary jobs including 367 jobs at Arnoux and 230 at Dimini. Women participation was about 40% of the workforce in the rehabilitated road and 27% in the irrigation work. Overall, a local participation of 1/6 of the generated incomes was withheld by the organizations to strengthen their capacities.

The rehabilitated road resulted in an increase and ease of commercial exchanges between Dimini and the city of Grand-Goâve. The farmers are no longer needed to painfully carry agricultural products over their head to reach the local markets. The motorcycle fare for a one-way ride from Dimini to the city of Grand-Goâve has been reduced significantly (60%) from 250 to 100 gourdes. Farmers easily used motorcycles and other public transport to take their products (cassava and charcoal) down the road to the city and bring back home food for their family. This market extension, associated with the road presence and current conditions, is favorable not only for the farmers, but also for other users including drivers that can generate more incomes.

About 1421 linear meters of irrigation canals were constructed, thereby increasing access to water on several hectares of agricultural lands. This project has contributed to expand agricultural productions, apply new agricultural practices, and grow new vegetable crops. Many women were usually involved in vegetable crop production and sales, thus increasing their incomes and improving food security. Experimental plots set by this project enabled the farmers to learn several techniques. Many farmers have adopted the promoted vegetable plots, but continued to use the techniques of compost and natural pesticides to a less extent.

Some undesired outcomes of the road rehabilitation and extension at Dimini appeared to be an increase of the cutting of trees on steep slope lands for charcoal production, which may accelerate soil erosion and degradation. The lack of appropriate drainage structures along the road sides has also caused its erosion by heavy rains. During our discussions with the project managers and the beneficiaries, it was mentioned that the risk of erosion would be mitigated by planting together cassava and bayahonde (Prosopis) during the first two years and avoiding clear-cut of bayahonde. The cassava-bayahonde combination would offer the advantage of keeping a permanent protective tree cover on the fragile lands when harvesting one species. As for the lack of drainage, drains are being constructed to mitigate these effects during the phase 2 of the project.

Theme: Disaster Risk Reduction

Per the review of literature, this theme includes only the project implemented by APCGGA in Grand-Goâve. However, OPF has implemented similar activities of tree planting and gully treatments that could be also considered under this theme. These activities have mainly generated a substantial increase in farmer's revenues through job creation. They also allowed for an increase in membership of the implementing organizations.

The techniques of rock walls and contour canal promoted by APCGGA in lands of steep slopes appeared to be less effective for soil and water conservation in comparison with the techniques of planting vetiver and forage grasses applied by some farmers. Figure 2 compares an observed plot with forage grasses (technique not promoted by APCGGA) and a plot with a rock wall (technique promoted by APCGGA). The level of adoption of the promoted techniques (contour canal, rock walls, and gully treatments) remained very low (~ 5% of the farmers). This low level of adoption can be partially explained by the fact that the execution of such work requires a strong workforce and money that the implementing organizations (APCGGA / OPF), although relatively well structured, are not yet ready to mobilize by their own. In tree planting, more than 75% of seedlings distributed by APCGGA did not survive because of drought. In contrast with OPF, the majority of seedlings planted have survived because of more favorable weather conditions.

At the early stage of the soil conservation activities, the constructed contour canals (APCGGA Project) have increased soil erosion, which was presumably due to the inexperience and lack of expertise of the farmers in contour canals. Safety problems arise for workers given potential injuries during their jobs in steep slope conditions. Clear safety protocols must be developed and carefully followed when implementing some activities.

The projects developed under this theme have undoubtedly increased farmers' knowledge and interest for soil and water conservation. However, one must recognize that the actual impacts in terms of soil and water conservation are far from being significant even locally at the scale of the plots. A more integrated approach of watershed management is needed to reverse the current situation and trend of land degradation in Haiti.

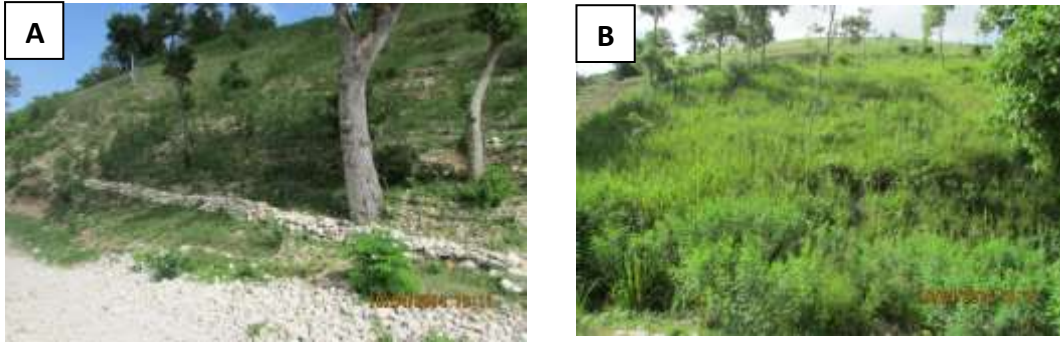


Figure 2 : Illustration of A) rock wall techniques promoted APCGGA, and B) forage grasses techniques not promoted by APCGGA. The forage grasses plot appears to be more suitable for soil protection as the vegetation cover is more favorable to water infiltration in the soils; thus reducing runoff and subsequent soil erosion during heavy rains that are common in Haiti.

Theme: Capacity building of organizations and institutions

The review of literature and field visits show that intense efforts were made to strengthen many CBOs through training, availability of microcredit, literacy campaign and technical assistance for project implementation. As a matter of facts, many CBOs have built capacities in terms of technical and financial management. The members have a greater appreciation of their executives and managerial staff. Many CBOs have significantly increased their members. As discussed earlier, the CBOs and their members are in a better position to defend their economic interests and political rights. However, further support to these organizations seems to be necessary as they still depend on external support (e.g. technical assistance, funds).

The main institution supported by the program is the “Direction Administrative Technique de l’Intercommunalité des Palmes (DATIP)”. The DATIP is focused on providing technical assistance to the 4 municipalities in terms of urban planning and waste management. The project implemented by DATIP is highly important for efficient tax collection on properties and construction and the development of the region over the long term. However, this project was rather slow in starting and delivering reports as scheduled.

Theme: Gender

A project on gender entitled “Strengthening women association’s initiatives through institutional capacity building and improvement in livelihoods” was implemented in Leogane by FIH and HSA. Women of this commune have been severely affected by the earthquake. This project aimed to support a small organizational network of women through a partnership of two local organizations, FIH and HSA. Women involved in small informal business received credit ranging from 2500-10000 HTG with zero interest rate in order to reinvigorate their economic initiatives. Beneficiaries have received training sessions in entrepreneurship and organizational leadership. This project has provided substantial technical and financial assistance to women for increasing their knowledge and consolidating their business. As a result of this project, women feel more comfortable to speak in public and to represent themselves in meetings to discuss their interest instead of asking men to represent them. Nevertheless, the project outcomes are still below normal expectations. Despite many people were hired in the project, it did not show good management practices. Data on loan reimbursement are not available, and no strategy is in place

to recover these loans. This will allow for redistributing the funds to more women, thus increasing the overall project impacts.

Although only the FIH/HSA project was listed under the category “Gender” in the ACT ILP program, the evaluation revealed that other projects had some impacts on gender. Many women have been involved in many project activities, services and outputs. For instance, 9 out of 12 beneficiaries of water tank were women (OFP at Floquette), and many women have received improved goats (REPADS at Leogane). Women also accounted for ~ 40% of the labor force hired in the infrastructure projects. We have observed many women in the association management committees. In general, women are well represented at various levels of the project implementation.

Some the undesired outcomes of the FIH/HSA projects were the conflict between the two implementing partners during the project implementation. As per the focus group discussions, the conflict could be mainly explained by the fact that the responsibilities were not clearly defined.

The main driving factors of the undesired outcomes mentioned above are technical, political or cultural. Some undesired outcomes (e.g. observed conflicts) could have been prevented if there were a detailed assessment of the potential partners and their real involvement in the communities, and the level of participation of the community in the project design. These considerations infer precautionary measures to be taken in the design and implementation of any future program similar to the ACT ILP.

VI.2. Sustainability of projects

This section focuses on analyzing the factors of and constraints to project sustainability per thematic areas.

Infrastructure

The irrigation and family water tank projects (Figure 3) are sustainable because of their nature and their implementation by relatively strong and well-managed CBOs. The CBOs management committees and the family beneficiaries have taken ownership of these projects. These interventions generate large direct benefits to users and result in multiple positive effects as explained earlier. In irrigation infrastructure, AHAAMES helped the beneficiaries in developing mechanisms to ensure normal and long-term water supply to the canal users. Nonetheless, one of the major threats remains the surrounding watershed degradation. In a long-term perspective, envisioning the watershed as a whole is crucial to sustain the investment in the fertile productive valleys as the highly degraded hillside of the watershed is inextricably linked with the valleys.

With MPD’s interventions at Dimini, heavy rains can damage the rehabilitated road especially with the lack of an adequate drainage system. The community has already maintained the road in two occasions since the project ended, which demonstrates the strong ownership of the project results. In the phase 2 of the project, drains are also being constructed along the sides of the road to mitigate the effects of erosion by heavy rains. However, it is important that the community organize and systematically tracks the road maintenance through proper management mechanisms of their workforce.



Figure 3 : Examples of sustainable interventions A) Family water tank in Floquette, Petit Goâve and B) Irrigation canal at Arnoux, Petit Goâve

Agriculture / Food Security / Livelihoods / Breeding / Production, training

The farmers have received training on seed production and conservation techniques, which is favorable to sustain their interventions. However, the problem is not resolved yet. For instance, for seed conservation, the farmers lack adequate storage center and measuring instruments of seed moisture and quality. In addition, when drought impedes crop productions, farmers are unable to return a part of the harvested seeds to the association for redistribution. For the training on agricultural techniques, the project managers have not systematically followed up with the beneficiaries to assess the level of adoption of the techniques post-training. According to them, the rate of adoption generally remained very low 1-10%, exceptionally 30% in compost at Arnoux. This underperformance combined to other factors may weaken the current benefits of the training in the long term.

ACT ILP has funded a fruit and cereal processing center to support institutional strengthening and economic growth of the Association of Disabled in Grand-Goâve (ASHAGG). This center is currently equipped and operational, thus offering potential for ASHAGG members to run their own business. However, the center profitability is a big concern for its sustainability. Training is needed to help the center managers in terms of reducing operational cost and risks, identifying markets and determining competitive sale prices for their products. At the time that the evaluators visited ASHAGG/SCH, the center has stopped its production because of insufficient funds to pay employees and cover the cost of production. ASHAGG is currently working with Entrepreneur du Monde for the development of a business plan. However, this business plan that should be normally developed from the beginning of the project is not yet finalized.

In the case of livestock production projects (ADCGS, ACODAH, REPADS), some constraints to the sustainability of the interventions are due to a) the absence of precautionary measures for avoiding crossbreeding among descendants and their progenitors, b) the absence of a plan to renew the genitors as they are getting old and exhausted, and c) the absence of a timetable for regular vaccination events to avoid considerable loss of animals. For some projects, the

beneficiaries don't even know where to find vaccines and veterinary technicians. During their implementation, these projects should have a component that focused on training local management committees in planning crossbreeding and genitor renewal in order to maximize the long-term benefits.

Disaster risk reduction

The main constraints to the sustainability of the disaster risk reduction projects remain the lack of ownership, the extensive labor needed to perform the promoted techniques and the agro-ecological conditions that prevail in the areas. For instance, we have observed that soil conservation activities in Floquette with OPF are far more effective and sustainable than those implemented in Corail with APCGGA. In both cases, the implementing organizations are relatively strong but at Floquette, the agro-ecological conditions are particularly more favorable for the success of the interventions. Ignoring these factors in the choice of interventions can undermine their chances of sustainability.

Capacity building of organizations and institutions

Many implemented activities (training, availability of microcredit, literacy campaign and technical assistance for project implementation) for building capacity of organizations and institutions are important steps towards sustaining their interventions. As discussed earlier, many local implementing partners were involved in these activities.

VII. SUMMARY OF THE MOST IMPORTANT REALIZATIONS OF ACT ILP PROGRAM

Table 3 is not a logical framework but rather presents concisely the most important realizations of the program, its current outcomes and potential impacts in the long term. The table was constructed after reviewing program documents and after assessing the outcomes and potential impact of various projects from field visits and meeting with beneficiaries.

Table 3 : Summary of ACT ILP project outputs, outcomes and potential impacts

Project	Outputs	Positive Outcomes	Potential impacts
AHAAMES	Construction of a total of 1397.70ml primary canal and 24 ml secondary canal 150 farmers mastered technique for preparation and use of natural pesticides 24 farmers received expertise in production technology and seed conservation A total of 46.86 kg of seed ,3.5 metric tons of beans and maize seed A total of 30 tons of organic fertilizer (chicken manure), 30 kg of pesticides were provided to farmers	Increase production and productivity Capacity building Access to water and agricultural inputs	Improved Livelihoods Community development
REPADS	1 ton of beans and 5.6 tons of minisets yam were distributed 201 Goats were distributed to 67 families 27 families trained in yam minisets techniques	Increase access to livestock and to improved breed	
OPF	950 families have benefited each bean seeds and yam for this period 350 beneficiaries are trained on especially tuber production technique (yam, cassava) 223 beneficiaries are trained in cereal production techniques (Bean) 100 beneficiaries are trained in environmental management and protection of watersheds 1,5 km of ravines protected 12 family tanks were built 5,000 seedlings are planted and 350 are sold at subsidized prices	Greater access to agricultural inputs Increase know-how of farmers in watershed protection Increase organizational capacity and visibility	
RODEP/FLM	3 network of MUSO created Financial and technical support to 10 MUSOs with a total of 450 persons members Literacy activities targeting at least 300 persons Travers Alpha 10 centers are implemented.	Increase rural organizational capacity for generating revenue	
APCGGA	Drywall is erected (160 for a volume of 598 m3 1500 ml of Contour channels are built 90 Farmers trained in soil conservation 7,600 seedlings fruit (mango, avocado , orange , ...) and forestry (cassia , benzolive , ...) are put into land and soil conservation structures are , in addition , reinforced by planting thousands of vetiver slips (Veteveria zizanioides)	Job creation (660) Slopes and ravines protected	

Project	Outputs	Positive Outcomes	Potential impacts
FIH/HSA	10 women's organizations are equipped with hardware and human resources to carry on the objectives defined by their organizations 145 women's initiatives have received financial support and their companies become visibly busy . This increases their standard of living considerably and gradual ways.	Women associations capacity building Women victims from earthquake recapitalized /rehabilitated	Community stabilization Social cohesion increased
ASHAGG/SCH	Location, secure and repair the building to house the ASHAGG fruit processing unit for 300 pesons handicapped Acquisition, transport and installation of various materials and equipment for the operation of the trainings	Greater access to resources for ancient and new handicap persons by the earthquake	
MPD	Construction 6.2 Kms de chaussée en terre battue. Establishment of 2700 ML of earth canal on 65 meters wide by 50 meters high. . Construction 6.2 kms of dirt track road. Plantation of cuttings, bamboo, grass elephant and stalks of regrowth on gullies places	Increase market for agricultural product Increase revenues for taxi drivers and reduce cost for users of mototaxi Reduce time operations for market and schools	Increase revenue in the community and nearby areas
ADCGS	Distribution of goats to 400 families	Increase Access to livestock in vulnerable communities	Reduce vulnerability of the community
ACODAH	Distribution of 55 cattle to 55 families	Increase access to livestock in vulnerable communities	
COHAN	Construction of 100 water cisterns for a hundred families About 31 people are trained in vegetable-growing technics 10 local organizations have their capacity strengthened	Improve sanitation in local communities Strengthen livelihood diversification Improve community base organizations status	Population wellbeing is improved
CRAD	150 women were trained in SMEs management 150 families were provided with financial support to strengthen their economic activities	Women's economic capacities are strengthened	livelihoods are improved
GRIDAP	Establishment of an operating network of 11 local-based organizations 150 beneficiaries were trained in various field including project design and management, disaster risk reduction and management	Local capacity enhanced	Increase resiliency of the community
DATIP	Establishment of regional steering committee per commune Community mapping of road network in the commune GIS and census data on 12000 properties were captured and entered	Information system in the community is strengthened	Increase funds for municipality development

VIII. LESSONS LEARNED

The lessons learned from this evaluation are formulated in a direct and concise way. They are based on the overall performance of the program, the observations made in the field and in a perspective of a consolidation of experiences.

Lessons learned at the program level

- The absence of a clear logical framework in the ACT ILP program allowed for a great flexibility in considering different project ideas from the partners, but was inconsistent with the development of sufficiently interrelated projects aiming at achieving the common goals of the program.
- The cooperation of the ACT members in ACT ILP program was not favorable as only 4 ACT members were involved in the program compared with 11 that were active in the Les Palmes region in June 2011.
- The common practices, specific interests, prior experiences and expertise of the ACT members have not been thoroughly assessed and taken into account during the program design, which would likely facilitate the participation of more ACT members in the ACT ILP program;
- The amount of work for the assessment of projects by ICCO team was underestimated due to expectation that the WG would have assessed the projects more in-depth.

Lessons learned at the project level

- The projects are likely to be successful and durable when they are technically sound, designed from a community-based participatory approach, and implemented by strong and reliable local partners;
- Local authorities must be effectively informed on projects to be implemented in their jurisdictions although guidelines should be put in place for preventing project activity deviations to their personal and political interest;
- For minimizing risks of conflicts and dissatisfaction, and for promoting real sustainability, it is critical to monitor the level of involvement of the partners in the communities and whether or not the beneficiaries actively participate in the project design and implementation;
- It is crucial to define clear and consistent criteria for the selection of beneficiaries, and the CBOs must strictly apply them;
- The livestock production projects appeared to be lacking sound technical approach in terms of durability of the interventions.

IX. CONCLUSIONS

The ACT ILP program was designed under a concept paper as framework with no clear programmatic approach. The program has introduced a new approach for project assessment, coordination and management under the umbrella of a large WG of representatives of ACT members, local authorities and partners in the Les Palmes region. The WG has effectively played a key role in project assessment, but was barely involved in project monitoring and supervision. The coordination structure, including the TA and the WG, has clearly underperformed with regards to its expected responsibilities, which results in a lack of effectiveness and efficiency in

the overall program management. The internal program objectives were achieved moderately. Despite the efforts for enhancing cooperation among ACT members and local partners through the WG, the ACT ILP program has not made a substantial contribution in terms of effective collective efforts and resilient network as only 4 ACT members were active in the ACT ILP compared with 11 members that were active in the Les Palmes in June 2011. The external objectives of the program were reached to a great extent. The infrastructure projects showed clear positive outcomes and potentially durable impacts on the targeted communities. Many families gained more revenues as a result of new jobs within these projects, an increase in crop production and diversification due to the availability of water, and an increase and ease in commercial exchanges due to the improvements in road conditions. Many local partners have considerably improved their capacity in project management, co-management, entrepreneurship, and agricultural and soil conservation technique through a series of interventions (training, availability of microcredit, literacy campaign and technical assistance for project implementation and partnerships within the ACT ILP program. These achievements appeared to be consistent with the socio-economic stability of the victims of the earthquake. The ACT ILP program, as a pilot program, provides a variety of lessons to be capitalized on for future interventions in the region or elsewhere.

X. RECOMMENDATIONS

The following recommendations are based on the lessons learned from the pilot ACT ILP program in Haiti and may apply in similar environments with some adjustments. They are made to help ICCO/ACT Alliance successfully design and implement adequate program for rehabilitation and reconstruction. These recommendations include:

At the program design

- Identify in the concept paper the national or regional policy for the alignment of the ACT ILP program's objectives.
- Ensure that the ACT members' common practices, specific interests, prior experiences and expertise are fully assessed and considered in the program formulation such that the internal program objectives clearly reflect ACT members' expectations and capacity for oversight.

At the program implementation

- Identify or develop appropriate mechanisms to motivate the WG members and to play an active role in monitoring and supervision of implemented project activities, and in anticipating potential problems and proposing adequate solutions.
- Conduct in-depth assessments of the potential partners including the WG members to verify their reliability and integration with the local communities prior to providing them funds.
- Select a full-time and competent team for the program management and provide excellent compensation, allowances and benefits to key managers to retain them and avoid their leaving at crucial moments of the program execution.

At the project design, selection and implementation

- Allocate funds for short term technical assistance to local organizations and ACT members that were not able to develop quality projects.
- Ensure that adequate mechanisms are in place to effectively use the existing expertise within the ACT Alliance not only at the project selection processes, but also at the monitoring and supervision of implemented projects.
- Identify or develop adequate mechanisms to avoid delays in critical project activities with expected significant positive outcomes, such as seed distribution prior to the planting seasons. For instance, make disbursement of funds only for the critical activities pending the approval of the progress narrative/financial report for other disbursement of funds.

ANNEX

Annex 1: Evaluation Terms of Reference

Annex 2: Work plan, Data collection tools and matrix for data analysis

Annex 3: Photo Slides of field visits

Annex 4: List of participants in focus group and key informant meetings