



HISTORIC IMPACT CAPITALISATION OF SDC'S BILATERAL COOPERATION IN LATIN AMERICA AND THE CARIBBEAN

HAITI

DEEP DIVE REPORT | LOCAL GOVERNANCE AND RESILIENCE

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AUGUST 2023

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Haiti

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TABLE OF CONTENTS

1 INTRODUCTION	1
2 METHODOLOGY OF THE DEEP-DIVE	2
3 OVERVIEW OF SDC'S COOPERATION WITH HAITI IN THE FIELD OF LOCAL GOVERNANCE AND RESILIENCE	3
3.1 SUMMARY OF RELEVANT SDC PROJECT IN THE SECTOR	3
3.2 STAKEHOLDERS	7
3.3 THEMATIC THEORY OF CHANGE & HISTORIC POLITICAL TIMELINE	7
4 PRESENTATION OF RESULTS	13
4.1 MAIN ACHIEVEMENTS OF SDC'S COOPERATION WITH HAITI IN THE FIELD OF LOCAL GOVERNANCE AND RESILIENCE	13
4.1.1 RELEVANCE	13
4.1.2 COHERENCE	16
4.1.3 EFFECTIVENESS	18
4.1.4 IMPACT	24
4.1.5 SUSTAINABILITY	26
4.2 MAIN LESSONS LEARNED	29
4.2.1 SECTORAL LESSONS LEARNED	29
4.2.2 INSTITUTIONAL LESSONS LEARNED	31
5 RECOMMENDATIONS AND CONCLUSIONS	34
ANNEX 1: LIST OF INTERVIEWEES	35
ANNEX 2: BIBLIOGRAPHY	37
ANNEX 3: EVALUATION & CAPITALIZATION MATRIX	39

LIST OF FIGURES

Figure 1: Visualisation of actors map	7
Figure 2: Timeline of major events (political, social, economic, natural) relevant for the sector Local Governance and Resilience in Haiti	8
Figure 3: Thematic theory of change	12

LIST OF TABLES

Table 1: Deep Dive Haiti Basic data	1
Table 2: List of projects in the thematic field (local governance and resilience) in Haiti	4

LIST OF ACRONYMS

ADPG	Association Des Producteurs de Goyave/ Association of Guava Producers
ANAP	Agence Nationale des Aires Protégées
ASECs	Assemblée des Sections Communales/ Assembly of Communal Sections
CASECs	Conseil d'Administration de la Section Communale/ Communal Section Administrative Council
COPRAVPAB	Coordination des Organisations Paysannes de la Vallée de la Plaine du Cul-de-Sac/ Coordination of Peasant Organizations of the Cul-de-Sac Plain Valley
CSOs	Civil Society Organizations
DC	Development Cooperation
DDR	Disaster Risk Reduction
DLG	Decentralization and Local Governance
EPA	Eau Potable et Assainissement
FENACA	Fédération Nationale des Conseils d'Administration de Commune d'Haiti/ National Federation of Communal Administrative Councils of Haiti
FENAMH	Fédération Nationale des Mandataires des Communes d'Haiti/ National Federation of Elected Municipal Officials of Haiti
FOs	Farmer Organisations
GNI	Gross National Income
HA	Humanitarian Aid
HFA	Hyogo Framework for Action 2005-2015
HIC	Historic Impact Capitalisation
LAC	Latin America and the Caribbean
LRRD	Linking Relief, Rehabilitation and Development
M&E	Monitoring and Evaluation
MfDR	Managing for Development Results
NGOs	Non-governmental organisations
PAAF	Plan d'Action pour l'Agriculture Familiale
PCD	Plan Communal de Développement
PNIA	Plan National d'Investissement Agricole
PNPPS	National Policy for Social Protection and Promotion
RBM	Results-Based Management
SDC	Swiss Agency for Development and Cooperation
TCLA	Improved Local Construction Technique
ToC	Thematic Theory of Change
UCLBP	Unité de Construction de Logements et de Bâtiments Publics/ Unit for Housing and Public Building Construction
UN	United Nations
WASH	Wash, Sanitation and Hygiene
WFP	World Food Programme

1 INTRODUCTION

The Historic Impact Capitalisation (HIC) project is embedded in a comprehensive **institutional knowledge management initiative** accompanying the gradual phasing out of the bilateral cooperation of the Swiss Agency for Development and Cooperation (SDC) from Latin America and the Caribbean (LAC) by 2024. The HIC project focuses on three main areas: 1) a meta-analysis of SDC's engagement covering Nicaragua, Honduras, El Salvador, Peru, Bolivia, Ecuador, Cuba and Haiti, 2) five **sectoral/thematic deep-dives** in Nicaragua, Honduras, Bolivia, Cuba and Haiti, and 3) an analytical overview of the development of communication material showcasing key results and lessons learnt during the programme phase.

In line with SDC's HIC Approach Paper, the **deep-dive** aim to analyse SDC's engagement in selected sectors in the current five priority countries along the OECD DAC evaluation criteria (excluding efficiency) and to assess impact generated through programme interventions across sectors and relevant institutions. The scope of this evaluation covers SDC's development portfolio (2003-2023) in Haiti to better understand the context within which the country programmes were planned and implemented. The deep-dives build on the results of the preceding meta-analysis. Although, the deep-dives have a specific thematic focus, it has also generated learning/knowledge beyond that will then be incorporated in the final meta-analysis and capitalisation report. It must be stressed that **the deep-dives do not follow standard evaluation methodology, but rather reflects on** information gathered through the study protocol including triangulation of information from variety of sources to help construct an aggregate opinion.

In Haiti, the sectoral deep-dive focused on “**Local Governance and Resilience**”, as decided by SDC Bern and the SDC country office in Haiti, given SDC's strategic engagement in this sector for more than 20 years. The table below provides the basic data of the deep-dive's in-country mission.

Table 1: Deep Dive Haiti | Basic data

GFA TEAM	MISSION DATES	PROJECTS INCLUDED IN THE DEEP-DIVE	SOURCES
Katharina König Tomas Keilbach Gutenbert Léveill�	27 th – April 7 th March 2023	(1) PAGODE: Programme d'Appui � la Gouvernance D�centralis�e (2) PAGAI: Programme d'Appui � la Gouvernance Agricole Inclusive (3) PVB: Programme de Pr�servation et de Valorisation de la Biodiversit� (4) REGLEAU: Renforcement de la Gouvernance Locale de l'Eau et de l'Assainissement en Ha�ti (5) CCR: Centre de comp�tences en reconstruction (6) PARHAFS: Projet d'appui � la reconstruction de l'habitat avec formation dans le Sud (7) PROMES: Programme d'appui � la Promotion et � la Protection Sociale en Ha�ti (8) PURPOSE : Phase Unique pour le Rel�vement Post Ouragan dans le Sud	Deep-Dive: 32 interviews (including 2 focus group discussions) Revision of documents (including ProDocs, interim and final reports, technical reports, internal and external evaluations, strategy documents, etc.) Additional information from Meta-Analysis interviews and reports.

2 METHODOLOGY OF THE DEEP-DIVE

In the context of **deep-dive planning**, already at the beginning of the meta-analysis phase, SDC together with the HIC team examined whether the deep-dive sectors initially selected in the approach paper were still reasonable or whether they had to be adapted in order to guarantee current and future relevance of the topics for SDC. In the case of **Haiti**, the deep-dive topic was changed by SDC from the initially foreseen “Local Governance and Disaster Risk Reduction” to “**Local Governance and Resilience**”. Based on the sector selection, and in consultation with the SDC country office, project were selected for the study, and virtual interviews were arranged with stakeholders such as, government representatives, development partners, private sector, civil society organisations, implementing organizations and beneficiary groups. A joined kick-off meeting with SDC Bern, SDC country office, SDC technical focal point and the HIC Team was organized.

Due to **deteriorating security context during the evaluation phase**, no field visits were made and all interviews and focus group discussions were arranged online.

During the **deep-dive assessment**, the relevant programme related documents were analysed, and structured, semi-structured or open interviews with implementing and partner institutions, beneficiaries, independent experts and other stakeholders were undertaken. During the deep dive exercise, the HIC Team was not able to collect primary data, while had to rely **solely on information already documented by the country management, interviews with stakeholders and focus group discussions**.

As was the case in the meta-analysis, the HIC Team used an **evaluation and capitalisation matrix** including guiding questions (categorized by the OECD DAC criteria plus lessons learned), assessment criteria, and methods of data collection and data sources. All collected data including relevant documents, interview protocols etc. were analysed applying elements of **qualitative content analysis**. The coding of the text material was done using the software MAXQDA.

Based on the literature review and interviews a **thematic theory of change and historic political time-line** per country and sector was developed showing the assumed impact logic and important political framework conditions. On the basis of the model, elements of **contribution analysis** were applied, meaning that through the collection of empirical evidence to gauge whether and to what extent contributions to observe changes that can be attributed to SDC engagement.

3 OVERVIEW OF SDC'S COOPERATION WITH HAITI IN THE FIELD OF LOCAL GOVERNANCE AND RESILIENCE

3.1 SUMMARY OF RELEVANT SDC PROJECT IN THE SECTOR

The table below provides the basic information of the projects that were included in the deep dive. As indicated above, the selection was made jointly by the SDC Country Office and the HIC Team, based on the projects' proximity to the sector "Local Governance and Resilience".

Table 2: List of projects in the thematic field (local governance and resilience) in Haiti

Project Title	Period	Budget SDC	Implementer	Main Partners	Geographical focus
Programme d'Appui à la Gouvernance Agricole Inclusive -PAGAI	Phase 1: 07/2018-06/2022	CHF 6.1 mio	Consortium Helvetas Swiss Intercoopération, AVSF, GRAMIR. MARNDR / Direction de l'Innovation Agricole (DIA)	<u>Community-based organisations</u> : FADA, ROPAGA, OCPGA, Foundation 4 je kontre <u>State and government institutions</u> : Mairies, Directions Départementales Agricoles du Sud et de la Grand'Anse, Bureaux Agricoles Communaux, Direction de l'Innovation Agricole, <u>Private service providers and suppliers</u> : SOFA, Department of the Ministry of Women's Conditions and Women's Rights	Department of the South: Les Anglais and Chardonnière Department of Grand'Anse: Roseaux and Beaumont
	Objective: To contribute in a sustainable way to the satisfaction of the nutritional requirements of the Haitian population and to the social and economic development of the country, within the framework of a long-term vision of promoting modern, agro-ecological agriculture, based on the effectiveness and efficiency of family farms and the promotion of agricultural enterprises through the involvement of the sector				
Programme d'Appui à la Gouvernance Décentralisée (PAGODE)	Phase 1: 03/2019 – 02/2023	CHF 7.7 mio	Consortium ID, CROSE, GRAMIR, ITEKA	<u>State and government institutions</u> : Mairies, CASEC, ASEC, MICT <u>Local structures</u> : Community-based organisations and civil society organisations. <u>Private sector</u> : Fondation Espoir	Department of the South, Grand'Anse and South East
	Objective: To contribute to the strengthening of public institutions for decentralisation (1) to support communal and inter-communal actions in the provision of services and investments; (2) Contribute to the strengthening of citizens' associations and promote equality between women and men; (3) Provide support for dialogue with governmental and local actors and for consultation between PTF (Technical and Financial Partners)				
Projet d'appui à la reconstruction de l'habitat avec formation dans le Sud (PARHAFS)	Phase 1: 07/2018 – 03/2022	CHF 8.6 mio	Swiss Agency for Development and Cooperation	<u>National, technical and operational coordination institutions</u> : DGPC, CTEGAP, DINEPA/OREPA, INFP, LNBTP, UCLBP <u>Local authorities</u> : Town halls, CASEC and ASEC <u>Operational actors in construction training</u> : craftsmen, Port-à-Piment Professional Construction Training Centres, CRATERre <u>Technical and financial partners</u> : Swiss NGOs: Caritas, Habitat Cité, Habitat for Humanity, USAID, World Bank, OFDA, European Union, <u>Other partners</u> : Women's Association, Shelter and Non-Food Items Cluster	Communes in the South Department: Port-Salut, Roche-à-Bateaux, Co-teaux, Port-à-Piment, Chardonnières, les Anglais, Tiburon
	Phase 2: 04.2022 - 06/2025	CHF: 4.03 mio	Swiss Agency for Development and Cooperation		
	Objective Phase 1: Strengthen the resilience of populations to cope with the effects of natural hazards on the habitat Objective Phase 2_: Strengthen the resilience of communities in the South to the effects of natural hazards on both individual housing (family level) and community shelters				
Renforcement de la Gouvernance Locale de	Phase 1: 11/2018 – 11/2022	CHF 9.4 mio	HELVETAS Swiss Inter-cooperation	<u>Helvetas implementing partners</u> : GRIDE and EXXSA <u>Local authorities</u> : Town halls <u>Reinforced actors</u> : 6 municipalities, OREPA South, URD South-East Users' associations	Department of the South-East with 4 communes: La Vallée de Jacmel, Marigot, Bainet,

Project Title	Period	Budget SDC	Implementer	Main Partners	Geographical focus
l'Eau et de l'Assainissement en Haïti (REGLEAU)				<u>Other actors:</u> private sector	Jacmel; South department (Chardonnières) and Nippes Department (Anse-à-Veau)
Objective Phase 1 : Improve the living conditions of the population by increasing the availability and improving the quality of drinking water and sanitation services					
Phase Unique pour le Relèvement Post Qu-ragan dans le Sud (PURPOS)	<u>Phase 1:</u> 02/2017 – 12/2018	<u>Phase 1:</u> CHF 4 mio	Swiss Agency for Development and Cooperation	<u>Contractual partners for implementation:</u> AYITIKA (South), GRAMIR (Grand' Anse), Consortium UNIQ / Veterimed, IFOS, GRIDE <u>State partners:</u> DINEPA, town halls, OREPA Sud, ATLD, MICT, AMAGA,	Grand'Anse and South departments
Objective: Contribute to the post-Matthew recovery efforts in the "Grand Sud" by supporting transparent and equitable actions combining short term assistance to the most severely affected populations (particular targeting of vulnerable people and specific consideration of the needs and key roles of women) and the reinforcement of 'actors' in their medium and long term development perspectives					
Programme d'appui à la Promotion et à la Protection Sociale en Haïti (PROMES)	<u>Phase 1:</u> 11/2019 – 12/2024	<u>Phase 1:</u> CHF 9.08 Mio	Fondasyon Kole Zepèl (FONKOZE) and Programme Alimentaire Mondial (PAM)	<u>State partners:</u> MAST, MCFDF <u>Territorial authorities and civil society:</u> Mairies, CASEC, ASEC, OCB	South East Department: Communes of La Vallée de Jacmel, Marigot and Belle Anse
Objective : contribution to the construction of a national and territorial system of social protection and promotion for the socio-economic integration of vulnerable households and the reduction of the intergenerational transmission of poverty					
Programme de Réduction des Risques de Catastrophes Naturelles (RRC)	<u>Phase 1:</u> 02/2016 – 12/2017 <u>Phase 2:</u> 09/2018 – 31/2023	<u>Phase 1:</u> CHF 1.7 mio <u>Phase 2:</u> CHF 6.67 mio	Swiss Agency for Development and Cooperation	<u>Local and regional authorities:</u> Mairies, ASEC, CASEC <u>Local partners:</u> Fanm Deside, ACDED, CROSE <u>State partners:</u> CNIGS, BME, LNBTP, CNSA, MICT, MARNDR	South and South-East departments (Jacmel, Cayes-Jacmel and La Vallée de Jacmel)
Objective Phase 1 : Appropriate prevention measures protect the population, especially the most vulnerable, from loss of life and damage or destruction of their livelihood systems and basic infrastructure Objective Phase 2 : The objectives pursued within the framework of phase II make it possible to intervene at the communal and local level in all areas of risk management by continuing to work on the knowledge of natural hazards, risk assessment and prevention, while adding the aspects of preparation/response compared to phase I					
Centre de compétences en reconstruction (CCR)	<u>Phase 2 :</u> 2011 – 2014 <u>Phase 3 :</u> 2014 – 2016 <u>Phase 4 :</u> 2016 – 2018	<u>Phase 2:</u> CHF 3.1 mio <u>Phase 3:</u> CHF 1.9 mio <u>Phase 4:</u> CHF 1.3 mio	Swiss Agency for Development and Cooperation	<u>State and government institutions:</u> MTPTC, INFP, LNBTP, <u>Other:</u> Vocational training centre	National (all departments)
Objective: contribuer à la bonne coordination des projets de reconstruction					

Project Title	Period	Budget SDC	Implementer	Main Partners	Geographical focus
Programme de Préservation et de Valorisation de la Biodiversité (PVB)	Phase 1 : 2003-2006		Helvetas Swiss Interco-operation	<u>Government and state institutions</u> : MdE, MARNDR, DGPC, ANAP, CUPROC, CIAT, <u>Local authorities</u> : Municipalities, CASEC, ASEC <u>Others</u> : CBOs,	South East and West departments
	Phase 2 : 2006-2010				
	Phase 3 : 2010-2013				
	Phase 4 : 2013-2024				
	Objective Phase 3: To ensure the continuation of sustainable economic activities as part of the local management of the ecosystems in and around Unit II of the Forêt des Pins. Objective Phase 4: The project contributes to the improvement of the living conditions of the local populations of the Massif de La Selle in the context of the promotion of a sustainable management of natural resources and biodiversity				

3.2 STAKEHOLDERS

Over the past two decades, SDC projects have been engaging a considerable range of stakeholders in the sector Local Governance and Resilience in Haiti. The below figure provides a very abbreviated and condensed snapshot of them. It can be noted that no fundamental change regarding the type of stakeholder occurred in the past two decades.

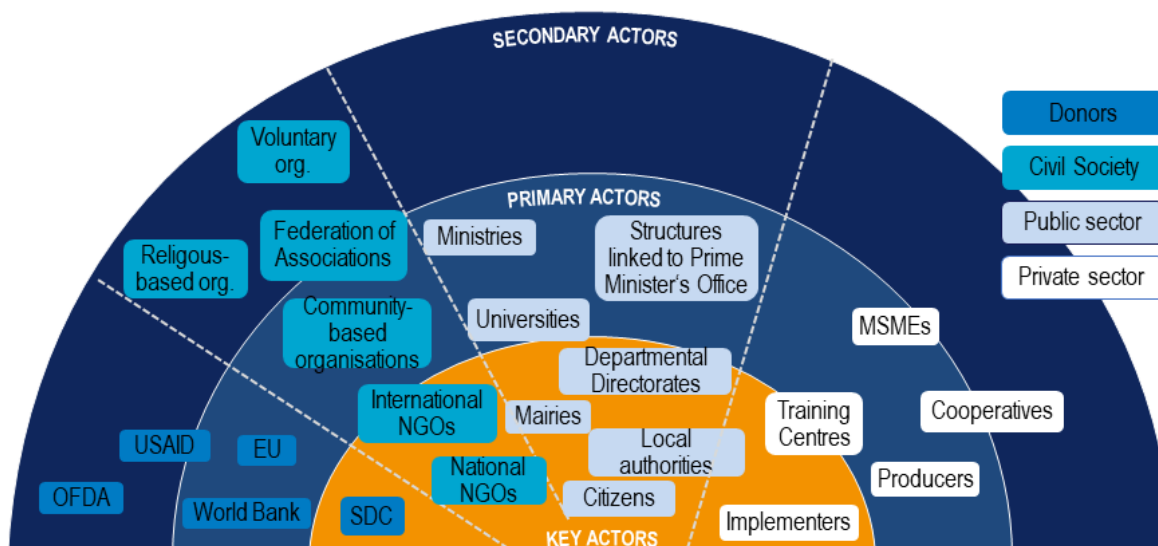


Figure 1: Visualisation of actors map

The **key partners of the programmes** are generally training centres, universities, ministries/departmental directorates, local authorities, decentralised state structures, international and local NGOs, civil society organisations and United Nations organisations, particularly the World Food Programme, which have been working in Haiti for at least 10 years and have a very good community base. **Secondary partners** are the private sector, federations of associations, structures linked to the Prime Minister's Office (UCLBP), technical and operational coordination institutions, including donors.

The **implementing partners of the programmes and projects** are Swiss organisations (e.g. Helvetas), international (ID) and national (FonKoze) NGOs and a United Nations agency (World Food Programme, WFP). In some programmes and projects, local authorities, departmental directorates (agricultural, environmental, etc.) of agricultural innovation were able to benefit directly from the funds to launch activities.

The **target groups** vary according to the type of programme. They are local producers, rural populations, local authorities, families/households, national and international NGOs, existing state and government structures, U, cooperatives and d, farmers' organizations, national service providers, ministries, farmers' organization networks, public/private universities, grassroots communities, civil society organizations and two federations of elected representatives (FENAMH and FENACA).

3.3 THEMATIC THEORY OF CHANGE & HISTORIC POLITICAL TIMELINE

The timeline illustrated in Figure 2 presents a selection of context factors as well as the development of SDC's cooperation with Haiti that have been relevant to the deep-dive sectors of Local Governance and Resilience over the past 20 years. It also indicates the implementation periods of the SDC projects included in this deep-dive, and show the key objectives for the sector, the main partners and target group as indicated in the respective SDC Strategies for Haiti. Adding to this, the below provides further contextualization.

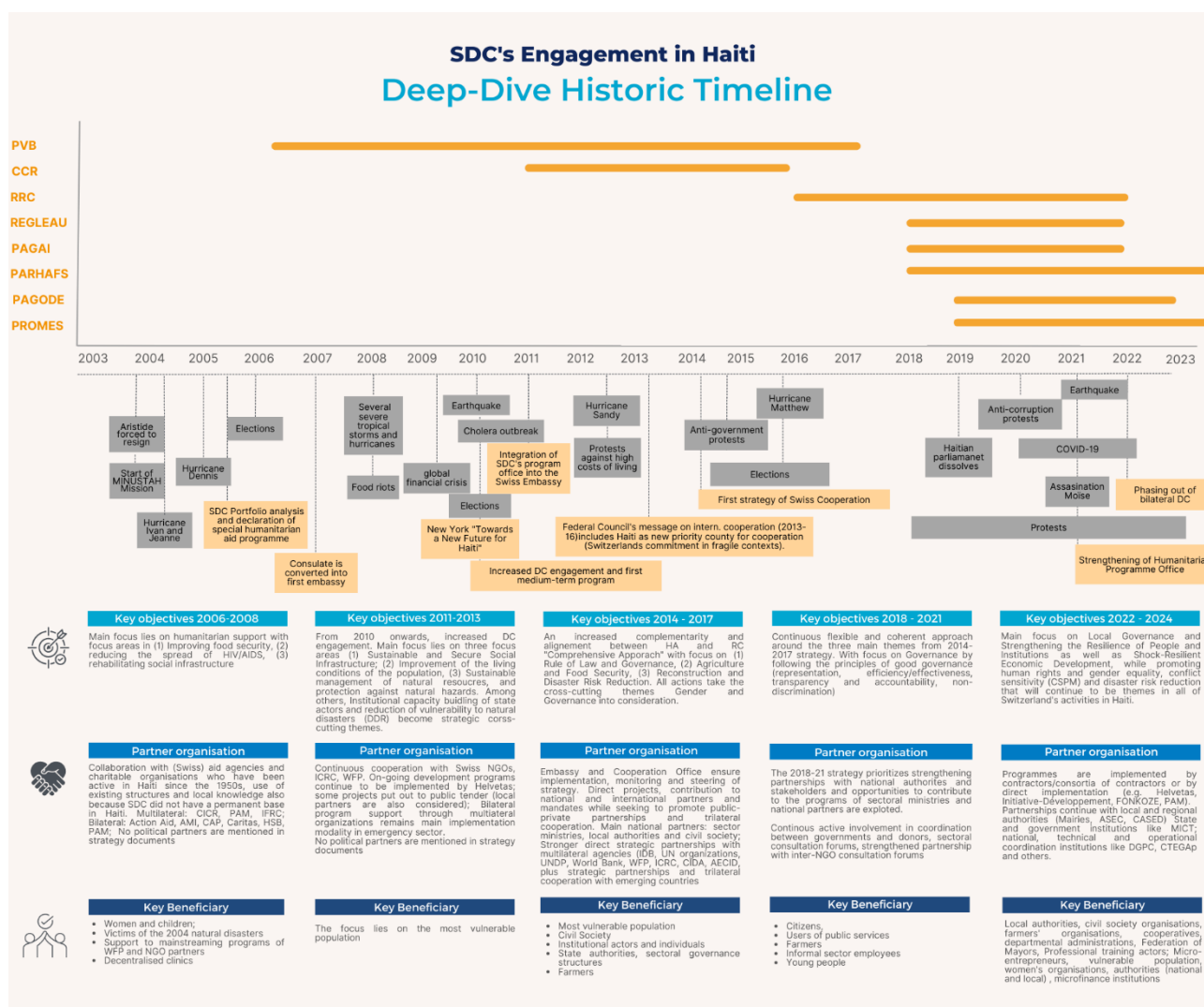


Figure 2: Timeline of major events (political, social, economic, natural) relevant for the sector Local Governance and Resilience in Haiti

Over the last 20 years, Haiti is shaped by a series of political and natural disaster events, increasing violence and insecurity, which have exacerbated the country's fragility and significantly impacted its economic and social development.

Haiti remains the poorest country in the LAC region and is one of the poorest countries in the world. In 2021, Haiti had a **GNI per capita of US\$1,420, the lowest in the LAC region**, which averaged US\$15,092. On the **UN Human Development Index**, with a score of 0.545, **Haiti ranked 163rd out of 191 countries in 2021**, which has remained almost unchanged throughout the last two decades (0.474 in 2000)^{1,2}.

With an ongoing political and institutional crisis and high vulnerability to natural disasters, the **economy contracted** for four consecutive years, by -1.7% in 2019, -3.3% in 2020, -1.8% in 2021 and -1.7% in 2022 - a reflection of temporary downturns in economic activity of the last 20 years, in which the economy experienced further periods of contraction, notably in 2001 (-0.3), 2004 (-1.3), and in 2010 (-5.7)³. The

¹ <https://hdr.undp.org/data-center/country-insights#/ranks>

² <https://hdr.undp.org/data-center/specific-country-data#/countries/HTI>

³ <https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?end=2022&locations=HT&start=2000>

general trend over the last five years has been a steady deterioration of all economic and socio-economic indicators across the board.

Armed violence has increased, including in the capital Port-au-Prince, where violent gangs are competing for control of business districts. According to the **2023 Index of Economic Freedom**, Haiti ranks 149th worldwide with regards to economic freedom⁴. More than 25 percent of Haitians live in extreme poverty and a record number of people have emigrated, mainly to the Dominican Republic, South America and the United States.

Haiti's **political landscape** is characterized and marked by its **complexity**. Frequent leadership changes and crises hamper effective governance and create a challenging environment for political actors – such as, among others, the 2004 resignation of President Jean-Bertrand Aristide, marked by widespread protests; the 2010 earthquake and cholera outbreak that worsened the already precarious political situation, straining governance efforts; the 2015-2016 political crisis related to delayed presidential elections; the protests and unrests in 2018-2019 driven by economic frustrations and allegations of corruption; the assassination of Jovenel Moïse in 2021 marking a significant political crisis for Haiti, creating a power vacuum and further destabilization; and the indefinitely postponed provisional electoral council to schedule the elections promised by acting Prime Minister Ariel Henry.

Corruption has long been a pervasive problem in Haiti, hindering economic development, undermining public confidence and trust and hampering effective governance in the country. At national level dysfunctions persist, herein, among others, risk of collusion between the executive and the legislature, lack of independence of the judiciary, often opaque and poor management of public finances, impunity and corruption. In Transparency International's **Corruption Perception Index**, Haiti ranks **164/180** with a score of 17/100 in 2022. The Index measures how corrupt the country's public sector is perceived (0: highly corrupt; 100 very clean). Besides corruption, impunity for massacres, kidnapping and sexual violence is considered chronic, according to Amnesty International⁵. Both, corruption and impunity, are seen as major causes for the ineffective responses of the Haitian decentralisation mechanism, as well as one of the causes (along with lack of funds, political interference, and additional reasons laid out in this chapter) for the weak implementation of decentralisation processes.

Under these conditions, the withdrawal of MINUSTAH at the end of 2017, which has performed many tasks such as ad hoc funding of social services and security outside Port-au-Prince, represented a real governance challenge for the Haitian state. Until today, local authorities do **not have sufficient financial and technical capacity** to fulfil their mandates and missions (public services and protection of the population).

In addition to the complex and fragile political landscape, **natural disasters have a significant and devastating impact** on the Haitian population. In the last two decades, the disasters Hurricane Jeanne (2004), the Earthquake in 2020, Hurricane Matthew (2016), Hurricane Irma and Hurricane Maria (2017), and the 2021 Earthquake and Tropical Storm Grace (2021) had profound and long-lasting effects on Haiti, including loss of life, displacement, economic setbacks, and challenges in the recovery and reconstruction processes. The cumulative impact of these disasters emphasises the country's vulnerability to natural hazards and the need for resilient infrastructure, disaster risk reduction and sustainable development strategies that SDC has been pursuing in Haiti.

In order to gain a better understanding of the **deep-dive sectors resilience and local governance** in this political and socio-economic context, the following paragraphs are divided into the three strategic phases of Swiss engagement, where parts of the political and natural disasters are revisited in the context of SDC's strategy and response.

⁴ <https://www.heritage.org/index/country/haiti>

⁵ <https://www.amnesty.org/en/location/americas/central-america-and-the-caribbean/haiti/report-haiti/>

2006-2008: First Humanitarian Programme

While Swiss civil society and non-governmental organisations have been present in Haiti since the 1950s and 1960s, the Swiss government's involvement dates back to the 1990s. Following an evaluation of the priority health projects at the time, SDC's Humanitarian Aid (HA) gradually with-drew after 1999. It was only after the 2004 crisis of internal unrest and the collapse of the Aristide government and natural disasters that SDC's Humanitarian Aid Department underlined its solidarity with Haiti in a portfolio analysis in 2005 by declaring the start of a special humanitarian programme in the areas of emergency aid and reconstruction. Collaborating with (Swiss) aid agencies and charity organisations, SDC's humanitarian efforts used existing structures and local knowledge. A humanitarian aid programme office in Haiti was opened in late 2005 and a first humanitarian programme was developed for 2006-2008. The programme's main objective was to minimise poverty and improve living conditions of the most vulnerable men, women and children through concrete projects in the areas of (1) Food security, (2) reducing the spread of HIV/AIDS, (3) Rehabilitation of social infrastructure. It builds on the Interim Cooperation Framework (2004-2007) of the international community, which places a **strong emphasis on governance and resilience** (1.Improving political governance and promoting national dialogue 2.Strengthening economic governance - contributing to institutional development 3.Promoting economic recovery 4.Improving access to basic services).

Haiti began a process of decentralization in the early 2000s aimed at **strengthening local governance structures and improving service delivery** at the community level. This was facilitated by the **establishment of new legal frameworks and the creation of municipal councils**, with the aim of empowering local communities to take ownership of their development agenda. Legal frameworks included the adoption of the **Decree-Law in 2006**, which provided the legal basis for the establishment of municipalities and the transfer of powers and resources from the central government to local authorities (cf. 3.2). In addition to the Decree-Law, other legal frameworks established during this period included the **Municipal Code**, which set out guidelines for municipal administration, and the **National Policy for Territorial Planning** providing a framework for the management and development of Haiti's territories. These legal frameworks were aimed at providing a more enabling environment for effective decentralization and building stronger, more accountable, and responsive local governance systems in Haiti.

However, the effectiveness of these legal frameworks has been challenged by factors such as limited financial resources, weak institutional capacity, and political interferences. This has hindered progress towards more effective decentralization and the achievement of sustainable local governance and resilience outcomes.

2011-2013 - Strategic Cooperation HA and DC (Mid-Term Cooperation Programme)

Funds for bilateral cooperation increased slightly since 2004, yet SDC did not consider Haiti a priority country at that time. Following the devastation caused by the 2010 Earthquake, Switzerland's official presence in Haiti increased with the integration of the embassy (mid-2011) and by the Federal Council's resolution on international cooperation 2013-2016, which included Haiti as a new priority country for cooperation as part of the strengthening of Switzerland's commitment in fragile contexts. The 2010 earthquake, which devastated the Port-au Prince in particular, caused widespread destruction and, due to Haiti's centralised nature, impacted the whole country. It highlighted the **urgent need for stronger resilience measures to manage and mitigate the impact of disasters**. In response, the international community and the Haitian government launched a range of initiatives aimed at strengthening disaster risk reduction, improving emergency response capacity, and enhancing long-term recovery and reconstruction efforts. This included the creation of the **Interim Haiti Recovery Commission** and the establishment of the **Haitian Reconstruction Fund**. These efforts were central to the thematic theory of change for local governance and resilience in Haiti over the last two decades.

In its Mid-Term Cooperation Programme (2011-2013), SDC specifically focused on **post-earthquake reconstruction**, with the majority of funding allocated to humanitarian aid. The Mid-Term Cooperation Programme explicitly linked Swiss support to the 2010 Haitian National Action Plan that identified (1) Sustainable and secure social infrastructures; (2) agriculture and food security and (3) **natural resource**

management and disaster risk reduction as national priorities. From 2011 onwards, SDC has paid particular attention to decentralization in the context of good governance and incorporated **governance as a transversal theme** in all its actions. SDC saw the necessity to empower the state bodies to avoid a system of "humanitarian development". The '11-13 cooperation program explicitly addresses governance as transversal theme, aiming to address it in all interventions, including with a **particular focus on elements of fragility, such as state-building, mutual trust and attention to basic needs.**

2014 – 2024 Cooperation Strategies

SDC has mainly operated through three strategies while in Haiti: A first Cooperation Strategy covering the period 2014-2017, a second Cooperation Strategy that covered the 2018-2021 period and the third, and most recent strategy, the Cooperation Program covering 2022-2024. The main objectives of the three Cooperation Strategies focus on improving living conditions of the poorest, **improving the resilience of the populations and autonomy of Haitian public and private institutions to move towards a more resilient, just and equitable society.**

From its 2014-2017 Strategy onwards, Switzerland has striven to orient its programming towards a more developmental approach while deepening its **response to governance challenges**; in its 2014-17 strategy on all levels (local, intermediate and central), while **focusing on local governance from 2018 onwards.** Agriculture and food security remain a priority theme in the first two cooperation strategies, while the first ('14-17) includes additional priority plans for **reconstruction and disaster risk reduction**, and the latter ('18-21) focuses on plans for employment and economic development. The current strategy combines both and **focuses on shock-resilient economic development in addition to local governance and strengthening the resilience of people and institutions.**

Despite **some progress** such as a better understanding of territorial governance by local actors, improved governance of drinking water and sanitation, high participation of civil society organisations in trainings to develop their technical and operational skills, rebuilding of Hurricane- affected homes using more effective techniques (TCLA), emergency preparedness measures that are in place and more, **significant challenges**, including ongoing political instability, social unrest, and persistent economic challenges, as outlined above, remain all of which continue to impact the country's efforts towards achieving sustainable local governance and resilience. SDC's focus has been in supporting Haiti's decentralization efforts, aiming to build stronger, more accountable, and responsive local governance systems. Through the selected and analysed programs PAGAI, PAGODE, PARHAFS, REGLEAU, PURPOS, PROMES, RRC, CCR and PVB, SDC has worked to strengthen institutional capacity, improve service delivery, and promote citizen participation and accountability, mainly at the local level. Further, SDC supported disaster risk reduction initiatives aimed at enhancing Haiti's resilience to natural hazards and climate change. A brief description of representative projects can be found in Table 2.

Figure 3 shows the **Thematic Theory of Change (ToC)** for SDCs engagement in the sectors local governance and resilience in Haiti. It is based on the respective intervention logics of the projects included in the deep-dive. The logical frameworks were first extracted individually with the aim to then identify commonalities and build coherent clusters of outputs, outcomes and impacts. In the HIC Team's opinion, the projects' internal logic was coherent enough to permit clustering without having to worry about losing essential particularities. The above suggests that, at least in terms of wording at logical framework level, SDC's activities in the sector have been quite stable over time.

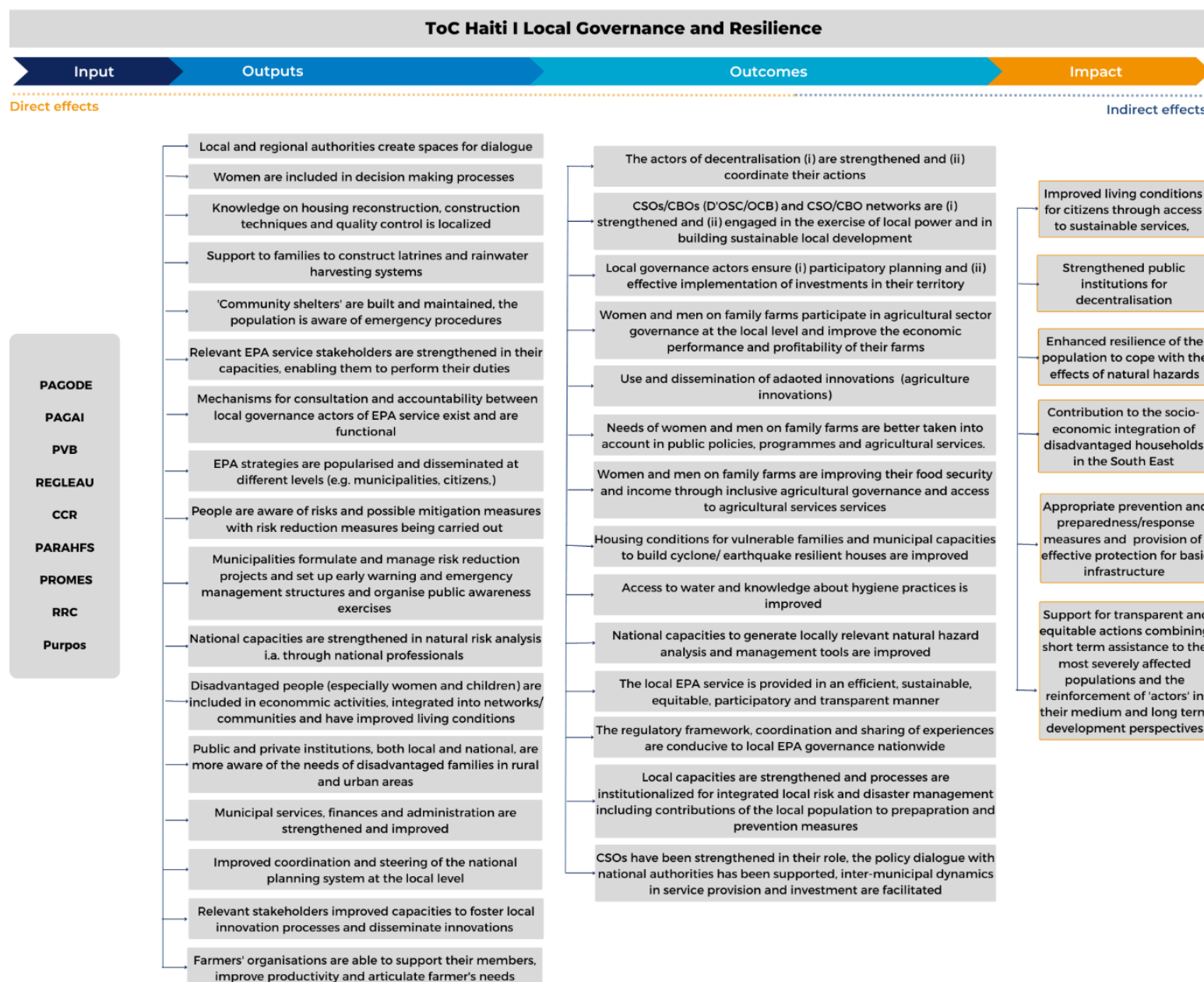


Figure 3: Thematic theory of change

4 PRESENTATION OF RESULTS

4.1 MAIN ACHIEVEMENTS OF SDC'S COOPERATION WITH HAITI IN THE FIELD OF LOCAL GOVERNANCE AND RESILIENCE

This chapter summarises the main findings of the deep dive study covering the **period of 2000-2023** within the operating context in Haiti with a focus on **local governance and resilience related programming**. However, it should be noted that most of the programmes analysed only started in 2018. This is due to the focus of the capitalisation evaluation on SDC projects and the strategic orientation of cooperation from 2014 onwards (cf. chapter 3.3).

4.1.1 RELEVANCE

SDC has been working to **strengthen local governance and resilience** in Haiti, a country that still faces numerous challenges, including natural disasters, political unrest and insecurity. One of the key objectives of the SDC's engagement in Haiti is to promote participatory, accountable, and inclusive governance across different tiers of the government. To achieve this goal, SDC has supported various initiatives, including the reinforcement of the capacities of local authorities (e.g. Mechanisms and decision-making forums for the participation of agricultural producers [PAGAI]), civil society organizations, technical formation institutions and communities (e.g. strengthened public participation and access to public services, including agricultural services [PAGODE, REGLEAU, PAGAI]), the strengthening of democratic institutions, and the promotion of decentralized planning and management of public services.

In strengthening resilience, SDC has been involved in efforts to **increase community resilience against natural shocks, strengthen linkages/nexus between humanitarian response, recovery and relief and Development (LRRD)** in Haiti, particularly in rural areas (e.g. Implementation of local disaster risk reduction strategies in line with national strategies [e.g. RRC, PARHAFS]). SDC's programme over the period has mainly focused on; i) improving food security, ii) enhance access to water and sanitation, iii) community based natural resources management (CBNRM), iv) sustainable agriculture, v) strengthening risk reduction and early preparedness in communities prone to natural disasters, and vi) social protection.

In both deep-dive sectors, the projects' objectives and design responded to beneficiaries', partners' and country needs, policies, and priorities and SDC maintained a clear line of support.

Selected Haitian strategies and sample projects relevant over the respective time period include the following:

- The **Plan d'action pour le relèvement et le développement national (PARDN)**, presented by the Haitian government after the earthquake to the donor conference in New York (March 2010), acted as a guideline for the country's development and for development of strategic activities for SDC. Up to its recent strategy, SDC's strategic orientation continues to support ongoing national strategies enshrined in the **Strategic Development Plan for Haiti (PSDH)**;
- PAGAI aligns with the **Haitian government's Agricultural Development Policy of Haiti (2010-2025)** and supports commitments made by national authorities in the framework of this policy instrument. Through its four components, PAGAI supports the commitments made by the national authorities under this agricultural policy document – mainly to the objective to “*contribute in a sustainable manner to meeting the food needs of the Haitian population and to the country's social and economic development*”. The programme is also aligned with other national policies and strategies, including the **Plan National d'Investissement Agricole (PNIA)**, the **Plan d'Action pour l'Agriculture Familiale (PAAF)**, and the **PSDH**. In addition, PAGAI is aligned with the normative frameworks and strategic documents of the MARNDR (Ministère de l'Agriculture des Ressources Naturelles et du Développement Rural);
- PARHAFS focused on both capacity building, infrastructure improvement and reconstruction themes through effective community mobilization. Local authorities confirmed that **PARHAFS's**

activities are well aligned to needs and have strong communal ownership. Furthermore, PARHAFS aligns with the **Haitian government's disaster prevention priority**, which is outlined in the **Swiss international cooperation message 2017-2020**. The project worked directly with decentralised departments (DGPC, UCLBP, TPTC, INFP and DINEPA) on the validation of documents and/or operational aspects of implementation. According to the final external project evaluation, the target groups unanimously recognise that PARHAFS takes their post-Matthew needs and priorities into account.

- Another flagship programme funded by SDC, PAGODE, is found to be in strong relevance with **PSDH**. PAGODE, has successfully aligned itself by engaging with multi-tier set of government and non-government bodies encouraging decentralization for better public services. PAGODE's approach also involves **providing local support and tools according to the needs** expressed and consulting with key actors to obtaining their involvement and support for the programme. Additionally, PCDs (**Plan Communal de Développement**), outlining the development priorities of each municipality, have been updated or elaborated with the municipalities through the program. Once this step was concluded, projects from the PCDs have been prioritized. D
- PROMES focuses on social promotion and protection, particularly for vulnerable populations. The project aligns with the **Haitian government's National Policy for Social Promotion and Protection (PNPPS)** and involves strengthening local actors and institutions to better respond to the needs of vulnerable populations.
- REGLEAU was developed to respond to the lack of responsibility and resources of DINEPA's (Direction Nationale de l'Eau Portable et de l'Assainissement) deconcentrated structures in the WASH (Water and Sanitation) field and to initiate the decentralisation of the sector as provided for in the 2009 framework law.
- The relevance of the projects is also reflected in the **choice of intervention areas**. The RRC project, for example, worked in the intervention areas of Jacmel, La Vallée de Jacmel, Cayes-Jacmel, where project content was particularly relevant. For example, the project helped communities to build protective structures in drainage channels and on steep slopes. These mechanical structures reduce the risk of loss of life and property during heavy rains. The **locations and measures were determined together with the communities**, who were involved in the implementation alongside the local authorities. In addition, project activities are in line with the national priorities set out in the 2019-2030 **PNGRD** at national and regional level, as well as with the **PSDH** (Pillar / Major Project: "Territorial rebuilding").
- Furthermore, the HIC team finds that **SDC's programming modality has taken into account the needs of stakeholders** and have **aligned itself** with the country's needs assessment overviews. Switzerland's continuous flexibility and adaptability to the evolution of the context (natural and humanitarian disasters), particularly the local embedding of local actors (localizing), and the consultation of needs of the population, have allowed interventions to be adapted to the new circumstances.

Keeping above socio-economic indicators and the contextual operating environment in Haiti, the **SDCs development cooperation can be assessed relevant and aligned with the country priorities**. The HIC team also assesses the transitional three-part strategy (2006-2008 First Humanitarian Programme, 2011-2013 Strategic Cooperation Humanitarian Aid (HA) and Development Cooperation (DC) [Mid-term Cooperation Programme], 2014-2024 Cooperation Strategies), which allowed "old-priority" projects to run their course while "new priority" programming by SDC were developed to supporting ongoing national strategies. This is considered a better option and were contextually evolved and integrated.

Alignment with Swiss Development Priorities

SDC's engagement in Haiti has been **largely consistent with the overall Swiss development cooperation priorities**, as demonstrated through the analysed projects that focus on local governance, resilience, and other key areas. These efforts align, among others, with SDC's Global Strategies, SDC's thematic and geographic frameworks and networks as well as SDC's Strategies for Haiti, including:

- Swiss Guidelines for the Implementation of the **Hyogo Framework for Action (HFA) 2005-2015**, outlined Switzerland's approach to disaster risk reduction, including SDC's contributions. The Hyogo Framework for Action was an international agreement adopted in 2005 that aimed to substantially reduce disaster losses by 2015 and include priorities related to fragile contexts and disaster risk reduction.
- SDC's "**Decentralization and Local Governance**" (DLG) Network: This thematic strategy focuses on strengthening local governance systems, promoting decentralization, and enhancing citizen participation in various countries, including Haiti. The network facilitates knowledge sharing, learning, and collaboration among SDC staff and partners working in the area of decentralization and local governance.
- SDC's **Guidance on Governance (2020)** in which SDC confirms and refreshes its commitment to good governance and defines priorities and working approaches for Switzerland's international development cooperation.
- SDC **Guidelines on Disaster Risk Reduction (2018)** provide orientation on how to manage systematically disaster risks and on how to integrate them into the SDC's planning and operational processes.
- SDC's **Mid-Term Cooperation Program (2011-2013)**: Following the devastating earthquake in 2010, the Swiss Cooperation Strategy for Haiti was revised to prioritize humanitarian aid, reconstruction efforts, and resilience-building measures. SDC specifically focused on post-earthquake reconstruction, with the majority of funding allocated to humanitarian aid. The Mid-Term Cooperation Programme explicitly linked Swiss support to the **2010 Haitian National Action Plan** that identified (1) Sustainable and secure social infrastructures; (2) agriculture and food security and (3) natural resource management and disaster risk reduction as national priorities. From 2011 onwards, SDC has paid particular attention to decentralisation in the context of good governance and incorporated it as a transversal theme in all its actions.
- Swiss **Cooperation Strategy for Haiti (2014-2017)**: This strategy prioritized the strengthening of local governance, the promotion of social cohesion, and the development of sustainable livelihoods. In this strategic period, SDC put preparatory actions for support for PAGODE (strengthening local governance structures and enhancing community resilience), through the project PURPOS working on PCDs and tax mobilization, in place.
- Swiss **Cooperation Strategy for Haiti (2018-2021 & 2022- 2024)**: Good governance and decentralization are emphasized as key components of the strategy's priorities on local governance and institution building. Disaster risk reduction and climate change adaptation are integrated into the strategy's emphasis on sustainable development and resilience.
- SDC's **International Cooperation Strategy (2021 – 2024)**: Poverty reduction and social inclusion are central to the strategy, which focuses on reducing vulnerabilities and addressing inequalities. Good governance and decentralization are emphasized as essential for fostering peace, democracy, and the rule of law. Disaster risk reduction and climate change adaptation are addressed under the strategy's priority of promoting sustainable development and natural resource management.

Over the last 20 years SDC's projects have provided support for disaster risk reduction initiatives, strengthened local governance, and promoted social cohesion – all of which aligned with the framework and strategic priorities. PAGODE and PAGAI focus on strengthening local governance and decentralization, PVB and REGLEAU emphasize sustainable watershed management and water governance; CCR,

RRC and PARHAFS contribute to enhancing resilience and mitigating the impact of natural hazards on vulnerable populations through prevention measures, risk management, and coordination of reconstruction projects, and PROMES targets poverty reduction by building a comprehensive social protection system to promote socio-economic integration. Collectively, these projects demonstrate SDC's commitment to addressing Haiti's diverse challenges in line with its strategic priorities.

KEY MESSAGES

- All three phases of SDC programming **cooperation represented a de-facto continuation of previous programming strategy aligned with country needs** and guided by SDC's global development strategy.
- **Programme activities were found aligned with both State level and sub-national needs** with greater relevance in the local governance, CBNRM, resilience building and food security sectors.
- Overall, **SDC's development and humanitarian programming strategies have been relevant**, both to the priorities of Haiti and to SDC policies, and have been responsive to changes in both.

4.1.2 COHERENCE

Coherence and Complementarity to other SDC activities

While this chapter focuses on coherence among different SDC projects, the HIC team notes that several projects also created synergies and a **complementarity with projects managed by partners**. PAGAI, for instance, created synergies with projects from the MARNDR (such as PITAG, *Programme d'Innovation Technologique pour l'agriculture et l'agroforesterie*); with the Ministry of Environment (MDE) (such as PNUE, *Programme d'appui aux filières et à l'aménagement durable des bassins versants*); and with NGOs (such as JdenKreyòl).

The document analysis as well as interviews highlight an overall good coordination **among SDC's projects**. Selected examples include the following:

- PAGAI and PAGODE show, among others, synergies in local governance dynamics in which farmers' organisations and private agricultural sector can participate and contribute while PAGAI and REGLEAU demonstrate synergies about mechanisms for involving town councils in service provision;
- REGLEAU has established a partnership with PAGODE to strengthen the process of communal project management, improve local taxation, and use existing local consultation structures;
- In addition, the PARHAFS programme, a (re)construction programme which is directly implemented by Switzerland in response to the damage caused by Hurricane Matthew in the Grand Sud region in 2016, and the earth quake in 2021, has established synergies with food security and agricultural commodity chain projects, such as PAGAI and PROFISUD. PARHAFS has also created direct synergies with the RRC project on MfDR (Managing for Development Results) tools, training modules for Community Intervention Teams and Local Disaster Risk Management Committees, an assessment of the risks of flooding and landslides in Lazare for TCLAs, and an assessment of the location of and access routes to temporary shelters. The team's close link between RRC and PARHAFS through joint activities, especially in teleworking mode during the pandemic in 2020, has enabled further relevant synergies through the development of CLCP/EIC training material and hazard analyses around shelters and for housing in 2019/2020.
- Further synergies were developed between PARHAFS and **PAGODE** in governance/concertation of actors in the South, including closer links with the MPCE (Ministère de la Planification et de la Coopération Externe).
- Furthermore, evaluations and interviews have **highlighted** that SDC's projects have shown coherence and complementarity in the field of disaster risk reduction (DRR). For instance, the REGLEAU programme has established partnerships with RRC to protect structures and mitigate risks - Actions of the RRC project are in synergy with those of REGLEAU in terms of strengthening

municipalities, implementing mitigation measures and making the most of mapping tools (Nexus). RRC and PAGODE proposed to support the communes together in drawing up their communal development plan.

- PAGODE was designed with a focus on local governance, which aligns with the axis around which the entire cooperation programme is organized. The project works directly with 11 communes and partially with the REGLEAU programme in two other communes in the Sud-Est department and in the commune of Abricots in the Grand'Anse. PAGODE and REGLEAU combined efforts and resources to strengthen project ownership process (MOC, matrise d'ouvrage communal), improving the tax system and making use of the structures of the existing local consulation (CDC).

A key factor contributing to the overall good cooperation and coherence among the different SDC activities is the mix and **high degree of flexibility of instruments and the integration of the humanitarian-development nexus** that included regular meetings and coordination. The Nexus approach, which is led through linking Relief to Recovery and Development has facilitated exchanges and practices among projects and the development of territorial coordination mechanisms. The integration of the Embassy and the cooperation office as well as the sharing of office infrastructures and services further ensured coherence of Switzerland's action in Haiti. Interviewees highlight that synergies and consultations have intensified over the years. The chapter “effectiveness” (4.1.3) further elaborates this Nexus approach, and its development over the last two decades with exemplary best-practices.

SDC has increasingly targeted development assistance at the country level and engaged with both central and local authorities through its office / Embassy in Port-au-Prince and two project implementation offices in Jacmel and Port Salut. In doing so, SDC **localises aid** - working with both central and local authorities as well as civil society to identify their needs, and ensuring active participation in the development process. SDC prioritises the role of local players in its operations and promotes proximity with the local population through its direct project offices. With a strategic **territorial approach/ geographic focus**, it is prioritising the Grand Sud, i.e. the departments of Sud, Sud'Est and Grand'Anse, as its priority geographical intervention zone. The HIC Teams learns that this territorial approach has contributed significantly to internal coherence of the portfolio, which has been slowly built up and extended over the years and improves the **relevance and coherence** of development assistant programmes while at the same time maximising opportunities for partnership, influencing and donor harmonisation around a geographically led programme to achieve results. The way in which Haiti country programmes (as described) translate SDC's institutional objectives into context-specific operational plans for the achievement of development outcomes, constituted the logical object for evaluation.

Coherence and Complementarity to other International Development Actors in the Sector

In contrast to the rather close cooperation between different SDC activities, the HIC Team assesses the coordination structure with other international development actors as “modest”. The **perceived chaotic and not-coordinated delivery of humanitarian assistance in Haiti** was particularly criticised after the earthquake in 2010. *A partnership may be defined as an inter-organisational relationship based on a shared understanding and aimed at achieving a coordinated response during emergencies.* Different views were reported on the suitability of the coordination mechanism, some calling it hard to understand the development agenda of international organizations while suspecting the objectives behind. While others seemed to have built a good knowledge base of the coordinated approach, indicating improvements were needed.

Up to today different international actors have different agendas and priorities. One interviewee summarises the coordination as an information exchange, rather than a strategic coordination, **while another interviewee states that the fragmentation of the Haitian government is reflected in the landscape of international donors.** Further, strategy evaluations refer to the need to strengthen collaboration with multilateral organisations and Civil Society Organisations to be able to scale up Swiss cooperation projects.

However, it should be noted that the HIC team considers that due to the different statements of actors involved in different time periods, as well as strategic alignments, **coordination has improved significantly** since 2010. As described in Chapter 3.3, Switzerland's engagement has grown strongly since 2010, included Haiti as a new priority country for cooperation as part of the strengthening of Switzerland's commitment in fragile contexts (Federal Council's resolution on international cooperation 2013-2016). Switzerland became an important coordinating actor in Haiti. For years, it has financed and hosted the secretariat of the CTP (coordination des partenaires techniques et financiers), of which it holds the current presidency. In addition, Switzerland is part of the humanitarian coordination and is committed to improving the efficiency of aid. Among other things, Switzerland has played a major role in coordinating the response to the 2021 earthquake in the South (PRIPS) and financed the participation of mayors from the South in the international conference (April 2022) in Port-au-Prince.

According to several interviewees, Switzerland is perceived as “**honest broker**”, facilitating discussions on how other donors define the nexus and their programs, e.g., in their above mentioned role as co-chair of the donor group in Haiti. From evaluations and interviews, the HIC team believes that SDC has a **good understanding of the political and socio-economic situation** in the country with **highly competent staff in the implementing organisations** who facilitated coordination.

The HIC Team furthermore believes that the **rather long implementation periods (up to 12 years)** can be beneficial for above average coherence, given that a) the long duration increases the possibility of various intervention going on at the same time, albeit having started at different times, and b) the long duration possibly offers more time to engage in inter-programmatic activities than if the intervention had a shorter timeframe (such as three years). According to interviewees, there is a risk that the accelerated closure and shortening of projects could affect the long-built coherent cooperation between Switzerland and its Haitian partners (cf. 4.1.4. and 4.1.5).

KEY MESSAGES

- SDC's evolution of programmes was **generally responsive and coherent** with the changes in the country's evolving context with a focus of shifting resources through a phasing approach from humanitarian to development programming, while ensuring gaps are covered through LRRD linkages. This has been the case with the PAGODE and REGLEAU programmes.
- Overall the coordination mechanism for humanitarian response faced challenges while ensuring a coordinated needs assessment and a coordinated response to the natural disaster affected population. Though, the HIC team noted that **SDC's flexible programming response through humanitarian and development interventions has contributed to strengthening territorial coordination among actors.**
- The Haitian programme has always been dependent on partnerships with multilateral agencies, initially for aid management reasons but yet we learn, now more for aid coordination, strengthening coordinated needs assessment and coordinated response related reasons.
- **SDC's role as “honest broker”, and trusted long-term development organization** helped in the implementation and coordination of programmes. Through SDC's transparent work and communication, Switzerland is perceived as a credible cooperation partner.

4.1.3 EFFECTIVENESS

Although SDC's engagement in local governance and resilience in Haiti has been relevant and projects have demonstrated coherence and complementarity, **several endogenous factors have hindered the effectiveness of their approach.** The long time required to mobilize stakeholders, the lack of resources, the security situation, socio-political unrest, COVID 19, and the financial difficulties of the municipalities have all contributed to the challenges faced by SDC. Additionally, SDCs exit is perceived as an additional challenge. Switzerland's development programmes in Haiti have generally had a long-term perspective. In this sense, the programmes, which for the most part began around 2018, should have extended until 2030. The planned capitalization in 2023 therefore comes very early in the process. These factors have made it difficult to address the needs of actors effectively.

Over the past 20 years, the **overall performance of SDC-supported projects in Haiti in the period is high**. It is learned that projects working with central government institutions in the period (2000-2023) were the main ones faced challenges and not very successful, mainly because of the limited commitment within the government for the agreed reforms and results. The effectiveness of SDC's interventions in these sectors has been evaluated through different mid-term and final evaluations, project reports, strategy documents and interviews.

Despite these challenges, SDC's work in Haiti has contributed to strengthening of local governance and resilience in the country, among others, by contributing to a better understanding of territorial governance and putting in place emergency preparedness measures based on the natural contingencies for some municipalities in their areas. Governance was and remains a cross-cutting theme for SDC in Haiti, which is positively perceived by interview partners. Civil society organisations have been trained to actively participate in decision-making and management of local public affairs. In addition, local actors in "Sud'Est" have integrated risk into regional planning processes and strengthened decentralised preparedness and response systems to promote resilience. These efforts have led to the introduction of improved construction techniques, increased emergency preparedness measures and support for disaster response. By working with key state and non-state actors, SDC has been able to provide local support, respond to the priorities of municipal actors and public policies, and align with the normative frameworks and strategic documents of the Haitian government. This has enabled SDC to effectively contribute to the humanitarian and development needs of Haiti.

Selected concrete results

- **Strengthening Local Governance and Resilience:** Through PAGODE, which aims to strengthening local governance and resilience, beneficiaries were trained in the principles of Monitoring and Evaluation (M&E) and Results-Based Management (RBM), which improved their knowledge and skills in these areas. The project has also contributed to **behavioural change** among communities and local authorities in terms of response time to natural disasters, as well as the application of technical measures proposed by the project. Additionally, SDC provided capacity building for municipalities and provided them with Communal Development Plan "Plan de Développement Communal" and Local Investment Fund (PAGODE).
- **Enhancing Municipal Capacity for WASH Control and Decentralization:** REGLEAU has **strengthened the capacity of municipalities** to carry out functions related to the control of WASH (*drinking water and sanitation/ EPA, eau potable et assainissement*) service works, improving access to WASH services and contributing to the process of decentralizing WASH services. The various training courses provided to the executives of the town halls for project management are relevant tools for achieving the objective of decentralization of WASH services. Additionally, REGLEAU, while facing challenges due to overly ambitious objectives, has provided training courses to the executives of town halls for project management, which are relevant tools for achieving the objective of decentralization of WASH services. These projects have contributed to a **better understanding of governance** and the need for capacity building among local actors. The 2022-24 strategy reflects on interventions in the Local Governance area and concludes that SDC's engagement has contributed to a **better understanding of territorial governance by local actors**. The governance of water, sanitation and hygiene (WASH) is seen as one of the success stories that has enabled several municipalities to strengthen their roles, establish their authority, and contribute to improved access to services for the population
- **Protected Areas, Agricultural Credit, and Resilience:** One concrete result in the **PVB** project was the creation of protected areas, for biodiversity conversation, which involved the formulation of management plans and the establishment of consultative bodies for some of the areas, such as the Park Management Council. SDC also facilitated the establishment of a mutual fund between farmers, which was seen as a significant step forward in the field of agricultural credit. Moreover, SDC provided capacity building for low-cost housing and supported the formulation of communal development plans, which are important for decentralization efforts (PARHAFS). The

PROMES project, which aims to improve the living conditions of disadvantaged populations in the Southeast Department, has **contributed to increasing economic opportunities for vulnerable households**. Additionally, the PVB project has contributed to the regeneration of degraded lands, awareness-raising work, and promoting alternative income-generating activities in protected areas, such as beekeeping. These projects have helped to increase the capacity of communities and local actors to prepare for and respond to natural disasters, as well as to better manage the impacts of climate change and other external shocks.

- **Improved Access to Basic Services and Increased Agricultural Income:** PAGAI has changed the perception of access to basic services, increasing from 59% in 2018 to 83% in 2021 according to the quantitative survey data from the final mid-term evaluation in 2021. Additionally, in 2021, a dozen Grouping of Farmers' Organisations (ROPAs, Regroupement d'Organisations Paysannes) are running, and agricultural services were generating a 16% increase in income for the direct beneficiaries of agricultural services (bean seeds, ploughing, market garden seeds, etc.). 53 Farmers' organisations (OPAs, organisations paysannes) have been strengthened in terms of governance and management, and equal relations are being promoted, with a view to increasing the participation and inclusion of women in decision-making and rebalancing the household balance. All these elements contribute to the achievement of the results and objectives set by PAGAI and therefore to its effectiveness, given that these effects will continue to extend to the indirect beneficiaries and therefore to the entire community over time. Although agricultural innovation policies were piloted, they were not institutionalized or rolled out for larger impacts.
- **Transforming Public and Municipal Finance:** According to interviews conducted with the Haitian government in the course of **PAGODE's** mid-term evaluation (2021), a new paradigm has been defined for a Public and Municipal Finance Improvement Programme (PRAFIPUM, Programme d'Amélioration des Finances Publiques et Municipales). A new approach has been adopted with the creation of "service and resource pooling stations". Data from communes can be centralised on a central server to be hosted in Jacmel. The same architecture could be replicated in Grande Anse and the South.
- **Building Resilience/ Resilient Governance:** Overall, SDC's work in Haiti has **aimed to support the country's long-term development and building resilience** despite various challenges it faces. While the effects and impact of these efforts are difficult to measure and evaluate, interviewees have reported positive feedback in terms of increased access to services, and stronger community-level and household level resilience in the face of natural disasters and other shocks. The PARHAFS project for instance made **significant progress in improving resilience**. In 6 municipalities, the project achieved 71% completion of the housing component, including 64% of fully completed houses, and trained all planned artisans and municipal technicians. Furthermore, the project helped to strengthen technical skills in the targeted communes by training 14 municipal technicians and 175 artisans in the construction of earthquake and cyclone-resistant buildings using local materials. The project also introduced earthquake-resistant and paracyclone-resistant building models into the communities (TCLA technique) and promoted the use of local materials in construction. The promotion of good hygiene and sanitation practices contributed to reducing open defecation, and the use of local skilled labour injected financial capital into the community. Additionally, the RRC project places great emphasis on governance, which was and is hampered by socio-political constraints. According to an interview in one school targeted by the project, content learned in trainings of the project is now part of the permanent curriculum at the Ecole Nationale K- Rock, which also has its own emergency and evacuation plan. Teachers are trained and pupils are made aware of the issue. The civil protection structures of the communes and communal sections (CCPC, CLPC) have been strengthened. Their members have mastered the concepts and tools needed to ensure that civil protection committees function properly, thereby facilitating the smooth running of meetings attended by the authorities and community leaders.

- **Mobilizing State Actors and Stakeholders for Strengthened Institutional Collaboration:** Although it is not possible to verify that the PARHAFS has contributed to the establishment of coordination between state actors and NGOs, PARHAFS has at least mobilised all state actors to contribute either to the review of project activities and the proposal of elements to be strengthened (National Drinking Water and Sanitation Directorate, DINEPA; Housing and Public Buildings Construction Unit, UCLBP) or to field visits and validation comments or requests for corrections (Directorate General of Civil Protection, DGPC; Ministry of Planning and External Cooperation, MPCE, DINEPA, Mayors). The project has tried to strengthen the institutional aspect by encouraging and mobilising all the actors and stakeholders to play their roles and become involved in the PARHAFS process. This is the case for local authorities and municipal engineers through supervision, the INFP in the validation of training modules, sectoral authorities (DINEPA, MPCE, DPC Sud) and the MPCE in visits and recommendations on shelters and the WASH component.

Flexible Approaches and Instruments

SDC's engagement in Haiti over the past 20 years is characterized by **flexible approaches** that **prioritize local ownership** and involvement in the development process. **SDC's main strength here lies in linking the gap between Humanitarian and Development interventions (Nexus).**

Since the beginning of SDC's engagement, ongoing urgent needs seem to be blurring the line between humanitarian and development aid. Although the HIC team notices a clear evolution of cooperation over the years, neither the Cooperation Programme in 2011-2013 nor the Cooperation Strategy in 2014-2017 explicitly refer to the need to link HA and DC interventions through a nexus approach. The '06-08 programme mentions the seeking of synergies between DC and HA to maximise the results of its commitment and respond to the vast humanitarian needs, while the '14-17 strategy refers to the complementarity between HA and Regional Cooperation (RC) approaches to be pursued and strengthened. Based on an analysis of evaluations of previous strategies, SDC embedded the three working principles (1) Putting actors at the centre, (2) Nexus humanitarian aid/development cooperation, (3) Starting from the local as a lever for change, in its 2018 strategy, herein officially referring to the Nexus for the first time. The areas of intervention of the 2018-2021 cooperation strategy were reformulated to foster synergies between both fields with a planned humanitarian programme office beyond the withdrawal of bilateral cooperation from LAC in 2024. The current Cooperation Programme (2022-24) focuses on a close collaboration between humanitarian aid and bilateral cooperation as well as on a high degree of flexibility in the mix of instruments. It is increasingly oriented towards the most urgent humanitarian needs and towards sustainable reconstruction. The integration of the embassy and the cooperation office as well as sharing of certain infrastructures and services further ensured the coherence of Switzerland's action in Haiti.

- A number of humanitarian-financed projects in Haiti, mainly in infrastructure development and disaster and risk reduction, agriculture, pursue nexus thinking. These projects have a **built-in local governance component** in an effort to strengthen local capacity and respond to future crises, not limiting it to emergency response but to invest in long-term resilience building measures. By pursuing LRRD approach, these projects aim to ensure that humanitarian and development efforts are better coordinated and aligned, and that they contribute to **more sustainable and inclusive development outcomes in Haiti**.
- The same transition can be observed after the earthquake of August 2021. The presence of a Swiss project office in the affected area contributed to support the rapid response. In a second phase, SDC contributed to immediate support and recovery projects, which could be carried out by its development-funded program partners. Following Hurricane Mathew in 2016, SDC reallocated a funding line to support humanitarian interventions. This was regarded as a flexible and responsive approach.
- REGLEAU, for example, was designed with an underlying logic of flexibility. This flexibility has allowed the program to adapt to changes in the context, such as the difficult socio-political situation. For instance, at the insistence of the mayors, the program made resources available to allocate management fees to engineers attached to local mayor's offices (municipalities), although

this was not envisaged in the design of REGLEAU. Together with other programs, REGLEAU contributes to making local authorities actors in the development, reconstruction and resilience-building of their communities. In addition, a number of ideas have been put forward with a view to initiating the humanitarian development nexus via other food security and agricultural sector projects such as **PAGAI**

- PARAHFS is another project implemented by SDC in Haiti that emphasizes flexibility. The project uses a unique Owner Driven approach called “**assisted self-construction**”, which aims to build the capacity of communities to build infrastructure. PARHAFS is firmly committed to a Nexus dimension, as it aims to respond to protracted humanitarian emergencies in the South, while laying the foundations for a sustainable approach to improved construction in a safer environment. To ensure sustainability and a high degree of institutionalization of its achievements, the project builds bridges with longer-term SDC projects such as PAGODE and REGLEAU.
- Further, PAGAI aimed to decentralize the agricultural innovation system to the local level, which was an innovation at the country level. This approach was seen as an added value for the country with the **potential for upscaling**.
- In response to COVID19, PROMES provided emergency and recovery assistance to 1,809 households (9,045 people), including households already supported by the project and new households affected by the crisis. This support includes cash transfers to households, helping them to join village savings and credit associations (VSCAs), financial education and raising awareness of COVID19 prevention, among other things. In response to the humanitarian needs generated by the 2021 earthquake, the project has extended its emergency support to 500 vulnerable households affected outside the South-East municipalities targeted by its regular operations.
- RRC practices the nexus as a humanitarian project that supports both crisis and emergency management actors (especially DGPC) and development actors (town halls, ASEC) with the aim of mainstreaming MfDR in governance and decentralised capacity building. This is achieved through a conflict-sensitive project approach with a strong focus on good governance, which is essential in a fragile context (Triple Nexus).

According to interviews and based on research conducted by SDC Gardy Letang (2022), factors facilitating the planning and implementation of the nexus include **financial and operational flexibility, including contingency planning**: According to the stakeholders, the SDC's flexibility is a key factor that has facilitated the effectiveness of the nexus. Contingency planning (emergency funds or other emergency actions) has enabled the PARHAFS and REGLEAU projects, without deviating from their original objectives, to respond to humanitarian needs in their area of intervention and to rebuild the minimum capacities of local populations and institutions so that they become capable of supporting medium- and long-term dynamics. Contingency planning is directly anchored in REGLEAU's strategy for responding to emergencies in the water, hygiene and sanitation (WASH) sector through local actors. In this way, REGLEAU has demonstrated greater flexibility thanks to two levers that it has been able to experiment with over the last three years: a) contingency planning funds mobilised during COVID19 in 2020, after the earthquake and tropical storm Grace in 2021, and b) additional funds for targeted interventions in the WASH sector in line with the project's logic.

Additional success factors include: Shared understanding of the context among players; common understanding of the approach within the teams and adequate technical capabilities for its implementation, as well as listening to and involving local players and communities: The partnerships developed with local stakeholders by the REGLEAU, SQUAT, PARHAFS and PROMES projects enable the projects to address both humanitarian and development issues. Through their actions, these local players naturally respond to needs without distinguishing between humanitarian and development issues. Their actions are guided by local needs. This approach, which promotes local partnerships (organisations and local authorities), ensures that aid is localised and that local know-how is developed to provide solutions to the humanitarian and development problems of their communities. For REGLEAU, this strategy has put local

partners at the heart of the actions and strengthened their know-how based on learning from implementation. According to research conducted by SDC Gardy Letang and one local authority partner: "the reconstruction of houses by PARHAFS and the provision of access to water by REGLEAU, using an inclusive approach, makes it possible to prevent risks in the long term, ensure the visibility of local authorities and enable communities to take charge of actions".

Ownership and Empowerment of Local Actors

SDC's approach in Haiti has **prioritized the needs of local actors**, which has led to greater acceptance both at central and community level of SDC's actions. This has contributed to the success and making an impact on beneficiaries. Several projects have emphasized a systemic approach by putting the **actors at the centre**, which allowed for accurate assessments of their needs and enables the program to respond accordingly. Additionally, SDC is considered particularly bottom-up working. This approach of prioritizing the needs of local actors and allowing them to take ownership of the projects is highly praised by interviewees.

The **continuous presence** of SDC at local and political levels, **through two offices** in the South (South East & South) and **direct contact and exchange** with local authorities, has helped to establish a certain credibility through closeness to reality. According to several interview partners, the physical presence of the Embassy in Port-au Prince as well as presence of SDC staff in the project areas, including regular visits by the Ambassador further reinforces this engagement, and is highly valued by the local actors. This "staying engaged" approach has contributed to building strong relationships and trust between SDC and the local communities, which has been crucial in ensuring the success of their interventions.

- Example: The earthquake of 14 August 2021 was a test for PARHAFS to prove the structural resilience, usefulness and functionality of the TCLA (Improved Local Construction Technique) houses and shelters, which it successfully achieved while, other neighbourhood structures were badly damaged. In addition to the MfDR (Managing for Development Results) assistance, which is successful at the local level, this has reinforced community's acceptance and confidence in the achievements of PARHAFS. Moreover, given that PARHAFS is particularly targeted at very vulnerable, remote, hard-to-reach areas, the spill over effects have encouraged other neighbourhoods to consider SDC's resilient housing structures built with local materials. These neighbourhoods were not covered by the project due to resource limitation.
- Several interviewees **emphasise the participatory collaboration in developing needs assessments and project requirements**. Here, the presence and empathy of SDC colleagues on site is appreciated and highlighted.

Dialogue and Women Empowerment

The strategic cross-cutting theme *gender* was a focus in all of SDC projects. Through various projects, such as PAGAI, SDC has contributed to a greater extent in social inclusion with a focus on gender equity in communities, particularly empowering women. The projects have provided training to women's organizations and trainers, who have then gone on to support and empower other women. In addition, SDC has helped to strengthen local authorities, including civil protection and municipal engineering departments, which has led to increased risk awareness through mitigation activities in risk areas. Trust was also created through transparency. PAGODE has worked in a transparent way, organising feedback sessions with the organisations to share the results found in the assessment. This has helped to build trust between the project team and its partners. In REGLEAU, women were targeted through integrating them into local WASH management by, among others, training courses leading to certificates for women, particularly young women, focusing on the various skills needed to join management structures. PROMES also attaches particular importance to women in the sectors targeted by its initiatives. With the women's institution and partner FONKOZE, PROMES has introduced changes: An Haitian expert in gender and development was recruited to carry out an overall review of the empowerment of beneficiary members (CLM). Additionally, a number of gender mainstreaming activities have been carried out, including the revision of the training manual and the redefinition of the objective of individual, collective and economic empowerment of women.

Stakeholders Reached and Changed Capacities

The document analysis as well as interviews indicate that beneficiaries of projects were **directly targeted, in times of crises to those most in need in Haiti** and that Swiss cooperation in **Haiti prioritises the role of local actors** in its interventions. It promotes **proximity to the population** through its direct offices in Jacmel and Port-Salut.

With a few exceptions, direct political contacts between SDC and Haiti counterparts were sporadic until the earthquake in 2010. Although **mainly local actors were targeted and reached**, cooperation with ministries and national institutions took place to some extent. At the local level, mayors who are committed to their community were effectively reached in several projects. According to an interviewee, the intention was not to build parallel structures to the central government, but to provide support and tools and share best-practices on local level and engage ministers to the work in the provinces.

KEY MESSAGES

- SDC's **engagement of local actors has been significant** and lead to some concrete results such as development of communal plans and strengthened capacities of municipalities.
- The 2022-24 strategy reflects on interventions in the Local Governance area and concludes that SDC's engagement has contributed to a **better understanding of territorial governance by local actors**.
- The PARHAFS project made **significant progress in strengthening resilience in Haiti**, and trained all planned artisans and municipal technicians.
- Government partners are essential for sustainable change processes, but require significant financial and time resources. In the **complex and fragile ecosystem in Haiti, it was a successful approach to focus on the local level**, build trust with local partners and subsequently work and build long-term and trustful relationships at national level.
- SDC's work in Haiti has aimed to support the country's long-term development and **build resilience to the various challenges it faces**. Positive outcomes can be seen in terms of increased access to services, and stronger community-level and household level resilience in the face of natural disasters and other shocks.
- **The humanitarian-development nexus approach is seen as essential for improving the effectiveness of humanitarian and development operations in Haiti**. Success factors include: financial and operational flexibility, including contingency planning; shared understanding of the context among the players, listening to and involving local players and communities and a common understanding of the approach within the teams and adequate technical capabilities for its implementation. SDC's **comprehensive approach and high degree of flexibility in instruments** (DC and HA) is seen as a great strength that allows flexibility in designing and implementing programmes.
- SDC's **participatory approach promoted strong community acceptance / ownership**, and has strengthened trust with its beneficiaries.

4.1.4 IMPACT

Over the past 20 years, SDC's bilateral cooperation in the sector of local governance and resilience in Haiti through various projects has **contributed to several key changes**. However, most country programmes implemented by the SDCs country officer have relatively modest expectations regarding reporting on impact, while they usually relied on existing impact related information. During the deep dive exercise, the HIC Team was not able to collect primary data, while had to rely solely on information already documented by the country management, interviews with stakeholders and focus group discussions. Some direct consultation with a range of programme beneficiaries, partners and other development / humanitarian organizations helped ensure that the deep dive study is based on **mixture of existing references and reflective of original stakeholder's opinion**.

The HIC Team learned that assessing different aspects of the country programme such as programme strategies, coordination mechanisms, organisational engagements and structures can help inform, but will not lead to assessing programme level effectiveness and impact. Through this deep dive study, the HIC Team, in the words of several interviewees, can say that the programme is generally **"doing the**

right things in the right way". It is hard to show how effective it is or what impact it has had due to limited knowledge/ data gathered through the periodic monitoring and evaluation systems for the projects

Key notable change is the **increased participation** of civil society organizations (CSOs) and **local authorities in the decision-making process** and improved access to basic services. The programmes have helped to strengthen the capacity of local actors in planning, implementing, and monitoring development activities. This has led to more effective management of resources and better-targeted interventions to meet the needs of the communities.

Another change is the **improvement in access to basic services** such as water supply. The REGLEAU project has supported the construction and rehabilitation of infrastructure, water systems, in several communities, thereby increasing access to these essential services. The project has also contributed to strengthening national institutions by creating a national body responsible for water, which envisages to replicate the developed water system in other parts of the country. The PVB project has managed to create benefits that are likely to continue after SDC funding ceases through the use of local materials, the involvement of different institutions, and the enhancement of local knowledge and know-how.

SDC's projects have also contributed to the **promotion of sustainable agriculture practices**, leading to an increase in agricultural productivity and income for small-scale farmers. The projects have focused on strengthening farmers' organizations, providing technical assistance, and promoting the use of new technologies, thereby improving their livelihoods and increasing food security in the country.

Furthermore, the projects have contributed to the **promotion of gender equality and women's empowerment**. They have supported women's organizations and promoted women's participation in decision-making processes, leading to increased gender sensitivity and the adoption of gender-responsive approaches in development interventions. PAGAI, for instance, has produced significant effects beyond its sphere of control and therefore impacts, with elements of change in the community's perception of women, a predisposition at the community level for political dialogue on agricultural governance, and women farmer participation in certified seed production.

The PAGAI interventions have contributed to **strengthening agricultural governance** at the local level and beyond through the establishment of communal political dialogue committees, training of women's organizations on gender equity, strengthening of organizations at the level of the communes of intervention, and institutional strengthening. The program has also supported innovations for improved yam production tested with the organizations ADPG (Association of Guava Producers), COPRAVPAB (Coordination of Peasant Organizations of the Cul-de-Sac Plain Valley) in Beaumont, and support for organizations through the Covid19 emergency component. The advantages of assisted house construction for PARHAFS beneficiaries induced pride and self-esteem by the participating families, as well as low construction costs due to beneficiary contribution, and better ownership of the technique by the beneficiaries, with 60% of beneficiaries being female headed households.

These changes have been possible through the **collaboration of various stakeholders**, including civil society organizations, local authorities, and communities, highlighting the importance of **participatory approaches** in development interventions.

Despite the positive changes brought about by SDC's bilateral cooperation in the sector of local governance and resilience in Haiti over the past 20 years, there have been some challenges in achieving sustainable results. The adoption by the Swiss Parliament of the message on the 2021-2024 international cooperation strategy, which provides for the withdrawal of funds from the South Latin America and Caribbean Cooperation, has called into question the possibility of continuing the positive results of the 2014-2017 strategy in the 2018-2021 cooperation strategy for Haiti. Hence, the premature ends of the PAGODE and other projects in 2024 has weakened the impact of current interventions.

Further concrete effects include:

- **Fostering Gender Perception Change and Agricultural Governance Dialogue at Community Level:** The PAGAI programme had a good basis for producing effects beyond its sphere of control, and hence impacts. The projects mid-term evaluation revealed changes in the way women are perceived by the community, a predisposition at community level for political dialogue on agricultural governance.
- **Empowering Communities with Resilient Construction Skills and Models:** PARHAFS has helped to strengthen technical skills in the target municipalities. In fact, 14 municipal technicians and 175 craftsmen have been trained in the construction of earthquake- and cyclone-resistant

buildings using local materials. This training will also be available to future generations via the technical centre, which will have to train dozens of professionals in this TCLA approach.

- **Transforming Construction Practices and Promoting Local Materials for Increased Resilience:** As well as training people, PARHAFS has introduced earthquake resistant and paracyclone-resistant construction models into communities. The new safety provisions can influence future construction, especially after the experience of the 14 August earthquake, which had very little negative impact on houses built using this technique, and at the same time demonstrated the ability of the structures to withstand it. Additionally, the TCLA approach promoted local materials and showed builders how they could succeed in constructing solid buildings using local materials.
- **Improving Safety and Public Confidence through Enhanced Building Process for Resilient Construction:** RRC brought changes by strengthening the capacity of town councils to grant building permits and monitor construction. Municipal officials have noted a change in public perception of the issuing of building permits, which are moving from the status of a simple paper form to that of an indicator that can reassure the owner that his or her building is in a more secure location in the face of climatic and geological hazards, and that compliance with building standards will protect against geological risks.

KEY MESSAGES

- Swiss Embassy, SDC's country office and project offices have enabled SDC to participate more actively in **formal and informal discussions** on humanitarian and development issues, and has developed wider relations in the country including with civil society organizations.
- Political fragility, weak governmental institutions, high dependency on aid for financing development projects, and the great diversity and agendas of donors involved have made for unusually serious difficulties of coordinating with local stakeholders, and in some cases between donors.
- SDC's bilateral cooperation in the sector of local governance and resilience in Haiti over the past 20 years has led to **increased participation of civil society organizations and local authorities** in decision-making processes, leading to more effective management of resources and better-targeted interventions to meet community needs.
- Through its focus on sustainable agriculture practices, SDC's projects in Haiti have increased agricultural productivity and income for small-scale farmers, leading to improved livelihoods and increased food security.
- SDC's efforts in **promoting gender equality and women's empowerment** in Haiti have led to increased gender sensitization and adoption of gender-responsive approaches in development interventions, improving outcomes for women and their communities.
- The withdrawal of funds from the South Latin America and Caribbean Cooperation will negatively impact the already gained results through SDC's programme. The early closure of projects like PAGODE will have weakened the impact of current interventions, highlighting the **importance of long-term commitment and sustainable funding** for development interventions.

4.1.5 SUSTAINABILITY

The HIC Team looked at the sustainability of the programme interventions of how likely the benefits from SDC's programme interventions will be sustained after the project completion, while looking at different consideration of risk factors in Haiti. Measuring or assessing sustainability is probably the most challenging aspect of the DAC criteria under which this analysis has been conducted. The main reasons for this difficulty are the lack of evidence due to the fact that Swiss cooperation is still active in the country and in the deep-dive sector, and the socio-political circumstances, which are the framework conditions for any long-term change. Moreover, as Swiss cooperation has focused on TA, it is expected that the achieved results faded, evolved, and mix with other types of interventions over time. In spite of this, SDC's contribution is recognized both inside and outside of Haiti, and it is also a reflection of the positive impact reached by the different projects. Hence, and considering the difficulties to measure it, we will elaborate on key aspects that have made a positive contribution towards the projects' sustainability.

Participation of local authorities and CSOs

One notable change is the **increased participation of CSOs and local authorities** in the decision-making process. Projects such as PAGAI, PAGODE, PROMES, RRC and PARHAFS have helped to **strengthen the capacity of local actors** in planning, implementing, and monitoring development activities. SDC's approaches of **working in a decentralized, participatory manner in marginalized regions** further strengthened local capacity and ownership but also increased the likelihood of sustainability in the long term.

By **involving the local community in decision-making and implementation processes** throughout all analysed projects, SDC's projects create a sense of ownership and empowerment among local actors. Additionally, SDC's participatory approach promoted inclusivity (through a focus of women participation) and strengthens social cohesion, essential components of sustainable development.

- PAGAI has focused on strengthening farmers' organizations, providing technical assistance, and promoting the use of new technologies, thereby improving their livelihoods and increasing food security in the country. The project has laid a solid foundation for the sustainability of its effects through its strategy of strengthening the capacity of local actors and networking Farmer Organisations (FOs) with local state actors.
- PROMES has supported women's organizations and promoted women's participation in decision-making processes, leading to increased gender sensitivity and the adoption of gender-responsive approaches in development interventions.
- PARHAFS the project contributed to the local governance of the MfDR sector at the local level through the establishment of local structures to support the construction of houses as well as shelters and ensure their management.

Some of the established local structures with good and trusted networks remain through SDC's practiced global vision of governance. Switzerland has created a long-lasting good reputation on all levels in Haiti, which will likely be continued through the work of Switzerland's HA. Although it is feared that the accelerated exit and abrupt termination of some programs may have an impact on its reputation, in terms of reliability.

Commitment to sustainability of projects despite challenging relationships with central government

SDC has faced challenging relationships with the central government in Haiti. For example, employees of the town hall went without payment for two and a half years, and mayors who are not necessarily elected officials felt indebted to a power that had appointed them. Despite these challenges, SDC's projects have **shown a commitment to sustainability**, such as the tax mobilization continuing after the project ended (cf. project REGLEAU). The achievements of projects like the Protected Areas and Associated Livelihoods (PVB) project are to be perpetuated by the government, and the SDC has invested in training local actors to ensure that the projects can be maintained in the long run.

Some examples where a continuity and/or upscaling can be seen are:

- REGLEAU: The national body responsible for water, envisages to replicate the developed water system in other parts of the country. It aims to continue the programme with monetary assistance from the World Bank and IDB. The project is an example of the Nexus where methodological approaches are shared between DC and HA.
- PROMES: The objective is to transform this project in the field of social protection. The World Bank will take over the project approach in Grand'Anse with the same partners. Further, the EU has expressed interest in replicating the project in the North-West region.
- PAGODE: the project has laid a solid foundation for the sustainability of its effects through its strategy of strengthening the capacity of local actors and networking FOs with local state actors.

The territorial anchoring of the project, involvement of local actors, and training of human resources have also been identified as factors that contribute to its sustainability. However, the lack of government commitment, unstable socio-political context, and brain drain remain factors that threaten its sustainability.

- PARHAFS: the project has managed to create some benefits that are likely to continue after SDC funding ceases through the use of local materials, the involvement of different institutions, and the enhancement of local knowledge and know-how on locally adapted construction techniques and disaster risk management. However, the lack of communication between local committees and the absence of follow-up actions remain challenges that threaten its sustainability.

Selected challenges to sustainability

- Implementation periods of projects were initially spread over a period of 12 years. Interviewees argue that the message of SDC's withdrawal came surprisingly and projects had insufficient time to change project structures (e.g. REGLEAU, PAGODE). The expected earlier closure of the PAGODE and other projects in 2024 have weakened the impact and sustainability of current interventions.
- The withdrawal of bilateral cooperation programmes/financing from Haiti will result in a considerable **reduction in financial resources**. One example are limiting resources for the WASH sector, risking the transfer of control of the works and the systemic approach advocated by REGLEAU. In the PVB project, the management board works, but it lacks the financial means to hold regular meetings. The ANAP (Agence Nationale des Aires Protégées) ensures the follow-up of the project interventions at the end of the project, but the budget of the Ministry of Environment is rather small. In PAGAI, project partner institution SOFA faces challenges for sustainability, such as no financial autonomy to carry out projects, in addition to the weight of socio-economic problems on institutions, and programs being halted due to insecurity.
- **Sustainable relationships with national institutions is challenging** as they depend on projects and cannot have a financial projection over three years. Experiences with local actors show that they are not used to managing large budgets. Further, the **risk to sustain capacity is high**, due to high rate of criminality, strong migration "brain drain", lack of continuity in elected offices and administrations and corruption.
- The **local context of insecurity**, inflation, instability of macroeconomic context and of human resources further challenges sustainability.

Flexibility through Nexus

The close cooperation between the Swiss humanitarian aid sector and SDC in Haiti helps to ensure that the development projects are **more resilient to shocks and crises**, and that the **emergency responses are more sustainable**. Even though SDC's cooperation office in Haiti is withdrawing, the fact that humanitarian aid is staying will help to continue the positive impact of SDC's past projects and contribute to their sustainability. The capacity building efforts and the established local structures with good and trusted networks will remain through the practiced global vision of governance, and Switzerland's good reputation on all levels in Haiti will likely be continued through the work of Switzerland's Humanitarian Aid.

The HIC team believes that the sustainability of development projects is dependent on good planning and implementation, as well as external framework conditions which are out of one's control. In the case of SDC's bilateral cooperation in Haiti, the framework for sustainability was created the best way possible. Projects are planned and designed in a participatory way, are relevant to the needs of the population, coherent and show first results. External factors, such as political and socio-economic situation hamper sustainability. Considering that results and sustainability are evident in SDC's work despite the challenging circumstances, interviewees regret SDC's withdrawal in Haiti and express concerns about its ability to continue to deliver results that can be anchored.

KEY MESSAGES

- SDC has enabled **the participation of local authorities and CSOs** in decision-making processes, leading to improved sustainability and ownership of development activities.
- Through all programme documents and **operational aspects, sustainability measures were either taken or advocated for**, thus leaving an impact for future related sustainability measures by local authorities.
- SDC has enabled establishing **local structures and strengthened local capacities and networks** to ensure the continuity and upscaling of projects, contributing to their sustainability.
- Through the **Nexus Approach**, SDC has integrated humanitarian aid and development projects, making them **more resilient and sustainable in the face of shocks and crises**.

4.2 MAIN LESSONS LEARNED

4.2.1 SECTORAL LESSONS LEARNED

Lesson 1: Strategic planning and implementation should prioritize increasing women's participation in project activities, both in the area of governance and resilience.

Reinforcing gender mainstreaming efforts, particularly at the community level, is crucial for promoting inclusivity and achieving sustainable development outcomes. Continued expansion into new sections of communes (e.g. PARHAFS: to train more female craftsmen and promote the TCLA approach) contributes to gender-sensitive approaches and enhances the overall effectiveness of the project). Other SDC projects, such as PAGAI, have played a significant role in social inclusion and empowering women through training and support for women's organizations. Strengthening local authorities and promoting transparency has increased risk awareness and built trust among project teams and partners. Integration of women in local management structures, as seen in REGLEAU and PROMES, has led to targeted gender mainstreaming activities and the empowerment of women in various sectors.

Lesson 2: Effective intervention planning requires careful consideration of vulnerability to hazards when selecting areas of focus.

Concentrating efforts on rural areas, specifically targeting the most vulnerable populations, maximizes the impact of interventions. The reduction of geographical focus (as seen in the South East in the RRC project), allows for concentrated efforts and better outcomes through streamlined resource utilization. The choice of intervention areas (Jacmel, La Vallée de Jacmel, Cayes-Jacmel) for the RRC project was considered appropriate given the vulnerability of the municipalities in the south-eastern department to climatic and geological hazards. The town halls of the three affected municipalities have received capacity building support for their municipal engineering departments on risk and disaster management. The methodological approach developed under the project to transfer skills to national experts was clear and met the needs of the target institutions.

Lesson 3: Networking partner town councils fosters collaboration towards a common vision of disaster risk management.

By supporting tripartite initiatives involving the public, private, and voluntary sectors, a foundation for resilient construction is established (as seen in the RRC project, bringing together the Caisse Populaire Espoir and ATECO). Other projects like SQUAT also demonstrate the importance of synergies with partner town councils and civil protection committees to integrate risk management into housing design and construction. Utilizing the project timeline to facilitate exchanges and forums between relevant cooperatives and partner town councils further strengthens responsibilities, sector progress, and future prospects in granting building permits and construction loans.

Lesson 4: Adapting deadlines for deliverables and allowing flexibility in the planning and execution of tasks is essential for achieving effective results in fragile contexts like Haiti, considering external factors and administrative procedures.

Here, it is crucial to clearly identify interdependent tasks to mitigate potential delays and ensure smooth project progression, as successfully applied in several projects (e.g. RRC)

Lesson 5: Building resilient and sustainable houses and multifunctional community shelters with solid, paracyclonic, and earthquake-resistant TCLA construction methods, along with integrated essential facilities like latrines and rainwater collection systems, has proven successful for enhancing disaster resilience.

Lesson 6: The focus on horizontal governance, local dialogue and a realistic assessment of the local context has proven successful in fostering collaboration and stakeholder ownership, promoting open communication and allowing for greater flexibility and adaptability in responding to different shocks.

Given the state's fragility due to political instability and growing insecurity, SDC's innovative approach to focus on community based programme is highly regarded for recognizing to work on building resilient communities to withstand shocks and natural disasters. By basing projects on realistic assessments of the local context and emerging needs, SDC has achieved positive outcomes. Additionally, SDC's work on strengthening partnerships with civil societies and local municipalities has been innovative and has improved relationships with partners, and is found to be highly relevant SDC's development cooperation goals. The continuation of effort in building and maintaining relationships with Haitian government bodies, civil societies and municipalities through the period of greater uncertainty in Haiti has been particularly creditable. Through the strong local presence (proximity to the population thorough its direct offices in Jacmel and Port-Salut), the well-developed local network (see Lesson 11), as well as the Nexus Approach (see Lesson 8 and 14), it was possible to react quickly and flexibly.

Lesson 7: In very fragile contexts, focus of capacity building should lie on strengthening local and household structures, as seen by SDC's engagement in Haiti.

SDC's engagement in Haiti has emphasized the importance of empowering and supporting local communities and households to enhance their resilience and ability to cope with natural and political disasters. By investing in building in the capacity of local actors and households, SDC has recognized the significance of fostering self-reliance and empowering communities to address their specific needs and vulnerability. Interviews show that there is a need at local level and that results and impacts can still be achieved, despite political and natural disasters. Furthermore, interviews in the Deep Dive phase show a high response rate for SDC's projects at household level.

Lesson 8: Effective coordination and integration of humanitarian aid and development cooperation is crucial for resilience and sustainability (Nexus).

Long-term resilience can be envisaged through the nexus approach, which is a positive step towards promoting sustainable development in Haiti. In the context of its engagement in Haiti, SDC has recognised the need to blur the lines between humanitarian aid and development due to the urgent needs in the country. Incorporating nexus principles into SDC strategies and programmes has facilitated synergies and complementarity between humanitarian and development interventions. Projects funded with humanitarian resources, such as, disaster risk reduction, have embraced the nexus idea by incorporating components of local governance and investing in long-term resilience-building measures. Thanks to the flexibility of programmes such as REGLEAU and PARHAFS, they can adapt to changes in the socio-political context and contribute to the development, reconstruction and resilience building of communities.

4.2.2 INSTITUTIONAL LESSONS LEARNED

Lesson 9: SDC's presence on the ground in Haiti, serving as an honest broker and leveraging local knowledge, enhances donor coordination efforts, ensuring effective and tailored development interventions.

SDC's role as an "honest broker" and trusted long-term network in Haiti that was built over time has helped in the implementation and coordination of programmes, and through SDC's transparent work and communication, Switzerland is perceived as a credible cooperation partner (see also lesson 11).

Lesson 10: Long-running projects, long-term commitment and flexibility during implementation are regarded as highly valuable.

This lesson is self-explanatory, has already been stated during the Meta-Analysis, and is also confirmed by the deep-dives in the other countries (and has surely been confirmed by similar capitalization exercises in the past). Amongst the bilateral cooperation agencies, SDC seems to have a "unique selling proposition" with regards to project duration and handling flexibility.

Lesson 11: Prioritizing engagement at the local level is crucial for achieving results, sustainability, and successful governance, underscoring the importance of involving local actors and embracing horizontal collaboration within the government and local communities.

The continuous presence of SDC at local and political levels, through one country office in the capital and two offices in the South (South East & South) and direct contact and exchange with local authorities, has helped to establish a certain credibility through closeness to reality. According to several interview partners, the physical presence of the Embassy in Port-au Prince as well as presence of SDC staff in the project areas, including regular visits by the Ambassador further reinforces this engagement, and is highly valued by the local actors. This "staying engaged" approach has contributed to building strong relationships and trust between SDC and the local communities, which has been crucial in ensuring the success of their interventions.

Lesson 12: Effective communication, direct contact with local authorities, and stakeholder involvement are vital elements for program success, ensuring shared understanding, alignment, and active participation throughout the implementation process.

Lesson 13: Empowering state bodies as a means to avoid over-reliance on humanitarian aid and foster sustainable development.

From 2011 onwards, SDC recognized the significance of decentralization in promoting good governance and effectively incorporated governance as a transversal theme across all its actions. It became evident to SDC that empowering state bodies was crucial in preventing the perpetuation of a system known as "humanitarian development". By emphasizing decentralization and incorporating governance as a cross-cutting element, SDC aimed to create an enabling environment where state institutions could take a leading role in shaping and implementing development initiatives. This approach helped in fostering local ownership, accountability, and responsibility.

Lesson 14: Integrating principles of participation, inclusion, and reciprocity in project monitoring fosters trust, strengthens partnerships, and facilitates mutual learning, enhancing the overall success and impact of development initiatives.

Projects such as PAGODE have employed a participatory approach based on openness to local state and non-state actors, involving them in the activities without imposing previously established plans. This approach has allowed the projects to be more inclusive and responsive to the needs of the stakeholders.

Lesson 15: SDC's engagement in Haiti is a good example that the Nexus Approach can work, yet support needs to address fragility as a means to promote development through long-term planned change processes with a holistically coordinated vision at all levels.

Lesson 8 indicates some advantages of the Nexus Approach. On an institutional level, interview partner highlight the necessity to holistically coordinate long-term change processes within the country (between HA and DC), as well as in close cooperation with SDC Headquarter. Close communication and coordination mechanisms should be in place (in Haiti cooperation has intensified and strengthened over the years, especially after the integration of the two offices). Changes (such as the exit) should be planned and communicated at an early stage in order to increase the opportunities for strategic continuation and takeover of projects.

Lesson 16: The humanitarian-development nexus approach is seen as essential for improving the effectiveness of humanitarian and development operations in Haiti.

Success factors include: financial and operational flexibility, including contingency planning; shared understanding of the context among the players, listening to and involving local players and communities and a common understanding of the approach within the teams and adequate technical capabilities for its implementation.

A prime example of this approach can be observed in the REGLEAU project, which focuses on the "drinking water, sanitation, and hygiene" sector, an area highly affected by crises. REGLEAU's financial and operational flexibility, including contingency planning, has enabled it to anticipate and address critical needs generated by crises like the COVID19 pandemic, the earthquake, and storm Grace in 2021. The project maintains a portion of its budget as flexible funds to respond swiftly to urgent sectoral needs during emergencies. Through this mechanism, REGLEAU was able to support local populations and institutions, ensuring access to clean water and sanitation services even during times of crisis. Another notable project is PARHAFS, which emphasizes the reconstruction of family housing, livelihood support, and community preparedness for natural disasters. By combining top-down and bottom-up approaches, PARHAFS has successfully put the humanitarian-development nexus into practice. The project's complementary measures support vulnerable populations, build their capacity to withstand crises, and at the same time, address immediate humanitarian needs. For example, PARHAFS collaborated with local partners to reconstruct houses and provide access to water and sanitation, ensuring the long-term prevention of risks and enhancing community resilience. The successful application of the humanitarian-development nexus approach relies on a common understanding of the approach within project teams and relevant stakeholders. The REGLEAU project, with its well-trained team and clear responsibilities for emergency response, stands as an example of effective implementation of the nexus approach.

Lesson 17: An institutional exit strategy should be planned as long-term as possible. While change may be necessary and desirable, too rapid a change undermines long-term commitments and relationships as well as the viability of projects.

Switzerland/ SDC have created a long-lasting good reputation on all levels in Haiti. In this context, SDCs exit of bilateral cooperation is perceived as a challenge. Switzerland's development programmes in Haiti have generally had a long-term perspective. In this sense, SDC programmes, which for the most part began around 2018, should have extended until 2030. The planned capitalization in 2023 therefore comes very early in the process. The decision raised concerns about the continuation of the positive outcomes achieved during the last years, weakening the impact of ongoing interventions with a premature end such as PAGODE. These factors have made it difficult to address the needs of actors effectively. Interview partners fear that the accelerated exit and abrupt termination of some programs may have an impact on its reputation, in terms of reliability. As Switzerland plans to remain engaged in Haiti through Humanitarian Aid, a long-term perspective in humanitarian engagement can foster more sustainable results. Open

communication and coordination with local actors and stakeholders will be crucial in facilitating this transition, keeping the established trust and aligning the humanitarian program with the broader development goals for Haiti.

5 RECOMMENDATIONS AND CONCLUSIONS

This deep-dive has summarized **SDC's bilateral cooperation with Haiti in the sectors local governance and resilience over the past 20 years**. It has done so in the context of SDC's learning and knowledge management initiative accompanying the gradual phasing out of the bilateral cooperation activities in Haiti and other LAC countries. Methodologically, the deep-dive made triangulated interviews and literature review, made use of an evaluation and capitalisation matrix categorized by the OECD DAC criteria plus lessons learned, applied elements of qualitative content analysis and contribution analysis. It was not an evaluation, but a collection of lessons-learned and capitalization effort.

SDC's engagement over the last 20 years in Haiti has been **relevant and responsive to the needs of the country**. Through the use of flexible programming modus operandi and a humanitarian-development nexus, it has **enabled local actors** to participate in decision-making processes and strengthened capacities of municipalities. Some concrete results are reported from SDC's focus on sustainable agriculture practices that has also led to improved livelihoods and increased food security. Moreover, its efforts in gender equality have resulted in an improved socio-economic situation for women.

Despite challenging environment to work with the central government and other security related limitations, SDC has demonstrated efforts toward achieving project related sustainability goals. SDC has **established local structures and networks** to ensure the continuity and upscaling of projects, contributing to their sustainability. Through the Nexus Approach, SDC has integrated humanitarian aid and development projects, making them more resilient and sustainable in the face of shocks and crises.

SDC's **comprehensive approach and a high flexibility** in its operational methodologies have been instrumental in promoting ownership, strengthening trust, and helping with the creation of networks. SDC's role as an "honest broker" and trusted long-term network has helped in the implementation and coordination of programmes, and through SDC's transparent work and communication, Switzerland is perceived as a credible cooperation partner.

Main Recommendations

- This synthesis conclusion recommends that the exit strategy of bilateral cooperation be clearly communicated with the Haitian authorities and internally coordinated with the Humanitarian Aid (HA). This can be done through consultations with other donor organizations and national stakeholders in Haiti. We learned that many stakeholders consider SDC bilateral cooperation as an outstanding engagement, and as an example of true partnership in Haiti. Through this strategy, we believe it will avoid the creation of unease and distrust with the Haiti government and the people.
- Intensify the search for hand-over possibilities of SDC efforts, either as complete projects, or as concepts and approaches. Possibly, any partner that takes over parts of former SDC projects will likely rebrand them, which is either a small or a large price to pay for the Swiss Cooperation, depending on the viewpoint.
- It was confirmed through interviews that a large amount of information material was drafted in the individual projects. Moreover, the HIC team was under the impression that many local actors are very engaged in their activities. It is now important to make sure that this material is passed on to the right (committed) actors.
- The good cooperation between development cooperation and humanitarian aid should be taken as a basis for a strategically jointly planned future of different scenarios.

ANNEX 1: LIST OF INTERVIEWEES

The following persons were consulted by the HIC team as part of the Deep Dive in Haiti.

NAME	(FORMER) ROLE OR INSTITUTION
Norpélus Paul André	Coordinateur de la Fédération des Associations de Les Anglais
Marcel Fortuné	Maire ou Agent intérimaire de la Commune de Beaumont
Marcelin Aubourg	Directeur Départemental agricole Sud
Prenor Coudo	Directeur Technique de l'ANAP : Agence Nationale des Aires Protégées.
Nicolas Dérenne	Directeur ID (Initiative Développement)
Elie Desmarrattes	Directeur du parc national Unité II de la forêt des pins
Jean hilaire Vilmont	Ancien Directeur Exécutif de FHB : Fonds Haïtien pour la biodiversité
Chenet Jean-Baptiste	ITEKA (Institution locale)
Gardy Letang	DDC, Responsable National Programme Senior Gouvernance Territoriale, Gestion des Risques et Désastres et Aide d'Urgence
Ronert Vladimyr Potgony Jean; Joseph Eddy Saint-Louis, Louissaint Francion	Directeur départemental agricole Grand-Anse, Départemental agricole Grand-Anse, Départemental agricole Grand-Anse,
Seth Pierre	Chargé de programmes à Helvetas Haïti
Mondésir Jean Gérard	INFP / Technicien
Sardou Jean Denis	Coordonnateur National d'AVSF
Perilus Roberde	Directeur DI
Pierre Jean Gresseau	Ingénieur formateur du PARHAFS
Jean Edy Théard	Coordinateur de projet
Margareth Bien Aimé	Directrice SOFA (Solidarité Fanm Ayisyèn)
Ivan Bartolini	Ancien Directeur de projet CCR
Eliscar Philippe	Directeur OREPA Sud
Dominique Boisson	Professeur FDS-UEH ; Coordonnateur de l'Unité de Recherche en Géosciences(URGéo) ; Coordonnateur local de la coopération UEH/ARES
Dulice Nelson	Directeur Centre de formation de Port à Piment
Sven Stucki	Country Manager Haiti and Cuba DLAC Bern
Fabrizio Poretti	Chargé d'affaires & Head of Cooperation Haiti
Marie Yolaine Philippeaux Scutt	Mairesse ou Agente intérimaire de la Commune de La Vallée de Jacmel
Serge SEMERZIER	Point focal abris PARHAFS
Renaud Bury	Doyen de la Faculté de Génie Civil de l'Université Américaine des Cayes
Mathias Pierre	Coordinateur de REGLEAU
Hautbois Marie Jeanne	HEKS-EPER
Nathalie Lamaute-Brisson	FONKOZE
Laurent Savary	Chef de Projet PARHAFS
Judy Hythéard	Directeur executif
Norpélus Paul André, Dajolly Wilfrid, Jambon Pierre Romane, Léoné Ferlandy, Mirtane Vanté, Talma Jean Mil-riche, Charles Bernadette	Focus Group Discussion 1 avec Fédération des Associations de Les Anglais

NAME	(FORMER) ROLE OR INSTITUTION
Lubin Faveur, Merzy Osten, Melvius Dieuseul, Venel Metehome, Edmé Sémélon, Talma Jean Milrich, Roblin Polos, Louis Sanel, Erisma Guirlène, Jean Ekiezer Louis, Fils-Aimé Boniface, Nestor Rosana, Louis Louis Jean	Focus Group Discussion 2 avec CEP

ANNEX 2: BIBLIOGRAPHY

Strategy Documents

- Direction du développement et de la coopération DDC (2006), Programme humanitaire Suisse pour Haïti 2006 – 2008
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- Direction du développement et de la coopération DDC, Stratégie de coopération suisse en Haïti 2014-2017
- Département fédéral des affaires étrangères DFAE, Stratégie de coopération suisse en Haïti 2018-2021
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Evaluations

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- 2021, Evaluation externe a mi-parcours, PAGAI
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Project Documents

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- 2021, PAGAI, Mesures d'appui-accompagnement des exploitant-e-s agricoles affectés par le séisme du 14 août 2021
- 2022, PAGAI, Proposition d'un Crédit Additionnel, No.7F-09588.01
- 2016, Projet Appui au système d'innovation agricole en Haïti, MARNDR, DI
- 2022, PRODOC, PAGAI
- 2018, PRODOC, PAGODE
- 2021, PRODOC révisée, PARHAFS
- 2022, PRODOC Annex 2, PARHAFS
- Rapport de fin de projet, PURPOS

Others :

Gardy Letang (2022) Professional dissertation DPP « The humanitarian-development nexus and resilience in a fragile context the case of the Swiss cooperation programme in Haiti 2022-2024 ».

ANNEX 3: EVALUATION & CAPITALIZATION MATRIX

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
1) Relevance		
1.1 How and to what extent did SDC's aid thought the analysed projects respond to pressing multidimensional development needs? Were the investments done coherently and proportionate in relation to the development priorities in the countries at specific periods of time?	1.1.1 Strategic documents and formulated objectives therein clearly refer to development needs of the target group. 1.1.2 Strategic documents and formulated objectives therein are in line with development priorities of the countries according to national development plans and/or sector strategies as well as to specific needs and requests of relevant stakeholders and beneficiaries. 1.1.3 Instruments, methods and chosen thematic focusses of projects are in line with defined overarching objectives.	• PAGODE is considered a pivotal programme of the Swiss Embassy in Haiti because of its positioning and its role in the implementation of the Embassy's new strategy, which is well aligned with the main orientations of the Haitian Government by finding "its place in the priorities defined by the Haitian State in its strategic plan (PSDH) for 2030, more specifically in its chapter 4 which deals with the reinforcement of institutions and the rule of law, and particularly with decentralisation and local services" (Evaluation a mi-parcours, PAGODE, 2021). • PAGODE's working approach allows it to adapt to the social, security, political and economic context of Haiti economic context of Haiti, as it was designed to work with key state and non-state actors, and and non-state actors that are fundamental and key to governance (Evaluation a mi-parcours, PAGODE, 2021). • The activities, products and expected effects of the PAGODE programme respond to the priorities of municipal actors and public policies in terms of support for decentralisation in Haiti, for example through the PMAC, which addresses the problems of communal administration (Evaluation a mi-parcours, PAGODE, 2021). • In its implementation during the first two years, PAGODE takes into account the needs of state actors at the central level, such as its alignment with the two pilot projects of the Ministry of the Interior and Territorial Collectivities (MICT) or the structural and strengthening interventions that are being carried out in the target town halls of the three departments in which the programme is being implemented, particularly through the deployment of the PMAC and PRAFIPIUM with the MICT, even though this has taken some time, approximately one year of programming (Evaluation a mi-parcours, PAGODE, 2021). • PAGODE provides local support according to the needs expressed and consults with key actors to find out about their needs and obtain their involvement and support for the programme. Because, whether at national or local level, the actors are always at the centre. In the work with the central government, the departmental directors of the various ministries concerned are in the lead, with PAGODE providing support. During meetings, it is the mayors who send out the invitations and co-manage with PAGODE. At the level of local civil society, PAGODE's working approach is appreciated because it works with CSOs/CBOs and local elected officials and its projects are linked to the PCD even when it is not yet developed (mixed CSOs/CBOs) PAGODE's approach also appreciated by mayors (Evaluation a mi-parcours, PAGODE, 2021). • Three logical frameworks were designed during the first two years of implementation of Phase I of the programme. Some partners complained about their non-involvement in this exercise (Evaluation a mi-parcours, PAGODE, 2021). • It has taken into account the real needs contained in the commune's PCD (Evaluation a mi-parcours, PAGODE, 2021). • PAGODE remains coherent and generally aligned with the needs of the stakeholders (relevance) (Evaluation a mi-parcours, PAGODE, 2021). • It is in this context that Switzerland is collaborating with the Haitian state by making agriculture and food security one of the three priority areas of its 2018-2021 cooperation strategy in Haiti in line with the Haitian government's Agricultural Policy 2010-2025 (Evaluation a mi-parcours, PAGAI, 2021). • PAGAI linked to Haitian national strategies and plans: Examples: PAGAI is aligned with the normative frameworks and strategic documents of the MARNDR, PNIA, PAAF, PSDH, Plan de relance Agricole 2010-2025. The Project Document took into account the strategic documents of the Swiss cooperation and the Haitian government, particularly the Agricultural Development Policy of Haiti (2010-2025). Through its four components, PAGAI supports the commitments made by the competent national authorities in the framework of this agricultural policy instrument. (Evaluation a mi-parcours, PAGAI, 2021). • 81% of respondents consider that PAGAI has taken their needs into account when designing the programme. Moreover, 84% of the members of the FOs confirm that they have been consulted at least once by PAGAI (Evaluation a mi-parcours, PAGAI, 2021). • PARHAFS: Hurricane Matthew's passage through the Grand Sud in 2016 caused significant damage in the region. The families affected are still struggling to rebuild their homes and strengthen their resilience to the shocks of possible future natural disasters. The Haitian state, particularly through the local

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
		authorities, does not have the political means to help these families and make basic services available to the affected communities. Thus, alongside other projects that are part of the Swiss cooperation strategy in Haiti 2018-2021, PARHAFS is a response to this reality experienced by the populations of the beneficiary communal sections. It is in line with the priority theme of disaster prevention in the Swiss international cooperation message 2017-2020 (Project Evaluation, PARHAFS, 2022). • As for the target groups, they are unanimous in recognising that the project takes into account their post-Matthew needs and priorities. The project responds to a need to strengthen local resilience by adopting both a hard and soft approach. Indeed, populations are regularly confronted with natural events that test their capacity to cope with these disasters. More resistant buildings adapted to local practices, training in MfDR and construction to shelter these populations with committees trained in this sense, the development and provision of a technical package through a training centre respond perfectly to the needs of local actors and sectoral institutions (Project Evaluation, PARHAFS, 2022). • Local authorities (Mayors, CASEC and ASEC) have confirmed that PARHAFS' actions are consistent and in line with their plans, which they do not have the means to implement (Project Evaluation, PARHAFS, 2022). • PROMES addresses priorities of Haitian government: National Policy for Social Promotion and Protection (PNPPS) (Project Evaluation, PROMES, 2021). • The Swiss embassy has understood that the development of the country must go through the territories Very few donors have this vision (Interview 5) • PVB: The actions of the PVB project are carried out in conjunction with the Ministry of the Environment and the ANAP. The MoE has embraced the actions of the SDC because the actions have been carried out with ANAP and the MoE (Interview 4) • - Profisud started at the central office of the MARNDR and then decentralised to the departmental level of Grand'Anse. Grand'Anse is the largest yam production area in the country. The DDA G'A has worked on the yam sector for at least 4 years. The SDC has worked with DDA-G'A according to the laws of the Haitian administration. Profisud comes after hurricane Matthew in Grand'Anse in 2017. Profisud is an investment financing (Interview 10). • RRC: In this context, the challenge facing the SDC is to propose and demonstrate the feasibility, in one of the country's municipalities (Jacmel, Dépt. du Sud-Est5), of a pragmatic approach to the process from risk analysis to risk reduction measures, which takes account of the initial low level of skills, the available data, the country's absorption capacity and the potential for mobilising resources for concrete measures. As far as possible, the State will be strengthened at local level (communal: town hall - CASECs), in collaboration with the departmental delegations of the sectoral ministries, so that the town hall begins to assume its role as a service provider for the safety and well-being of its population. The risk management exercise will also be an opportunity to re-establish a more functional working relationship between the town hall and the communal sections (Credit Proposal No. 7F-09540.01)
1.2 In how far was SDC's engagement through the analysed projects in line with overall Swiss development cooperation priorities ?	1.2.1 Strategic documents at country or LAC level and formulated objectives therein refer to overall Swiss development cooperation strategies. 1.2.2 Strategic documents and formulated objectives therein at country or LAC level are in line with Swiss development priorities according to Swiss IZA strategies.	• PAGODE's activities activities are in line with the priorities of Swiss cooperation in Haiti (Evaluation a mi-parcours, PAGODE, 2021). • The PROMES programme, which is a contribution of the Swiss Embassy in the Republic of Haiti, is based on two pillars implemented by WFP and FONKOZE. Through these two pillars, which aim at the institutionalisation and empowerment of ultra-poor households, it is part of a twofold capacity building logic. In this respect, it follows from the Swiss cooperation strategy in Haiti (2018-2021) (Project Evaluation, PROMES, 2021). • REGLEAU, in line with Swiss Cooperation's "stakeholders at the centre" approach in Haiti, contributes to the priority areas of water, governance and gender in the SDC's 2017-2020 message (Evaluation a mi-parcours, REGLEAU, 2021). • Project planed through Swiss cooperation strategy or program, projects linked to SDC's priority themes in Haiti; Cooperation strategies 2014-2017, 2018-2021 on the same priority themes in development cooperation or humanitarian aid (Interview 9)
2) Coherence		
2.1 Was the project coherent and complementary to other SDC activities (humanitarian aid, engagement	2.1.1 Strategy and project documents illustrate coherence/ complementarity with other SDC/SECO activities. 2.1.2 Synergy potentials were used and	• This programme [PAGODE] stemmed from the strategic reflections of the Swiss Embassy in view of the preparation of the 2018 - 2021 cooperation strategy, which makes local governance in particular the axis around which the entire cooperation programme is organised (Evaluation a mi-parcours, PAGODE, 2021).

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
in the field of peace and security, global programmes) as well as with the engagement of other Swiss development actors ?	duplication was avoided during project implementation.	• PAGODE works directly and entirely with 11 communes and partially and in synergy with the REGLEAU2 programme in 2 other communes in the Sud'Est department and in the commune of Abricots in the Grand'Anse where PAGODE only intervenes in support of the MICT for the implementation of the Programme de Modernisation des Administrations Communales (PMAC) (Evaluation a mi-parcours, PAGODE, 2021). • PAGODE: In terms of synergy and complementarity with other programmes and projects, two years after the start of the programme, these partnerships are still slow to materialise, except for the REGLEAU programme to a certain extent, in the communes of the Sud'Est. Obviously, meetings have taken place with some meetings took place with some projects of the Swiss Embassy. This led to the definition of a set of cooperation axes. For example, RRC and PAGODE propose to accompany the communes in the elaboration of their communal development plan (CDP). PAGODE and REGLEAU will join their efforts and resources in strengthening the process of communal project management (MOC), improving taxation (Tax Mobilisation) and using existing local consultation structures (CDC, etc.) (Evaluation a mi-parcours, PAGODE, 2021). • The REGLEAU-PAGODE partnership which is developed under the leadership of the Ministry of the Interior to create synergy and complementarity between the two programmes (Evaluation a mi-parcours, PAGODE, 2021). • Direct synergies have been developed with other Embassy projects, including the SQUAT project in vocational training with the CFP in Port-à-Piment; the RRC project on MfDR tools, training modules for EICs and CLGRDs, assessment of flood and earthquake risks in Lazare for TCLAs, and assessment of the location of and access routes to temporary shelters; and PAGODE in governance/concertation of actors in the South, including a rapprochement with MPCE. In addition, some reflections were produced with a view to initiating the humanitarian development nexus via other food security and agricultural commodity chain projects such as PAGAI and PROFISUD. The Embassy is both the executor and the donor, ensuring a certain coherence between PARHAFS and its interventions in Haiti (Project Evaluation, PARHAFS, 2022). • With regard to the Embassy's other projects, certain synergies have been developed, but greater consultation is still needed in order to strengthen the holistic approach that should be adopted and promoted (Project Evaluation, PARHAFS, 2022). • The development of synergies/complementarities between PROMES and the other programmes of the Swiss Embassy has been slow, despite repeated requests from the Embassy and despite meetings on synergies. However, possibilities for collaboration exist and can be realised rapidly with SQUAT and PAGODE (Project Evaluation PROMES, 2021) • REGLEAU contributes to the priority areas of water, governance and gender of the SDC message 2017- 2020. The working principles of Swiss Cooperation's 2018-2021 strategy in Haiti (actors at the centre, nexus and starting from the local) are fully included in the programme's approaches. It contributes, along with other programmes, to making local authorities actors in the development, reconstruction and resilience building of their communities (Evaluation a mi-parcours, REGLEAU, 2021). • Nexus: linking the 2 SDC areas: development aid and humanitarian aid; In the field, there are 2 direct project offices attached to the development aid section; Some humanitarian aid projects are planned with a certain relay of some cooperation programmes related to social protection; It allows to ensure the relay for the output; Development of anticipatory mechanisms in case of emergencies through the development of know-how between the 2 levels ; Adapting development projects to the context while remaining aligned with medium and long-term effects (Interview 9) • Nexus examples: Example of territorial coordination mechanisms: all projects meet and discuss practices and exchange on interventions and try to find bridges. Practical example: local risk governance project and REGLEAU. Source protection work is done in a complementary way between the 2 projects on the sites; Exchanges with local and regional authorities to try to develop this approach: in NETWORK: Emergency response mechanisms in development projects while maintaining development actions; Linking short, medium and long term actions (Interview 9) • The big difference with others is the flexibility in interventions to ensure this connection between humanitarian aid and development: it makes a huge difference; How to intervene in the Haitian context makes a difference: flexibility; Searching for institutional links to work on responses to a challenge; The logic of intervention guides our interventions ; The actors are at the centre of the action: another difference (Interview 9) • SDC tends to concentrate its interventions in the Southern Peninsula (Interview 5). • Synergies between SDC projects: in the framework of DRR with risk mitigation projects with REGLEAU to protect sources; REGLEAU and PAGODE interesting synergies between the 3 programmes REGLEAU/PAGODE/RRC (Interview 24).

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
		• RRC: This proposal forms part of Domain 3 of the SDC's 2014-2017 Cooperation Strategy for Haiti, which includes disaster risk reduction (DRR). It contributes to objective "Feuille de route sismique" (2013) of the Government and responds to several priorities of the Sendai Framework for Action 2015-2030 for DRR, with which other donors and the Haitian government are also aligned (a revision of the NDRMP is currently underway). These priorities include: 1 (understanding disaster risk), 2 (strengthening disaster risk governance) and 3 (investing in DRR) (Credit Proposal No. 7F-09540.01) •
2.2 Was the project coherent and complementary to the engagement of other international development actors in the sector?	2.2.1 Strategy and project documents illustrate coherence/ complementarity with activities of other international donors. 2.2.2 Synergy potentials were used and duplication was avoided during project implementation.	• Difficulties for PAGODE to play its initial role of bringing together national and local actors to create synergy due to the influence of the central government (Evaluation a mi-parcours, PAGODE, 2021). • PAGODE's areas of intervention include: social inclusion, integration of women, risk and disaster management as advocated by the Swiss Cooperation (Evaluation a mi-parcours, PAGODE, 2021). • PARHAFS: Exchange of information and all kinds with SDC projects and other international actors (IOM, Caritas, Acted, government authorities, CBOs) (Interview 15) • PVB: SDC's actions have not been a barrier to other actors wanting to intervene; ANAP/MoE channels other stakeholders into other protected areas (Pine forest unit 1 GIZ/CESAL/AECID; UNEP support to the Port-Salut/Cahoaune/Abacou protected area, Support in baselines by Nature conservanting NTNC; Trustfund (Interview 4). • There is an inter-donor coordination platform working in the field of local governance, of which Switzerland is a member, it is a platform where the programmes try to talk to each other and also to ensure all the coordination in terms of operational deployment on the territory (Evaluation a mi-parcours, PAGODE, 2021). • Synergies PAGAI: HEKS/EPER through the provision of financial support for the seed sector in Grand'Anse. Through the Innovation Directorate, a partnership has been developed with the Projet d'Appui au Système d'innovations agricoles en Haïti (PASIAH) which plans to intervene in the Grand' Anse by July 2022. The partnership should enable the establishment of 3 territorial innovation centres, the updating of the inventory of innovations and the development of an agricultural extension plan for the country. Within the framework of the organisational strengthening activities to be implemented by PAGODE, the PAGAI diagnosis was used. This type of synergy makes it possible to better coordinate efforts and manage resources efficiently. With PROFISUD-Cacao, exchanges of beneficiary lists have taken place in order to pool resources. Efforts are being made to establish a joint action plan on gender issues between the gender officers of PAGAI, MCFDF and PROFISUD. This consultation process is encountering difficulties linked to the lack of resources to serve the consultation process in relation to the contractual commitments that each project must respect within previously defined deadlines. As a result, this concertation and synergy approach becomes secondary (Evaluation a mi-parcours, PAGAI, 2021). • Synergies: PARHAFS collaborates closely with : UCLBP which, through the National Policy on Housing, Habitat and Urban Development, defines the principles, objectives, strategies and key parameters that will guide the housing and habitat construction programme as well as urban development; DINEPA which implements the state policy in the drinking water and sanitation sector through the development of the sector at the national level, regulates the sector and controls the actors; INFP, which coordinates vocational training activities in Haiti and authorises the operation of public and private vocational training schools; DGPC, which coordinates actions leading to the management (prevention, preparation and response) of disaster risks, and responds to and develops sustainable and resilient post-disaster recovery; TPTC, which conceives, defines and implements the executive's policy in the areas of public works; and MPCE, which plans and coordinates the development (Project Evaluation, PARHAFS, 2022). • PARHAFS may seek to develop synergies and partnerships with other actors on the basis of its achievements that are of interest and deserve to be better exposed. For example, the World Bank has interventions in the South and remains open to consider or not possibilities of partnership or synergy with PARHAFS II. The IOM, for its part, encourages multifunctional shelters and proposes a broader discussion at the level of CTGAP to better address the options for collaboration (Project Evaluation, PARHAFS, 2022). • The project has only foreseen avenues of collaboration with the Governance Support Project (PAGODE), the System of Qualification and Access to Work (SQUAT) project and the Strengthening Local Governance of Drinking Water (REGLEAU) project. As for the Disaster Risk Reduction (DRR) project, which

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
		shares the same premises with WFP, the project has no such plans. In any case, without defining the expectations or contributions of each of the programme's institutional partners, and without formulating specific tasks upstream, the challenge of synergies was not won in advance (Project Evaluation PROMES, 2021) • At the time of this mid-term evaluation, the programme is still in the process of developing mechanisms for effective collaboration. This is despite the direct intervention of the Embassy, which instituted the "synergy meetings" in order to bring programmes to exploit their cooperation potential. Inaugurated at the beginning of April 2020, in the midst of the pandemic, the "synergy meetings" have proved to be decisive not only in terms of information sharing between the programmes deployed but also in terms of real prospects for the coordination of actions undertaken on the ground. Since then, based on previous recommendations, a strategic framework has been put in place whereby all Swiss Embassy programmes operating in the South East are required to develop synergies through effective co-ordination, and to ensure that their actions are complementary. The issue of developing synergies between programmes has thus found a favourable ground to evolve, particularly with the facilities offered by bilateral exchanges. However, it is still a learning exercise for programme managers without any guidelines or pre-established framework for action. At the validation of the PROMES annual operational plan (2019-2020), the Embassy strongly supported the search for synergies with programmes such as ALEDH, SQUAT and REGLEAU. As an illustration, synergy paths were even proposed (Project Evaluation PROMES, 2021) • No synergies or avenues of collaboration with other programmes have been envisaged within the framework of PROMES (Project Evaluation PROMES, 2021). • The EU is a disaster, listen a little but don't work with Switzerland; Donors do not organise themselves but request it from organisations (Interview 5). • Interchange missions are carried out with the World Bank in the South on the PARHAFS project and the Bank involves their partners in order to exchange practices on multipurpose shelters, habitat reconstruction and risk management; For each mission, national institutions are brought in: DGPC Sharing table with all project stakeholders possible; Coordination mechanism where one interacts : • Sectoral mechanisms set up by the government • Donor consultation mechanism via sectors: Water and Sanitation Sector Group • Ad hoc workshop with Dinepa to present the REGLEAU approach to the financial partners of the Water and Sanitation Group, • Exchange mechanisms with humanitarian donors to share our practices and conduct dialogue with the government in case of challenges (Interview 9). • RRC: The SDC's participation in the GRD Forum (PNU D / DPC), bilateral exchanges with other donors in the sector (ECHO, OFDA, DFID, AEI, BID) and participation in the GRD6 thematic and sectoral table (recently revived) often made it possible to ensure the alignment or - more significantly - the harmonisation of the proposal (Credit Proposal No. 7F-09540.01).
3) Effectiveness		
3.1 What concrete development results were achieved through the project X?	<i>descriptive/illustrative</i>	• PAGODE has completed 2 of the 4 years of its "first" phase and, in view of the announced disengagement (Evaluation a mi-parcours, PAGODE, 2021). • (-) The governance structures proposed in PRODOC are not very functional. For example, the COPIL or CP whose establishment is a contractual requirement with for example, the COPIL or CP whose establishment is a contractual requirement with the main responsibility of validating the strategy and implementation documents of the programme has only met once during these first two years of programme implementation (Evaluation a mi-parcours, PAGODE, 2021). • As a result, the two operational plans (March-December 2019 and January-December 2020) as well as the three (3) progress and balance sheet reports have not been validated by the programme steering committee. [...]. Other factors are also likely to hinder the effectiveness of PAGODE's approaches and strategies, taking into account what the findings revealed in this regard, notably: the cumbersome nature of the consortium's structure itself, which prevents the submission of deliverables on time, which is a major concern for the embassy. The consortium is not innovative enough as a structure in that not all actors are moving in the same direction (Evaluation a mi-parcours, PAGODE, 2021).

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
		• The programme had a very slow start. The first two years were mainly devoted to organising meetings, concluding partnerships, carrying out inventories, supporting the authorities in setting up certain coordination structures and carrying out certain training structures, and the provision of some training (Evaluation a mi-parcours, PAGODE, 2021). • At the level of contractualisation of framework agreements, a set of cooperation agreements have certainly been signed, but this does not guarantee the respect of commitments. For example, the programme is still struggling to contract with the MPCE. As a result, the updating of “guide méthodologique du PCD” may be compromised (output 3.2) (Evaluation a mi-parcours, PAGODE, 2021). • taking into account the difficult socio-political context and the health crisis caused by Covid 19, which greatly influenced the programme's activities in the field and, at the same time, affected the desired results and expected effects of this first phase, the EA believes that the approaches or procedures used by PAGODE to date are promising for progressing towards the achievement of the expected changes (Evaluation a mi-parcours, PAGODE, 2021). • It is difficult to judge the level of progress towards the achievement of the expected results and outcomes (Evaluation a mi-parcours, PAGODE, 2021). • In the Commune of Chambelan (Grand-Anse), PAGODE supported the former municipal authorities in the management of Covid 19 by providing them with sensitisation materials, hand washing points and water towers. Despite the fact that PAGODE did not have a budget line dedicated to this activity, the programme deemed it necessary to financially support the municipal authorities in this endeavour. PAGODE also supported the setting up of the steering committee as part of the accompaniment of the CSOs. It also facilitated the organisation of community dialogue, the training of trainers and accompanied the authorities in the sanitation of the town (municipal executives) (Evaluation a mi-parcours, PAGODE, 2021). • (-)The absence of a monitoring framework did not allow the EA to comment on the discrepancies noted between the programmed results and those actually achieved within the timeframe allowed for analysis (Evaluation a mi-parcours, PAGODE, 2021). • Thanks to PAGODE, the CBOs/CSOs enjoy a high visibility. In the past, some CBOs/CSOs only appeared when there were projects, but now this is no longer the case because PAGODE requires them to have an annual operating plan and they must meet every month (Evaluation a mi-parcours, PAGODE, 2021). • With the presence of PAGODE, all political tendencies are brought together to work for the development of the commune of Tiburon (Evaluation a mi-parcours, PAGODE, 2021). • Progress was observed in some organisations in terms of promoting the gender approach and in organisational structures, particularly in the formation of committees. The Alpha programme is also seen as a tool to promote better participation of the most vulnerable people in the medium and long term. Thus, the FOs recognise that illiterate and disabled people have a say in this process of agricultural governance and strengthening the leadership of FOs (Evaluation a mi-parcours, PAGAI, 2021). • Through the efforts of capacity building and grouping of FOs into ROPAs and the dynamics of setting up ECDPs, PAGAI has promoted a better understanding of agricultural governance but also of local governance in general. The efforts to develop synergy, partnership and collaboration with diverse actors (universities, service providers, suppliers, actors grouped around ECDPs, etc.) constitute a solid basis for promoting elements of governance at the level of beneficiary communities. Organisational strengthening, support for innovation and consultation have enabled PAGAI to include risk management and climate change adaptation strategies that enable areas to adapt to changing climate threats and prevent and respond to the impact of natural disasters (Evaluation a mi-parcours, PAGAI, 2021). • A dozen ROPAs are functional, agricultural services are already allowing a certain increase in income of 16% for the direct beneficiaries of agricultural services (bean seeds, ploughing, market gardening seeds, etc.); OPAs (53) have been strengthened in governance and management, and equal relationships are being promoted with a view to increasing the participation and inclusion of women in decision-making and rebalancing the balance in the home. All these elements contribute to the achievement of the results and objectives set by PAGAI and therefore to its effectiveness, given that these effects will continue to extend to the indirect beneficiaries and therefore to the whole community over time. However, much remains to be done to achieve results over time, to make local structures operational and functional, to make appropriate and adequate agricultural services available to beneficiaries, to boost the process of stakeholder engagement and ownership of results in terms of women's participation and empowerment, and to sustain the gains in advocacy, citizen engagement and good governance (Evaluation a mi-parcours, PAGAI, 2021).

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
		• PAGAI: Actors understand the challenges of developing agricultural services, gender equity and policy dialogue and realise that they need to come together to address the structural problems of peasant family farming. Even though it may take time to produce effects (changes in public policy), the actors are almost unanimous in recognising that this is the way forward! After having been the object of project interventions for the last 30-50 years, they have realised that the conditions for peasant agriculture have not improved (Evaluation a mi-parcours, PAGAI, 2021). • Results PAGAI: The interventions supporting the programme's actors are already enabling them to better understand the agricultural sector as a system whose overcoming of its crisis implies the commitment and participation of all stakeholders in the system, with a key role for the state in the good governance of the sector. (+) Access to quality seed (+) Access to finance (through ABCP) (+) Access to techniques (seed reproduction, improved technical itineraries) (+) Access to ploughing service (+) Access to processing services (coffee, pistachio, etc.) Dialogue established at commune level (ECDPC) Women freed from the yoke of inequality untie their mouths and can speak in all community spaces Intangible" benefits, in the form of improved knowledge of the agricultural sector, governance issues (Evaluation a mi-parcours, PAGAI, 2021). • Consideration of environmental aspects and risk management: The DRR aspects are integrated into the various capacity building trainings of the OPASPAGAI through organisational strengthening, support to innovations and consultation has included risk management and climate change adaptation strategies enabling the zones to adapt to the evolving climate threats, prevent the impact of natural disasters, and respond to them. However, given the zone's exposure to natural disasters, PAGAI still needs to seek synergies with civil protection structures by encouraging them to work with ROPAS and OPAS. The ROPAS networks can serve as a relay for civil protection in the event of an emergency, as they cover almost all the corners of the 4 communes (Evaluation a mi-parcours, PAGAI, 2021). • PARHAFS (39/45 months results): Level of progress of results a) The project has completed 71% of the housing component (including 64% of the fully completed houses). All planned artisans and municipal technicians have been trained. The training of beneficiaries in the AHT approach is progressing at over 90%. b) Only 10% and 53% of latrines and cisterns (rainwater collection and storage systems) are completed respectively. Just under 17% of beneficiaries have been trained and 45% sensitised on good hygiene practices in consultation with TEPAC. c) Of the four shelters to be built, work is approximately 90% complete, including two that are 100% complete (Condé and Barbois). The process of setting up and strengthening local structures to manage and operate these shelters is following the same trend in terms of completion with an average of less than 50%. d) The situation before the project was characterised by a lack of knowledge of MfDR among communities. Their level of vulnerability was substantially high, with loss of life, property and materials resulting from recurrent natural disasters. With the help of training, shelter construction and sensitisation, the situation has changed in terms of response time of the target groups and behavioural change. This was verified during the passage of the Elsa and Grace hurricane systems and especially the earthquake of 14 August 2021 (Evaluation a mi-parcours, PAGAI, 2021). • Building skills are strengthened in communities: The project has helped to strengthen technical skills in the targeted communes. Indeed, 14 municipal technicians and 175 artisans have been trained in the construction of earthquake and cyclone resistant buildings using local materials. This training will also be available to future generations through the technical centre, which will train dozens of professionals in the TCLA approach. Even homeowners can contribute better, reinforcing both the functional and technical aspects (Project Evaluation, PARHAFS, 2022). • Promotion of safer building models: In addition to training people, the project has introduced earthquakeresistant and paracyclone-resistant building models into the communities. The new safety provisions will certainly influence future constructions, especially after the experience of the 14 August earthquake which had very little negative impact on houses built with this technique and at the same time testified to the capacity of the structures to resist. The

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
		bracing and the ridges, among others, are safety measures that the technicians will no longer do without, according to their testimonies (Project Evaluation, PARHAFS, 2022). • Promotion of local materials in construction: The TCLA approach promoted local materials, most of which had no market value. This approach valued clay (fine earth) and showed builders how they could successfully construct solid buildings using local materials. Also, the use of woven liana as walls for the superstructure highlighted this know-how (Project Evaluation, PARHAFS, 2022). • The promotion of good hygiene and sanitation practices: the project will have contributed to changing the behaviour of a section of the population. Indeed, in addition to the training, the availability of toilets to households will certainly contribute to reducing open defecation. • Injection of financial capital into the community: The use of some local skilled labour has had the effect of injecting money into the beneficiary communities (Project Evaluation, PARHAFS, 2022). • Behavioural change in MfDR: Through training and awareness-raising, beneficiaries demonstrate a change in behaviour when alerts are triggered and the measures to be adopted. In particular, the project strengthens the confidence of beneficiaries and artisans in the capacity of structures to respond to the demands of disasters such as earthquakes, cyclones and others, which resistance was tested by the earthquake of 14 August and the latest cyclonic systems, according to the people. Hence, their favourable behaviour to the application of the technical measures proposed by the project (Project Evaluation, PARHAFS, 2022). • Ownership of the PARHAFS approach: The earthquake of 14 August 2021 was an opportunity for PARHAFS to prove its technical resilience, usefulness and functionality of the TCLA houses and shelters, which the communities generally resisted, even though neighbouring houses were seriously affected. In addition to the MfDR assistance, which is highly appreciated at the local level, this has reinforced people's confidence in the achievements of PARHAFS. Moreover, given that PARHAFS is particularly targeted at very vulnerable, remote, hard-to-reach areas, the spillover effects have contributed effectively to its ownership by the rural beneficiaries who consider themselves forgotten by the state and other actors (Project Evaluation, PARHAFS, 2022). • Prospects for institutionalisation and replication of PARHAFS' achievements: the local and sectoral authorities met all testified to the quality of PARHAFS' interventions and would like them to be scaled up and promoted by other actors. The engineers have a better understanding of certain techniques and say they are ready to apply them for the town halls. The training modules validated by the INFP are available to the CFP in Port-à-Piment, which has shown great interest in teaching and disseminating them. OREPA Sud has contributed to the latrine and water collection and storage system models used by PARHAFS and is encouraging their adoption in the department. The DGPC and CTGAP are very supportive and encourage the construction of buildings specifically for use as shelters but for multiple use as opposed to buildings (schools, churches, etc.) that are generally used as shelters. The MPCE, DPC South and MTPC are very supportive of scaling up and greater adoption of safe construction techniques by actors, especially as their recommendations have been taken on board. However, in terms of possible transformations at scale, a knowledge and experience sharing campaign, at the highest level of the SNGRD, the departmental table and through the CTGAP, with a wider audience and a targeted communication dynamic on good practices and lessons learned in the framework of PARHAFS could further promote transformations beyond the geographical areas (localities) of project intervention through technical reconstruction measures. WASH: While we cannot speak of a better level of sanitation service, PARHAFS has at least contributed to increasing toilet coverage in the project areas, which is the first factor towards a safe sanitation service. Also, the beneficiaries, women in particular, had expressed their pride in being able to use reliable toilets with the intervention of PARHAFS (Project Evaluation, PARHAFS, 2022). • PROMES: Overly ambitious immediate objectives: The objectives assigned to the programme appear, after analysis, to be somewhat too ambitious, although the period of intervention is quite long (2019-2024: 5 years). These objectives cover fields of action that are too global or too multiple or diversified (Project Evaluation, PROMES, 2021). • PROMES: Pillar 1: overall, of the 10 activities planned for the first year, 5 were carried out [Improvement of working conditions and efficiency at DD-MAST South East, Ongoing support to DD MAST South East for the institutionalisation of ACP management, Training and coaching for capacity building of DD MAST South East, Training of MAST-EST staff on SIMAST, and produced with pursuit in year 2: Mobilisation of stakeholders for the coordination and strengthening of ACP systems in the South East] ; Pillar 2: Out of the 7 expected results, only 3 are being implemented or almost unfinished [(i) 98% 3,000

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		women from disadvantaged households have access to economic activities that enable them to accumulate assets; (ii) 67% Children under three in disadvantaged households are healthier, better nourished and cared for, and encouraged to learn from an early age; (iv) 78% Children under three in disadvantaged households are healthier, better nourished and cared for, and encouraged to learn from an early age (Project Evaluation, PROMES, 2021). • 94% of respondents said that there had been an economic improvement in their lives, while 6% said that there had been no real change (Project Evaluation, PROMES, 2021). • REGLEAU has responded to local governance problems by strengthening the capacity of municipalities to carry out functions related to the control of EPA service works (annual reports). According to DINEPA and Helvetas, REGLEAU has greatly contributed to improving access to EPA services. During the two years of implementation, REGLEAU, in collaboration with OREPA Sud, launched the rehabilitation of the SAEP while taking into account the needs identified by the municipalities (Evaluation a mi-parcours, REGLEAU, 2021). • Based on the findings of the previous sections, the evaluation team believes that the systemic approach, by "putting the actors at the centre", has allowed for an accurate assessment of the needs of the programme actors. It has enabled the programme to respond to their needs by initiating changes in the drinking water and sanitation sector, in particular by helping DINEPA in the process of deconcentrating its EPA services, strengthening the OREPA and transferring the SAEP to the municipalities. The various training courses provided to the executives of the town halls for project management are relevant tools for achieving the objective of deconcentration of EPA services (Evaluation a mi-parcours, REGLEAU, 2021). • The community and the municipalities stressed that unlike the water sector, the sanitation aspect is superficially addressed by the programme (mayors, CSOs/CBOs). After two years of implementation, sanitation needs related to sanitary blocks and dumping sites persist (Evaluation a mi-parcours, REGLEAU, 2021). • PAGODE: Local investment fund scheme built with the ministries of finance, interior and planning Possible project funding of USD 10,000 for civil society organisations and USD 70,000 for town halls. Challenge: Most donors no longer believe in decentralisation. PAGODE was supposed to be built over 12 years but the SDC withdrew. People have lost a lot of capital during the crisis (Interview 5) • After the earthquake: strengthening spaces for dialogue in the face of disaster, Strengthening civil society organisations in 11 municipalities Creation of training modules for civil society organisations, Elaboration of Community Development Plans (Interview 5) • PVB: SDC has set up a management team for the park (Pine Forest and participated in the development of the management plan, SDC enabled the establishment of a management board; established 33 strong surveillance brigade (Interview 4) • PVB: Regeneration of clearings, i.e. 600 hectares; Awareness-raising work is being done; Local people protect the forest; The population prevents people from living in the protected area; Promoting alternative income generating activities: promotion of beekeeping; Processing of bee products, Development of IGAs to prevent them from acting on trees and natural resources (Interview 4) • PVB: Fund (BHF): By December 2021, the BHF was launched (statutes, by-laws, operations manuals and available staff and grant programmes): 2022: a year of preparation for the FHB to build its team; Receipt of 2 grants: KFW USD 10.5 million (2022); AFD: USD 11.6 million (2022); World Bank via the TPR project (Resilient Productive Territories): USD 3 million (February 2022); FHB's own funds valued at USD 24 million (US dollars); 2023: actual launch of the BHF; As of 18 April: Finalisation of the funding agreement process; Mid-May: Funding programme launch ceremony and contract signing; Delays in the process of launching the programme due to the instability of the country; No FHB interventions in Port-au-Prince but in the provinces; The 24 million is not to finance the projects of the associations but is managed by the Caribbean Biodiversity Funds (CBF). Insufficient funds from the interest generated by the investment to meet the multiple demands of associations. The FHB is an independent institution It supports the State; ANAP has a right of review over the interventions that the FHB undertakes with the Associations in the protected areas; The FHB cannot act without coordination with ANAP; No request to date from the ANAP for project funding (Interview 31). • Gender, PAGAI: SOFA working with SDC in 2019 for a gender analysis study for the Roseaux and Beaumont communes, following a partnership agreement for 2 years: Promote gender equity in the 2 communes; 39 trainers from farmers' organisations for the promotion of gender in the 2 communes; These 39 trainers participated in the other PAGAI projects and were supported by the project for 3 terms, 2 in 2020 and one in 2021; 450 families were supported by these trainers and each of them supported 5-10 families; Provision of 2 agents, one in Beaumont and the other in Roseaux for the project;

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		PAGAI has strengthened the hidden capacities of women through SOFA to carry out activities; Gender mainstreaming in the fight against violence against women and girls; Raising human awareness; Fighting the feminisation of poverty (Interview 17). • Strengthening of the local authorities, including the civil protection and municipal engineering departments; Drinking water systems in place; Increased risk awareness through mitigation activities in risk areas with the RRC project; Strengthening civil society organisations (interview 24). • PAGODE can be seen as central project (Interview 23) • Increased yam production; (Interview 10) • Better cost of production which will allow more farmers to plant their plots with yam seeds (Interview 10) • Better knowledge of the crop in terms of pest control and post harvest losses (Interview 10) • Good knowledge in terms of technical and/or technological package likely to give better yields (Interview 10) • Existing know-how in the area (Interview 10) • Better knowledge of yam processing (Interview 10) • PROFISUD: The provision of training materials and inputs, capacity building for producers, studies and a development plan for the sector are all due to the SDC's contribution; The development plan for the yam sector is a contribution from the SDC (Interview 10) • PVB: The setting up of the mixed structure where the local population and the State are represented is a concrete result for Mr Elie Desmar-ratte; The establishment of the Emergency Coordination of Civil Protection at the level of the protected area is also a great asset of the PVB in terms of concrete results (Interview 6).
3.2 Which development approaches and instruments have SDC and its partners successfully used over the decades to contribute to improving the sector X in country X, and which did not achieve their intended outcomes?	3.1.1 Intended project outputs and outcomes were (not) achieved by means of selected approaches and methodologies.	• PAGODE is being implemented in a difficult socio-political context marked by almost chronic political instability and a very precarious security climate, not to mention the Covid 19 pandemic, which, with restrictive measures at the very beginning of the virus's outbreak in 2020, has changed and continues to change many of the organisational, functional, programmatic, operational and relational ways of doing things (Evaluation a mi-parcours, PAGODE, 2021). • It is an innovative programme, embedded in the community and embracing the main aspirations of the different stakeholders involved in the struggle and work for decentralised governance in Haiti. In the opinion of a number of actors, it does not impose itself but rather listens to the different stakeholders and partners. Its participatory and inclusive approach would have made it possible to induce a change in the perception and dynamism of local actors in local affairs (Evaluation a mi-parcours, PAGODE, 2021). • An adaptive approach of PAGODE was made in relation to the Covid-19 context by working with the communes to help them in the generation of methods, in the production of methods and tools, whether they be regulatory tools for the commune, for example, which PAGODE has helped a great deal in the immediate responses, whether it be through the regional risk management system, or through the communities and civil protection (Evaluation a mi-parcours, PAGODE, 2021). • In its understanding of the mandate and in relation to the various attempts and strategies for implementing decentralisation since 2006 (PLDH, AGIL, etc.), the PAGODE Consortium of implementing partners has opted for a strategy based on a multi-level (local-departmental-national) and multi-actor (State - Territorial Collectivities - Civil Society) approach, acting on key institutions at both local and national levels to contribute to better articulation and coherence between State policy and the intervention of the Territorial Collectivities (TCs)/ "Collectivités Territoriales (CT)" in the programming and implementation of development. This simultaneous action is based on two principles of intervention that constitute, in a way, two guiding threads of the working approaches or two postulates in the orientations of the operational framework, the first postulate of which is that "the actors are put at the centre of the approach" and the second that "the operators have a posture of support" (Evaluation a mi-parcours, PAGODE, 2021). • PAGODE's working approaches are adapted to the needs of local actors in the sense that it tries to make them autonomous by working with organisations that have a minimum of capacity to act alone, taking into account training needs in the field of governance and local development, notably by preparing a methodological work guide and one for the PCDs in the early stages of implementation, as well as actions in strengthening project management (Evaluation a mi-parcours, PAGODE, 2021). • PAGODE favours a participatory, inclusive approach in which the stakeholders are the main actors in their development. The ministries concerned

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
		• (MPCE, MCDF, MICT) also participate in discussions for the planning (Evaluation a mi-parcours, PAGODE, 2021). • Condortium structure can on one hand be an opportunity, but also prolong decision making processes (Evaluation a mi-parcours, PAGODE, 2021). • It is an innovative programme, embedded in the community and embracing the main aspirations of the different stakeholders involved in the struggle and work for decentralised governance in Haiti. In the opinion of a number of actors, it does not impose itself but rather listens to the different stakeholders and partners (Evaluation a mi-parcours, PAGODE, 2021). • A new orientation aimed at the organisational strengthening of local civil society through training focused on/guided by the development of women's leadership in local governance for both women (CSOs/CBOs) and authorities based on a Gender Based Analysis (GBA) and the Gender Analysis (GBA) and Gender Responsive Budgeting (GRB) to ensure that women's specific needs are taken into account (Evaluation a mi-parcours, PAGODE, 2021). • Participation of actors: (i) partners trying to promote a real organisational and institutional reinforcement of various actors (CSOs, committees, unions or federations etc.), (ii) "Approche Orientée Changement (AOC) whose implementation is envisaged in a way on one or two communes, it aims at accompanying the local actors to analyse their challenges, to define their needs and to develop their strategies; analysing their problems, defining a collective vision of improvement and identifying, group by group, the changes (in behaviour, posture, in terms of collaboration, new activities to be carried out, etc.) to which they wish to commit themselves as a contribution to the vision of improvement that they have defined (Evaluation a mi-parcours, PAGODE, 2021). • Innovation: The usefulness of the PAGAI is unanimously recognised by the local stakeholders, especially the FOs. They would like to be able to benefit from other assistance apart from the training offered by service providers because, according to them, the content of this training is familiar to them. Their interest in strengthening lies in the possibility of replicating the content to members of their organisations. Some innovations are highlighted by the PAGAI team. However, the beneficiaries do not really consider them to be innovations, given that they are used to these practices, which they consider to be ordinary defined (Evaluation a mi-parcours, PAGAI, 2021). • With regard to the consideration of balanced development between women and men, the gender ratio seems to be supported and applied by PAGAI with a quota of 28% of women in the technical implementation team. Moreover, the implementation dynamics, notably the presence of the two gender partners including SOFA in Grand'Anse, the transversality of the gender aspect in all programme activities and the provision of a gender focal point for the project are all elements that deserve to be highlighted. However, the management of masculinity in certain project components requires additional efforts (Evaluation a mi-parcours, PAGAI, 2021). • When the project was set up, Covid 19 was not yet there. With its emergence, the project made emergency funds available in a very short time to build the resilience of beneficiary communities. (Evaluation a mi-parcours, PAGAI, 2021). • Flexibility: The project entities were flexible enough to reschedule certain activities, adapt them to external circumstances and ensure continuity of implementation, mainly in relation to COVID-19, the earthquake of 14 August 2021, which had a strong impact on the southern peninsula, and the country's overall sociopolitical and insecurity context. Moreover, the project's self-assessment led to a revision of the PRODOC and an extension of the duration by 9 months. In addition, with the problems of availability of imported materials at supplier level, the project adopted a strategy of bulk and centralised purchasing (Project Evaluation, PARHAFS, 2022). • Flexibility towards external influences: With the constraints of blocked public roads and almost constant insecurity in Port-au-Prince, PARHAFS considered bulk purchasing while ensuring that local suppliers would remain stakeholders in the process. • After the 14 August earthquake, the project revisited houses and shelters. Given the implementation difficulties in relation to COVID-19 and the repeated socio-political crises, PARHAFS followed up on the recommendations of the self-evaluation proposing an extension and substantial revisions in PRODOC's performance indicators, activities and results (Project Evaluation, PARHAFS, 2022). • Gender Equity and Social Inclusion: PARHAFS has made efforts to promote and facilitate gender mainstreaming and social inclusion. Women represent more than 40% of the beneficiaries and participate at all levels including in MfDR structures and artisans (even at a very low proportion). Their needs have been taken into account in the construction of the shelters as the components (toilets and showers) have considered the separation of the sexes. In addition, people with reduced mobility were also considered through the construction of ramps at the entrance to toilets, showers and shelters. However, it

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
		is not clear how to integrate women and special needs groups into the project activities. Furthermore, although targets have been defined, no indicators, activities or results are formulated in this sense. (Project Evaluation, PARHAFS, 2022). • Inclusive and participatory approach facilitates the consideration of stakeholders' needs, but the needs are not fully met from the design to the implementation of the programme, the actors have been central. Specifically, from the start of REGLEAU, DINEPA has been involved in the choice of target municipalities. Decisions are taken in symbiosis with DINEPA. The municipalities attest from the start of the programme that they signed a memorandum of understanding that defined their involvement at all levels of the programme including in the decision-making process (Evaluation a mi-parcours, REGLEAU, 2021). • Through awareness campaigns, the LEAF approach ensured that the community was well informed and satisfied with the vision of the programme (Evaluation a mi-parcours, REGLEAU, 2021). • Using the systemic approach, REGLEAU is concretising the process of decentralisation and deconcentration, as provided for in the framework law, in particular in an area, the South 'East, which is little affected by DINEPA (Evaluation a mi-parcours, REGLEAU, 2021). • Not enough flexibility to adapt intervention to disruptive environment: According to the Swiss Embassy in Haiti, REGLEAU was conceived in a more tranquil moment, before the "country lock". The changes linked to the difficult socio-political situation caused by the "lock country" have disrupted the implementation of the programme to such an extent that local actors (communal authorities-mayors and mayors, CSOs-OCBs-local civil society) describe the programme as very slow in the deployment of interventions. The Swiss Embassy in Haiti insists that Swiss cooperation programmes be designed with an underlying logic of flexibility. Helvetas as an implementing partner of REGLEAU attests to using this flexibility of the programme to adapt to changes in the context. For example, at the insistence of the mayors, the programme made resources available to allocate management fees to engineers attached to the mayorships, although this was not envisaged in the design of REGLEAU (Helvetas). REGLEAU was also very involved in the response to Covid-19. However, despite this flexibility, financial reports have shown that the rate of budget execution is low, the adaptation of the programme has not been adequate to carry out activities taking into account the new constraints of the programme (Covid-19, insecurity, and salary arrears) (Evaluation a mi-parcours, REGLEAU, 2021). • The women attest that their involvement in the programme is limited to participation in meetings. They feel that they are poorly involved in the management of the water works, particularly in decision-making and in income-generating activities (Evaluation a mi-parcours, REGLEAU, 2021). • Unique PARHAFS approach (Owner driven): assisted self construction (new approach). Only donor where SDC is donot and an experimenter (Interview 15). • PARAHFS: The technology existed (TCLA) but the project came to build the constructive capacity of communities (Interview 15). • PAGAI: Decentralisation of research at the request of the local population is a good way for agricultural research (Interview 14). • PAGAI: There were actions in the projects targeting young people/ women (Interview 14). • PAGAI: Dissimination of results: Videos/conferences, flyers, exchange visits between producers (Interview 14) • PAGAI: Decentralisation of the innovation system to the local level was an innovation at country level, no other project did this before; it is an added value for the country (Interview 14). • Acceptance of SDCs action by local population: SDC's approach is different from other actors. SDC does not impose on us (e.g. with Communal Development Plan), needs are prioritised with actors at centre (Interview 24). • Innovative aspects: Innovative aspects in the framework of REGLEAU: Tax mobilisation (this was not done before) leading to increased tax revenues; Co-construction of works/infrastructure (Interview 24). • Localising Aid with partners, NGOs, and government institutions (Interview 23) • Gender is strategic concept with dedicated budget line. SDC has gender focal point that goes to partners and conducts training (Interview 23) • REGLEUA has woman committee, general woman speak more in meetings, not only participation (Interview 23) • SDC also includes psychological accompanemnt (Interview 23)

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
		• Cross-cutting topic: Culture, not so successfully integrated into projects, it is more a separate project (Interview 23). • Participatory Approach Example: The SDC's approach to working with decentralised state structures is interesting because with the central office of the MARNDR, the results were poor. It is a first in agricultural governance in the country that SDC is working with a decentralised structure of the state, which is the DDA-G'A. This allowed the DDA-G'A to express its views/right of review in a project that concerns its department. The sectoral tables are an important mechanism that is put in place; Bringing together 3-4 actors on the same table on the yam sector. Organise thematic tables / thematic groups. More visibility for the DDA-G'A (Interview 10).
3.3 Which stakeholders were reached and how - and which were excluded and why? Which capacities were changed and how?	<i>descriptive/illustrative</i>	• Lack of cohesion between national and local actors on how they define decentralisation, each of which has a different perspective at its own level (Consortium of Implementing Partners) (Evaluation a mi-parcours, PAGODE, 2021). • Some implementing partners state that the PAGODE approach has helped to strengthen their legitimacy in their community (Evaluation a mi-parcours, PAGODE, 2021). • PAGODE has helped to improve the functioning of the Bonbon town hall in Grande-Anse and to strengthen the capacities of its managers (Evaluation a mi-parcours, PAGODE, 2021). • PAGODE carried out a census to find out about the women's organisations in the Commune of Tiburon and then provided training for the organisations that had been chosen and promised to sign a memorandum of understanding. In a workshop, the speaker presented the onion model (Evaluation a mi-parcours, PAGODE, 2021). • PAGODE's working approach is inspired by that advocated by the Swiss Embassy: putting the actors at the centre. PAGODE works correctly with the State, civil society and local authorities, working with them and for them, and involving all actors, namely: FENAMH, FENAFEMH, mayors, municipal officials, CSOs and CBOs (Consortium of implementing partners, FENAMH/FENAFEMH, Haitian Government, Swiss Embassy) (Evaluation a mi-parcours, PAGODE, 2021). • No partnership has been established with the Ministry for Women's Affairs and Rights (MCFDF). Similarly, no support has been defined for the departmental coordinations to follow up on the project as the MCFDF is the state body responsible for implementing and enforcing public policies on gender equality (Evaluation a mi-parcours, PAGODE, 2021). • The support given by PAGAI to the FOs, more specifically the training and technical assistance, is appreciated by the beneficiaries who feel better equipped for political dialogue. Nearly 94% of respondents feel ready to participate in socio-political life. Moreover, through the support to innovation, more adapted techniques are promoted and disseminated (Evaluation a mi-parcours, PAGAI 2021). • With regard to the gender aspect, SOFA and MCFDF make a significant contribution, which however requires better synergy in the implementation process (Evaluation a mi-parcours, PAGAI 2021). • The training and support provided by PAGAI does contribute to strengthening agricultural governance at the local level but not yet beyond. Indeed, 80% of the organisation members declare that they are ready to defend the interests of the community. More than 85% of FO members believe in the capacity of organisations to consult and conduct policy dialogues and think that these capacities are strengthened by the PAGAI programme. 45% of the organisation members interviewed state that their organisation offers storage services that have been strengthened by the PAGAI programme. At the level of the communes of intervention, local capacity is strengthened. However, at the departmental level, no action has yet been taken to rally the actors to the achievements of PAGAI (Evaluation a mi-parcours, PAGAI 2021). • The fact that the programme stimulates partnerships with actors such as KORAL, KNFP, FNGA, OPA, etc., who are recognised for their expertise in the agricultural sector, increases the likelihood that the improvement process will continue after the programme. PAGAI continues to strengthen these institutional links. The performance and sustainability of the services provided by the FOs will depend on the relationships they develop with other actors (upstream and/or downstream) in the agricultural system. The partnership includes all actors. At the local level, with farmers' organisations and even at the national level, with platforms of farmers' organisations like 4G Kontré (KROS, MPP, MPNKP and TK). However, some partnerships that could have an

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
		impact on the sustainability of interventions or on the continuation of change processes have not been developed or are slow to develop. This is the case, for example, with the partnerships with universities and the Ferme de Lévy. (Evaluation a mi-parcours, PAGAI, 2021). • PAGAI chooses to strengthen family farming by supporting the development of agricultural services and innovations, as well as policy dialogue that takes into account the needs of (peasant) farms. These are processes that are carried out by enhancing local capacities, which can be used for local agricultural development. PAGAI's women's empowerment process combines measures for individual, social and political development (Evaluation a mi-parcours, PAGAI, 2021). • PARHAFS: Although it cannot be verified that the project has contributed to the establishment of coordination between state actors and NGOs, PARHAFS has at least mobilised all state actors to contribute either to the review of project activities and the proposal of elements to be strengthened (DINEPA, UCLBP) or to field visits and validation remarks or requests for correction (DGPC, MPCE, MTPTC, DINEPA, Mairies). The project has, at least, tried to strengthen the institutional aspect by encouraging and mobilising all actors and stakeholders to play their roles and become involved in the PARHAFS dynamic. This is the case of local authorities and municipal engineers through supervision, INFP in the validation of training modules, sectoral authorities (DINEPA, MPCE, DPC Sud) and MPCE in visits and recommendations on shelters and the WASH component. However, more needs to be done to involve some sectoral authorities (OREPA South and MPCE) further upstream and to support information sharing at both national and departmental levels with the INFP for example (Project Evaluation, PARHAFS, 2022). • PARHAFS adopted the TCLA approach and trained the different actors, depending on their degree of involvement and roles in the implementation. House owners, repairers and builders, and municipal engineers have all received appropriate training. The project has trained trainers and started an initiative to make training available to young people who would like to be trained in the TCLA technique through a training centre in Port-à-Piment. Artisans, trainers at the Port-à-Piment centre, owners and municipal engineers have all expressed their satisfaction with the quality of the training and the contributions to their knowledge and skills. This new knowledge and skill will undoubtedly influence future practices in the areas that have been targeted and even in neighbouring localities (Project Evaluation, PARHAFS, 2022). • PARHAFS: With the INFP, the existing communication problem between the central and departmental levels is not without consequences for the perception of the departmental team, which considers that the project neglects it. Hence the need for better consultation at departmental level. For its part, OREPA is aware that it is globally informed but would like to see a better structuring of the collaboration, particularly with the involvement of TEPACs and certain specific interventions that the project could envisage following the example of those underway in Véronne. At the local level, the project contributed to the local governance of the MfDR sector through the establishment of local structures to support the construction of shelters and ensure their management. In addition, the CLGRDs established in consultation with the technical coordination of the South Department have enabled the association of. In the case of reconstruction and WASH, the technical support made available to municipal engineers to build their capacity and encourage their participation in the supervision of works is an important element for the future, as town halls now have a better capacity to supervise works. As for the reconstruction and WASH aspects, the technical support made available to municipal engineers to strengthen their capacities and encourage their participation in the supervision of works is an important element for the future, given that the town halls now have a better technical capacity to coordinate construction activities on their territory but also to ensure the vis-à-vis of the actors intervening in their commune (Project Evaluation, PARHAFS, 2022). • Good synergy and effective partnership are developed with local, regional/departmental and national actors. At the local level, the authorities (Mayors and CASEC) unanimously expressed their satisfaction with the ongoing collaboration, with the exception of Chardonnières, who would be more in favour of actions closer to the city centre, given that, according to the mayor, all of Rendel's economic activities take place in Port-à-Piment. At the regional level, all the actors interviewed admit that they are not only aware of the project's activities, but most have made visits and recommendations that have been taken into account. This is the case of OREPA for the rainwater collection and storage systems and toilets, the departmental DGPC, the MPCE and the TPTC for the Barbois shelter and the INFP for the process leading to the certification of vocational training. At the national level, the project works in partnership with the sectoral ministries or directorates, notably DGPC, UCLBP, TPTC and INFP. However, with regard to INFP, the project has mainly

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
		collaborated with the national level which should in principle inform the departmental level. This creates discontent given the lack of communication between the regions and the national level on the certification file completed directly with Port-au-Prince without any feedback from the project (Project Evaluation, PARHAFS, 2022). • (-) Not enough emphasis on the institutionalisation of MAST (Project Evaluation, PROMES, 2021). • REGLEAU's interventions are in line with the municipalities' priorities as expressed in their communal development plans (Evaluation a mi-parcours, PAGAI 2021). • Several interlocutors emphasised the pivotal role that civil society can and must play in decentralised governance in Haiti. Some even recalled that decentralisation as a mode of administrative and political organisation of the country is a demand made by organised civil society before and after 1986. Therefore, for them, the most relevant side in decentralised governance is civil society, and a serious investment with CBOs/CSOs is needed during the next years of the phase and during a possible extension of the phase, to rehabilitate citizenship with the authorities, to look for cohesion (Consortium of Implementing Partners). (Evaluation a mi-parcours, PAGODE, 2021). • Municipal capacity building: The programme has strengthened the four municipalities so that they can fulfil their functions in the sustainable provision of EPA services. More specifically, they each have: Developed EPA plans in an integrated and participatory manner; They have a separate EPA account; They have an EPA heading in their local budget (Evaluation a mi-parcours, REGLEAU 2021). • The analysis of implementation showed that REGLEAU interventions were concentrated around capacity building of municipalities, capacity building of DINEPA and its deconcentrated units and sector dialogue. Stakeholders confirm this bias. Indeed, from the discussions held, it can be concluded that the programme was able to strengthen the capacities of municipalities, DINEPA and its deconcentrated units Evaluation a mi-parcours, REGLEAU 2021). • PVB: ANAP, LOCAL ORGANISATIONS, MAIRIES, LOCAL AUTHORITIES reached (Interview 4) • PVB: With the projects, the situation of small farmers is improved. In each protected area where there is a management plan, we set up what we call the CLA (Local Support Committee for the Protected Area). The same thing as the management committees. Raising awareness and engaging people. They have a say in the activities undertaken. In the event of inappropriate activities, the CLA intervenes to reduce threats to accompany protected areas (Interview 4).
4) Impact		
4.1 How, and to what extent, did project X contribute to poverty reduction and/or the reduction of inequalities in country X?	4.1.1 SDC's projects contributed to reducing poverty in relevant dimensions like health, education, basis services and security. 4.1.2 SDC's projects contributed to effectively strengthening partner institutions and increasing resilience of the target group.	• The women's organisations, for their part, assert that the participatory working approach of PAGODE's participatory work approach involves the entire community in the commune's development process and its information-sharing strategy has enabled CSOs to see transparency in the activities and to understand the programme's objectives. They believe that unlike other PTFs who only come to implement their project in the commune without consulting the CSOs and OCBs, PAGODE's working approach is better (Evaluation a mi-parcours, PAGODE, 2021). • Of the sample of 284 agricultural households benefiting from the PAGAI programme, 83% confirmed an increase in agricultural income with the PAGAI programme, compared to 12%. The perception of access to basic services increases from 59% in 2018 to 83% in 2021. From the data collected from households, the average income of a farm of average size 0.5 to 1 ha was calculated by taking into account the classic parameters (agricultural production, livestock, labour, trade, etc.). A monthly average of 15.340 HTG or 174.32 USD is obtained, which is an increase of 16% compared to the initial income considered. It should be noted that without the devaluation of the gourde, the increase in income would be greater (Evaluation a mi-parcours, PAGAI, 2021). • The investments made by the project in agricultural services, solidarity credit, innovations and research are aimed at increasing yields and incomes in the medium and long term. It is true that the project's actions have not yet had a significant effect on poverty reduction. On the other hand, the expected multiplier effects will be able to contribute to it (Evaluation a mi-parcours, PAGAI, 2021). • Question: Will the activities implemented within the framework of PAGAI enable the results of phase 1 to be achieved and, more generally, will they enable the income and food security of family farms to be improved? Answer: Yes, the performance of farms is based on the education of their members and the

GUIDING QUESTIONS	ASSESSMENT CRITERIA / INDICATORS	RESULTS / COMMENTS ON THE ASSESSMENT
		relationships that develop between them. Then the agricultural services that allow farmers to produce quality food. Through the project, many young people have been trained to bring innovation to the farmers who are members of the various organisations that support this component. Through the organisational strengthening component, PAGAI has facilitated certain organisations in the storage and production of seeds in order to help farmers find quality seeds (beans, yams) produced in the area. Through the Covid 19 emergency, the project provided farmers with agricultural technicians to accompany them in setting up their crop plots. Activities to achieve the results include 1) Capacity building of actors, in particular farmers' organisations, should lead them to better manage the agricultural services they provide to farms. For, taking into account the reality of service provision in rural areas, it is important that FBOs are the main service providers in the communes of intervention; 2) The identification and dissemination of agricultural innovations should help to improve the poor performance of the AEs; 3) The promotion of spaces for consultation and dialogue in the communes responds to the need to involve the actors of the agricultural sector in the analysis of problems and the search for solutions to the basic (structural) problems of Haitian agriculture. 4) Women's empowerment - through leadership development, literacy and business development and management measures - responds to the need to improve the position of women in households and FOs. (Evaluation a mi-parcours, PAGAI, 2021). • Programs contribution to economic and social resilience: The economic resilience envisaged concerns ultra-poor households. The programme is contributing to this through support for: - Cash transfers of 450 gourdes per week to 995 households. - Transfers of productive assets to 995 members. - Support to 995 members for the construction of latrines. - Supporting 300 members to improve their homes (Project Evaluation, PROMES, 2021). • PARHAFS: Better Knowledge for Housekeeping; Better knowledge of the TCLA approach of the artisans (hiring of other human resources from the area; Know-how in the field; Capacity building of municipal engineers for a better management of the town hall in the future; Capacity building of existing local training centres and providers in the communities; New suppliers in the area; Circulation of money in the economy; Disappearing trades have reappeared (people who make quicklime) (Interview 15).
4.2 What other longer-term key changes has SDC's bilateral cooperation in sector X in country X through project X contributed over the past 20 years (<i>intended or un-intended</i>)? How and to what extent did the interventions of project X cause higher-level effects (such as changes in norms or systems)? How will the interventions contribute to changing society in country X for the better?	4.2.1 SDC projects effectively contributed to changes in norms/systems (e.g. on gender and social inclusion). 4.2.2 SDC projects contributed to aggravating/improving conflicts. 4.2.3 SDC projects contributed to other significant (positive/negative) changes in the lives of the intended beneficiaries.	• Although Switzerland had initially decided to strengthen the positive results of the 2014-2017 strategy in its 2018-2021 cooperation strategy for Haiti, while at the same time including new interventions in the continuity of the 2010 post-earthquake reconstruction projects, the adoption by the Swiss Parliament of the message on the 2021-2024 international cooperation strategy, which provides for the withdrawal of funds from the South Latin America and Caribbean Cooperation, has called this possibility into question. This has had an impact on all Swiss cooperation programmes in Haiti (Evaluation a mi-parcours, PAGODE, 2021). • While PAGODE had been designed for a 12-year period in three phases, the premature end of the programme in 2024 has weakened the viability of current interventions and means that the objectives set by the programme must be rethought and avenues must be defined to guarantee the greatest possible systemic sustainability of PAGODE's actions for the years remaining until June 2024 (Evaluation a mi-parcours, PAGODE, 2021). • It is still difficult to analyse the sustainability of the interventions, due to the lack of tangible results (Evaluation a mi-parcours, PAGODE, 2021). • Actors have a better understanding of the elements of the notion of governance, particularly the notions of transparency, participation, equity and inclusion, control and accountability (Evaluation a mi-parcours, PAGAI, 2021). • The PAGAI programme now has a good basis for producing effects beyond its sphere of control and therefore impacts. The evaluation notes elements of change in the community's perception of women, a predisposition at the community level for political dialogue on agricultural governance, and ownership of seed multiplication at the level of the English and with the GPAS. Most of these effects will multiply beyond PAGAI. These are activities with a potential multiplier capacity and strong enough leverage and demonstrated by solid evidence whether it is testimonies, monitoring data of the gender equality household sample (+20% show responsible behaviour, task sharing) or calculation of farmers' income (+16%) (Evaluation a mi-parcours, PAGAI, 2021). • Question: Do the interventions contribute to strengthening agricultural governance at local level and beyond? Establishment of communal political dialogue committees, training of women's organisations on gender equity, strengthening of organisations at the level of the communes of intervention, institutional

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		strengthening (strengthening of the BACs with equipment and training), Support for the OPASs, which are community service structures; the GPASs, which are made up of people from the community and created with the aim of providing community services; innovation through the dissemination of new knowledge (research on different varieties of stakes for yam production in support of environmental protection). The benefits are very tangible: the formation of political dialogue committees at the commune level, the strengthening of BACs, the strengthening of links between husband and wife at the level of farmers through EFH, the establishment of MUSO, the training of phytosanitary agents at the commune level, innovations in yam production tested with the organisations ADPG, COPRAVPAB in Beaumont, support for organisations through the Covid19 emergency component. PAGAI carried out interventions in 2 departments (Sud and Grand 'Anse), with a concentration in 4 communes (Chardonnières/Les Anglais and Beaumont/Roseaux). Carrying out activities in 2 departments responds to the logic of involving as many actors as possible in interventions concerning agricultural governance. Therefore, this territorial scale is relevant to address structural issues related to the financing of farms, their sustainable access to quality seeds and other services, as well as the strengthening of the BAC/DDA to provide technical assistance at the local level. When it is a question of implementing technical innovations or strengthening agricultural services to remove a specific constraint identified by the farmers, the communal scale is relevant. And some specific measures implemented at local level cannot be sustainable if they are not linked to what is done at departmental or national level. This is the case, for example, of innovations in promotion which must be supported by actors (agricultural farms) at departmental level (Evaluation a mi-parcours, PAGAI, 2021). • PARHAFS: Advantages of assisted self building: Sense of pride/self-esteem building; Low construction cost due to family contribution; Better ownership of the technique; 60% of the beneficiaries were women in the PARHAFS project (Interview 15) • PROFISUD: Consultation with partners (NGOs); Establishment of sectoral tables for the pooling of actions; Better orientation of actions by actors in the agricultural sector by the DDA-G'A to avoid duplication of humanitarian aid (Interview 10)
5) Sustainability		
5.1 To what extent are the benefits of project X likely to continue after SDC funding ceases (<i>for closed projects: did the benefits actually continue?</i>)? What were/are the successes and hindering factors?	6.1.1 Exit strategies were defined and implemented (e.g. discontinuation or reduction of measures when targets were reached or transfer of responsibility to national structures). 6.1.2 Projects concepts generally consider national capacities necessary in order to build on project achievements. 6.1.3 National (governmental and non-governmental actors) were closely involved in project implementation as partners/beneficiaries with a high level of ownership.	• A problematic start to the implementation of the first phase of PAGODE was due to the fact that the Embassy did not give the consortium time to do things in order, which disrupted the initial working approaches. The Embassy forced them from the very first months to move quickly, trying to respond to the immediate needs of the communities and taking into account the 4-year timeframe of a programme planned for 12 years. Add to this the relatively high expectations that were raised before the start of PAGODE both by staff from the various field teams and/or the Embassy, and by certain planning elements in the PCDs. These disruptions biased their work and did not allow them to say whether the expected products and effects met the needs of local actors. In addition, repeated revisions of the logframe and the lack of a phase 0 delayed the completion of the baseline. The change in political and technical leadership at the Embassy, which called for a new orientation at the very beginning of the implementation process also complicated matters (Evaluation a mi-parcours, PAGODE, 2021). • (-) Political turbulence, due to "pays lock" (Evaluation a mi-parcours, PAGODE, 2021). • (-) In the implementation, it was realised that there are tensions between certain actors (Evaluation a mi-parcours, PAGODE, 2021). • (-) Difficulties for PAGODE to play its initial role of bringing together national and local actors to create synergy, particularly by setting up operational steering committees. However, the influence of central government and delays in paying managers have blocked the accountability and ownership that PAGODE wanted to establish at commune level (Evaluation a mi-parcours, PAGODE, 2021). • (-) Persistence of a fragile socio-political environment characterised by politicised CSOs/CBOs, with the referendum and elections constituting disruptive elements for the survival of PAGODE. The question is whether PAGODE can create a resilience mechanism in the face of these threats? (Evaluation a mi-parcours, PAGODE, 2021). • (-) PAGODE is in a delicate situation with town halls that are practically empty due to problems of non-payment of salaries and mayors who are not even elected officials feel indebted to a power that has appointed them (Evaluation a mi-parcours, PAGODE, 2021). • During the last meeting with the organisations PAGODE gave a leaflet to the leaders of each organisation who are responsible for sharing the information in the leaflet with the other members of the organisation (Evaluation a mi-parcours, PAGODE, 2021). • According to the respondents (m/f), the programme is and can be sustainable because of the following factors (Evaluation a mi-parcours, PAGODE, 2021).

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		- Territorial anchoring of the project and involvement of local actors (29 times) - Concertation in the identification of projects (28 times) - Strengthening of links between national and local actors (25 times) - Bringing together local actors through the CDCs and PCDs (28 times) - Training of human resources - the Gordian knot of the programme - (34 times) - Setting up planning, consultation and participation tools - SCI, CDC - (29 times) - Investment by PAGODE in structural activities (29 times) - Implementation of sustainable actions (17 times) - Commitment of the main actors to continue the activities initiated (21 times) - Financial means for travel of participants CSOs, municipal executives (17 times) • The factors put forward to judge the unsustainability of the programme include (Evaluation a mi-parcours, PAGODE, 2021). - Lack of government commitment (18 times) - Unstable socio-political context (22 times) - Brain drain (15 times) - The risk of discontinuity of PAGODE's activities with interim agents (13 times) - The inappropriate methodology for the implementation of PCDs (3 times) • In terms of legal framework, the transfer of competences from the central to the local level remains a challenge that PAGODE will have to deal with (Evaluation a mi-parcours, PAGODE, 2021). • Lack of involvement of the MPCE, where it is not really solicited in the implementation of PAGODE. There is also the reluctance of the MPCE not to move forward with PAGODE due to the fact that there is no bilateral convention or agreement established and signed between the Swiss Embassy and the Haitian government (Evaluation a mi-parcours, PAGODE, 2021). • There is a constant destabilisation of productive initiatives due to a national development policy that is trapped in a straitjacket of political instability. DDAs and LACs are unable to find the means foreseen in national strategy documents to support the sustainable development process. Not only are the means for implementing government policy scarce, but territorial decisions seem to be dictated by powerful political actors without taking into account the technical sensitivities and real needs of communities. MARNDR budget very weak, depends on external aid for more than 70% of its investments. Regional state structures counted on PAGAI to lay foundations for the profitability of family farming. Phasing out will probably leave a gap in the initiative, but also in the objectives of MARNDR, which planned programmes using this funding (Evaluation a mi-parcours, PAGAI, 2021). • ECDPs are established but 62% of respondents think that they will not be sustainable at the end of the programme (Evaluation a mi-parcours, PAGAI, 2021). • When asked what will happen to the activities of OPAs and ROPAs without PAGAI, the 202 workshop participants are convinced that their activities may be reduced but will continue. 85% of OPA members believe in the capacity of their organisations to consult and conduct policy dialogues and think that these capacities are strengthened by the PAGAI programme. During the world cafés, members of organisations confirmed the contribution of PAGAI to the strengthening of their capacity, particularly in the preparation of operating accounts and the use of management tools to guarantee the financial viability of services. However, it was noted that the organisations existed long before PAGAI and were already involved in providing services including seeds and solidarity credit programme (Evaluation a mi-parcours, PAGAI, 2021). • Through its strategy of strengthening the capacity of local actors, PAGAI has laid a solid foundation for the sustainability of the effects of the various activities undertaken in the framework of the project. In addition, the networking of the FOs and the establishment of relations with local state actors are major assets for the sustainability of PAGAI's actions. It is important that there is a secure channel for permanent dialogue between the FO networks and the representatives of the state so that everyone assumes responsibility for the benefit of family farms. This is the purpose of the ECDPs supported by PAGAI (Evaluation a mi-parcours, PAGAI, 2021).

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		• PAGAI: Do-it-yourself logic is not adapted, proposed innovations are not considered as such and are not appropriated by the beneficiaries' non-respect of agreements, lack of efforts to strengthen local academic actors (Evaluation a mi-parcours, PAGAI, 2021). • PARHAFS: Technological sustainability: With the TCLA, PARHAFS did not import a totally foreign technology whose knowledge, know-how and materials were external to the beneficiary communities. On the contrary, it has focused on revalorising community practices, used and valued local materials, and strengthened the knowledge of the craftsmen of the beneficiary communities. A good combination of cement, earth, lime and the use of local and foreign wood represents the technology developed in the TCLA approach. The toilet designs are not complicated or alien to the communities. They are Ventilated Pit latrines with the walls of the superstructure made of a very well woven liana by local craftsmen. These techniques promoted by PARHAFS have the advantage of allowing beneficiaries to use trained local workers but also their capacity to carry out maintenance and repairs themselves at little or no cost. This will have a positive impact on the lifespan and efforts to be made (Project Evaluation, PARHAFS, 2022). • Economic and financial viability: Despite the fact that the financial resources allocated to the constructions are above the financial capacity of the beneficiaries (which is in line with the logic of the project), the cost of the constructions is affordable in terms of the safety and well-being provided. The use of some local materials that do not necessarily have a market value, such as soil and local rocks and wood, which are practically always available in the localities, and the possibility of reusing imported wood (to a certain extent) give the project an economic and financial sustainability (Project Evaluation, PARHAFS, 2022). • Institutional sustainability and capacity building: The involvement of the different institutions that are linked to the project has contributed to a better impact. For example, the WASH component was better integrated following feedback from UCLBP and DINEPA; recommendations from MPCE, DPC Sud and TPTC were adopted; collaboration was developed with INFP which validated the vocational training programme. Local authorities have remained privileged partners of the project and have expressed their satisfaction with their effective participation in the implementation process. Municipal engineers were not only trained but also participated for the most part in the supervision activities, which reinforces the practices and habits of the town halls as stakeholders in the projects. There is a lack of communication between the local committees and the communal committee, especially between the members of the local committees (exchange of experiences) at this level, although it should be acknowledged that this dynamic has been somewhat developed for shelters. Newly created committees are not yet strong enough, especially as the lessons learned are not documented in an iterative process. In the absence of follow-up actions, it will be difficult to consolidate the institutionalisation process (Project Evaluation, PARHAFS, 2022). • Environmental and social sustainability: TCLA approach enjoys a certain degree of local acceptance and ownership necessary for its replication in time and space. The enhancement of local knowledge and know-how while strengthening them guarantees sustainability. In particular, it appears that the shelter management committees are committed to the maintenance of the infrastructures built (Project Evaluation, PARHAFS, 2022). • With the withdrawal of the Embassy, the risks are total for the programme. However, the sector is attractive to donors. Several PPS actions are underway or in the pipeline in the country, but without any real link to PROMES. The ownership of PROMES actions is closely linked to effective advocacy efforts on the basis of the territorial action plan developed for the South East. (Project Evaluation, PROMES, 2021). • The implementation of REGLEAU was initially spread over a period of 12 years (3 phases) starting in 2018. Consequently, it has become necessary to define the paths that will guarantee the greatest possible systemic sustainability of the REGLEAU actions for the remaining years until June 2024, so as not to jeopardise the sustainability of the current interventions (Evaluation a mi-parcours, REGLEAU, 2021). • (-) There are endogenous factors such as: the long time required to mobilise stakeholders, the lack of resources of OREPA du Sud and the salary arrears of TEPAC staff.... the security situation, socio-political unrest, COVID, the financial difficulties of the municipalities, the lack of resources of OREPA and the long duration of the mobilisation of local actors (Evaluation a mi-parcours, REGLEAU, 2021). • However, some factors have hindered the effectiveness of the approach in addressing the needs of actors, such as : 1) Lack of community awareness 2) The failure of the programme to meet sanitation needs, 3) Municipal managers' jobs are not guaranteed (accumulation of salary arrears) 4) Civil society organisations are considered to have little involvement in the arbitration of the LFS.

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		5) The criteria for transferring control are not established (Evaluation a mi-parcours, REGLEAU, 2021). The withdrawal of Swiss cooperation in Haiti is equivalent to a considerable reduction in financial resources for the EPA sector in Haiti. It jeopardises the process of transferring control of the works. Also, the systemic approach advocated by REGLEAU runs the risk of being (Evaluation a mi-parcours, REGLEAU, 2021). • PAGODE: Insufficient time to change project structure; Embassy did not believe in PAGODE (Interview 5) • Sustainability of national institutions: they depend on projects and cannot have a financial projection over 3 years. "Painful experiences with local actors: not used to managing large budgets: not easy" (Interview 5) • Challenged by time: from 12 to 4 years of implementation (Interview 5). • PVB: Management board works but lacks financial means to hold regular meetings (Interview 4) • PVB: 2018 SDC paid for surveillance brigade, after that the government. They are employees. Initially, they received allowances. Most of them receive their salary regularly (Interview 4). • PVB: The ANAP ensures the follow-up of the project interventions at the end of the project. All protected areas have state representation. Budget of the Ministry of Environment is 1%, so it is quite small (Interview 4) • PVB: Funding is required for sustainability/follow-up (Interview 4). • SOFA: Challenges for sustainability: No financial autonomy to carry out projects; weight of socio-economic problems on institutions; health programmes in some areas are halted due to insecurity (Interview 17) • Environment aspects; PARAFHS: TCLAs consume a lot of wood; Negative impact of wood and quicklime on the environment (therefore the wood sector and lime substitution is necessary); Continuous strengthening of craftsmen for more sustainable construction needed. Yet sustainability in the approach (TCLA) is better than in traditional construction, the way it has been done before (Interview 15) • PAGAI: Administrative difficulties, changes in positions, instability in human resources, local context (insecurity, macroeconomic context, inflation, devaluation of the gourde, instability in human resources) (Interview 14) • PAGAI bottleneck: Cooperation (external aid) should not be relied upon for the decentralisation of the agricultural innovation system; The agricultural innovation system should be included in the government's budget (financed by the public treasury) and not with external support. State is not on equal footing with international actors, including SDC. In general, decentralisation of research a good way to go about agricultural research, but The financing of agriculture is not taken into account by the public treasury; External aid finances agriculture; The state must develop an agricultural policy to channel external aid; Cooperation should not decide what to fund and where (Interview 14). • PAGAI: Challenge of shortened project duration (Interview 14) • PAGAI: Situation now: Instability with ad hoc actions; No long-term vision for the agricultural sector; No continuity in state action ; External aid compensates for the absence of the state; 60 years of cooperation have not helped Haiti at all (Interview 14) • REGLEAU: tax mobilisation continues after project. "last year we sent out the slips but this year people are going to the town hall to collect their slips, which is a good aspect for sustainability" (interview 24) • Challenging relationship with central state/Government: 2 and a half years without the payment of allowances to the employees of the town hall . Yet, interviewee will continue to work without pay (Interview 24). • PAGODE, bottleneck, central figure is missing Counter part is not engaging to guarantee sustainability of programme (Interview 23) • However on local level convinced that projects continue (mechanisms and methods are in place, CASACs and ASACS will stay. Trained people will continue to use elements of participatory approaches. For PAGODE, we have factsheets, reports, good and bad practices. Humanitarian aid continues to work with same (11) municipalities (Interview 23) • Governance remains cross-cutting theme. Even before it was challenging to finance governance directly (financing over agrar-governance, food security, even DDR). HA has financing security and will continue. Three desks become one (global, HA and DC are now all combined) (Interview 23) • "It is not a good time to leave, not a good time to talk about governance (Interview 23 and many other interviews)

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		- PVB: Interviewee stated that the recurrent changes of government are factors that cannot really be influenced; The achievements of the PVB are to be perpetuated by the government (Interview 6).
5.2 Did SDC's intervention in project X lead to scalable or replicable results (for <i>closed interventions</i>: Were those actually up-scaled or replicated?)?	6.2.1 Project approaches were scaled-up in the priority regions. 6.2.2 Project approaches were replicated outside the priority regions.	• Replication: It is clear that local actors will always need to be supported by other actors, in particular LACs, research centres (farms) and universities, to continue to implement innovative solutions in response to new constraints. To replicate PAGAI, the Consortium would require preconditions: presence of dynamic actors (LAC/DDA), receptive authorities (open to change). This is possible in order to mobilise more actors in the reflections on governance and the implementation of advocacy actions in favour of peasant agriculture. We would ensure that in these communes there is a good organisational dynamic and political actors (CASEC and Mayors) open to change. It is important that these actors are at the centre of the processes leading to a improving governance of the agricultural sector (Evaluation a mi-parcours, PAGAI, 2021). • The replicability of the programme in other geographical departments of the country is possible under three conditions: 1. Institutional anchoring must work; 2. The territorial action plan must be developed and validated; 3. Advocacy should lead to effective mobilisation of donors around social protection and promotion (Project Evaluation, PROMES, 2021). • PARHAFS: Unique approach of SDC that SDCs approach is replicable • Replication of the governance model in the municipalities in REGLEAU: invitation of the mayor by DINEPA to other municipalities to share her experiences (Interview 24). • Scaling up: elements of the PAGAI approach can already be scaled up , such as seed production, MUSO, gender monitoring in families and SOFA's coaching approach, but building sustainable institutional links between these categories of actors remains a challenge for the programme (Evaluation a mi-parcours, PAGAI, 2021).
6) Lessons Learned		
6.1 What did work well and what are considered the greatest failures of SDC's bilateral cooperation in sector X in country X?	<i>descriptive/illustrative</i>	• All the communes PAGODE's intervention communes are located on the southern coast of Haiti in the departments of Sud'Est, Sud and Grand'Anse. Sud and Grand'Anse (Evaluation a mi-parcours, PAGODE, 2021). • Participatory approach based on openness to local state and non-state actors by involving them in the activities without imposing previously established plans (Evaluation a mi-parcours, PAGODE, 2021). • PAGODE works in a transparent way, it has organised feedback sessions with the organisations to share the results found in the assessment (Evaluation a mi-parcours, PAGODE, 2021). • The logic of "faire avec" would have been more appropriate than that of "faire": at first sight the term "doing" seems to be too vertical, whereas in reality PAGAI tries to support the FOs and partners in their mission and vision. The project team has understood this reality. It has even developed a "doing with" approach in its cooperation with the FOs and most local actors. This approach should be systematised with all PAGAI partners (Evaluation a mi-parcours, PAGAI, 2021). • Needs of stakeholders are known: REGLEAU was designed to respond to the lack of responsibilities and means of DINEPA's deconcentrated structures in the area of EPA in order to initiate the decentralisation of the sector as provided for by the 2009 framework law. Indeed, these weaknesses have resulted in limited access of rural populations to EPA services (programme document). REGLEAU's approach involves strengthening local governance in order to ensure the management of the EPA system (Evaluation a mi-parcours, REGLEAU, 2021).

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6.2 What lessons can be learned from SDC's bilateral cooperation in sector X in country X in order to guide partner governments, other national and international partners that may step in after SDC to continue projects and programmes?	<i>descriptive/illustrative, overall conclusions of study</i>	• PVB: (-) Need to reassess or amend management plan of a five year basis. Lack of operationalisation plan (Interview 4). • Current and possible future phases should focus on strengthening the 'permanent' actors in governance, i.e. civil society actors and municipal staff, until such time as we have elected communal authorities with legitimacy and therefore endowed with popular legitimacy, who are the bearers of the decentralisation process and local governance in Haiti (Evaluation a mi-parcours, PAGODE, 2021). • The local level is for the moment the level on which it is easier to work and where there are many more opportunities to achieve something (Evaluation a mi-parcours, PAGODE, 2021). • The non-respect of some agreements may negatively impact the sustainability of some actions: Some agreements with private organisations such as universities could not be respected, which could weaken the project's relationship with these institutions which, as the project had well identified, are key potential partners for a sustainable appropriation of the project's effects in terms of replication, monitoring and improvement over time. Local research partners remain key to the sustainability of the project's innovations but their involvement also ensures a constant search for solutions and innovation for the farming community. The solution taken by PAGAI to overcome the backlog in universities seems constraining in that it does not necessarily allow for institutional strengthening or transfer of knowledge or know-how (Evaluation a mi-parcours, PAGAI, 2021). • PARHAFS: Integration of more women in future construction projects (Interview 15) • Haiti is a good example that Nexus works. Fit for Purpose. DC also works in earthquake regions, always trying to look at Nexus, in both directions. HA and DC agenda is also well received by international and national partners Joint appearance between HA and DC (Interview 23) • Chance that ambassador carries all roles (incl. Head of Cooperation). His/her presence in the field make a big difference. Visiting local authorities, shows unity. Presence also through two offices in South (Interview 23). • The rigour of the state's administrative procedures has handicapped the process of disbursing funds in one way or another, and this has had a negative impact on the implementation of the project in terms of delays; It is important to carry out a good risk analysis when implementing a project in Haiti and to draw up the right mitigation measures; The choice to go towards the decentralised structures of the State is a good one in the framework of the PROFISUD project, even if the financial management matrix remains centralised (Interview 10)
6.3 What lessons can be learned for SDC institutionally and/or sectorally that may be relevant for SDC to improve development effectiveness in sector X elsewhere? What have been enabling and hindering factors?	<i>descriptive/illustrative, overall conclusions of study</i>	• Mid-term evaluation for PAGODE to propose possible reorientations for the remainder of the first phase and a possible final phase for the remaining years until June 2024 (Evaluation a mi-parcours, PAGODE, 2021). • The programme is implemented by Haitian organisations that have an outreach approach, especially civil society organisations. This brings added value (Evaluation a mi-parcours, PAGODE, 2021). • Ineffective communication can lead to differences of opinion: The 2020 annual report states that "relations with the universities (UAC and UNOGA) and the Lévy Farm, in the past, the PAGAI's mandates have been interrupted due to differing "views" and a lack of compliance with commitments." This is the result of a lack of communication or a proven inability to meet this commitment. Using a private party to implement certain activities requires the service provider to take ownership of the programme logic. This approach requires awareness of the weaknesses of local actors in order to take ownership of the programme. The promotion of the intervention logic of the PAGAI Programme is necessary for a better appropriation of the actors. This campaign to promote PAGAI's mission must be carried out with all stakeholders and is of the utmost importance (Evaluation a mi-parcours, PAGAI, 2021). • Ownership of the project's actions by the stakeholders is a key element for its sustainability: A governance programme involving actors from different backgrounds with specific roles requires a coalition of actors working towards a common goal. Institutions have their own values, it is up to PAGAI to anticipate blockades, to manage conflicts and to be flexible enough and above all to think about the unspoken. The state actors have weaknesses that we must understand and help to solve, while at the same time establishing the basis for a healthy and effective collaboration with them. It is more than important that the permanent institutions take ownership of PAGAI's intervention logic since they must be at the centre of the exit strategy. Whether it is the incumbent or the institution, the DDAs must be at the centre of PAGAI's exit strategy. It is even more important that PAGAI can find people or institutions that can act as a bulwark for sustainability. Similarly, it is important to avoid building the whole relationship with one person but rather to integrate the insti-

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		tutional framework with signed documents, shared responsibilities with clear intra-institutional relationships. It is true that decentralisation with strong institutions, responsible in their roles, is the compass of the Swiss cooperation strategy. However, advocacy at the central level with the state and other cooperation agencies is important in order to move in the same direction. Indeed, with a centralised budget, the deconcentrated offices lack the means to operationalise actions on the ground (Evaluation a mi-parcours, PAGAI, 2021). • The level of ownership of a project depends on the participation of local actors and stakeholders: the way of implementation with increasingly diverse actors seems not to have been fully discussed at the design stage. Although the stakeholder mapping was specified in the PRODOC. The appropriation is not there. However, the project is based on the logic of getting things done. Therefore, each actor has a role to play and cannot function in autarky (Evaluation a mi-parcours, PAGAI, 2021). • Will results last after capitalization? Women and men from the beneficiary organisations openly testify to the benefits of PAGAI's trainings on their social and marital life. The fact that the trainers/sensitisers are members of their communities favours the replication of the gender trainings and the direct follow-up of some families (Evaluation a mi-parcours, PAGAI, 2021). • (-) Project beneficiaries or PAGAI staff have negatively affected the project. These are: 1. the weak capacity of local actors, 2. the COVID 19 health crisis 3. the 2024 Phasing out/over 4. the potential for conflict between actors 5. the exponential increase in the level of insecurity (Evaluation a mi-parcours, PAGAI, 2021). • When operating in a fragile environment due to a natural disaster: Continuity of interventions while ensuring that emergency interventions do not undermine development interventions (Interview 9) • Nexus: Capacity building at the local level that can ensure this shift between emergency and development; The more the local actors are involved in a particular development project, the easier the nexus is; Bottom Up Approach (Interview 9) • Quality of relations between the Embassy's chargés de mission and the ministries: it was constructive, relationship with the Embassy is not always very formalized (Interview 5) • PAGAI: Projects with longer duration needed (Interview 17). • PAGAI: Development creates a welfare mentality, assistance should be provided with more assistance for empowerment, development aid is destructing, need to develop awareness to reflect on own future (Interview 14). • Have trust and confidence in Switzerland (Interview 23) • Thematic synergies between partners, in general. Working in a triangle, getting information from other donors and have regular contact with other partners (international and national), important to show that Switzerland is there (Interview 23) • Transparency (NGOs all know what we do with whom) (Interview 23)
General Challenges:		• Delays in the payment of executives which can block the accountability and ownership that PAGODE would like to install at the commune level; the persistence of a fragile socio-political environment characterised by CSOs/CBOs that are politicised or susceptible to political manipulation, with the referendum and elections potentially disruptive to PAGODE's survival; and the delicate situation that PAGODE could continue to face with town halls that are practically empty due to problems of salary payments and mayors who are not even elected and feel indebted to a power that appointed them (Consortium of Implementing Partners) (Evaluation a mi-parcours, PAGODE, 2021). • in order to make citizen participation in the decision-making process of the town hall effective, PAGODE should move more quickly in carrying out the other planned activities (Evaluation a mi-parcours, PAGODE, 2021). • Most organisations are waiting for funding to carry out income-generating activities, while the programme provides for capacity building in order to participate in the Local Investment Fund (Evaluation a mi-parcours, PAGODE, 2021).

