



2018 Annual Report

**"Empowerment of Vulnerable Women:
Capacity Building and Income
Generation in Haiti"**

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ACRONYMS

KOICA: Korea International Cooperation Agency

MCI: Ministry of Trade and Industry

MCFDF: Ministry of Women's Affairs and Women's Rights

UNDAF: United Nations Development Assistance Framework

UNDP: United Nations Development Program

1. PROJECT SUMMARY (table)

Project Title	Empowerment of Vulnerable Women: Capacity Building and Income Generation in Haiti
Organization	UNDP (United Nations Development Program) Haiti Yvonne HELLE, Resident Representative, yvonne.helle@undp.org +509 48 89 51 41/+509 28 14 0260
Date of Submission	15, January, 2019
Target Country	Haiti
Project Location	Sixteen neighborhoods in four municipalities (Delmas, Pétion-Ville, Port-au-Prince and Tabarre) in the department of the West in Haiti
Beneficiaries	The project plans to reach 1,500 direct beneficiaries.
Project Period	January 2018- December 2019 (24 months)
Goal and Objectives	<p>This project aims to support the population, particularly the most vulnerable, and to provide equitable access to means of subsistence, to decent and green jobs and to productive resources to reduce poverty in all its dimensions, in a favorable and inclusive socio-economic and cultural environment.</p> <p>It is linked to the SDGs:</p> <ul style="list-style-type: none"> 1: No poverty 5: Gender equality 8: Decent work and economic growth. <p>It also is aligned with the effects 1) Reduction of poverty and 2) Gender equality and protection of the UNDAF (United Nations Development Assistance Framework) 2017-2021</p>
Project Budget	<p>Total Cost: 4,570,000 USD</p> <p>KOICA contribution: 4,280,000 USD</p> <p>UNDP contribution: 290,000 USD</p>
Plan for Monitoring and Evaluation	<p>The Project's risks are political, social and operational.</p> <p>The political risk is the lack of political support due to unforeseen changes in government priorities. The mitigation measure will be to ensure a full support from the relevant Government Ministries, including at the technical level, prior to the start of the implementation phase.</p> <p>The lack of interest of the potential beneficiaries identified during the market study and the census development phase may be an obstacle to the realization of this project. As a result, from the beginning of the project, a presentation of the project will be made to potential beneficiaries and efforts will be undertaken to promote good coordination with local authorities and community leaders.</p> <p>Another project-related operational risk is the difficulty of accessing project-specific services and goods in the Haitian context. To minimize this risk the project will launch a tender to identify the interests of potential suppliers in the domestic market and systematize the information collected by the technical support consultants.</p> <p>A monitoring and evaluation plan has been developed and validated by the donor. A specialist in monitoring and evaluation was also recruited. A data collection mechanism was set up every six months to:</p> <ul style="list-style-type: none"> - systematically monitor the results of the project, as well as the effectiveness of project management; - make informed decisions and take appropriate and timely measures in relation to the project; - provide useful and relevant reports on the project; - ensure that the information gathered will indeed support an evaluation.

	The project will monitor its own progress and make the necessary corrections; An evaluation will be carried out at the end of the project.
Plan Changes	Not applicable.

2. Performance Review

2.1 Monitoring and Evaluation Activities

An evaluation monitoring plan was developed and validated by the lessor. A performance measurement framework for project activities that will build on this plan is being developed.

2.2 Project Result (table)

Outcome 1: Disadvantaged women from the most destitute neighborhoods in and around Port-au-Prince benefit from improved sustainable livelihoods and increased opportunities for their economic empowerment		Indicator 1.1	Baseline	Target	Planned Target (Year N)	Actual Performa nce (%) (Year N)	Cumulative Performanc e (1 st Year- Year N)
Output 1: The availability of data on viable economic opportunities for women and contributing factors for their success is improved.	Activity 1.1.1	Indicator 1.1.1	Baseline	Target	Planned Target (Year 2018)	Actual Performa nce (%) (Year N)	Cumulative Performanc e (1 st Year- Year N)
	Undertake analysis of former beneficiaries in order to profile and classify groups of women entrepreneurs and informal workers, and to provide information on their success factors and barriers.	Existence of a database of beneficiaries analyzing key economic indicators	no	90%	2018- 2019	10%	10%
Output 2: Women entrepreneurs and informal workers in targeted communities are empowered with the capacities, networks, and technical and financial assistance needed to establish and grow their businesses.	Activity 1.2.1	Indicator 1.2.1	Baseline	Target	Planned Target (Year N)	Actual Performa nce (%) (Year N)	Cumulative Performanc e (1 st Year- Year N)
	Activity 2.1: Strengthen awareness and reinforce relationships between the different stakeholders (NGOs, financial institutions, potential private sector partners and community platforms) to guarantee the project's sustainability	Number of agreements signed between different stakeholders (NGOs, financial institutions, potential private sector partners and community platforms) to support the implementation of the project.	0	4	2018- 2019	0	0
	Activity 1.2.2	Indicator 1.2.2	Baseline	Target	Planned Target (Year N)	Actual Performa nce (%) (Year N)	Cumulative Performanc e (1 st Year- Year N)

	Strengthen capacities and provide vocational trainings for existing microenterprises to innovate in their production and to develop new skills for starting microenterprises	Number of beneficiaries who declare that they started a new income-generating activity based on the skills acquired through their training.	0	50	2018-2019	0	0
	Activity 1.2.3	Indicator 1.2.3	Baseline	Target	Planned Target (Year N)	Actual Performance (%) (Year N)	Cumulative Performance (1st Year-Year N)
	Increase women's access to technical and financial support for effective microenterprise management.	Percentage of beneficiaries adopting business management tools as a result of the received technical support	0	70% of the total amount beneficiaries (1500)	2019	0	0
Output 3 Enabling environments for gender equality and women's economic empowerment are improved through increased support of community stakeholders and gender-sensitive policies.	Activity 1.3.1	Indicator 1.3.1	Baseline	Target	Planned Target (Year N)	Activity 1.1.1 Actual Performance (%) (Year N)	Cumulative Performance (1st Year-Year N)
	Enhance awareness of community stakeholders, particularly men, on the importance of gender equality and women's economic empowerment.	Number of outreach activities targeting men (including the importance of women's economic empowerment, the critical role of men and boys in promoting gender equality, positive and healthy masculinities, and equitable distribution of unpaid domestic work).	0	4	2019	0	0
	Activity 1.3.2	Indicator 1.3.2	Baseline	Target	Planned Target (Year N)	Actual Performance (%) (Year N)	Cumulative Performance (1st Year-Year N)
	Contribute to an improved policy environment that promotes and supports women's economic empowerment	Existence of clear policy recommendations for promoting the economic empowerment of women entrepreneurs.	none	yes	2019	No	No

2.3 Performance during the target period (ex.2018.1.1.-2018.12.31.)

2.3.1. Key Achievements (by outcome or output level)

Activity 1.1.1	Actual Performance (%) (Year N)	Key Achievements
Undertake analysis of former beneficiaries in order to profile and classify groups of women entrepreneurs and informal workers, and to provide information on their success factors and barriers.	10%	The recruitment process resulted in the identification of a national consultant for conducting the market study, the baseline and the census of beneficiary women. The consultant should start his consultation in January.

Activity 2.3	Actual Performance (%) (Year N)	Key Achievements
Increase women's access to technical and financial support for effective microenterprise management	10%	<p>Toward progress (en marcha) is a growth supporting approach for small businesses that has been developed by UNDP in Latin America especially in Mexico, Ecuador and Haiti.</p> <p>The three pillars of the program are:</p> <ul style="list-style-type: none"> - Strengthening business practices, production capacity and market access; - Business innovation; - Renewal of the graphic imaging and equipment of each targeted microenterprise. <p>The methodology is developed through technical assistance and training for beneficiaries and the provision of equipment to the 900 beneficiaries of the approach.</p> <p>It is in this sense that an international consultant has been recruited for the training of 25 national preselected consultants.</p> <p>Following the training and examinations by the consultants, 15 of them have been certified to assist the beneficiaries identified by the market study.</p>

2.3.2. Challenges and Counterplans (by output or activity)

The project faced two main problems that delayed its implementation.

- The difficulty of finding the appropriate profiles:

Some activities have been delayed due to the difficulty of finding profiles that meet the selection criteria. As a result, the recruitment process of the project team was delayed due to the difficulty of finding the appropriate profile for the project manager position. The choice of the consultant for the market study and the beneficiary census was also delayed because of the difficulty of finding the skills corresponding to the research profile.

- The unstable political context:

On the other hand, the country experienced upheavals on 6, 7 and 8 July and 18, 19 and 20 November 2019 which had an impact on the evolution of the project. On the one hand, these upheavals delayed the pace of change in project activities and, on the other hand, led to changes at the government level, including concerned ministers (MCI/ Ministry of Trade and Industry and MCFDF/ Ministry of Women's Affairs and Women's Rights). Negotiations and exchanges initiated on the project in April and June 2018 for the approval of the project had to be resumed with the new managers of these entities.

2.4 Achievement(s) in Cross-Cutting Issues

The project is a gender-focused intervention achieved through actions promoting women's economic empowerment. The budget and logical framework of the project are gender sensitive. 80% of the 1500 beneficiaries will be women.

Efforts were also made to have the project implementation team comprised of women and men (4 women and 2 men). The project team took the mandatory UNDP training courses on gender issues (sexual harassment, sexual exploitation, gender awareness, etc.).

The UNDP Gender Specialist participated in all meetings with national partners and reviewed documents related to gender mainstreaming.

The MCFDF, the state structure in charge of the formulation and implementation of gender equality policies, is one of the main partners of the project.

When publishing consultations for the March / Census and Toward Progress training (En Marche), candidates needed to have gender expertise.

2.5 Communication and Partnership with KOICA

KOICA was informed on a regular basis of the progress of the project by telephone and e-mail exchanges with the project team in Haiti.

When strategic meetings with partners were convened, wherever possible, Koica's presence had been requested.

All external communication documents include the donor logos (agenda, attendance list, public presentation documents, etc.).

In addition, a communication strategy will be elaborated for the project and will have to be validated by the donor.

2.6 Risk Management

The project encountered two main risks during this first year:

- Risk when hiring and buying services

To address the difficulties in finding matching profiles during recruitment, UNDP has used several strategies:

- a) The republication of posts; and
- b) Sharing the publication with entities working in the relevant areas.

- Risks from the changing political context and the reorganization of the ministries

The political risk of the project is linked to ministerial mobility and the resulting changes in government priorities. To address this risk, a two-level dialogue was established throughout the project. The project conducts a dialogue with the ministers and the directors general of the concerned ministries through steering committees that will meet each year, as well as a dialogue with the technical teams of the ministries, more technical entities less affected by the risks reshuffle, will be held quarterly via the Technical Committee.

3. FINANCIAL EXPENDITURE

3.1 Provisional Financial Expenditure per Activity

Outcome 1		Total Budget	Budget planned (Year N)	Actual expenditure (Year N) (%)	Remarks for reference (ie, Reasons for low/excess rate of expenditure)
Output 1.1	Activity 1.1.1	Total Budget	Budget planned	Actual expenditure	Remarks for reference
Output 1 The availability of data on viable economic opportunities for women and contributing factors for their success is improved.	Output 1 The availability of data on viable economic opportunities for women and contributing factors for their success is improved.	123,755.39	79,241.64	73,822.76	These differences are related to commitments for services to be provided. These amounts are already committed.
SOUS TOTAL 1		123,755.39	79,241.64	73,822.76	
Output 1.2	Activity 1.2.1	Total Budget	Budget planned	Actual expenditure	Remarks for reference
Output 2 Women entrepreneurs and informal workers in targeted communities are empowered with the capacities, networks, and technical and financial assistance needed to establish and grow their businesses.	Strengthen awareness and reinforce relationships with the different stakeholders (NGOs, financial institutions, potential private sector partners and community platforms) to guarantee the project's sustainability	87,863.19	12,852.00	8,157.40	These differences are related to commitments for services to be provided. These amounts are already committed.
	Activity 1.2.2	Total Budget	Budget planned	Actual expenditure	Remarks for reference
	Strengthen capacities and provide vocational training so existing microenterprises can innovate their production and beneficiaries can develop new skills for starting microenterprises	1,065,383.52	24,466.50	15,529.33	These differences are related to commitments for services to be provided. These amounts are already committed.
	Activity 1.2.3	Total Budget	Budget planned	Actual expenditure	Remarks for reference
	Increase women's access to technical and financial support for effective microenterprise management.	2,896,993.00	0.00	0.00	
SOUS TOTAL 2		4,050,239.71	37,318.50	23,686.73	
Output 1.3	Activity 1.3.1	Total Budget	Budget planned	Actual expenditure	Remarks for reference
Output 3 Enabling environments for gender equality and women's economic empowerment are improved through increased support of community stakeholders and gender-sensitive policies.	Enhance awareness of community stakeholders, particularly men, on the importance of gender equality and women's economic empowerment.	0.00	0.00	0.00	
	Activity 1.3.2	Total Budget	Budget planned	Actual expenditure	Remarks for reference
	Contribute to an improved policy environment that promotes and supports women's economic empowerment	106,004.90	0.00	0.00	
SOUS TOTAL 3		106,004.90	0.00	0.00	
TOTAL		4,280,000.00	116,560.14	97,509.49	

3.2 Annual Work Plan and Budget Allocation for Year N+1.

Outcome 1		Work Plan for (Year N+1)				Total Budget (A)	Cumulative expenditure (1st Year- Year N) (B)	Budget Allocation (Year N+1) (C)	Balance (D=A-B-C)
Output 1.1	Activity 1.1.1	1Q	2 Q	3 Q	4Q	Total Budget	Cumulative expenditure	Budget Allocation	Balance
The availability of data on viable economic opportunities for women and contributing factors for their success is improved.	Output 1 The availability of data on viable economic opportunities for women and contributing factors for their success is improved.	X	X	X	X	123,755.39	73,822.76	15,507.00	34,425.63
	Sous Total 1					123,755.39	73,822.76	15,507.00	34,425.63
Output 1.2	Activity 1.2.1	1Q	2 Q	3 Q	4Q	Total Budget	Cumulative expenditure	Budget Allocation	Balance
Women entrepreneurs and informal workers in targeted communities are empowered with the capacities, networks, and technical and financial assistance needed to establish and grow their businesses.	Strengthen awareness and reinforce relationships with the different stakeholders (NGOs, financial institutions, potential private sector partners and community platforms) to guarantee the project's sustainability					87,863.19	8,157.40	79,705.79	0.00
	Activity 1.2.2	1Q	2 Q	3 Q	4Q	Total Budget	Cumulative expenditure	Budget Allocation	Balance
	Strengthen capacities and provide vocational training so existing microenterprises can innovate their production and beneficiaries can develop new skills for starting microenterprises					1,065,383.52	15,529.33	1,012,582.30	37,271.89
	Activity 1.2.3	1Q	2 Q	3 Q	4Q	Total Budget	Cumulative expenditure	Budget Allocation	Balance
	Increase women's access to technical and financial support for effective microenterprise management.					2,896,993.00	0.00	2,744,612.40	152,380.60
	Sous Total 2					4,050,240.00	23,686.73	3,836,900.49	189,652.49
Output 1.3	Activity 1.3.1.	1Q	2 Q	3 Q	4Q	Total Budget	Cumulative expenditure	Budget Allocation	Balance
Enabling environments for gender equality and women's economic empowerment are improved, through increased support of community stakeholders and gender-sensitive policies.	Enhance awareness of community stakeholders, particularly men, on the importance of gender equality and women's economic empowerment					0.00	0.00	0.00	0.00
	Activity 1.3.2	1Q	2 Q	3 Q	4Q	Total Budget	Cumulative expenditure	Budget Allocation	Balance
	Contribute to an improved policy environment that promotes and supports women's economic empowerment					106,004.90	0.00	0.00	106,004.90
	Sous Total 3					106,004.90	0.00	0.00	106,004.90
TOTAL						4,280,000.00	97,509.49	3,852,407.49	330,083.02

Annex

View of national consultants at training in progress

