

# ▶ FINAL INDEPENDENT EVALUATION CREER PROJECT

## ▶ CREER PROJECT

The CREER Project (Creating Decent and Environmentally Friendly Jobs for Young People) was financed with ILO's RBSA<sup>1</sup> funds for an amount of USD 1,000,000, and implemented by the ILO, in collaboration with the National Institute for Vocational Training (INFP) and local partners.

## ▶ Main objective

Reduce poverty and violence around the population of the "Projet-Drouillard" sector, by creating sustainable jobs and decent opportunities through the recycling of waste from Canal Flamingo and its surrounding.



## ▶ Components

1



Design of a national action plan for youth employment focused on reducing high levels of informality, precariousness and vulnerability, with the participation of tripartite actors in a dialogue process and training.

2



Development of a work-study program (theoretical and practical) in Cité-Soleil, in coordination with the Ministry of Social Affairs and Labor (MAST) and the National Institute for Vocational Training (INFP), with the collaboration of employers and workers organizations.

3



Development of a pilot program for the creation of eco-professions in collaboration with the Ministry of Public Works, Transport and Communication (MTPTC) and the Coordination of the "Caravan of Change", in collaboration with the INFP, community organizations and municipalities.

## ▶ 6 Main factors explaining CREER'S performance challenges



### Emergence of the pandemic

Negative impacts related to the emergence of COVID-19 on the program framework of the project.



### Continuity in government action

Concerns about chronic instability in government.



### Resource limitations

Certain objectives considered too ambitious in relation to the budgetary limitations and the set execution time.



### Financial challenges due to pandemic

Financial implications of COVID-19 in the management of the project (additional expenses to apply the Anti-COVID-19 strategy).



### "Pays-Lock"

Phenomenon driven by the interminable socio-political crisis.



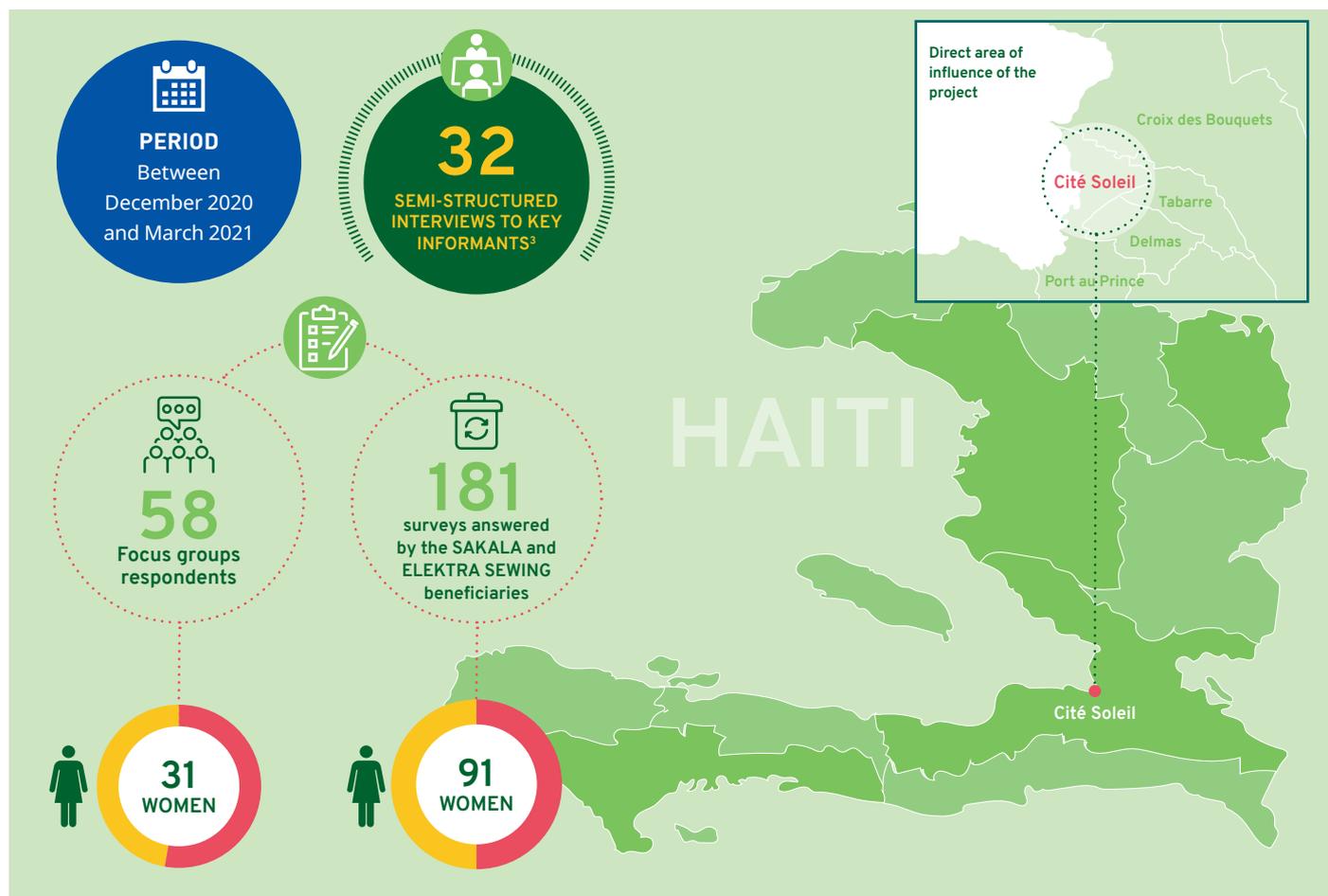
### Adverse security climate

Armed conflicts between neighborhoods and / or rival gangs; increase in kidnapping cases and summary executions.

## ► Context and methodology of the evaluation<sup>2</sup>

The evaluation was led by a national consultant and supported by a team of national experts. It combined two approaches: one focused on the logic of the intervention and the other focused on the quality of interactions between projects and individuals, groups, organizations and institutions in the field.

The information collected was validated at different levels (community, organizational and institutional), through an iterative process, focused on a representative and inclusive participation approach.



## ► Flagship achievements and first spinoffs



**250 YOUNG PEOPLE** from households of extremely poor socioeconomic categories certified by the INFP in eco-professions.



**Establishment of community gardens during rainy periods** by local residents in the vicinity of the Flamingo canal.



**320 YOUNG PEOPLE** certified by the INFP in the textile sector.



**Training modules** in the field of personal development and savoir-vivre for young people.



The establishment of a **mini-center for the recovery and recycling of solid waste**, with the re-establishment of a certain level of socio-political stability.



**65% OF THE 570 YOUNG MALE AND FEMALE** graduates were integrated into employment<sup>4</sup>.



**Cleaning, development and stabilization of the banks** of the Flamingo Canal and its surrounding areas.



**Sanitation works** carried out during important periods in the neighborhoods within the framework of the project.

<sup>2</sup> An anti-COVID-19 strategy, based on WHO guidelines and specific ILO standards (aligned with the measures adopted by the government of Haiti), was developed by the Independent Expert Evaluator and validated by the ILO for fieldwork. The principles of ethics and professional conduct have been observed.

<sup>3</sup> ILO staff and partners directly involved in the implementation of CREER: Representatives of National and International Organizations; Representatives of local communities; Ministries and sectoral / cross-sectoral bodies and NGOs intervening at the level of the commune of Cité-Soleil and / or at the level of the metropolitan region of Port-au-Prince; Representatives of the most relevant grassroots community associations; Executing Partners (SAKALA, Elektra Sewing S.A, CNE: National Equipment Center of the Ministry of Planning and External Cooperation; etc.), Very influential notable natural leaders, etc.

<sup>4</sup> a condition that protects them from the attraction of armed gangs operating in the precarious and fragile neighbourhoods of Cité-Soleil.

## ► Main findings and conclusions



**Peace and resilience of Cité-Soleil's neighborhoods** By focusing on the gradual improvement of economic opportunities and promising value chains - linked to environmental sustainability - and by (indirectly) addressing the sense of injustice in the allocation of public resources and the grievances of the most vulnerable communities, the CREER project aims to consolidate peace and increase the resilience of Cité-Soleil's neighborhoods to future crises.



**Project's consistency and alignment** The conceptual and operational framework of the project is very consistent with the context and perfectly aligned with the priorities expressed by the Haitian Government in the Haitian Strategic Development Plan, the priorities of ILO's Decent Work Country Program 2015-2020, and the vision expressed in the "United Nations Framework Document for Sustainable Development for Haiti (2017-2021)", including regional, international and transnational instruments, agreements, conventions and declarations of principles relating to the SDG Agenda.



**Strategic alliance** The selection of SAKALA and ELEKTRA SEWING played a strategic and determining role. ELEKTRA SEWING's undeniable expertise in the textile sector, combined with its ability to influence the decision-makers and promoters of factories operating in the textile sector, played a major role in the project's success, despite the difficult situations that arose along the way and implementation shortfalls related to a complex, complicated, difficult and very risky context.



**Gender dynamics and early effects and impact of the training** 65% of the 570 young male and female graduates integrated into employment; a new status that protects them from the lure of armed gangs [around 85% of beneficiaries who had no expectation of income when the project started were female. **69.69% of the targeted young are female.** Previously, they were very exposed and vulnerable to multifaceted violence and armed gangs. Contrary to certain traditional practices, women have been represented in decision-making positions in local consultation structures. Because, historically, in the context of disadvantaged neighborhoods, dominated by armed gangs (in particular), women are often relegated to second place.



**Infrastructure & Green economy** The establishment of a functional and operational mini solid waste recovery and recycling center, with the possibility of integrating certain alternative markets in the north, provided a certain level of socio-political stability. In addition, in less than two years, the level of environmental education of more than a thousand local residents on household and urban waste management practices have been improved. At the same time, some entrepreneurs (textile manufacturers) are starting, although timidly, to be interested in Corporate Social Responsibility concerns.



**Prospects for joint inter-municipal services** The focal points of the municipalities of Delmas, Tabarre and Kenscoff, exhibit the advocacy actions supported by the project in favor of synergy bridges to be developed between the municipalities.



**Satisfaction expressed among young men and women** The greatest satisfaction was felt among the majority of beneficiaries who were able to integrate the textile or the eco-professions component, and who are placed in jobs. The mixed satisfactions were noted especially among those who are on a waiting list to get a job. On the other hand, people living within the area where development and stabilization of the banks of the Flamingo Canal is concentrated have been very satisfied. However, the further one moves towards coastal areas (at the outlet) this level of satisfaction tends to decrease.



## ► Good practices



**Training programs of the CREER Project and the context of precarious and fragile neighborhoods:** The training programs of the CREER Project make a young person less vulnerable to the lure and attraction of armed gangs, and thus contribute to improving their longevity in precarious and fragile environments;



**Green economy and employability in the context of precarious districts of Cité-Soleil:** The actions of the project are very inspiring (eco-professions based on the waste economy). The residents of Cité-Soleil now see waste differently. If before, they considered them quite simply bulky, reservoirs of pathogenic germs, with the promotion of certain initiatives in this project in particular, their perceptions are changing significantly;



## ▶ Lessons Learned



**Exit strategy and consolidation of the achievements of the CREER project:** As it stands, we have no guarantee that this implementation committee will continue. Post-project responsibilities were not raised in the duties established for this committee. However, this structure has been of great use, and may also be after the closure of the project.



**Monitoring of the employability of young graduates of the CREER Project:** The situation of poverty and misery of the young people of Cité-Soleil seems to impose a wait-and-see and / or assistance-oriented attitude. Many of those who do not yet have a job cannot mobilize or even have the minimum to initiate an income-generating activity.



## ▶ Main recommendations



**Regarding social dialogue:** The situation in Haiti is exceptional compared to other countries in the region. It would therefore be advisable to have an expert study the orientation to be given to social dialogue in Haiti.



**Regarding post-project responsibilities and commitments:** It is suggested that the ILO Office in Haiti discuss with SAKALA and Elektra SEWING SA, in consultation with the City Hall -Soleil, the Local Implementation Committee, the possibility of transforming the committee into an expost monitoring structure.



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



**Regarding employment support for young graduates in the art of recycling:** It is important to provide a follow-up plan for young people trained in the art of recycling. They still need some guidance (promotional and financial). The creation of their companies was overlapped with troublesome situations.



**Regarding research prospects in relation to the green employability of young people in Haiti:** Arrangements should be made to encourage PhD students from universities in the north and the south to produce theses on the linkage of the green economy with the potential for creating sustainable and decent jobs in Haiti, with a focus on contexts of fragility, conflict or violence.



**Ensure the consolidation and extension of the achievements of the CREER Project:** It is suggested to consider a successor project in order to consolidate, extend and replicate the achievements of the CREER project. This project could be oriented towards the development of a quality label, based on geographical origin (see Geographical Indications).

