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USAID/HAITI MID-TERM PERFORMANCE EVALUTION OF COMMUNITY DRIVEN DEVELOPMENT (CDD) ACTIVITY

FINAL EVALUATION REPORT

Haiti Evaluation and Survey Services (ESS) Project

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USAID/HAITI CDD MID-TERM PERFORMANCE EVALUATION

Final Report

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DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

ABSTRACT

Social Impact's Haiti Evaluation and Survey Services conducted an independent mid-term evaluation of the United States Agency for International Development (USAID)/Haiti Community Driven Development (CDD) Activity, an Activity granted to Organization of American States (OAS) and implemented by Pan American Development Foundation (PADF) in partnership with Institut de Formation et de Service (IFOS) and Papyrus. This evaluation will inform USAID/Haiti about mid-course corrections and CDD's future program orientation, the objective of which is to increase public service delivery by engaging citizens in local governance.

This evaluation assesses 1) whether CDD's capacity building has been transformative and increased stakeholder resilience in the face of crisis; 2) how the new approach of collaborating with central and local government entities has influenced service delivery; and 3) if successes and achievements will continue without direct Activity support. The Activity was implemented successfully, but its impact is limited. Community-based organizations (CBOs) and micro small and medium-sized enterprises (MSMEs) capacity building enriched participants, but it did not target Activity objectives. Consultative Citizen Committee (CCC) members gained the necessary skills for Community Development Plan (CDP) development, but these skills have limited additional use. CDD applied the government-mandated CDP methodology; 10 CDPs were finalized but not approved. CDPs are useful for the future of the commune but have not been not implemented and therefore do not contribute to the improvement of public service delivery. The 18 community projects are potentially sustainable but maintenance committees are either weak or not in place, which could result in degradation in the near future.

TABLE OF CONTENTS

EXECUTIVE SUMMARY VI

INTRODUCTION 1
- BACKGROUND OF LOCAL CONTEXT 1
- THEORY OF CHANGE 1
- ACTIVITY INTERVENTIONS, PROJECTED OUTCOMES, AND KEY RESULTS 2
- ACTIVITY RANGE 3
- EVALUATION PURPOSE & QUESTIONS 3

EVALUATION METHODOLOGY 5
- DATA COLLECTION METHODS 5
  - SAMPLING 5
  - DOCUMENT REVIEW 5
  - KEY INFORMANT INTERVIEWS AND GROUP INTERVIEWS 6
  - SURVEY 7
- DATA ANALYSIS 8
- LIMITATIONS AND MITIGATION STRATEGIES 8
- OTHER CHALLENGES 9

FINDINGS AND CONCLUSIONS 10

RECOMMENDATIONS 37

ANNEXES 39
- ANNEX A: EVALUATION SCOPE OF WORK 39
- ANNEX B: SOURCES OF INFORMATION 55
- ANNEX C: EVALUATION TEAM MEMBERS 59
- ANNEX D: EVALUATION MATRIX 60
- ANNEX E: INFORMED CONSENT SCRIPTS & DATA COLLECTION PROTOCOLS 66
- ANNEX F: DISCLOSURE OF CONFLICT OF INTEREST 117

LIST OF FIGURES AND TABLES

Figure 1: Capacity building components 11
Figure 2: Number of interventions and amounts spent per region 15
Figure 3: Community projects per type project and amount spent 15
Figure 4: Type of activities generating revenues 19
Figure 5: Number of jobs created as a result of USG assistance by department 19
Figure 6: Number of jobs created as a result of USG assistance by year and by gender 20
Figure 7: CDP elaboration process 24
Figure 8: CDD theory of change and assumptions 35

Table 1: Key informant interviews by evaluation participants group and sex 6
Table 2: Key informant interviews by region 7
Table 3: Evaluation matrix 60

ABBREVIATIONS AND ACRONYMS

AGLDT	*Projet d'Appui à la Gouvernance Locale et au Développement Territorial*
ATL	Assistant Team Leader
AVSI	Association of Volunteers in International Service
CAEPA	*Comités d'alimentation en eau potable et assainissement*
CAP	Capacity Action Plans
CBO	Community-Based Organization
CCC	Consultative Citizen Committee
CDC	*Conseil de Développement Communal*
CDD	Community Driven Development
CDP	Community Development Plan
COP	Chief of Party
COR	Contracting Officer's Representative
COUC	*Centre d'Operations d'Urgence Communal*
CTE	*Centre Technique d'Exploitation*
DEC	Development Experience Clearinghouse
DINEPA	National Directorate of Potable Water and Sanitation
DRR	Disaster Risk Reduction
EMMP	Environment Monitoring and Management Plan
EQ	Evaluation Question
EQUI®	Evaluation Quality, Use, and Impact®
ESS	Evaluation and Survey Services
ET	Evaluation Team
FCR	Findings, Conclusions, and Recommendations
FENAMH	*Fédération Nationale des Maires d'Haïti*
FY	Fiscal Year
GI	Group Interview
GOH	Government of Haiti
GS	General Secretary
HQ	Headquarters
IFOS	*Institut de Formation et de Services*
IP	Implementing Partner
KII	Key Informant Interview
LOE	Level of Effort
LOKAL+	*Limyè ak Oganizasyon pou Kolektivite yo Ale Lwen*
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MENFP	*Ministère de l'Éducation Nationale et de la Formation Professionnelle*
MICT	*Ministère de l'Intérieur et des Collectivités Territoriales*
MOU	Memorandum of Understanding
MPCE	*Ministère de la Planification et de la Coopération Externe*
MSME	Micro, Small, and Medium-Sized Enterprises
MTPTC	Ministère des Travaux Publics, Transports et Communications
NGO	Non-Governmental Organization
OAS	Organization of American States

OCA	Organizational Capacity Assessment
OREPA	*Office Régional de l'Eau Potable et de l'Assainissement*
PADF	Pan-American Development Foundation
PD	Project Director
PDC	*Plan de Développement Communal*
PM	Project Manager
PSDH	*Plan stratégique de développement d'Haïti*
PTA	Parent Teacher Association
PWD	People With Disability
QA	Quality Assurance
SAEP	*Système d'Alimentation en Eau Potable*
SOIL	Sustainable Organic Integrated Livelihoods
SI	Social Impact, Inc.
SOW	Scope of Work
TL	Team Leader
TOC	Theory of Change
TOT	Train the Trainer
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USD	United States Dollars
USG	United States Government
WASH	Water, Sanitation, and Hygiene

EXECUTIVE SUMMARY

INTRODUCTION

Social Impact's Haiti Evaluation and Survey Services (ESS) designed and conducted an independent mid-term evaluation of the United States Agency for International Development (USAID)/Haiti Community Driven Development (CDD) Activity, a $ 9,820,048.26 Activity awarded to the Organization of American States (OAS) and implemented by Pan American Development Foundation (PADF) in partnership with the Institut de Formation et de Service (IFOS) and Papyrus. CDD started in April 2018 and will be completed in April 2023. CDD began as a three-year effort; Phase I concluded in April 2021. USAID then granted CDD a cost and time extension for additional Water, Sanitation and Hygiene (WASH) activities in Phase 2. The objective of CDD is to support long-term local governance and capacity development in Haiti by increasing citizen engagement between local authorities and civil society through the identification of community development and investment priorities.

EVALUATION PURPOSE AND QUESTIONS

The evaluation purpose is to inform USAID about possible course corrections to CDD and to assess the sustainability of CDD's multi-sectoral, community-driven approaches to influence similar future programming in Haiti. The primary audience for this mid-term evaluation includes USAID/ Haiti, OAS, PADF, grantees, sub-grantees, and the Government of Haiti (GOH). The Evaluation answers the following Evaluation Questions (EQs).

EQ1. To what extent and in what ways has CDD influenced systemic transformation and supported stakeholders to take ownership of CDD's capacity building interventions and become more resilient in the face of crisis since the Activity's start?

EQ2. Given USAID/Haiti's strategy to support public service delivery, how has the shift in approach from working with the central government to working with central and local government entities (as exemplified in the CDD activity) influenced service delivery?

EQ3. How likely are the CDD activity's successes and achievements to continue without direct Activity support?

METHODOLOGY

The Evaluation Team (ET) conducted the evaluation remotely. The ET used primarily qualitative evaluation design consisting of a document review, 46 key informant interviews (KIIs), and group interviews (GIs). The ET also used quantitative data from CDD's monitoring and evaluation (M&E) systems and conducted two mini surveys with Community-Based Organizations (CBOs) and Micro, Small, and Medium-Sized Enterprises (MSMEs) who participated in the Papyrus training. The team conducted content, gap, comparative, and gender analyses and produced descriptive statistics of the quantitative data. The ET mitigated limitations such as response, selection and gender biases, and other challenges such as remote data collection, stakeholder access and responsiveness, and gender representation (see report for details).

FINDINGS RELATED TO THE EVALUATION QUESTIONS

EQ-1: TO WHAT EXTENT AND IN WHAT WAYS HAS CDD INFLUENCED SYSTEMIC TRANSFORMATION AND SUPPORTED STAKEHOLDERS TO TAKE OWNERSHIP OF CDD'S CAPACITY BUILDING INTERVENTIONS AND BECOME MORE RESILIENT IN THE FACE OF CRISIS SINCE THE ACTIVITY'S START?

FINDINGS

CAPACITY BUILDING

IFOS provided capacity building for individuals involved in the Community Development Plans (CDPs); Papyrus trained CBOs and MSMEs on tax and labor law and organizational capacity; PADF worked with the National Directorate of Potable Water and Sanitation (DINEPA) and Haiti Outreach on WASH.

IFOS trainings followed the 2012 Ministry of Planning and External Cooperation (MPCE) methodology guide. Respondents in five of seven CCC GIs and five of seven local official GIs said CCC members are satisfied with training and that the skills gained enabled them to build their CDP. However, only two communes indicated that they would be able to revise their CDP without external support. CBO and MSME satisfaction with the Papyrus trainings exceeded 94 percent. They said the training did not reinforce their capacity to manage or initiate CDP, however 43 organizations developed Capacity Action Plans (CAPs) and were registered on KONBIT, a (now defunct) web platform for networking and CBO capacity building. All CBOs/MSMEs shared that they would benefit from additional training in project management and fundraising. The CDD management team also raised concerns that governance, organizational management, program management, human resources management, and financial management were identified in the OCA but not properly addressed in the training provided by Papyrus.Phase 1 WASH capacity building targeted the *Comités d'alimentation en eau potable et assainissement* (CAEPA) of Ile à Vache and a water management awareness campaign in the Caracol Village. CAEPA training participants said the training was useful and that the public has stopped damaging water networks. A National Directorate of Potable Water and Sanitation (DINEPA) representative said CAEPAs remain weak and underequipped. Phase 2 WASH support was still in the planning stages during this evaluation.

IMPROVED SERVICE ACCESS

In Phase 1, improved service access focused on 18 community projects in 12 municipalities. The largest portion of funds went to infrastructure initiatives, such as roads, canal cleaning and city improvements. Beneficiaries reported overall satisfaction with the projects and said they have been life changing in some cases. Respondents did not cite tangible achievements for Phase 2. Beneficiaries frequently expressed anticipation that CDD would support the actual implementation of the CDPs, which is beyond the Activity scope. MPCEs have not validated any of the ten CDPs completed as of September 2020. In November 2021, MPCEs requested substantial revisions to the plans, which IFOS is currently addressing. While improvements in access to services have been slow in Phase 2, CDD is making progress on planned improvements to some water distribution facilities.

SELF-RELIANCE AND CONTINGENCY PLANS

The ET considered the ability of CBOs/MSMEs and local authorities to drive development, establish contingency plans and become more resilient in the face of shocks and stresses, since CDD began. Respondents in five of seven CBOs & MSMEs GIs, confirmed that they are planning initiatives but have

not begun implementing them. Whereas nearly all CBOs and MSMEs said CDD capacity building efforts strengthened their self-reliance and adaptability and helped them design sustainable development projects for their communities, CDD staff reported no significant improvement in resilience and capacity of organizations to establish contingency plans in the face of external shocks. As the earthquake of August 2021 demonstrated, communes need more preparedness for natural disasters and emergencies. Building emergency or disaster response plans is not in CDD's scope. In over half of CCC GIs, respondents emphasized the benefits of working with local officials to build and implement projects for their community. CDD reporting and interview respondents indicated that communities responded well during the Covid crisis and the 2021 earthquake. Respondents also said that good collaboration continues among *Centre d'Operations d'Urgence Communal* (COUC) and municipalities working with the PNH and the faith-based organizations to distribute relief.

REVENUE GENERATION

Direct revenue provided by CDD through job opportunities overwhelmingly benefited the West department (80.3 percent). Approximately 63 percent of new jobs were for men and 37 percent for women. 60 to 80 percent of the personnel hired to implement community projects were local, while local firms and PADF employees held the management positions. According to GI data, commune staff did not acquire many new skills. CDD's intent was to generate indirect revenue through the community projects and implementation of CDPs. Unfortunately, implementation of the CDPs has not started and the community projects have not yielded as much revenue as expected. Most projects selected by municipalities are aimed at broad community improvement rather than revenue generation.

GENDER/SOCIAL INCLUSION

Activity reporting rarely contains sex disaggregated performance data. The community project survey revealed that all projects benefited men and women, but some might have served the needs of women slightly better, such as improved access to water and better access to markets, or improvements to market venues. The CDP legal framework established by the MPCE requires 30 percent of CCC members to be women. Only Caracol commune shared that this quota was difficult to reach. Respondents in more than half of CCC GIs said women sometimes needed to be encouraged to participate. One CCC respondent said that women were often favored over men for positions created to support the development of the CDP. CDD staff and municipal stakeholders indicated that special attention was paid to women and people with disabilities (PWD), especially regarding sanitation. GIs at the commune level indicated that an effort was made to encourage women to hold positions traditionally assigned to men, such as stone carving or iron work. Three communes mentioned that accommodations were made to reserve certain tasks to PWD to facilitate their participation in community projects and provide them with additional revenue.

CONCLUSIONS

CDD succeeded in providing useful new skills to CBOs and MSMEs through training and coaching; CDD training for members of the Steering Committee and the facilitators on the skills required for CDP development was effective and in line with the MPCE process; Phase I capacity building efforts to improve CAEPA management of water resources were limited and led to mixed results; Community projects were implemented overall to the satisfaction of the beneficiaries; CDD has not contributed substantially to income generation partially because CDPs have not been validated by MPCE; CDD has not provided any specific capacity building geared toward increasing resilience or developing contingency

plans as it was not part of the planned Activity; CDD was successful in applying a gender and social inclusion lens to every aspect of the intervention, and gender information was properly disaggregated across all indicators.

EQ-2. Given USAID/Haiti's strategy to support public service delivery, how has the shift in approach from working with the central government to working with central and local government entities (as exemplified in the CDD activity) influenced service delivery?

FINDINGS

USAID/Haiti's strategy to support public service delivery focuses on the production or review of CDPs. The ET looked at the results to date, the efficiency of the CDP elaboration process, barriers to the CDP elaboration process, and how these affect the commune's capacity to implement their vision. The ET also examined how partnerships between USAID/Haiti and local stakeholders have been strengthened to meet the needs of the target population and potentially support the implementation of the plans.

EFFICIENCY OF THE CDP ELABORATION PROCESS

Political turmoil, insecurity, natural disasters, and the COVID-19 pandemic have significantly challenged the CDP elaboration process mandated by MCPE[1]. CDD and donors said the process is complex and difficult for local stakeholders to understand. A 2021 study by UNDP under the Projet d'Appui à la Gouvernance Locale et au Développement Territorial (AGLDT)[2] and the midterm evaluation of AGLDT[3] provides useful insights on the CDP process that align with findings for this evaluation.

Evaluation respondents highlighted the value of the awareness campaigns for improving citizen participation in local governance, but said citizens disappointed by past initiatives were difficult to engage; and that some politicians undermined the process. Communal level respondents praised CDD's role in ensuring broad community participation, including women, on steering committees, during the diagnostic and needs assessment phase. Most CDD key informants said this phase took longer than expected and that GOH data was sometimes difficult to analyze. Commune level respondents praised the participatory workshops and said it fostered synergy of views among various actors. For all 10 CDPs completed in September 2020, MPCE requested CDD to "improve the texts of articulation between the CDP, the supra-local and supranational guidance documents" in 2021[4], suggesting that MPCE member presence in the planning sessions was not sufficient to ensure the integration of local priorities with the national strategy. Respondents said the main challenge during the planning phase was participation, which waned over time. CCC members raised concerns that the momentum could be lost if CDPs are not validated by the MPCE and implemented. Evaluation participants indicated that the process of developing the CDPs created high expectations. In some cases, the municipalities concluded that once the CDPs were developed, donors would fund the projects identified in the plans. Several donors are considering providing this support, but it is not guaranteed.

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[1] MPCE. 2012. Guide méthodologique plan communal de développement

[2] UNDP. 2021. Étude de capitalisation des effets induits par le processus d'élaboration des plans communaux de développement et de leur mise en œuvre.

[3] UNDP. 2021. Mid-Term Evaluation AGLDT project.

[4] MPCE. 2021. Technical revisions requested by MPCE.

BARRIERS TO MEANINGFUL CITIZEN ENGAGEMENT AND PUBLIC SERVICE DELIVERY

All CDD stakeholders at municipal and national levels identified the lack of access to funding as the main barrier to service delivery. CDD is working with the Local Governance Working Group[5] to find partners willing to provide financial support for the implementation of the CDPs. While the ET is not aware of the details, some have reportedly agreed to provide this support in the future. CDD respondents mentioned that the low technical and managerial skills of local actors have, limits their capacity to support improved delivery. Certainly, ongoing economic challenges, gang violence, political instability, increased street crime and kidnapping cases, natural disasters and the Covid health crisis are all challenges to CDD and other development efforts as well.

PARTNERSHIPS BETWEEN USAID/HAITI AND LOCAL STAKEHOLDERS

Most CDD stakeholders at the municipal level appreciated the multiple opportunities to meet and discuss with other local actors during the CDP development process or CDD training sessions. CDD also fostered partnership between communes and members of Haiti's Local Governance Working Groups, and is establishing partnerships on WASH interventions, in particular with the private sector.

CONCLUSIONS

CDD supported the successful creation or updates of ten CDPs in compliance with the relevant legal provisions in Haiti; CDD has successfully implemented strategies to improve citizen participation in local governance and helped to motivate the community; CDD has not been able to help municipalities make tangible progress towards implementing CDPs; CDD has succeeded in providing multiple opportunities for key stakeholders to network, create new connections and strengthen linkages between them.

EQ-3. How likely are the CDD activity's successes and achievements to continue without direct Activity support?

FINDINGS

The ET assessed the sustainability of the community projects and the governance system, which is embedded in the CDP development process. The team also assessed which assumptions in the theory of change (TOC) have held or not and how CDD has mitigated these challenges.

SUSTAINABILITY OF THE COMMUNITY PROJECTS

The 18 community projects require maintenance. Only two of 12 projects surveyed have a maintenance committee in place and eight of the 12 already show signs of degradation. There is little evidence that individuals involved in community infrastructure upgrades will maintain them without financial and logistics support from local authorities. Just four of 18 project plans include funding for maintenance and small repairs. Of these, only the market in Port-à-Piment seems to have secured communal funding.

SUSTAINABILITY OF SYSTEM AND PARTNERSHIP

All CDD stakeholders at the municipal and national level indicated that CDPs give the commune a vision for its development and a source of inspiration for the future. Through IFOS, CDD is attempting to address the extensive list of revisions requested by MPCE by July 2022 to obtain final validation. The

[5] Local Governance Working Group is an initiative from the GoH and local donors

main sustainability concern cited by interview respondents is the lack of activity of the CCCs. No CCC reported having met formally with the mayor since the plans were validated in 2020. Some communes and CCCs are reportedly using their draft CDP to approach potential donors. Links between USAID/Haiti and local stakeholders such as the Haiti Local Governance Working Group are expected to remain strong beyond the life of the Activity. Partnerships with stakeholders at communal level may remain strong if donors provide continued support for the CDPs and project funding. To the ET's knowledge, there is no mechanism in place for strengthening partnerships between local officials and the commune beyond the life of CDD.

TOC AND ASSUMPTIONS

The ET's basic TOC analysis identified gaps that could affect the sustainability of future projects. Three of seven assumptions have not held, two resulted in delays and one is not relevant. The TOC appears to be missing assumptions related to access to funding sources, the central government facilitating the CDP validation process, CBOs and MSMEs having experience in public service delivery, local authorities being elected officials who are invested in the development of their commune, or the communes being functional.

CONCLUSIONS

CDD tried to ensure the sustainability of activity achievements starting from the design stage; CDD has successfully applied the MPCE's prescribed methodology for the development of the CDPs. In the design of the activity, the Theory of Change might be missing important assumptions.

RECOMMENDATIONS

USAID IPs should:

1. Be more selective in selecting MSMEs[6]. The selected organization should have the capacity to support the Activity objectives. [Immediate if new MSME selected & Future Activity]
2. Provide selected MSMEs capacity building for project design, project management and fundraising with opportunities for participants to practice skills. [Short term if training take place & Future Activity]
3. Encourage CBOs/MSMEs who benefitted from the capacity building efforts to share lessons learned with coworkers and/or other organizations. [Future Activity]
4. Provide mentoring support to CAEPAs to implement skills following training. [Short term]
5. Deliver training for CAEPAs on invoicing and payment collection. [Short term]
6. Support CAEPA to train citizens on water & waste management [Short term & Future Activity]
7. Support to IFOS to address the revisions requested by MPCE on the CDPs. [Immediate]
8. To facilitate future revisions of the CDPs, ensure that several persons within the municipality participate to all the training sessions, and that the process is well documented and training manuals available. [Future Activity]
9. Clearly communicate the scope and goals of the Activity to local partners [Future Activity]

USAID should:

1. In collaboration with the Local Governance Working Group, the MPCE and other donors active in local development such as UNDP and Swiss Cooperation, participate in the revision of the

[6] Phase 2 does not include CBO, but the same would apply if CBOs were involved.

CDP development guide with the goal of streamlining and simplifying the process and easing implementation. [Short term & Future Activity]

2. Reinforce CBO/MSME training on project design as well project management and make sure that they have the opportunity through the project to practice their new skills with small scale community projects initially intended with the small grants [Future Activity]
3. Include capacity building for communes on tax collection and fundraising [Future Activity]
4. Ensure sustainability measures for online platforms such as KONBIT [Future Activity]
5. Encourage public-private partnerships for public service delivery improvement especially in water delivery, following the example of Pignon. [Future Activity]
6. Ensure that the TOC incorporates lessons learned from CDD. [Future Activity]

INTRODUCTION

United States Agency for International Development (USAID)/Haiti requested Evaluation and Survey Services (ESS) of Social Impact, Inc. (SI) to design and conduct an independent Mid-Term Performance Evaluation of the Community Driven Development (CDD) Activity, granted to the General Secretary of the Organization of American States (GS/OAS), which is implemented in Haiti by Pan-American Development Foundation (PADF), in partnership with Papyrus and the Institut de Formation et de Services (IFOS). (See Annex A for the evaluation Statement of Work).

The evaluation team (ET) reported initial findings based on a document review (see Annex B for list of documents consulted and Annex C for the team members' profiles) and proposed the evaluation design in an Inception Report/Evaluation Design, which USAID/Haiti approved before the team started fieldwork (see the summary of evaluation design in the Evaluation Design Matrix in Annex D). This report presents the evaluation's principal findings, conclusions, and recommendations.

BACKGROUND OF LOCAL CONTEXT

Haiti's path to development throughout its history has been hindered by poor governance both at the national and local levels, political turmoil and insecurity, gang violence, economic instability and nonstop currency fluctuation, lack of basic healthcare, lack of basic sanitation and water access, and natural disasters. Due to poor disaster risk management, even a tropical storm can cause landslides, flooding, and destruction of property. In 2016, Hurricane Matthew severely affected Haiti, particularly the Southern region, where more than 25,000 homes were destroyed and 80 percent of crops were lost. This was a considerable loss as agriculture plays an important part in Haiti's economy, especially in rural areas.[7] In total, the World Bank and the Inter-American Development Bank estimated the damage at $1.9 billion, or more than 10 percent of Haiti's GDP.[8] Most recently, in 2021 in addition to political turmoil and gang violence, Haiti withstood Tropical Storm Grace shortly after a 7.2 magnitude earthquake devastated the South, particular Les Cayes and surrounding areas.[9] Poor management of local resources and the severe damage from frequent natural disasters has affected local access to healthcare and water and sanitation facilities. Moreover, incessant political instability and insecurity increase social and economic risk for the most vulnerable populations, by limiting their access to schools and basic healthcare (hospitals).

THEORY OF CHANGE

The CDD Activity believes that by engaging citizens in the development of community plans in a shared platform with local government and other stakeholders, there will be an increase in citizen participation in local government planning as well as improved access to delivery of public goods (including clean water and sanitation services and education).

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[7] https://www.nhc.noaa.gov/data/tcr/AL142016_Matthew.pdf, Page 14 (Consulted on October 4, 2021)

[8] Ibid.

[9] Organization of American States. 2021. CDD annual report FY2021. P22

The logic model is reflective of the strategic approach outlined above, and there are also a number of critical assumptions associated with the activity:

1. The sociopolitical environment for strengthening local governance in the target communes will not get significantly worse during the program life.
2. The coordination and dialogue policy between the local governments and civil society facilitates the construction of Citizen Consultative Committees (CCCs) and the production of the CDD plans.
3. The managerial and financial capacities of community-based organizations (CBOs) and micro, small, and medium enterprises (MSMEs) is sufficient to enable smooth operations of the sub-grants.
4. The Government of Haiti (GOH) branches (National Directorate of Drinking Water and Sanitation-DINEPA, Ministry of Education-MENFP, etc.) involved in the project actively participate in the strategies, facilitate the establishment of memoranda of understanding (MOUs), and commit to the sustainability plans.
5. Natural disasters will not significantly affect current operations or already delivered outputs.
6. Gender equity will be strongly and significantly considered both amongst boys and girls (beneficiaries) and men and women (stakeholders) within the program.
7. Potential individual interests will not influence the predetermined approach for the activity.

ACTIVITY INTERVENTIONS, PROJECTED OUTCOMES, AND KEY RESULTS

USAID/Haiti developed the $9.8 million CDD Activity to support long-term local governance and capacity development in Haiti by increasing citizen engagement between local authorities and civil society. CDD does this through identifying community development and investment priorities to create jobs, improve service delivery, and better meet the needs of target local populations. The CDD Activity, also known in Creole as Devlòpman Kominotè Patisipativ (Participatory Community Development), supports areas affected by Hurricane Matthew as well as other municipalities previously assisted by the *Limyè ak Oganizasyon pou Kolektivite yo Ale Lwen* (LOKAL+) program to encourage continuity. The CDD activity's four main objectives are to 1) increase citizen participation in local government planning and decision-making; 2) improve access to clean water and sanitation; 3) improve public service delivery through implementation of other CDD plans; and 4) increase access to educational services.

Given the CDD Activity extension,[10] the Activity objectives and approaches are organized by the phases outlined below.

Phase One (April 2018 - March 2021) included the four above-mentioned main objectives:

Objective 1: Increase citizen participation in local government planning and decision-making
This objective was meant to be achieved through the creation and/or restructuring of the CCCs, the production and/or review of Community Development Plans (CDPs), the establishment of MOUs between the PADF, GOH, and other stakeholders, and the execution of a community awareness-raising campaign(s) to ensure the sustainability of operations.

[10] USAID Haiti. 2021. Amendment CDD activity in Haiti.

Objective 2: Support improved access to clean water and sanitation
This objective was meant to be accomplished through the improvement of water access points and sanitation facilities, and the strengthening of community-based water management structures.

Objective 3: Support improved public service delivery through implementation of other CDD plans
CDD was meant to support CBOs and local MSMEs to carry out additional non-water, sanitation, and hygiene (non-WASH) related activities that are prioritized in the CDD planning process. This should have included activities such as reforestation, solid waste management, the rehabilitation of commercial marketplaces, linking of producers to markets, community-based disaster risk reduction (DRR), and income-generating activities.

Objective 4: Increase access to educational services
This objective was meant to be fulfilled through the rehabilitation and reconstruction of schools, with a focus on improving sanitation facilities and promoting good hygiene practices through education and community engagement. By the end of the program, CDD planned to reach a total of 1,691,967 beneficiaries in the following 15 communes: Port-Salut, Roche-à-Bateau, Côteaux, Port-à-Piment, Ile à Vache, Chardonnières, Tabarre, La Gonâve, Port-au-Prince, Cité Soleil, Croix-des-Bouquets, Cap-Haïtien (Fort Bourgeois, Labadee), Caracol, St-Raphaël, and Pignon.

Under Phase Two of the Activity (April 2021 - April 2023), CDD is working on building the capacity of local authorities to increase the sustainable delivery of safe water and sanitation services, with a special focus on communities affected by Hurricane Matthew in 2016 when water infrastructure was damaged in the South and North. In addition, CDD is also working developing public and private partnerships to leverage resources and build long-term investment in sustainable water governance and finance.

Phase Two therefore has three main objectives:

1. Build the capacity of water authorities, including the Centre Technique d'Exploitation (DINEPA/CTE) in urban areas and the Drinking Water and Sanitation Committees (CAEPAs) in rural areas.
2. Build management, effectiveness, and revenue generation capacities of MSMEs engaged in water and sanitation service delivery.
3. Foster civic participation in municipal governance processes to identify and prioritize community water and sanitation projects in conjunction with *Office Régional de l'Eau Potable et de l'Assainissement* (OREPA)/CAEPAs.

ACTIVITY RANGE

The CDD activity is implemented in 17 communes: six are in the South region and were affected by Hurricane Matthew, and 11 were part of LOKAL+ project, including four in the North/North-East, and seven in the West. During Phase One, 10 communes created or updated their CDP and established a CCC.

EVALUATION PURPOSE & QUESTIONS

The objectives of the CDD mid-term performance evaluation are two-fold:

1) To assess the Activity's effectiveness in achieving its objectives, and
2) To assess the sustainability of CDD's multi-sectoral, community-driven approaches.

The evaluation should identify best practices and lessons learned, and recommendations should inform USAID/Haiti of possible mid-course activity corrections. However, because this activity will end less than a year after the evaluation, the recommendations should go beyond the current project and inform the CDD approach in general, which is multi sectorial and includes democracy, human rights and governance, WASH, and other sectors.

The primary audience for this final evaluation includes USAID/Washington, USAID/Haiti, the grantees and subgrantees (OAS, PADF), local municipalities, civil society organizations, local water authorities, the private sector, and even other donors.

This mid-term evaluation focused on the following Evaluation Questions (EQs):

1. **To what extent and in what ways has CDD influenced systemic transformation and supported stakeholders to take ownership of CDD's capacity building interventions and become more resilient in the face of crisis since the Activity's start?** In answering this question, the ET should consider how stakeholders (e.g., local authorities, MSMEs, and CBOs), who comprise the system that CDD is designed to address, have applied new skills learned through CDD training and capacity building interventions. Specifically, the ET should look at stakeholders' effectiveness in generating revenue, providing access to services, improving/developing self-reliance, and establishing contingency plans. This question should furthermore consider the ways in which CDD interventions are influencing gender equality, social inclusion, and women's empowerment. Likewise, answering this question requires analysis that disaggregates data by geographic region, among other factors, and should look at how local communities are able to drive development in the face of shocks and stresses, such as a natural disaster, financial or food insecurities, and violence or fear of violence.
2. **Given USAID/Haiti's strategy to support public service delivery, how has the shift in approach from working with the central government to working with central and local government entities (as exemplified in the CDD activity) influenced service delivery?** The answer to this question should consider the barriers local stakeholders encounter in achieving meaningful citizen engagement and public service delivery, and how CDD tried to resolve those. The ET should examine how partnerships between USAID/Haiti and local stakeholders have been strengthened to better meet the needs of the target population. Lastly, recommendations related to this question should consider what, if any, pivots in community-driven development approaches USAID/Haiti should consider as well as the best practices and lessons learned from water governance models, successful community engagement strategies, and sustainable service delivery efforts.
3. **How likely are the CDD activity's successes and achievements to continue without direct Activity support?** In answering this question, the ET should explore what aspects of the Activity's interventions appear to be sustainable and which might require further support. In addition, the ET should explain how underlying risks and assumptions affect CDD's progress toward its goals and how USAID/Haiti can mitigate and work around these.

EVALUATION METHODOLOGY

The ET used a mixed methodology evaluation design to fully respond to the evaluation questions. The methodology relied primarily on a qualitative component based on document review, key informant interviews (KIIs), and group interviews (GIs). Additionally, the ET extracted quantitative data from CDD's monitoring and evaluation (M&E) systems and collected quantitative data on each community project, which took place in 13 communes, and from CBOs and MSMEs who participated in the training delivered by Papyrus.

DATA COLLECTION METHODS

SAMPLING

The ET collected data on the perspectives and experiences of key stakeholders involved in the CDD Activity using a purposeful sampling technique. Stakeholders at the Activity level (including USAID officials and other donors), the national ministerial level (MPNFP), the regional level (*Ministère de la Planification et de la Coopération Extern* or MPCE, DINEPA, OREPA), and the commune level (local officials, members of the CCC, CAEPA, parent teacher associations (PTAs), and CBOs/MSMEs). When selecting participants, the criteria for purposeful selection identified individuals according to role, providing opportunities for the most knowledgeable stakeholders who are most involved in the CDD activities to participate, as they could best contribute their valuable inputs. The original sampling plan included separate GIs for CBOs and MSMEs, but it was later decided to interview them together and only include organizations that had received training as well as coaching and office material (Capacity Action Plan or CAP track). The ET conducted a brief phone survey. All CBOs, MSMEs, and community projects were called at least five times.

A total of seven out of the 17 communes were selected to participate in more in-depth explorations of topics critical to CDD through GIs or KIIs. The criteria used to select the communes were the existence of a CCC and CDP by CDD, the type of infrastructure (public WASH, non-WASH projects, WASH in schools) and the geographic characteristics (urban, rural, very remote). The seven communes were: Pignon, St-Raphael, and Caracol from the North/North-East; Anse-à-Galets and Tabarre from the West; and Port-Salut and Côteaux from the South. Per USAID's guidance, the evaluation was conducted entirely remotely.

DOCUMENT REVIEW

The ET conducted an initial review of CDD documents as well as other third-party resource material to understand the Activity design and implementation, extract findings relevant to the EQs, and inform data collection tools development so that instruments could appropriately supplement or cross-check information in the background documents. Categories of documents are listed below and fully described in Annex B.

- CDD Annual and Quarterly Reports
- CDD M&E Plans: FY2019 - FY2021 & FY2021 - FY 2023
- CDD Work Plans: FY2019 - FY2021 & FY2021 - FY 2023
- Success stories and site visits
- Sub-award agreements
- MOUs with national and regional authorities as well as communes

- CDD Environment Monitoring and Management Plan (EMMP), CDD quality assurance/quality control plan, CDD branding strategy marketing plan, USAID/Haiti Gender Assessment
- Evaluation of other projects connected to CDD, such as LOKAL+, LAC Urban DRR programming, PROCEDUR, Konbit, WATSAN
- Training material from subgrantees
- Studies on local system, CDD, or risk management published by USAID, the World Bank, 3i, IMF, UNDP

KEY INFORMANT INTERVIEWS AND GROUP INTERVIEWS

The ET conducted KIIs with representatives of key stakeholder groups and GIs with small groups of similarly placed individuals. GI participants were offered the opportunity to meet in one location to have a conference call with the ET, but chose to call from their separate locations, maximizing the number of participants at three,[11] which limited the diversity of perspectives.

The ET conducted 46 KIIs and GIs with USAID, grantees, sub-grantees, GOH representatives (especially water authorities), local officials, members of CCCs, members of CBOs and MSMEs, and other donors involved in community development in Haiti. The ET selected KII and GI participants using purposeful sampling techniques. For the CBOs and MSMEs, the ET used the list of organizations with participants that had graduated from the CDD training program (CAP-Track). While the ET insisted on having female participants, this was not always possible. Additionally, the ET was not able to organize female-only GIs. Findings from KIIs and GIs contributed to the ET's responses to all EQs. Overall, the final sampling plan allowed the ET to compare the perspectives of different key stakeholder groups and cross-check and fill gaps in CDD's reporting.

Table 1: Key informant interviews by evaluation participants group and sex

PARTICIPANT GROUPS: KII / GI	# GI/KII	MALE	FEMALE	TOTAL
USAID	1		1	1
Grantee: OAS, PADF	7	6	1	7
Sub Grantees: IFOS, Papyrus	2	3	1	4
Other Donors: UNDP, Swiss Cooperation, Global Affair Canada	3	3	1	4
National Authority	1	1		1
Regional Authority	6	6		6
Commune Local Officials	7	12	2	14
CCC Members	7	14	6	20
Commune CAEPA	3	4	1	5

[11] Conference call over the phone is limited to five persons, unlike web-based.

PARTICIPANT GROUPS: KII / GI	# GI/KII	MALE	FEMALE	TOTAL
CBOs/MSMEs Members	7	19	2	21
School	3	2	5	7
TOTAL	**46**	**70**	**20**	**90**

Table 2: Key informant interviews by region

REGION	# GI/KII	PARTICIPANTS
National	14	17
North / North-East	14	32
South	10	25
West	8	16
TOTAL	**46**	**90**

The ET conducted interviews by phone, Skype, and Zoom. Based on the team's experience, carrying out successful remote data collection requires use of multiple communication tools and the ability to quickly switch from one technology to another when one technology fails. Using these tools, the team was able to successfully complete interviews with all identified respondents.

The ET uses the term "all CDD stakeholders at municipal level" to designate GIs with the CCC and the local officials, while the term "all CDD stakeholders" also includes the implemented IP (Grantees and subgrantees) and the GOH officials at the regional and national level. CBOs, MSMEs and Schools are identified as such.

SURVEY

The ET designed a community project mini survey (see Annex E) targeting the 18 community projects implemented under the CDD activity in 13 communes. This included infrastructure community projects for WASH and non-WASH related community projects, as well as WASH school projects. While the ET contacted the municipal (city) engineer or the mayor of all 13 targeted communes, only nine responded, resulting in 12 of 18 community projects surveyed.

The ET designed a CBO/MSME mini survey (see Annex E) targeting all CBOs and MSMEs that participated in the Papyrus training. Out of 141 organizations the ET reached, 93 were still active.

Both surveys were programmed using SurveyCTO and conducted over the phone.

DATA ANALYSIS

The ET took detailed notes of each KII and GI, and recorded all interviews to support the completion of notes. The notes were cleaned and uploaded to SharePoint on a rolling basis throughout fieldwork. Team members conducted internal debriefings regularly throughout fieldwork to discuss progress and adjust the evaluation schedule as needed. The ET also discussed evidence collected to help answer the EQs and identify any information gaps or discrepancies.

Using the consolidated notes, the ET identified emerging patterns and themes throughout fieldwork, which were used to develop a coding scheme. Five ET members were initially given two interviews to code, and the results were analyzed to calculate the interrater coding reliability, the score of which came to 94.6 percent. All the coders then participated in a workshop to discuss discrepancies and improve coding consistency to ensure data reliability and validity.

The ET employed several data analysis methods to identify key findings from the data, draw conclusions, and make recommendations for activity follow-up or potential future USAID programming similar to CDD. The ET triangulated CDD's M&E data and reports with findings from the document review, KIIs, GIs, and surveys. Several ET members independently reviewed evaluation interview notes and tallied occurrences of key themes using the coding scheme. The ET compared data from the varied sources to identify points of convergence and divergence in the data and used this information to determine the strength of the findings presented in this report. The analysis methods are further described below.

1. **Content Analysis:** The ET reviewed and coded KII and GI data to identify and highlight the existence of the main themes, and their frequencies, within the data. The ET then identified the main patterns in the data to better understand how CDD's interventions contributed to its objectives.
2. **Gap Analysis:** The ET examined which aspects of CDD, if any, fell short of anticipated performance, and the likely factors contributing to these gaps.
3. **Comparative Analysis:** The ET compared CDD results within and across stakeholder groups and data collection methods to assess convergences or divergences in perspectives.
4. **Gender Analysis:** Supported by the EnCompass Gender Specialist, the team worked across all CDD objectives and initiatives to capture and compare Activity results as they specifically benefit (or did not benefit) both women and men.
5. **Quantitative Analyses:** The ET analyzed quantitative data captured in the community project and CBO/MSME surveys using descriptive statistics, such as means summaries, tabulations, and cross-tabulations. The data was disaggregated, when relevant, by region, organization type, and sex.

The ET captured preliminary findings, conclusions, and recommendations in a matrix categorizing analysis by EQ. The matrix 1) ensured that the ET prepared a systematic and thorough response to each EQ; 2) verified that the preliminary analysis accounted for gender and social dimensions; 3) identified any gaps needing additional clarification or analysis; and 4) served as the basis for developing the evaluation report.

LIMITATIONS AND MITIGATION STRATEGIES

This section highlights limitations in data collection and analysis, their implications for the evaluation, and how the team intended to mitigate them.

The ET identified several potential biases in data collection and analysis:

1. **Response Bias:** Response bias is the risk that key informants may be motivated to provide responses that would be considered socially desirable or influential in obtaining donor support. For example, a local official may provide positive remarks because s/he would like to receive similar support in the future, or because s/he wants to please the interviewer or other participants in a group. Response bias, which is connected to cultural and social norms, may also be affected by gender and social ranking. If the first person who speaks in a group discussion is the most senior, other participants might take their cues from that person and only echo his/her responses. To mitigate this bias, the ET used a clear informed consent protocol that, among other things, highlighted that the team's independence from USAID/Haiti, and that no benefit was to be expected from participation in the interview, and it conducted GIs with similarly ranked individuals, or similar type of organization.
2. **Selection Bias:** Selection bias is an inherent risk that implementers orient the ET to interview stakeholders with primarily positive views of an activity. This risk was quite small in the case of CDD because there were a limited number of stakeholders directly involved in the Activity in most stakeholder categories, and the selection of the commune had been done by the ET. Additionally, the ET identified the GI participants using Activity event lists provided by CDD rather than asking the implementer to choose participants, and the ET scheduled KIIs and GIs directly with participants.
3. **Gender Bias:** Gender bias is a risk because most individuals have a subconscious sense of appropriate roles and behavior for women and men. The ET aimed to mitigate these risks during the inception period by taking USAID's Gender101 training, discussing possible gender preconceptions that might come into play during the evaluation, and reviewing how to minimize these during data collection and analysis. Additionally, ESS subcontractor EnCompass reviewed evaluation deliverables, and suggested how the ET could better integrate gender considerations at various stages, including design, data collection, analysis, and reporting.

OTHER CHALLENGES

The ET implemented mitigation strategies to address other challenges to the evaluation as discussed below.

1. **Diminished communication quality resulting from the exclusive use of remote communication technology.** The ET was aware of various challenges associated with remote data collection, such as limited Internet connectivity and poor cell phone network coverage, especially among some stakeholder groups, as well as poor audio quality, the effects of the absence of visual contact on communication quality, and level of interaction with respondents. The Team Lead (TL) and the Assistant Team Lead (ATL) have conducted remote data collection in recent past evaluations in Haiti or in environments like Haiti, and found that, although not ideal, sufficient data could be collected to effectively and reliably answer EQs. The ET further mitigated this limitation by testing various communication tools in advance of the interviews to identify which worked best and limited the size of the GI to three respondents to be able to facilitate conference call. While the small group size might have limited the diversity of perspectives, it was a necessary trade off.

2. **Ultimate beneficiaries not part of the evaluation.** Ultimate beneficiaries (citizens) did not take part in data collection. The ET mitigated this limitation by including a wide range of representatives from CCCs, CBOs, and MSMEs who provided different perspectives, including their own experience with service delivery, reviewing documents such as success stories to provide information from beneficiaries' perspective. While limited in scope, the surveys also provided some evidence on the effectiveness of service delivery and capacity building.
3. **Some stakeholders' interest in participating in the evaluation due to the current security threats.** As anticipated**,** mobilizing stakeholders was very difficult because of the level of insecurity and threats of kidnapping. As a result, participants were unwilling to meet in a shared venue, which would have allowed for higher level of participation. The ET mitigated these limitations by conducting GIs by conference call instead of in-person group meeting so that participants could respond from their home or office. Additionally, the data collection period was extended by one week, to account for the challenging context.
4. **MSMEs limited in number.** Because only a limited number of MSMEs participated in training sessions, it was difficult to organize specific GIs for them. To mitigate this issue, the ET organized GIs with CBOs and MSMEs together.
5. **Gender representation.** While the ET insisted on having female participants, this was not always possible. Additionally, the ET was not able to organize female-only GIs, as it was never possible to secure more than two potential female participants, and women were not forthcoming with their opinions on conference calls. Nonetheless, the proportion of female interviewees from CCCs reflected the minimum requirements set by the Activity (30 percent).
6. **Government stakeholders were hard to reach.** Some stakeholders, particularly in the West region and at the national level, were hard or completely impossible to reach; many seem to have left the country. The ET was able to replace some respondents and with the help of PADF and USAID managed to convince some respondents to participate. However, four of the planned interviews did not take place.
7. **Quantitative sample.** The ET contacted all CBOs/MSMEs who participated in CDD trainings as well as all the community projects' managers; 93 out of 141 organizations and 12 out of 18 community projects participated in the survey. Although, the ET has contacted all CBOs/MSMEs (respectively 141 and 18), the response rate was low so the ET cannot generalize the results.

FINDINGS AND CONCLUSIONS

This section synthesizes the evaluation's main findings and conclusions, presented by EQ.

EQ-1: To what extent and in what ways has CDD influenced systemic transformation and supported stakeholders to take ownership of CDD's capacity building interventions and become more resilient in the face of crisis since the Activity's start? In answering this question, the ET considered how stakeholders (e.g., local authorities, MSMEs, and CBOs), who comprise the system that CDD is designed to address, have applied new skills learned through CDD training and capacity building interventions. Specifically, the ET looked at stakeholders' effectiveness in generating revenue, providing access to services, improving/developing self-reliance, and establishing contingency

plans. The ET furthermore considered the ways in which CDD interventions are influencing gender equality, social inclusion, and women's empowerment. In answering this question, the ET examined geographic and other possible distinctions, and looked at how local communities are able to drive development in the face of shocks and stresses, such as a natural disaster, financial or food insecurities, and violence or fear of violence.

FINDINGS

To assess how CDD influenced systematic transformation and improved stakeholders' resilience in the face of crisis, the ET looked at Activity reporting and stakeholder perceptions of the efficiency of the capacity building interventions, the level of improvement of access to public service, the existence of contingency plans and the level of self-reliance, and the effectiveness of revenue-generating activities, as well as the promotion of women's empowerment through improved gender equity and inclusion.

CAPACITY BUILDING

CDD implemented capacity building activities during Phase I mostly through its two sub-grantees. For the WASH component, PADF worked with DINEPA and recently with Haiti Outreach.[12] As presented in Figure 1, Papyrus delivered training to CBOs and MSMEs, while IFOS focused on individuals who took part in the CDP elaboration process: facilitators and members of the steering committees (CCCs).

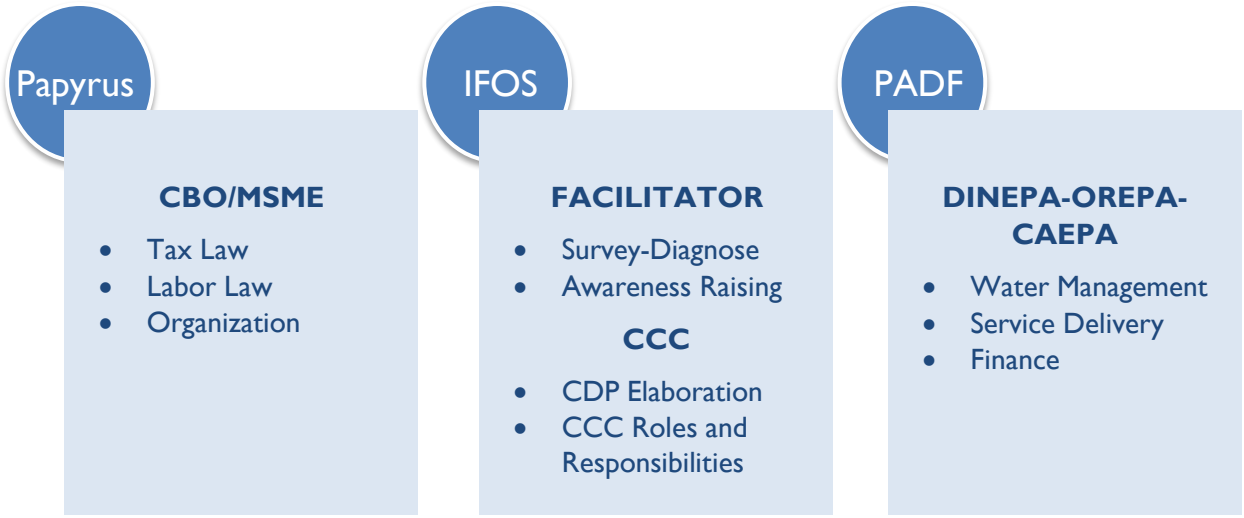

Figure 1: Capacity building components

To understand the needs of local CBOs and MSMEs, Papyrus conducted an organizational capacity assessment (OCA) with 657 organizations. Papyrus selected 141 organizations to receive training on labor and tax laws.[13] Only 18.3 percent of the CBO/MSME survey respondents were women; 23 percent were MSME, 43 percent were from the South, 43 percent from the West, and 14 percent from the North/North-East.

[12] Pan American Development Foundation. February 2022. MOU Haiti Outreach.

[13] Pan American Development Foundation. 2020. CDD Q3FY2020 IPTT.

Because the organizations were diverse in size[14] and had different foci, the selected topics for the initial training in 2019 were very basic and limited to tax and labor law, and while based on the quantitative and qualitative data they generally met the needs of the organizations, they did not reinforce CBOs/MSMEs' capacity to manage or initiate community development projects, as originally planned for this Activity in the cooperative agreement.[15] All CBO/MSME GIs shared that they were satisfied with the skills gained through the subsequent trainings provided by CDD; this was confirmed by the survey, which revealed that 94.62 percent were satisfied or very satisfied with the labor law module, and 96.78 percent were satisfied or very satisfied with the tax law module. A small number of organizations indicated that they had shared best practices with other team members and/or organizations.

As indicated in the third quarterly report of FY2021, out of the initial group of 141 organizations that received training, 48 were deemed to have higher capacity and the potential to participate in community improvement and infrastructure projects. These were placed in the CAP-track and developed individual Capacity Action Plans (CAPs).[16] With CDD's support, each CAP-track organization developed a capacity strengthening plan, which as indicated in the annual report of FY2020 provided organizations with a tailored set of short-term objectives to complete in an agreed-upon timeline.[17] To support the CAP-track organizations, Papyrus also provided ongoing mentoring, back office strengthening, and office equipment.[18] All CBOs/MSMEs in GIs who participated in the CAP-track were very appreciative of the office supplies received, which they said enabled them, along with the mentoring provided, to be better organized.

> *"Papyrus training has enabled us to acquire many skills in the field of taxation and document archiving. Before, we did not know how to classify our administrative documents, when we carried out urgent research, we lost a lot of time. Thanks to Papyrus training, we know that files can be classified in various ways in order to find them easily: in numerical order, in alphabetical order, by theme, by the color of their binder, etc."*
>
> *– CBO (male, West region)*

Respondents in four of seven CBO/MSME GIs reported enjoying being able to interact with other organizations, but did not identify specific outcomes linked to these networking opportunities.

As indicated in Papyrus' final report, at the end of the capacity-building program, 43 CAP-track organizations received certification, attesting that they had participated in the capacity building program and completed their action plans.[19] These organizations were also registered on the KONBIT web platform, a platform for networking and further capacity building for the CBOs[20].

[14] The average number of employees is 6.78, including part-time workers, 37 MPCE/104 CBO

[15] USAID/Haiti. 2018. Cooperative agreement for community driven development (CDD) activity in Haiti. P 20

[16] Organization of American States. 2021. Success story - CDD builds stronger Haitian organizations through tailored capacity building. P 2

[17] Organization of American States. 2020. CDD annual report FY2020. P 22

[18] Pan American Development Foundation. 2020. CDD Q3FY2020 IPTT. Indicates that 43 received mentoring, and 42 received office supplies.

[19] Papyrus. 2021. Final report & Registration on Konbit platform.

[20] Organization of American States. 2020. CDD annual report FY2020. P 17

Additionally, all CBOs/MSMEs in GIs shared that they would benefit from additional training in project management and fundraising. The CDD management team also raised concerns that governance, organizational management, program management, human resources management, and financial management were identified in the OCA but not properly addressed in the training provided by Papyrus.

While CDD in agreement with USAID realigned the Activity to give priority to the rapid jobs creation , CBOs/MSMEs expressed regret that they did not have access to small grants as originally planned in the cooperative agreement[2122] Additionally, it is not clear that any of the CBOs/MSMEs selected[23] had the capacity to implement WASH upgrades, the FY2020 annual report indicates that only 12 organizations were [24] or other types of public service delivery improvement projects.

IFOS developed training for facilitators in accordance with the 2012 MPCE methodology guide.[25] It was designed to build the capacity of the facilitators who helped communities prioritize their needs and raise public awareness about the CDP process, and to prepare members of the steering committee to develop a CDP.[26] The IFOS final report indicates that training modules were specific for each phase of the CDP development process, and that participants practiced the new skills during the workshops.[27]. Respondents in five out of seven CCC GIs and in five out of seven local official GIs further indicated that CCC members are satisfied with training received and confirmed that the skills gained enabled them to build their CDP. However, only two communes (Tabarre and Anse-à-Galet) indicated that they would be able to revise their CDP without any external support.

The third category of capacity building focuses on the WASH component. CDD is still actively providing this support to CAEPAs and OREPAs. In Phase 1, capacity building targeted two initiatives: 1) the CAEPA of Ile à Vache; and 2) a water management awareness campaign in the Caracol Village. A DINEPA representative shared that despite the training received, CAEPAs remain weak and underequipped, and therefore did not become self-sufficient. According to him, this could be improved by providing additional support and coaching to make sure that the skills gained are applied, in particular regarding customer management, such as invoicing and payment processing. One CAEPA also revealed that its capacity to collect water utility payment is hindered by local officials' request to share the revenues. Additionally, training participants considered the training provided to CAEPA to raise awareness on issues regarding water management and hygiene were useful. A CAEPA member noted that progress is already noticeable, for instance, the public has stopped damaging water networks.

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[21] USAID/Haiti. 2018. Cooperative agreement for community driven development (CDD) activity in Haiti. P 32

[22] Cooperative agreement: "PADF will offer a competitive, small grants mechanism under which local CBOs implement WASH upgrades in institutional settings, particularly schools."

[23] Some MSMEs, which took part in the implementation of the community project have the required capacity, but they did not participate in Papyrus capacity building, and therefore were not considered in the evaluation

[24] Organization of American States. 2020. CDD annual report FY2020. P 8

[25] MPCE. 2012. Guide méthodologique plan communal de développement

[26] See additional information on the CDP elaboration process provided under Question 2.

[27] IFOS. 2021. Final report om IFOS technical assistance. P 5

During Phase 2, CDD is expanding capacity building with CAEPA and DINEPA/CTE.[28] An MOU was signed in February 2022 with Haiti Outreach, who will provide this support.[29] During the first quarter of FY2022, CDD conducted several missions in the North and South to meet key WASH stakeholders in order to strategize the second next phase of support to individual CAEPAs and OREPAs, keeping in mind their unique needs.[30] Two management models have been identified in the North:

1. A private operator fulfils the role of CAEPA (Pignon). This model has been identified as the strongest for the region. Among its capabilities, it has planning tools to manage the water system, collect service fees, perform repairs, and expand services when needed.
2. Sustainable Organic Integrated Livelihoods (SOIL), a company working in sanitation, uses toilet waste to produce fertilizer.

In the South, the IP evaluated 25 CAEPAs in Q1 FY2022[31] to determine which ones would benefit from training. CDD is also assisting DINEPA in the development of its sustainability plan, which will include a strategy to educate water consumers about the importance of making water utility payments.[32] The Phase 2 WASH component was still in the planning stages during this evaluation.

IMPROVED SERVICE ACCESS

During Phase 1 of CDD, improved service access was to be achieved through the attainment of three objectives: 1) improvement of water access points and sanitation facilities, and the strengthening of community-based water management structures; 2) implementation by CBOs and local MSMEs of non-water, sanitation, and hygiene (non-WASH) related activities prioritized in the CDD planning process; and 3) rehabilitation and reconstruction of schools, with a focus on improving sanitation facilities and promoting good hygiene practices through education and community engagement. Improved service access was mostly accomplished though the realization of 18 community projects across 12 municipalities.[33] However, based on the Activity's final table of results (Indicator 3.3.1),[34] none of the activities performed by CBOs or MSMEs focused on improving service access, and only one school was rehabilitated, because it was selected by the commune of Tabarre as their community project. The largest portion of funds went to non-WASH infrastructure initiatives, such as roads, canal cleaning, and beautification of city.

[28] CAEPA are committees in charge of water delivery in rural areas, CTE are located in urban areas.

[29] Pan American Development Foundation. 2022. MOU Haiti Outreach.

[30] Organization of American States. 2021. CDD quarterly report FY2022-Q1 - Oct/Dec 2021. P 9

[31] The 25 CAPEA are not all in the geographic scope of the project.

[32] Organization of American States. 2022. CDD quarterly report FY2022-Q2 - Jan/Mar 2022. P 9

[33] Pan American Development Foundation. 2022. Small Scale Community Infrastructure Projects - Progress Summary Table.

[34] Organization of American States. 2022. CDD Indicators performance tracking table FY2022.

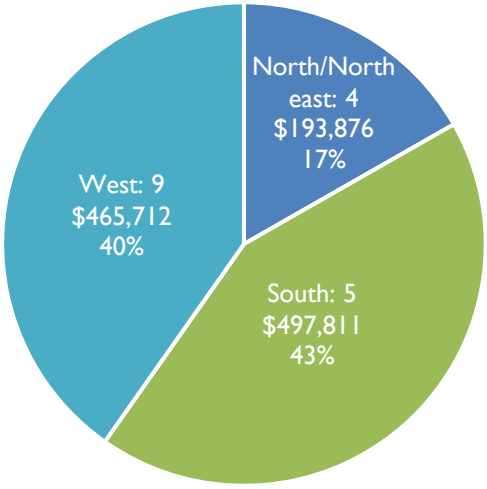

Figure 2: Number of interventions and amounts spent per region

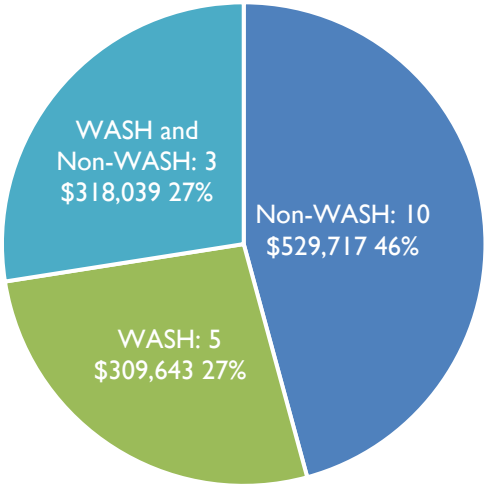

Figure 3: Community projects per type project and amount spent

As shown in Figure 2, CDD dedicated 40 percent of its funding to community projects in the West department, 43 percent in the South, and the remaining 17 percent in the North and North-East. Figure 3 shows that only 27 percent the funding was dedicated to WASH; another 27 percent went to a mix of WASH and non-WASH efforts, and almost half of the funding (46 percent) was dedicated to non-WASH infrastructure initiatives.[35]

The municipalities identified the 18 community projects. Selection criteria included time, cost, feasibility, and community needs. Additionally, as specified in the third quarterly report of FY2019, community projects were meant to address the acute social and economic needs of the target communes by stimulating job creation and targeting development needs.[36] CDD staff and USAID reported that CDD intentionally did not try to influence the selection of the community projects in order to allow the local communities to define their own priorities. This could explain why a limited number of projects focused on improving water and sanitation infrastructure. Interview respondents frequently identified infrastructure repairs as the most pressing community need.

> *"For the town of Caracol, the clean-up and rehabilitation of this canal was indisputably one of the most urgent needs. We were happy to partner with the CDD program, USAID, OAS, and PADF to solve one of the biggest challenges reported by residents and local businesses."*[37]
>
> *– Local official (male, North-North-East region)*

[35] Note that these amounts only concern the community projects, it does not include the amount spent on: CDP ($1,159,643), Rapid job creation ($ 640,691), WASH ($360,940) and CBO/MSME capacity building ($339,343)

[36] Organization of American States. 2019. CDD quarterly report FY2019-Q3 - Apr/Jun 2019. P 16

[37] Organization of American States. 2019. Success story - Rehabilitating Canal Manyon in Caracol. P 1

All CDD stakeholders at the municipal level[38] reported that in designing community projects, the specific needs of vulnerable populations, and especially women, were taken into account, especially in terms of disabled accessibility, and sanitation facilities used exclusively by women. Additionally, the second quarterly report of FY2021 indicates that for several projects, the improvements were very beneficial to women,[39] such as improved access to water and better access to markets, or improvement of a market site in Port-à-Piment.[40] CDD also ensured that the 18 community projects followed the technical norms[41] in place in Haiti. DINEPA or MTPTC performed regular quality control and provided conformity approval.[42]

Qualitative findings indicate that beneficiaries are overall satisfied with the projects completed in their commune, especially the road improvements and cleaning of canals. Some initiatives have been life changing, in particular the road access to the market in Dumont, Port-Salut.

> *"The rehabilitation of this stretch of road was necessary for the people of this locality, this section facilitates the transport of agricultural products to the market and also facilitates the organization of certain sports activities."*
>
> *– CCC member (male, South region)*

The construction of a public market in Port-à-Piment is considered a success story. Local officials said vendors and clients are very satisfied with the new market, the improved sanitation blocks, the handwashing stations and the waste bins, which have contributed to improved hygiene conditions for both vendors and customers.[43]

Despite a high level of satisfaction with most community projects, some CCC respondents reported that they were disappointed when initiatives could not be completed, such as the extension of the drinking water system in Ile à Vache (a pump broke down), the development of the ecotourism site in Pignon (sanitary block not completed), a road in Dumont (shorter than planned), or the WASH infrastructure in Tabarre school (generators not provided). While in its project tracking table PADF considers that they have met their obligations,[44] external factors affected project completion and additional costs incurred that could not be supported by CDD such as the broken pump in Ile à Vache. According to the CDD FY2021 annual report, the initial plan to improve sanitary infrastructure in schools (Objective 4) was first delayed due to COVID-19, and ultimately had to be postponed to Phase 2, since the school only reopened in November 2021 following the earthquake.[45] CDD requested a time

[38] Stakeholders at the communal level include CCC and local officials

[39] Organization of American States. 2021. CDD quarterly report FY2021-Q2 - Jan/Mar 2021. P 15

[40] Organization of American States. 2021. Success story - Port-à-Piment Market Gets a Makeover.

[41] Compliance with the relevant GOH guidelines and codes, for instance building codes

[42] Pan American Development Foundation. 2022. Small Scale Community Infrastructure Projects - Progress Summary Table.

[43] Organization of American States. 2021. Success story - Port-à-Piment Market Gets a Makeover.

[44] Organization of American States. 2020. CDD Small scale infrastructure works - Progress summary table Q2 FY2021.

[45] Organization of American States. 2021. CDD annual report FY2021. P 22

and cost extension in March 2021[46] to complete activities under Objective 4.[47],[48] While Phase 2 started in April 2021, PTA respondents reported that no concrete action has been initiated yet, one year later.

Frequently in GIs, beneficiaries expressed expectations of CDD that are beyond the Activity scope, specifically that CDD would support the actual implementation of the CDPs. Lack of support in this area has led to noticeable disappointment among beneficiaries. While the development of the CDPs has set the foundation for improved access to services and increased revenue, no CDPs have been validated by the MCPEs, who asked for revisions for all the CDPs in November 2021 (more than one year after the plans had been completed, in September 2020). IFOS is currently addressing the issues, but the revision requests are substantial.[49]

While improvements in access to services have been slow in Phase 2, CDD is making progress on planned improvements to some water distribution facilities. For instance, with the Système d'Alimentation en Eau Potable (SAEP) in Roche à Bateau (South), Nathan issued a call for tender in May 2022.[50]

SELF-RELIANCE AND CONTINGENCY PLANS

When looking at how local communities have been able to drive development, establish contingency plans, and become more resilient in the face of shocks and stresses, such as a natural disaster, financial or food insecurities, and violence or fear of violence since CDD began, the ET first considered the CBOs/MSMEs and then the local authorities.

The CBOs and MSMEs who benefited from CDD's interventions are characterized by their lack of experience in project planning and implementation; small size (the CBO/MSME survey indicates that the median number of full-time employees is two); lack of funding (all CBO and MSME GI participants shared their challenges with accessing funding); and low skill level (the OCA completed by Papyrus revealed that most organizations lacked very basic skills[51]). Respondents in five of seven CBO and MSME GIs confirmed that they are planning future initiatives but have not yet started implementing them. Nearly all CBOs and MSMEs said that the CDD training, mentoring, and office supplies made a difference, and indicated that the capacity-building efforts had strengthened their self-reliance and adaptability in an ever-changing environment, as well as helping them design sustainable development projects for their communities.

[46] The cost extension was granted on April 2021 for two years.

[47] Organization of American States. 2021. CDD quarterly report FY2021-Q2 - Jan/Mar 2021. P 9

[48] The time and cost extension focuses only on water and sanitation service delivery.

[49] MPCE. 2021. Technical revisions requested by MPCE.

[50] Pan American Development Foundation. 2022. Call for tender SAEP Nathan.

[51] Papyrus. 2019. Capacity Building Tracker.

> *"These trainings brought us a lot, whether on a personal or professional level. They allowed us to master basic skills in the areas of taxation, human resources management, finance, good governance, and meeting planning. The training was very enriching, the modules developed during the sessions correspond perfectly to our needs and they will be very useful to us in the future."*
>
> *– CBO member (male, North-North-East region)*

IP views differed somewhat from CBOs and MSMEs; some CDD staff reported that some organizations that took part in the trainings no longer exist, and that the resilience and capacity of those that do still exist to establish contingency plans in the face of external shock has not significantly improved.

> *"CBOs are weak. CDD's approach is to address weaknesses and strengthen CBOs. Usually, it is organizations, either international or NGOs based in Port-au-Prince, which carry out a project in the localities and leave. After the capacity building activities, the CBOs still do not have the experience or the training to intervene."*
>
> *– IP (male)*

Building emergency or disaster response plans was not in CDD's scope. However, as the earthquake of August 2021 demonstrated, communes need more preparedness for natural disasters and emergencies.[52]

During training workshops, CCC members and local officials had the opportunity to work together and build a project for their community, as well as seeing some interventions come together and materialize. In more than half of the CCC GIs, respondents shared that the experience of working together has improved their capacity to collaborate and take initiative. Additionally, some IP respondents, CCC members, and local officials noted that communities can theoretically apply some of the tools from the CDP development process, such as the SWOT analysis, to plan for natural disasters and other types of emergencies. Further, CDD's FY2021 annual report states that communities demonstrated their flexibility and capacity to adapt and address emerging issues during the COVID-19 crisis[53] and during the 2021 earthquake in the South.[54] Since the earthquake, the CDD team reported witnessing the *Centre d'Operations d'Urgence Communal* (COUC) and municipalities working together with the Haitian national policend faith-based organizations to guarantee a smooth distribution of relief assistance.

REVENUE GENERATION

The ET considered two types of revenue: the direct revenues provided by CDD through job opportunities and indirect revenue from the community projects or the implementation of the CDPs. (See Figure 4).

[52] Organization of American States. 2021. CDD annual report FY2021. P 36.

[53] Ibid. P 30.

[54] Ibid. P 22.

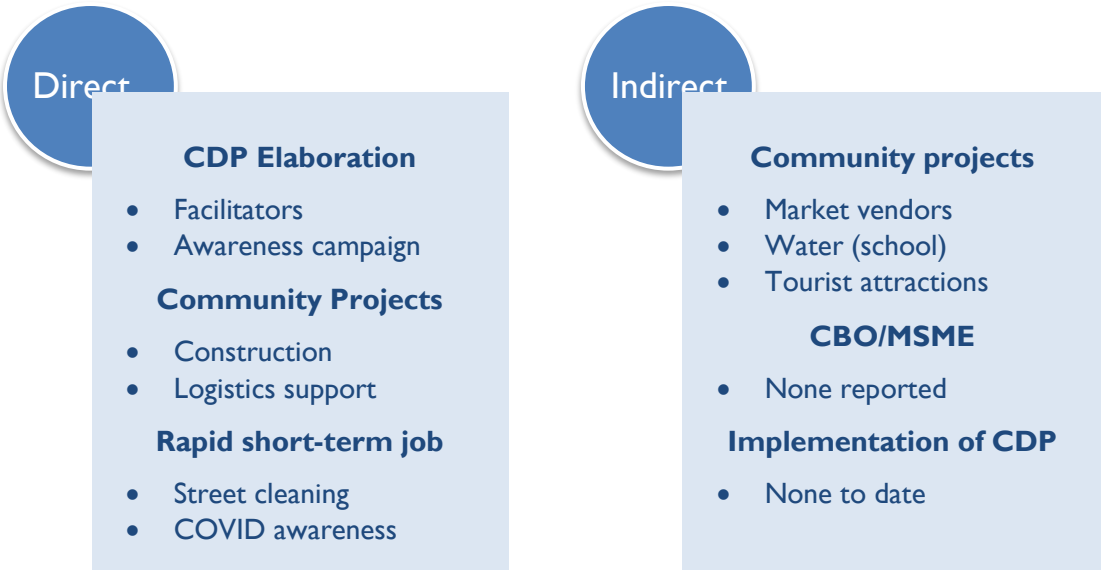

Figure 4: Type of activities generating revenues

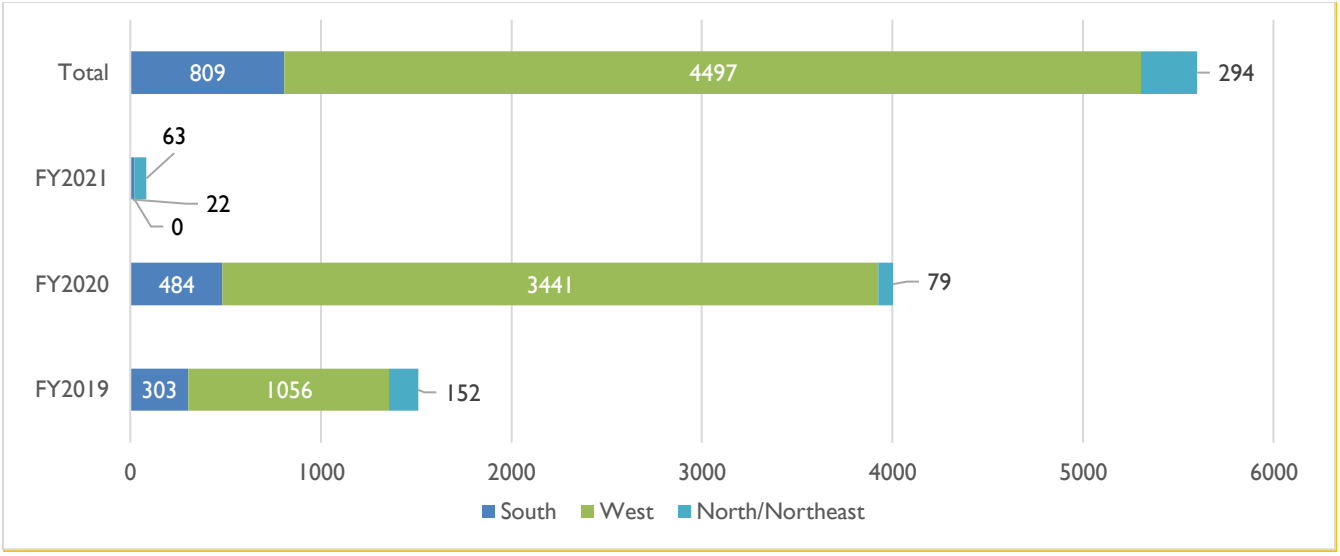

Figure 5: Number of jobs created as a result of USG assistance by department[55]

Figure 5 shows the revenue generated by department, per year, according to CDD Indicators performance tracking table FY2022. The jobs created overwhelmingly benefited the West department (80.3 percent), while only 14.5 percent benefited the South and 5.2 percent the North and North East. This can partially be explained by the job creation focus during the COVID-19 pandemic, which took place in the West, and the number of community projects higher in the West (See Figure 2).[56]

[55] This is a standard USAID indicator; USG is the only fund provider for CDD.

[56] Community projects by region: West - 9, South - 5, North/North-East – 4.

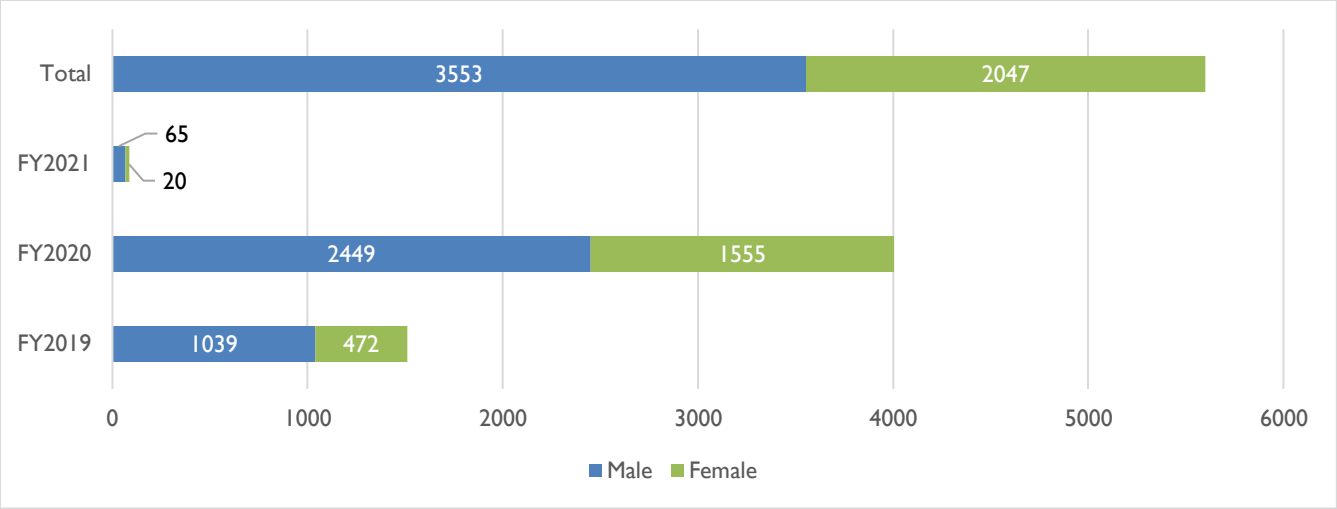

Figure 6: Number of jobs created as a result of USG assistance by year and by gender[57]

Figure 6 illustrates the number of jobs generated over the course of the Activity by sex. Approximately 63 percent of new jobs were for men and 37 percent for women.[58]

All CDD stakeholders at the municipal and national levels confirmed that the firms contracted to complete the community projects relied heavily on local labor. The estimation from the intervention survey is that 60 to 80 percent of the personnel hired were local. However, all the management positions were either held by the firms or by PADF employees. According to GIs, commune staff did not acquire many new skills. The CDD cooperative agreement specifies that the CBOs/MSMEs were supposed to play an active part in the implementation of community projects, notably through the small $10,000 grants,[59] but this plan was never implemented. The FY2020 annual report indicates that USAID approved a budget realignment in June 2020 for CDD to focus on rapid short-term job creation in urban communes such as street-cleaning and COVID-19 awareness activities.[60]

CDD's intent was also to generate indirect revenues as a result of the community projects or through the implementation of the CDPs. Unfortunately, implementation of the CDPs has not started and the community projects have not yielded as much revenue as expected. While the public market in Port-à-Piment is a source of revenue for the vendors, other projects such as tourist attractions in Pignon or the school in Tabarre were not completed, and therefore have not provided revenue to beneficiaries. Additionally, while most of the projects selected by the municipalities aim at improving the quality of life of the population broadly, they do not seek to provide additional income per se. For instance, in the West, three of nine projects only aim to beautify the locality. Most of the projects were designed as such: rehabilitation of roads (3 projects); Rehabilitation of canals (3 projects). CDD could not introduce

[57] This is a standard USAID indicator; USG is the only fund provider for CDD

[58] More detail will be shared on whether job opportunities benefited women in the next section.

[59] USAID Haiti. 2018. Cooperative agreement for community driven development (CDD) activity in Haiti. P 32

[60] Organization of American States. 2020. CDD annual report FY2020. P 17

tolls to generate revenue. CBOs and MSMEs did not report that the CDD activity increased their capacity to generate new revenue.

GENDER/SOCIAL INCLUSION

The FY2018 annual report indicates that the IP hired a gender expert, who took steps to ensure gender inclusion in program activities and promote the participation of women in program-supported projects throughout the design of CDD activity.[61] The third quarterly report of FY 2018 specifies that the gender expert incorporated[62] the recommendation from the USAID Gender Assessment report into the CDD methodology.[63] While the CDD indicators tracking table has fields for disaggregating data by sex, the report rarely contained this information.

To explore whether CDD interventions have successfully influenced gender equality, social inclusion, and women's empowerment, the ET investigated how CDD incorporated gender and inclusion issues in the execution of community projects and in the CDP elaboration process. The community projects survey revealed that all projects benefited men and women, but some might have served the needs of women slightly more, such as improved access to water or markets, or improvement of market venues. CDD's success story indicates that 80 percent of market vendors are women.[64] CDD staff and the stakeholders at municipal level indicated that for each project, special attention was paid to inclusion based on gender and people with disability (PWD), especially regarding sanitation. When building sanitary blocks, CDD made sure that toilets were sex specific, and that at least one access ramp was built per toilet block. While all CDD stakeholders at the municipal and national levels indicated that the needs of women were systematically taken into account, one IP respondent expressed that more public awareness efforts for inclusion could have been helpful.

> *"There are always difficulties. The inclusion of people with reduced mobility is a very new concept for some communities. At least two infrastructures built as part of the CDD have been modified to make them accessible to people with reduced mobility."*
>
> *– IP (male)*

Women participated actively in the community projects, where they held 36.5 percent of the jobs. GIs at the commune level indicated that while women were mostly involved in fetching water, preparing food, and cleaning the site, an effort was made to encourage them to hold positions traditionally assigned to men such as stone carving or iron work. A CDD staff member shared that special training was provided if needed.

The CCC or local officials GI indicated that when technically feasible, jobs were provided to individuals with disabilities; three communes mentioned that accommodations were made to reserve certain tasks for individuals with disabilities to facilitate their participation in community projects and provide them with additional revenue.

[61] Organization of American States. 2018. CDD annual report FY2018. P XV

[62] Organization of American States. 2018. CDD quarterly report FY2018-Q3 - Apr/Jun 2018. P 7

[63] USAID-Haiti. 2016 Gender assessment report.

[64] Organization of American States. 2021. Success story - Port-à-Piment Market Gets a Makeover.

The CDP legal framework[65] established by the MPCE requires 30 percent of CCC members to be women. The commune of Caracol shared that this quota was hard to reach, while other communes did not cite difficulties. To encourage women's participation, the level of female participation in workshops was monitored by the women themselves. At the end of FY2020, CDD executed training sessions on gender and gender power dynamics with the local officials of each commune. The FY2020 annual report specifies that the increased focus on the inclusion of women in the workshops has led to a qualitative and quantitative improvement of female participation. CDD was also planning short training sessions in gender equity with the Steering Committee, but to the ET's knowledge, this has not taken place.[66]

The MPCE guide[67] also specifies that CCC members must include people from different social groups. In all CCC GIs, respondents confirmed that PWDs were included either as members or through organizations representing them. Some IP respondents and one CCC mentioned that that while women were present, they often did not actively take part in the discussions; respondents in more than half of CCC GIs said women sometimes needed to be encouraged to participate. According to a CDD staff member, for the positions created to support the development of the CDP such as facilitators or awareness supervisors, qualified women were often favored over men because they were considered more efficient than men by the commune to accomplish these specific tasks. The third quarter report for FY2020 indicates that women accounted for 38 percent of the supervisors, 42 percent of the people trained to raise awareness about COVID-19, and 38 percent of the trainers.[68]

CONCLUSIONS

CDD succeeded in providing useful new skills to CBOs and MSMEs through training and coaching. The training sessions focused on the common needs identified, i.e., legal and organizational matters. The success is mixed as the training was rudimentary and limited in scope due to CBO/MSME absorptive capacity, and because CBOs/MSMEs did not have the opportunity to practice the skills through the implementation of small grants as originally planned. Despite the efforts made to select the best 48 CBOs/MSMEs to received additional coaching and training, it is clear that most of the CBOs/MSMEs did not have the basic capacity required to contribute meaningfully to the objectives of the Activity, i.e., to improve service delivery or to initiate activities.

CDD training for members of the Steering Committee and the facilitators on the skills required for CDP development was effective and in line with the MPCE process. However, CDD only delivered part of the curriculum. It is unlikely that participants will be able to master the whole process or that communities will be able to revise the CDP without external support.

Phase I capacity building efforts to improve CAEPA management of water resources were limited and led to mixed results. These efforts were isolated from the rest of Activity; CDD conducted just a single session in a single area. In the village of Caracol, the training resulted in the

[65] MPCE. 2012. Guide méthodologique plan communal de développement.

[66] Organization of American States. 2020. CDD annual report FY2020. P 35

[67] MPCE. 2012. Guide méthodologique plan communal de développement P 23

[68] Organization of American States. 2020. CDD quarterly report FY2020-Q3. P 25

population being more respectful of water and sanitation facilities thus far, but the CAEPA of Ile-à-Vâche did not become self-sufficient.

There is limited data available for Phase 2. CDD appears to be making progress in identifying the best approach for CAEPAs, and in assisting DINEPA to define its strategy.

The community projects were implemented overall to the satisfaction of the beneficiaries. Even though these projects were selected by the municipalities, CDD ensured that sufficient attention was also given to the fact that the projects selected met the needs of the population and in particular the needs of vulnerable populations, including women and PWDs. However, in cases where the community projects could not be completed or where the expectations of beneficiaries were beyond the scope of CDD, satisfaction is lower.

CDD has not contributed substantially to income generation because none of the CDPs have been validated. CDD was successful in Phase 1 in generating revenue both through the development of the CDPs (diagnosis, awareness campaign, facilitation of workshops, etc.) and through the implementation of community projects. Revenues benefited both men and women. So far, only the Port-à-Piment public market generates income, while other community projects designed to generate income have not yet taken off. The completion of the CDP has not resulted in additional revenue as expected, as no CDP has been validated or implemented even partially to date. CDD has not led to additional revenue generation for CBOs/MSMEs either, as community projects were managed by outside organizations rather than by local CBOs/MSMEs, and small grants were not distributed to CBOs/MSMEs as planned because of a lack of available funds.

CDD has not provided any specific capacity building geared toward increasing resilience or developing contingency plans as it was not part of the planned Activity. Nevertheless, evidence based on the municipality's initiatives in the face of COVID-19 or Hurricane Matthew suggest that some of the management skills acquired during the elaboration of the CDP could have transferred. Respondents did not offer specific examples of skills transfer.

CDD was successful in applying a gender and social inclusion lens to every aspect of the intervention, and gender information was properly disaggregated across all indicators. Mandatory participation of women at 30 percent of the steering committee has been enforced by the CDD, although the active participation of women has not always been achieved. PWDs were included as CCC members when possible. The design of community projects considered the needs of women and PWDs, particularly in terms of access to sanitation. To some extent, the selected projects were more beneficial to women, who also benefit from the income generated. Women participated in the CCC and in the training of CBOs/MSMEs, but sometimes needed to be encouraged. CDD hired many women as facilitators, especially for awareness campaigns.

EQ-2: Given USAID/Haiti's strategy to support public service delivery, how has the shift in approach from working with the central government to working with central and local government entities (as exemplified in the CDD activity) influenced service delivery? The answer to this question considers the barriers local stakeholders encounter in achieving meaningful citizen engagement and public service delivery, and how CDD tried to resolve those barriers. The ET examined how partnerships between USAID/Haiti and local stakeholders have been strengthened to better meet the needs of the target population. Recommendations related to this question consider

what, if any, pivots in community-driven development approaches USAID/Haiti should consider as well as the best practices and lessons learned from water governance models, successful community engagement strategies, and sustainable service delivery efforts.

FINDINGS

USAID/Haiti's strategy to support public service delivery focuses on the production or review of CDPs, which are meant to increase citizen engagement in local governance and ensure that the needs of targeted local populations can be met, and that public service delivery improves.[69]

The Phase I strategy mostly aimed at enabling and facilitating the improvement of future public service delivery. Thus, the value of the strategy depends on its capacity to bring about concrete improvements in service delivery over time, rather than just in the short term.

To assess how successful CDD has been in supporting service delivery, the ET looked at the results to date, the efficiency of the CDP elaboration process, internal and external barriers to the CDP elaboration process, and how these affect the commune's capacity to implement their vision. The ET also examined how partnerships between USAID/Haiti and local stakeholders have been strengthened to better meet the needs of the target population and potentially support the implementation of the plans.

EFFICIENCY OF THE CDP ELABORATION PROCESS

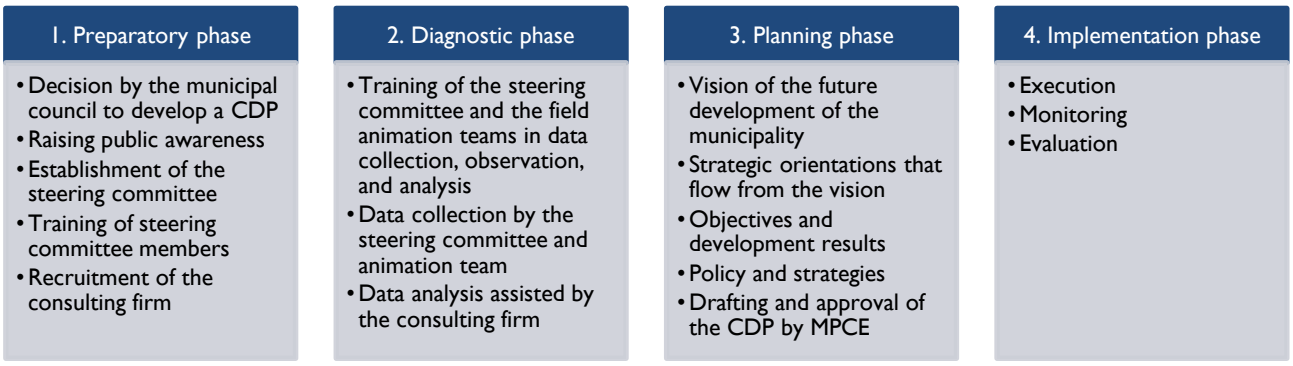

Figure 7: CDP elaboration process[70]

Figure 7 shows the CDP elaboration process as it is mandated by the MPCE.[71] It includes four phases: 1) the preparatory phase, which includes the public awareness campaign and the establishment and training of the steering committee, which will become the CCC; 2) the diagnostic phase, which focuses on data collection and analysis of community needs and expectations; 3) the planning phase, which is dedicated to the actual development of the vision for the community, which then unfolds in specific action plans,

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[69] The community projects that were financed by USAID prior to the delivery of the CDP are not included in the ET's interpretation of Question 2, as the answers have already been provided in Question 1 (Improved service access).

[70] UNDP. 2021. Étude de capitalisation des effets induits par le processus d'élaboration des plans communaux de développement et de leur mise en œuvre.

[71] MPCE. 2012. Guide méthodologique plan communal de développement.

and the drafting of the CDP, followed by its approval and validation by the MPCE; and finally, 4) the implementation phase, which includes the execution of the plan, with a monitoring and evaluation component. These four phases typically constitute a year-long process, barring any challenges. CDD's third quarterly report FY2021 highlights several challenges to CDP development, such as political turmoil, insecurity, natural disasters, and the COVID-19 pandemic.[72][73] Overall, the process is described by the IP and by other donors involved in community development as complex and difficult to understand by the local stakeholders.

> *"It would be good to try to lighten the reference framework document; it must be adapted to be understandable and accessible to local actors."*
>
> *– Other donor (male)*

A 2021 UNDP study under the Projet d'Appui à la Gouvernance Locale et au Développement Territorial (AGLDT)[74] on the development and implementation of CDPs and the mid-term evaluation of AGLDT[75] provides useful insights on the CDP process, which align with some of the ET findings for this evaluation. At the time of this writing, the MPCE is collaborating with UNDP and Global Affairs Canada to review the current CDP guidelines in an attempt to improve this process. No documentation has been published yet.

Phase 1: Preparatory Phase & Methodology

The methodological approach for CDP development is described in detail in the MPCE manual.[76] IFOS meticulously followed the detailed methodology in the guide, according to MPCE respondents. An MPCE representative was present during every workshop to ensure that the method was properly implemented and that national and regional strategies were taken into consideration.

Public awareness campaigns are an essential part of the preparatory phase of the CDP elaboration process. In more than half of the GIs with CCC and local officials, respondents mentioned that awareness campaigns have improved citizen participation in local governance and are useful to motivate the community to be engaged in the development of their commune. CCC members who participated in a sensitization campaign shared that:

> *"Several awareness campaigns were carried out before the implementation of the activities. For our awareness strategy, we used radio spots, banners to educate a large number of people, letters were sent to all sectors representing the living forces of the municipality. This awareness campaign was very useful for the start of activities."*
>
> *– CCC member (male, North-North East region)*

[72] Insecurity in the West, lack of access and earthquake in the South.

[73] Organization of American States. 2021. CDD quarterly report FY2021-Q3 - Apr/Jun 2021. P 8

[74] UNDP. 2021. Étude de capitalisation des effets induits par le processus d'élaboration des plans communaux de développement et de leur mise en œuvre.

[75] UNDP. 2021. Mid-Term Evaluation AGLDT Project.

[76] MPCE. 2012. Guide méthodologique plan communal de développement.

However, they noted that some citizens disappointed by past initiatives were hard to convince, and even hostile at times, like in Port Salut. In Coteaux, politicians reportedly also undermined the outreach efforts by denigrating the process of elaborating a CDP. Respondents in some CCC GIs—especially in rural and spread communes—also indicated that it was challenging to reach citizens in the most remote parts of their commune, either because of the lack of safe access or the lack of funds to cover transportation costs. This limited the impact of the awareness campaigns in these areas.

The requirements for the recruitment of the steering committee members are defined in the MPCE guide.[77] GI participants at the communal level consistently indicated that CDD had made sure that a wide range of citizens from the entire commune were involved and that vulnerable populations such as PWD were included or represented in steering committees so that their needs taken into consideration. The quota of 30 percent women was generally achieved; only the local official in the commune of Caracol mentioned that it was difficult to meet this target. Respondents in all CCC GIs indicated that the wide representation ensured that divergent opinions could be heard, and the priorities selected in the CDP met the needs of all the community members. One CCC member shared:

> *"The process of drafting the Communal Development Plan was very participatory. All the organized structures at the commune level had its representative in the discussion tables. The needs and interests of women, men, vulnerable people (people with disabilities, orphans, women without husbands, the elderly) were taken into account when writing the CDP."*
>
> *– CCC member (male, West region)*

Phase 2: Diagnostic phase & need assessment

CDP development includes a thorough evaluation of the local population's needs accomplished through a technical diagnostic based on existing data and population surveys.[78] This approach is meant to ensure that priorities reflect local needs and the socioeconomic context. As indicated in the *capacity building* section, IFOS trained facilitators and steering committee members to perform the technical diagnostic surveys. As reflected in CDD reporting and echoed in most IP KIIs, this phase took longer than expected. Additionally, the data were sometimes hard to analyze; one MPCE participant reported that it was difficult to have an accurate evaluation of the population needs due to the lack of existing reliable statistical data for reference.

The technical diagnostic is followed by a participatory diagnostic. To conduct this diagnostic, IFOS trained facilitators who obtained the views of citizens and local officials. During GIs at the communal level, participants confirmed that the participatory approach through workshops led to a sincere conversation; local officials were forced to listen to members of the community. This fostered greater synergy of views between actors who initially might have different visions. According to CDD staff members and CCCs, participants were eager to express their opinions in a constructive manner, and young leaders and women have used the CCC as a platform to share their vision and ideas.

[77] MPCE. 2012. Guide méthodologique plan communal de développement. P 22

[78] Ibid. P 29

"Through the very development of the PCD, new leaders are emerging. During the workshops, everyone gives their opinion on how he/she sees the development of the municipality. And that automatically makes certain individuals shine. So, it is also a platform to sell your ideas at the level of the municipality. It is likely that these individuals will serve the commune in the future."

– IP staff member (male)

"Within the steering committee, everyone had their say. Women participated in all of the discussion groups, and their demands were taken into account in the CDP."

– CCC (male, South region)

Using all the information collected, from quantitative and qualitative data, the steering commity developed and formalized a communal diagnostic, which was presented to all the stakeholders. Respondents in three of seven CCC GIs reported that the process could be fraught, and an IP respondent shared that some conflict resolution technics were integrated into the training to help the community come to consensus. However, eventually all ten communes managed to come to an agreement on their CDP.

Phase 3: Planning phase & participatory approach

During the planning phase, "The vision of the desired future is formulated on the basis of the diagnostic taking into account the relevance of the identified needs."[79] To define priorities, the steering committee takes into account cost, potential impact, and feasibility. The CDD FY2019 annual report notes that the prioritization sessions constitute one of the most important democratic expressions of the community-driven development approach.[80]

Along with the local needs, the methodology also requires that national priorities are taken into consideration and that CDP priorities align with the Haiti National Strategic Plan (PSDH) and other plans specified in the MPCE guide. [81] The participation of an MPCE representative is essential to achieve this harmonization since members of the CCC and local authorities are not always fully aware of the national and regional strategies. An IP staff member reported that it was sometimes difficult to take into account the MPCE representative availability to plan the steering committees' meetings, and that this resulted in delays. Despite CDD's efforts, in its review of the 10 CDPs the MPCE asked CDD to "improve the texts of articulation between the CDP, the supra-local and supranational guidance documents,"[82] which suggests that the presence of an MPCE member might not have been sufficient to ensure the integration of the local priorities within the national strategy.

Overall, according to evaluation respondents, the main challenge encountered during the planning phase was the level of participation. In all CCC GIs, respondents indicated that the level of participation

[79] Ibid. P 35

[80] Organization of American States. 2019. CDD annual report FY2019. P 22

[81] Ibid. P 12

[82] MPCE. 2021. Technical revisions requested by MPCE.

dropped over time due to decreased motivation of steering committee members, cost of transportation, time scheduling conflicts (especially for women on market days) and COVID-19 rules, which limited the number of people that could be present in the same room. Some CCC GI participants also reported that local officials' participation in the workshops was sporadic, and that even when present they did not participate actively. The IFOS report confirms this.[83]

> *"Discouragement was noted among some CCC members. For them it is a waste of time to take part in this activity. The lack of CCC activities leads the vast majority of actors to no longer participate in meetings. In the beginning, we used to meet with more than 120 people, but towards the end of the process, the meetings were with less than 20 people"*
>
> *– CCC (female, North-North-East region)*

Phase 4: Implementation

All stakeholders involved in the development of CDP at the municipal and national level noted the value of CDPs, which by defining the community's priorities in a public document can improve transparency and lead to improvements in local governance. CDD's second quarterly report of FY2021 indicates that CDPs provide communes with a roadmap for planning and implementing public service delivery projects.[84] IP and CCC respondents noted that the CCC can be a check and balance on local authorities. However, one respondent also shared that the CCC can be perceived as a threat, and that if local officials do not demonstrate willingness to implement the plan and keep engaging with the CCC, citizen motivation to participate in local governance will be limited. An IP interviewed shared their belief that the population is still hesitant to express their opinions in a constructive manner and engage in a discussion with local officials since this is a new concept, and that communication between citizens and local officials needs to be strengthened for implementation to start and be effective. For instance, currently CCCs are not taking any initiative to discuss the implementation of the CDP; instead they are waiting to be invited to do so by the Mayor.

CCC members shared that initially all the participants demonstrated a lot of enthusiasm and willingness to move forward with the elaboration of the CDP, but they raised concerns that the momentum could be lost if CDPs are not validated and implemented, and noted that citizens, who volunteered their time to develop the CDPs, are resentful that the efforts to develop the CDPs has not led to actual improvement in their community. Interviews with participants at the commune level also showed that the process of developing the CDPs created high expectations. In some cases, the municipalities concluded that once the CDPs were developed, donors would fund the projects identified in the plans. The third quarterly report of FY2021 indicates that despite purposeful communication and multiple clarifications that CDD cannot pay for the projects, community expectations remain high.[85]

While CDD's FY2020 annual report indicated that all 10 CDPs had been finalized at the communal level by September 2020,[86] to date, none of the plans has been validated. The MPCE requested revisions to

[83] IFOS. 2021. Final report om IFOS technical assistance. P 8

[84] Organization of American States. 2021. CDD quarterly report FY2021-Q2 - Jan/Mar 2021. P 10

[85] Organization of American States. 2021. CDD quarterly report FY2021-Q3 - Apr/Jun 2021. P 21

[86] Organization of American States. 2020. CDD annual report FY2020.

the plans 14 months later, in November 2021;[87] most of these relate to methodological guide revisions, which are currently taking place with UNDP's support following its 2021 study described above. The revisions requested include developing financial and monitoring plans, taking into account climate change, inclusion, and gender. Overall, the requests for modification are very substantial[88] and IFOS might face difficulties addressing these requests. This might have resulted in some confusion for the communes, who despite being told that they could start implementing their plan, are still waiting for an official validation.

While in theory a CDP allows for steady community development, it is apparent that the existence of a CPD does not guarantee its implementation. Additionally, in case of a change in local leadership, there is no legal obligation for newly elected officials to follow the plan.

BARRIERS TO MEANINGFUL CITIZEN ENGAGEMENT AND PUBLIC SERVICE DELIVERY

The analysis of the CDP elaboration process shows that the approach used by CDD and mandated by the GOH has the potential to allow meaningful citizen engagement and can lead to the improvement of service delivery, even if as indicated in UNDP's study the methodology could benefit from being streamlined to reduce the time required[89] and the cost.[90]

External and internal barriers can significantly hamper citizens engagement and the improvement of public service delivery. All CDD stakeholders at the municipal and national levels mentioned the lack of access to funding as the main barrier to service delivery. According to a 2020 report, communes' only revenue is property and commercial taxes,[91] which often remain unpaid. CBOs and MSMEs also suffer from a lack of funding, and the GI with CAEPAs revealed that these organizations have difficulties collecting consumer water bills. Additionally, the GOH provides little to no support for local development. CDD's third quarterly report of FY2021 indicates that CDD worked with the Local Governance Working Group[92] to find partners willing to provide financial support for CDP implementation. Some partners were invited to participate in the presentation and restitution of the CDPs during public meetings, including Global Affairs Canada, the Swiss Development Cooperation, UNDP, Association of Volunteers in International Service (AVSI), Catholic Relief Services, and Roots of Development, among others.[93] Some have agreed to provide participation support CDP implementation in the future.

IPs also mentioned that local actors (CBOs, MSMEs, CCCs, local authorities) have low technical and managerial skills, which limits their capacity to design and initiate activities that could improve service delivery. For the implementation of the 18 community projects, CDD's field engineers provided technical and managerial skills to support their implementation and make sure that the community

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[87] MPCE. 2021. Technical revisions requested by MPCE.

[88] Ibid.

[89] UNDP. 2021. Étude de capitalisation des effets induits par le processus d'élaboration des plans communaux de développement et de leur mise en œuvre. P 57

[90] Organization of American States. 2021. CDD quarterly report FY2021-Q3 - Apr/Jun 2021. P 22

[91] RTI. 2020. GERE Annual Report FY 2020.

[92] Local Governance Working Group is an initiative from the GOH and local donors.

[93] Organization of American States. 2021. CDD quarterly report FY2021-Q3 - Apr/Jun 2021 P 18

projects were compliant with Haitian technical and environmental norms and regulations.[94] However, some local officials expressed regret that these high-level skills were not explicitly transferred to the local staff.

The current economic situation in Haiti and worldwide has resulted in increased prices for gas, electricity, and materials necessary for infrastructure projects. This is compounded by difficult access to remote areas or access to the South due to gang control of the road in Martissant and gang violence in the West. Haiti's political instability, the lack of elected officials,[95] and the lack of local revenue or support from the central government has contributed to the dysfunction of municipalities. Most employees are not being paid, so there is no stability in the workforce and people often move to safer locations or leave the country if they have the option. Overall, ongoing challenges with political unrest and protests, as well as increased street crime and kidnapping cases, result in serious difficulties and make any initiative very difficult to carry out. An IP indicated that CDD monitored the risks and made sure that the personnel involved in the Activity could do their work safely. When necessary, workshops were transferred to safer areas.

Natural disasters can also greatly affect development efforts in Haiti. For instance, the August 2021 earthquake in the South hit some the communes where CDD is active. This disaster shifted the focus from long-term development to relief efforts, for at least one month.[96] The COVID-19 health crisis has also had a significant impact on the Activity. CDD continued to support the development of CDPs and the implementation of several community projects during this period. However, the school sanitation component (Objective 4) was temporally removed, and the budget was revised to dedicate more funding to COVID-19 prevention and to job creation, for instance with a cleaning activity in Tabarre, Port-au-Prince, Delmas, and Pétion-Ville.[97]

PARTNERSHIPS BETWEEN USAID/HAITI AND LOCAL STAKEHOLDERS

The ET examined how partnerships between USAID/Haiti and local stakeholders have been strengthened to better meet the needs of the target population, through the implementation of the CDPs. As indicated in the first quarterly report of FY2021, the CDD system of networks at the local level focuses on three key elements: 1) strategic partnerships with the local authorities (Mayors, CASEC, ASEC); 2) technical partnerships with the Steering Committees that are trained to conduct the CDD plan processes; and 3) field partnerships with CBOs that implement and/or facilitate implementation of infrastructure projects. Each element serves a unique role.[98] Most stakeholders at the municipal level noted the multiple opportunities to meet and discuss with other local actors either during the elaboration of the CDP or during training sessions. They appreciated these networking opportunities; while there is no evidence of new partnership initiatives at the local level as a direct result

[94] DINEPA and the EMMP's guidelines.

[95] Since July 2020, local officials also known as "magistrates" are interim. They were nominated by the central government as the last local elections were cancelled.

[96] Organization of American States. 2021. CDD annual report FY2021. P 22

[97] Organization of American States. 2019. Budget realignment proposal workplan. P 3

[98] Organization of American States. 2020. CDD quarterly report FY2020-Q1 - Oct/Dec 2019.

of networking, the CDD FY 2021 annual report notes that the connections established may be revived especially in times of crises, such as during the earthquake in the South.[99]

The FY2019 annual report indicates that at the national level, CDD provided funding and technical assistance for the coordination of the first National Federation of Haitian Mayors (FENAMH)[100]. An IP staff member shared that some municipalities subsequently engaged in inter-municipal discussions to better leverage resources and synchronize plans and projects within their region. The FENAMH also resulted in the adoption and signature of a 20-clause Resolution on 10 important and fundamental topics ruling local governance in Haiti, according to CDD reporting[101].

As mentioned in the above section on funding, CDD also fosters some partnerships between communes and members of Haiti Local Governance Working Group, who have shared their interest in providing funding to some communes for the implementation of their CDP. Donors have confirmed that discussions are taking place and that they are making progress toward the implementation of the some of the priorities established in the CDP, particularly in the South with the Swiss Cooperation.

As stated in the second quarterly report of FY2022, during Phase 2, CDD is focusing on establishing partnerships on WASH interventions, in particular with the private sector. As indicated in Evaluation Question 1, CDD is considering how to improve service delivery with stronger support from the private sector, which in some cases might offer an alternative to the CAEPA.[102] A CDD respondent also mentioned that other USAID projects such as GERE, which concluded in December 2021, have created some leverage that could have a positive impact on the commune's capacity to implement their CDP.[103]

CONCLUSIONS

CDD supported the successful creation or updates of ten CDPs in compliance with the relevant legal provisions in Haiti. The methodological reference framework developed by MPCE was followed. CDD has, among other things, successfully assessed the needs of the population, using diagnostic techniques, followed by workshops that involved a wide range of citizens. MPCE attendance at CDP events helped to integrate local priorities with national priorities, even if their participation was often lackluster. CDD has sometimes faced difficulties securing the participation of local officials, which is a possible signal of lack of commitment to implement the CDP. MPCE asked for substantial revisions, to which CDD must respond for the CDPs to be validated and published. **CDD has successfully implemented strategies to improve citizen participation in local governance and helped to motivate the community.** The awareness campaigns took different forms and facilitated the integration and participation of all strata of the municipality. However, some citizens were disappointed by past initiatives and were either difficult to convince or hostile about the effort. It was difficult to maintain a high level of participation in the workshops due to the lengthy process; motivation was low and the participation reduced over time, despite the CDD's encouragement.

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[99] Organization of American States. 2021. CDD annual report FY2021. P 29

[100] Organization of American States. 2019. CDD annual report FY2019. P 9

[101] Organization of American States. 2019. CDD annual report FY2019. P 21

[102] Organization of American States. 2022. CDD quarterly report FY2022-Q2 - Jan/Mar 2022. P 14

[103] GERE is active in Pignon (Nord), St. Raphael (Nord), and Tabarre (West).

CDD has not been able to help municipalities make tangible progress toward implementing CDPs. In the cooperative agreement, several small WASH and non-WASH projects included in the CDPs were to be executed by CBOs/MSMEs to improve services. This has not been the case. Local people and local authorities face the same challenges as the rest of the country such as political unrest and protests, increased street crime and kidnapping cases, COVID-19, natural disasters, which are compounded by their lack of funding and support from the GOH and limited technical skills. This hampers their ability to stay engaged in development of their communes and greatly limits their ability to implement CDPs and improve service delivery. It is apparent that the existence of a CDP does not guarantee its implementation.

CDD has succeeded in providing multiple opportunities for key stakeholders to network, create new connections, and strengthen linkages between them. Overall, CDD managed to maintain positive collaboration between all CDD stakeholders at the municipal level in Phase 1, although in some cases tensions increased between CCC members and local authorities. The CDD acted as a facilitator to ensure that despite challenges encountered during the development of the CDP, the communities would continue to work together, and a CDP was developed or revised for each of the 10 communes. Through the Working Group on Local Governance in Haiti, the CDD connected potential donors with the communes and invited them to participate in the implementation of their CDP.

EQ-3: How likely are the CDD activity's successes and achievements to continue without direct Activity support? In answering this question, the ET explored what aspects of the Activity's interventions appear to be sustainable and which might require further support. In addition, the ET examined how underlying risks and assumptions affect CDD's progress toward its goals, and how USAID/Haiti can mitigate and work around these.

FINDINGS

The ET assessed the sustainability of the community projects and then the sustainability of the governance system, which is embedded in the CDP development process. The team also assessed which assumptions of the theory of change did not hold, and how CDD worked to mitigate these challenges. The analysis for Evaluation Question 3 does not include the CBOs'/MSMEs' capacity building component since this is discussed extensively in Evaluation Question 1.

Integrating sustainability from the design stage is fundamental to ensuring the sustainability of any project. It is therefore encouraging that CDD stated in its first annual report that "The sustainability of the priority activities will be embedded in the CDD planning process from the beginning. This includes plans for maintenance of infrastructure created, resource mobilization strategies (such as revenue generation), and training needs."[104]

SUSTAINABILITY OF THE COMMUNITY PROJECTS

The 18 community projects require differing levels of maintenance; some roads need minimal maintenance while the canal, sanitation blocks, and public market require continuous attention to ensure that they remain in good condition. A CDD staff member reported that maintenance committees were set up where needed, however no strong evidence was provided to show that the committees were

[104] Organization of American States. 2018. CDD annual report FY2018. P XV

actually functioning. Our community projects survey revealed that only two out of 12 projects surveyed reported having a maintenance committee in place, however some of them did not require a maintenance committee, since for some projects such as road or canal, the maintenance is to be provided by governmental authorities.[105] The survey also revealed that eight projects are already showing signs of degradation, which demonstrates that all projects could benefit from having a maintenance committee.

CDD staff members' expectation was that since local communities including local officials were involved in all phases of the community projects, from identification of the needs to design and realization, people living in the vicinity of the infrastructure would ensure its maintenance. However, there is little evidence that they are willing to care for and maintain it without financial and logistic support from the local authorities. Some local authorities reported that they did not feel sufficiently included in the planning and realization of the community projects and resent that the IP worked directly with the implementing firms without the authorities' assistance. This could explain why they now exhibit a lower level of engagement in the sustainability of the infrastructure than expected and are not providing support to the community members.

CDD's cooperative agreement states that "A key component of the CDD methodology successfully implemented by PADF throughout Haiti is the counterpart requirement[106] that is imposed on all infrastructure projects. This ensures that communities and local stakeholders buy in to the approach."[107] Financial and in-kind participation by the community was not achieved, however. For instance, a form of in-kind participation suggested was to work six days and be paid five days, but this encountered resistance, and was not widely implemented. As stated in CDD's 2020 annual report and confirmed by some CCCs, "The project fails to ensure the implementation of practical and effective mechanism or measures to encourage, promote, and stimulate strong engagements of community members."[108] Nonetheless, some communes were successful in bringing communal funding, for example, the market in Port à Piment was largely financed by the commune, which considered it a priority.

Just four of 18 projects (public market in Port-à-piment, ecotourism site in Pignon, water pump in Tabarre school, and water distribution in Ile-à-Vache) planned to have funding for maintenance and small repairs. Of these, only Port-à-Piment was really successful, based on our interviews. CDD's FY2021 annual report indicates that a management committee was elected to guarantee the implementation of the fee-for-services model and productive use of the revenue collected in Port-à-Piment. CDD provided training to the committee on cash flow management, financial statements, and leadership.[109] In other localities, for instance in Caracol, the municipality provides some funding for maintenance. However, local officials, CCCs, CDC members and other donors reported that people working for the municipalities have gone several months without receiving any salary for more many months, the expectation that maintenance plan are implemented might be unrealistic.

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[105] PADF reported that over all 4 management committees were established: Ferry Terminal in La Gonave, Public Market in Port-a-Piment, Eco-touristic park in Pignon, and Water system in Ile-a-Vache.

[106] Counterpart requirements can be financial and in-kind participation.

[107] USAID Haiti. 2018. Cooperative agreement for community driven development (CDD) activity in Haiti.

[108] Organization of American States. 2020. CDD annual report FY2020.

[109] Organization of American States. 2021. CDD annual report FY2021.

SUSTAINABILITY OF SYSTEM AND PARTNERSHIP

The IP and non-USAID donors[110] involved in community development noted that heavy community involvement in CDP development (and potentially implementation) is a good sign for sustainability. All CDD stakeholders at the municipal and national level indicated that CDPs give the commune a vision for its development and a source of inspiration for the future.

> *"This plan is a reference document that can guide us in the design of projects deemed crucial for the development of our community. For example, currently our priority is to protect the community, which is located a few meters from the river."– Local Official (male, South region)*

The methodological approach used for the elaboration of the CDPs is the well-established approach mandated by the MPCE and described in the 2012 guide. This was meant to facilitate the validation process, however as described in Evaluation Question 2, this has not been the case. Through its partner IFOS, CDD is currently attempting to address the extensive list of revisions MPCE requested to obtain final validation While no additional budget was allocated for these revisions, and no further implication of the communes is planned, IFOS is planning to complete this task by July 2022, almost two years after the CDPs were approved at the communal level. Additionally, as stated in the capacity building section of Evaluation Question 1, the communes might not be able to update their CDP without external support in the future, which could affect the sustainability of the plan.

Despite not being officially, validated by the MPCE communes and CCCs can use their CDPs to approach potential donors, and a few have done so.

> *"To implement activities from the CDP, we have made requests to associations operating in the diaspora to help us, in order to provide the CCC with the financial means to finance some small projects."*
>
> *– CCC (Female, North-North East region)*

The main concern regarding sustainability cited by interview respondents is the lack of activity of the CCCs. No CCC reported having had any formal meetings with the Mayor since the plans were validated at the commune level with an official ceremony in 2020. The CCC of Caracol reported that their members are staying in touch via a WhatsApp group; most CCCs appear to be waiting to receive a convocation.

As described in Evaluation Question 2, CDD has also aimed to strengthen the links between USAID/Haiti and local stakeholders. This includes for instance the Haiti Local Governance Working Group, and FENAMH. These are likely to remain strong beyond the life of the Activity, because they are based on institutionalized groups and a historically strong presence international institution such as USAID or another donor. Partnerships with stakeholders at the communal level will remain strong if donors provide continued support for the CDPs and funding for some of the projects, for instance Swiss cooperation, come into effect. While partnerships between local officials of different communes can be strengthened through entities such as FENAMH described in the FY2019 CDD annual report,[111] to the

[110] Swiss Cooperation. UNDP

[111] Organization of American States. 2019. CDD annual report FY2019. P 21

ET's knowledge, there is no mechanism in place for the funding of the conference beyond the life of CDD.

One component of the Activity that has proven unsustainable is the online Konbit platform described by Papyrus in its final report.[112] It showcased community projects, and all 40 CBOs had their own page on the site. The platform had been financed by the USAID through the Konbit project,[113] and it was later removed without any information. Papyrus confirmed that data uploaded was lost. Most CBOs/MSMEs who participated in this evaluation were not aware that the platform ever existed or said they were unable to access it.

THEORY OF CHANGE AND ASSUMPTIONS

Evaluation Question 3 included a review of the theory of change (TOC) assumptions, which do not strictly pertain to the sustainability. However, the analysis of the TOC can reveal important weaknesses, which need to be addressed to ensure the sustainability of future projects.

Figure 8: CDD theory of change and assumptions

Figure 8 shows CDD's TOC and related key assumptions from the MEL plan. The TOC consists of one single phrase "The CDD activity believes that by engaging citizens in the development of community plans in a shared platform with local government and other stakeholders, there will be an increase in citizen participation in local government planning as well as improved access to delivery of public goods." The color code indicates which assumptions in Phase 1 did not hold (red), those that partially held (orange), and those that held (green) based on answers provided by an IP member, as well as the barrier analysis included in Question 2 and the capacity building section of Question 1.

[112] Papyrus. 2021. Final Report & Registration on Konbit platform.

[113] The Konbit project was a five-year (2015-2020) USAID-funded cooperative agreement, designed as a Local Solutions project, and implemented by the company Papyrus, S.A..

Three assumptions did not hold, two of them resulted in delays and budget realignment (numbers 1 and 5), and one is not really relevant because no sub-grants were awarded to CBOs or MSMEs (number 5). However, based on the findings shared in this report, it appears likely that the TOC is missing important assumptions, which explains the limited results in service delivery improvement. While the evaluation did not explore possible alternative or additional assumptions, in the ET's view, these could relate to communes' access to funding sources, the central government facilitating the validation process of the CDPs, CBOs and MSMEs having experience in public service delivery, the local authorities being elected officials who are invested in the development of their commune, or the communes being functional with local staff receiving regular salaries.

CONCLUSIONS

CDD tried to ensure the sustainability of Activity achievements starting from the design stage. The results are more nuanced, and only a few committees appear to operate effectively and have the financial capacity to maintain the infrastructure. In addition, despite CDD's encouragement, the local officials and CCCs did not engage actively in the implementation of the plans, thus limiting their ability to solve maintenance problems and play an active role in the implementation of future community projects. Nonetheless, it was beyond the CDD scope of work to monitor the work of any maintenance committees established by the communities or to provide support beyond April 2021.

CDD has successfully applied the MPCE's prescribed methodology for the development of the CDPs. Despite the fact that the 10 plans have not yet been validated by the MPCE, these documents can serve as a reference for the development of the commune, and can be effective tools for municipalities to discuss potential partnerships and possibly work on their implementation without CDD support. The final validation and publishing of the CDPs are necessary for sustainability.

In the design of the Activity, the Theory of Change might be missing important assumptions. Based on the findings shared in this report, it appears that important assumptions have not been identified. This has had negative impacts on public service delivery as well as on the sustainability of interventions.

RECOMMENDATIONS

The recommendations are being informed by the ET's understanding of CDD's Phase 2 plans and other efforts already underway to address some of the challenges. USAID grantees[114] should:

1. Be more selective in selecting in the MSME[115]. The selected organization should have the capacity to support the activity's objective, which is improvement of water service delivery. The MSME should already have some experience with the desired activity such as public service delivery or water management. [Immediate if new MSME selected & Future Activity]
2. In upcoming MSME (and CBO) training, the IP should include capacity building for project design, project management, and fundraising, and provide some opportunity for the organizations to expand their skills, either through the implementation of community projects or through small grants as had originally been planned. [Short term if training take place & Future Activity]
3. Encourage CBOs/MSMEs who benefitted from the capacity building efforts to share lessons learned with coworkers and/or other organizations. Potentially support train the trainer (TOT) initiatives. [Future Activity]
4. For upcoming CAEPA trainings, make sure that a module of invoicing is included and CAEPA are given sufficient support such as mentoring to be able to implement the lessons learned during the training until they are fully functional. Consider the possibility of creating an association of CAEPA, with federated access to technical support. [Short term]
5. Using lessons learned from successful CAEPA, design and implement a training course for them specifically geared toward addressing the issue of invoicing and payment collection. [Short term]
6. CAEPA's efforts on training the population regarding water and waste management could be pursued. It needs to be done in a more systematic way to produce the desired results and result in behavior change. Consider TOT as a way to reach a wider public and other communities. [Short term and future Activity]
7. Provide support to IFOS to urgently address the revisions requested by MPCE on the CDPs and make sure CDPs are published. Ife necessary, try to negotiate a lighter level of revision, which does not involve meeting the new unpublished MPCE requirements. [Immediate]
8. To facilitate future revisions of the CDP, ensure that several persons within the municipality participate in all the training sessions, and that the process is well documented and training manuals available. [Future Activity]
9. To avoid high expectations and future disappointments, the grantee should communicate clearly from the beginning the scope and goals of the activity. [Future Activity]

USAID should:

1. In collaboration with the Local Governance Working Group, the MPCE and other donors active in local development such as UNDP and The Swiss Cooperation, should participate in the revision of the CDP development guide. It could be streamlined and simplified in order to be finalized in a shorter period, and also reinforced regarding the implantation phase. Consider the possibility of having simplified CDP requirements for smaller communes. [Short term & Future Activity]
2. Reinforce CBO/MSME training on project design as well project management and make sure that they have the opportunity through the project to practice their new skills with small scale community projects as was initially intended with the small grants [Future Activity]

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[114] Grantees: OAS via PADF

[115] Phase 2 does not include CBO, but the same would apply if CBOs were involved in future project.

3. Provide some support to communes for the implementation of the CDP by reinforcing their capacity to collect taxes or to access external funding. [Future Activity]
4. When developing an online platform to share information and resources, make sure that the platform has a sustainable source of funding and is managed by an organization, not a project, to avoid the disappearance of the platform by the end of the project. [Future Activity]
5. Encourage public-private partnerships for public service delivery improvement, especially in water delivery, following the example of Pignon. [Future Activity]
6. Revise the TOC to include assumptions such as "the communes have access to some funding sources," "the central government facilitates the validation process of the CDPs," "CBO and MSME have experience in public service delivery," "the local authorities are elected officials, who are invested in the development of their commune," or "the communes are functional and local staff receive a salary." [Future Activity]

ANNEXES

ANNEX A: EVALUATION SCOPE OF WORK

I. INTRODUCTION

USAID/Haiti's Community Driven Development (CDD) activity was initially a three-year multi-sectoral program -- extended to five years -- granted to the General Secretary of the Organization of American States (GS/OAS) and implemented by the Pan American Development Foundation (PADF). The activity started in April 2018 and will be completed in April 2023.

CDD has been designed to support long-term local governance and capacity development in Haiti by increasing citizen engagement between local authorities and civil society through the identification of community development and investment priorities in order to create jobs, improve service delivery, and better meet the needs of targeted local populations. In Fiscal Year FY2021, CDD received a cost and time extension to concentrate on additional Water, Sanitation and Hygiene (WASH) activities in an effort to deepen USAID/Haiti's investment in water governance activities and expand results in the WASH sector.

The specific goals of the CDD activity are:

Objective 1: Increased citizen participation in local government planning and decision-making

Objective 2: Improved access to clean water and sanitation

Objective 3: Improved public service delivery through implementation of other CDD plans

Objective 4: Increased access to educational services

The goals of this CDD mid-term performance evaluation are to assess the activity's effectiveness in achieving its objectives and assess the sustainability of its multi-sectoral, community-driven approaches. The evaluation should identify best practices and lessons learned, and recommendations should inform USAID/Haiti of possible mid-course activity corrections. This evaluation will help inform USAID/Haiti's learning questions regarding the role of civil society, and women, in achieving and sustaining outcomes across sectors, including WASH, Education, Resilience, and of course Democracy, Human Rights, and Governance (DRG), which oversees the CDD activity.

Given that CDD works directly with local municipalities and community-based organizations (CBOs) and other committees and communal authorities, these key stakeholders should be involved in the evaluation and will benefit from the findings and recommendations. The main users of this evaluation are USAID/Haiti (alongside the wider USAID audience), local municipalities, CBOs, water authorities, the private sector, partners, and other donors and stakeholders in Haiti.

II SUMMARY INFORMATION

Strategy/Project/Activity Name	*Community Driven Development (CDD)*
Implementer	*Organization of American States/Pan-American Development Foundation (OAS/PADF)*
Cooperative Agreement #	*720521181O000004*
Total Estimated Ceiling of the Evaluated Project/Activity (TEC)	*$9,820,048.26*
Life of Strategy, Project, or Activity	*5 years (April 18, 2018 - April 18, 2023)*
Active Geographic Regions	*17 communes: 6 post-hurricane Matthew communes in the South Department and 11 communes of the West-North corridor*
Development Objective(s) (DOs)	*DO 1, DO 2, DO 3 (cross-cutting)*
USAID Office	*Democracy, Human Rights, and Governance (DRG)*

III BACKGROUND

3.1 DESCRIPTION OF THE PROBLEM AND CONTEXT

Developmental challenges in Haiti include poor governance, ongoing political instability and insecurity, ongoing unrest and fear of violence, economic instability and currency fluctuations, healthcare inaccessible by all, poor water and sanitation, and natural disasters. Hurricane Matthew hit the country hard (especially the South department) in 2016, and even a tropical storm can cause landslides, flooding and destruction of property. This was also apparent in August 2021 when Haitians had to grapple with tropical storm Grace shortly after a 7.2 magnitude earthquake devastated parts of Les Cayes and elsewhere in Haiti. Combined with poor management of local resources, destruction from natural disasters has a role to play in diminishing local access to healthcare and water and sanitation facilities. These have negative repercussions on the health and well-being of Haitians, who understand what their needs are, but often lack the resources to meet their needs over the long-term. Alongside natural disasters, ongoing instability and insecurity have limited access to schools, markets, and hospitals, and contributed to making a declining economic situation worse.

At the time of the CDD activity design, many current challenges existed, namely political instability, delayed political processes, violence, and other insecurities. That situation highlighted the role of local governance and locally led development; and USAID/Haiti is strategically focusing on civil society, local municipalities, and community-based organizations to drive development in the CDD activity. CDD is targeting communities and local actors on a multitude of activity components that are multi-sectoral - touching on education, water and sanitation (WATSAN), and local governance. Many of these target communities were involved in other USAID programs, so the CDD activity was designed to build on those successes and ensure continuity. By working with local communes to identify their development

and investment priorities, CDD enables these communities to engage in activities that spur job creation, improve access to public services, and better meet the needs of their populations.

The broader purpose of CDD interventions is to support long-term local governance and capacity development in Haiti. Against the backdrop of the challenges outlined above, the CDD activity aims to encourage and support civic engagement and help build the capacity of civil society and local authorities to meet the needs of Haitians in the target areas. This approach includes engagement with the private sector as well as women or women's groups in an effort to drive inclusive and participatory development.

3.2 DESCRIPTION OF THE INTERVENTION TO BE EVALUATED

CDD is also called *Devlopman Kominotè Patisipatif* in Haitian Creole, which translates to Participatory Community Development. The CDD activity aims to support areas affected by Hurricane Matthew as well as other municipalities previously assisted by the LOKAL+ program to encourage continuity. CDD is designed to support long-term local governance and capacity development in Haiti by increasing citizen engagement between local authorities and civil society. It will accomplish these objectives by identifying community development and investment priorities that spur jobs, improve service delivery, and better meet the needs of targeted local populations. Given the CDD activity extension, the activity objectives and approaches are organized by phase below.

Phase one (April 2018 - March 2021) had four main objectives:

Objective 1: Increased citizen participation in local government planning and decision-making.

This objective will be achieved through the creation and/or restructuring of the Citizen Consultative Committees (CCCs), the production and/or review of CDD plans, the establishment of MOUs between PADF, the GOH, and other stakeholders, and the execution of a community awareness-raising campaign(s) to ensure the sustainability of operations.

Objective 2: Support improved access to clean water and sanitation.

This objective will be accomplished through the improvement of water access points and sanitation facilities, and the strengthening of community-based water management structures.

Objective 3: Support improved public service delivery through implementation of other CDD plans.

CDD will support community-based organizations (CBOs) and local micro, small, and medium enterprises (MSMEs) to carry out additional non-water, sanitation, and hygiene (non-WASH) related activities that are prioritized in the CDD planning process. This would include activities such as reforestation, solid waste management, the rehabilitation of commercial marketplaces, linking of producers to market, community-based Disaster Risk Reduction (DRR), and income-generating activities.

Objective 4: Increase access to educational services.

This objective will be fulfilled through the rehabilitation and reconstruction of schools, with a focus on improving sanitation facilities and promoting good hygiene practices through education and community engagement. By the end of the program, CDD plans to reach a total of 1,691,967 beneficiaries in the

following 15 communes: Port-Salut, Roche-à-Bateau, Côteaux, Port-à-Piment, Ile à Vache, Chardonnières, Tabarre, La Gonâve, Port-au-Prince, Cité Soleil, Croix-des-Bouquets, Cap-Haïtien (Fort Bourgeois, Labadee), Caracol, St-Raphaël, Pignon.

Under phase two of the activity (April 2021 - April 2023), CDD will work to build the capacity of local authorities to increase the sustainable delivery of safe water and sanitation services, with a special focus on communities affected by hurricane Matthew in 2016 when water infrastructure was damaged in the South and North. In addition, CDD will also develop public private partnerships to leverage resources and build long term investment in sustainable water governance and finance.

Phase two therefore has three main objectives:

1. Build the capacity of water authorities, including the Centre Technique d'Exploitation (DINEPA/CTE) in urban areas and the Drinking Water and Sanitation Committees (CAEPAs) in rural areas.
2. Build management, effectiveness, and revenue generation capacities of small and medium enterprises (MSMEs) engaged in water and sanitation service delivery.
3. Foster civic participation in municipal governance processes to identify and prioritize community water and sanitation projects in conjunction with OREPA/CAEPAs.

3.2.1 Goal and Strategic Approach

The broader purpose of the CDD activity is to support long-term local governance and capacity development in Haiti. The key activities with targets for phase one are outlined below. Additional details and documentation regarding phase two and any target revisions will be provided in a timely manner to the evaluation team.

Objective 1: Increased citizen participation in local government planning and decision-making

Anticipated Result 1.1: Previously proposed and new CDD plans are reviewed and refined or created through local government and civil society interactions.

Activity 1.1.1: Creation and remobilization of Citizen Consultative Committees (CCCs) and development and refinement of CDD plan. The CDD program will provide support to create 10 CCCs and develop 10 CDD plans in 10 of the target communes.

Anticipated Result 1.2: New community development priorities are identified through participatory process.

Activity 1.2.1: Organization of prioritization sessions. Once new CDD plans are produced and CCCs created, prioritization workshops will be conducted in order to select the CDD activities which will be implemented under support of the CDD program. 22 prioritization sessions will be organized.

Anticipated Result 1.3: Community awareness and sustainability plans around community development plan implementation are developed.

Activity 1.3.1: Development of awareness raising and sustainability plans. An awareness-raising plan will be implemented within the development of each CDD plan. The CDD program will facilitate awareness-

raising sessions in the communes and communal sections in a town hall style forum. 10 awareness-raising and sustainability plans will be produced.

Anticipated Result 1.4: Commune-level Citizen Consultative Councils are strengthened/created.

Activity 1.4.1: Strengthening of the Citizen Consultative Committees: 10 CCCs will be created and strengthened by the program.

Anticipated Result 1.5: Memoranda of understanding between the local government, civil society actors, and USAID are signed and implemented.

Activity 1.5.1: Development of Memoranda of Understanding. At least 20 MOUs will be developed and signed within the CDD activity. First, all CCCs will sign MOUs with the CDD program, demonstrating their commitment to the CDD process. In return for this commitment, the CCCS will receive technical strengthening and CDD resources. Second, the CCC will sign MOUs with different actors including national entities, such as DINEPA, and other partners for the execution of CDD plans.

Objective 2: Improved access to clean water and sanitation

Anticipated Result 2.1: Household access to safe water services and sanitation facilities is improved.

Activity 2.1.1: Joint local assessment of water infrastructure and needs by CCCs including CAEPAs. The CDD Activity plans to conduct 4 joint local assessments.

Activity 2.1.2: Construction/rehabilitation of potable water infrastructure. The CDD Activity plans to install at least 4 water infrastructures.

Anticipated Result 2.2: Transmission of water-borne diseases is reduced.

Activity 2.2.1: Data collection on water-borne disease prevalence. A certain number of target households that are provided with a potable water connection or which have access to potable water as a result of the CDD program, will be registered for comparative data analysis on their perception of the frequency of water-borne diseases in their households. Perception of water-borne diseases reduction will be measured in 4 targeted communes.

Anticipated Result 2.3: A sustainable plan for water resources and sanitation management is developed.

Activity 2.3.1: Development of sustainability plans for water resources and sanitation management. The CDD Activity plans to develop approximately 4 sustainability plans with strengthened CAEPAs or alternate entities.

Anticipated Result 2.4: Access to municipal sanitation services is improved.

Activity 2.4.1: Launch of intermittent work activities to support sanitation and other prioritized initiatives at the municipal level.

Anticipated Result 2.5: Sanitation facilities in institutional settings are increased.

Activity 2.5.1: Provision of small grants (10K) to upgrade WASH facilities in institutional settings. CDD will issue 3 grants to complete WASH upgrades in institutional settings.

Objective 3: Improved public service delivery through implementation of other CDD plans

Anticipated Result 3.1: Solid waste management and recycling services are developed/improved.

Activity 3.1.1: Development and improvement of solid waste management and recycling services. At least 5 solid waste management and recycling services are created or improved.

Anticipated Result 3.2: Community organizations are able to manage financial resources and seek new resources in a transparent manner.

Activity 3.2.1: Capacity building for CBOs. In addition to the capacity building activities described under Objective 1, the CDD Activity will also provide capacity building for the CBOs selected to implement CDD priorities. 132 CBOs are expected to be preselected for Organizational Capacity Assessment (OCA) evaluations, from which the selected CBOs will benefit from the capacity building program.

Anticipated Result 3.3: Competitive proposals for small grants for CDD plans are received.

Activity 3.3.1: Organization of competitive small grants for CDD plans. An estimate of 40 proposals for small grants will be received, and 5 grants will be provided.

Anticipated Result 3.4: Non-WASH activities from CDD plans are developed and implemented through small grants.

Activity 3.4.1: Implementation of non-WASH activities from CDD plans through small grants. CDD will support approximately 20 non-WASH activities.

Objective 4: Increased access to educational services

Anticipated Result 4.1: Children and especially girls have better outcomes at school.

Activity 4.1.1: Improve schools and WASH facilities in schools. WASH facilities will be improved in 16 schools.

Activity 4.1.2: Gathering data on boys' and girls' knowledge level of WASH standards at school. Students' knowledge of WASH standards will be measured in 16 targeted schools.

Anticipated Result 4.2: Education services consistent with WASH standards are provided.

Activity 4.2.1: Promotion of consistent compliance to WASH standards by teachers and students. WASH standards will be promoted in 16 targeted schools.

Anticipated Result 4.3: Community coordination committees for WASH in schools are established

Activity 4.3.1: Promotion of community engagement for WASH in schools through Parent Committees. Parent Committees will be promoted in at least 16 targeted schools.

Anticipated Result 4.4: Gender inequality in education due to water collection is prevented.

Activity 4.4.1: Adoption and implementation of measures to improve water source management. The CDD activity will adopt and implement measures to improve water source management in at least 5 targeted communes.

Baseline assessments will be conducted in 4 communes: Ile-à-Vache, Chardonnières, Cap-Haïtien (Bande-du-Nord), Tabarre.

3.2.2 Development Hypothesis and Theory of Change

The CDD activity believes that by engaging citizens in the development of community plans in a shared platform with local government and other stakeholders, there will be an increase in citizen participation in local government planning as well as improved access to delivery of public goods (including clean water and sanitation services and education).

The logic model is reflective of the strategic approach outlined above, and there are also a number of critical assumptions associated with the activity:

The sociopolitical environment for strengthening local governance in the target communes will not get significantly worse during the program life.

The coordination and dialogue policy between the local governments and the civil society facilitate the construction of the CCCs and the production of the CDD plans.

The managerial and financial capacities of the CBOs and the MSMEs is sufficient to enable smooth operations of the sub grants.

The GOH branches (DINEPA, MENFP, etc.) involved in the project greatly participate in the strategies, facilitate the establishment of MOUs and commit to the sustainability plans.

Natural disasters will not significantly impact neither current operations nor already delivered outputs.

Gender equity will be strongly and significantly considered both amongst boy and girls (beneficiaries) and men and women (stakeholders) within the program.

Potential individual interests will not force determining actions to deviate from their collective orientation.

Target geographic areas:

The CDD target communes were selected after an extensive analysis of both the USAID/Haiti LOKAL+ program communes and the communes most affected by Hurricane Matthew in 2016. For this last selection, several criteria were weighted, such as population size, proximity, level of hurricane impact, USAID priorities for existing and future programming, PADF experience working in the communes, impacts of cholera, and priority given by some local authorities to having a CDD Plan, among other factors. Until now, the activity worked in 17 communes: 6 post-hurricane Matthew communes in the South Department, and 11 communes of the West-North corridor, of which 6 were served by the

LOKAL+ program. These communes are listed below (Table 1). The CDD activity will continue in a total of 10 communes located in the South, West, North, and North East departments of Haiti. The other seven municipalities are expected to still benefit from the activity extension during finalization of the work.

Table 1: Target communes (phase one of the CDD activity)

ZONE	DEPARTMENT	COMMUNES	TARGET POPULATION (SOURCE: IHSI, POPULATION ESTIMATE IN 2015)
Post-Matthew	South	Port-Salut, Roche-à-Bateau, Côteaux, Port-à-Piment, Ile à Vache, Chardonnières	118,255
LOKAL+	West	Tabarre, La Gonâve (Anse-à-Galet), Port-au-Prince, Cité Soleil, Croix-des-Bouquets, Pétion-Ville, Delmas	2,207,923
	North/ North-East	Cap-Haïtien (Fort-Bourgeois, Labadee), Caracol, St-Raphaël, Pignon	127,988
Total est. beneficiary population (17 communes)			2,454,166

Local stakeholders involved:

Driving civil society engagement, the activity works through community-based organizations and committees, such as CDD-supported community steering committees and citizen consultative committees. CDD also supports the development and use of Community Development Plans (PCDs). To date, CDD has helped 10 municipalities in the elaboration or updating of their PCD. These plans are critical policy documents guiding development in these communities. In the South, CDD helped the municipalities of Ile-à-Vache, Port-Salut, Roche-à-Bateau, and Coteaux in completing their plans. Three communities in the North and North-East completed their PCDs: Caracol, St-Raphael, and Pignon. Finally, CDD completed three other PCDs in the West Department, one new plan in Anse-à-Galets, and two updates in Tabarre and Cité Soleil.

In addition, CDD works through partnerships with micro, small and medium-sized enterprises (MSMEs), CBOs and faith-based organizations (FBOs), CAEPA (decentralized quasi government water authority that works in rural areas), DINEPA (the national water authority), communal/municipal water authorities (CTEs and OREPAs) that engage in service delivery, schools (for the WASH in Schools component) and the media. There is strong attention given to the private sector within the CDD activity, which includes MSMEs and also focuses in large part on working with water governance authorities to promote sustainable WASH outputs and outcomes. The activity also provides capacity building to CBOs and MSMEs.

3.2.3 Performance Information

The activity is currently prioritizing its work plan for the remaining time (until April 2023), and regarding the first three or so years of implementation, there is relevant information USAID/Haiti will share with the evaluation team. Specifically, USAID/Haiti expects the evaluation team will review the following strategy and activity documents while carrying out this evaluation:

- CDD Activity MEL Plan (in the process of being updated)
- CDD revised work plan (in the process of being updated)
- Progress and quarterly reports
- Performance indicator data and information
- Agreements (MOUs or other plans) with local partners/stakeholders
- Gender-related guidance and/or studies driving CDD's approach with women
- USAID/Haiti country strategy (public version) and other relevant strategy documents
- Other internal and external reports relating to the CDD sectors of influence
- Other documents and datasets, as identified

IV EVALUATION PURPOSE

The objectives of the CDD mid-term performance evaluation are two-fold:

(1) To assess the activity's effectiveness in achieving its objectives, and

(2) To assess the sustainability of CDD's multi-sectoral, community-driven approaches.

The evaluation should identify best practices and lessons learned, and recommendations should inform USAID/Haiti of possible mid-course activity corrections. As listed in Section 3.2.2, the CDD activity focuses on working with local/communal municipalities, community organizations and committees, water authorities, schools, and the private sector. The evaluation will assess CDD's actions with all key partners, assessing the effectiveness and sustainability of the different activity components and their inter-relations.

4.1 EVALUATION USE AND USERS

The information generated by this evaluation will help USAID/Haiti, partners and stakeholders better understand civic participation in decision making and improved public service delivery. Furthermore, this evaluation will help inform USAID/Haiti's broader learning questions regarding the role of civil society - and women in the private sector - in achieving and sustaining outcomes across sectors, namely DRG, WASH, Education, and Resilience. The primary users of this evaluation are hence USAID/Haiti (DRG technical team and other mission teams/offices) alongside the wider USAID audience. Additional main evaluation users who will benefit from the findings are local municipalities, CBOs, water authorities, the private sector, partners, and other donors and stakeholders in Haiti.

V. EVALUATION QUESTIONS

In line with the stated purpose of this evaluation as a mid-term performance evaluation, the following evaluation questions have been designed to help USAID/Haiti and partners better understand civic participation in decision making and improved public service delivery. The evaluation questions have been designed to inform best practices for current and future programming similar in scope. Each

question includes additional information to help guide the evaluation team to the specific information USAID/Haiti needs answered within each main evaluation question. Local partners to consider in this analysis include those listed in Section 3.2.2 - namely community-based organizations and committees, schools, MSMEs, and water management authorities. Additionally, it is expected that the evaluation analysis will apply a multi-sectoral lens, given the diverse components and objectives of the CDD activity. Best practices, lessons learned, and recommendations derived from this evaluation should likewise apply a multi-sectoral lens, as specified in some of the comments below. Finally, the evaluation team will review and confirm a shared understanding of the evaluation questions in collaboration with USAID/Haiti prior to finalizing the evaluation design.

The evaluation questions are as follows:

1. **To what extent and in what ways has CDD influenced systemic transformation and supported stakeholders to take ownership of CDD's capacity building interventions and become more resilient in the face of crisis since the Activity's start?** In answering this question, the ET should consider how stakeholders who comprise the system that CDD is designed to address (e.g., local authorities, municipalities, MSMEs, and CBOs) have applied new skills learned through CDD training and capacity building interventions to community driven development. Specifically, the ET should look at stakeholders' effectiveness in generating revenue, providing access to services, improving/developing self-reliance, and establishing contingency plans. This question should furthermore consider the ways in which CDD interventions are influencing gender equality, social inclusion, and women's empowerment. Likewise, answering this question requires analysis that disaggregates by geographic region, among other factors, and should look at how local communities are able to drive development in the face of shocks and stresses, such as a natural disaster, financial or food insecurities, and violence or fear of violence.
2. **Given USAID/Haiti's strategy to support public service delivery, how has the shift in approach from working with the central government to (as exemplified in the CDD activity) working with central and local government entities influenced service delivery**? The answer to this question should also consider the barriers local stakeholders encounter in achieving meaningful citizen engagement and public service delivery, and how CDD tried to resolve those. The ET should examine how partnerships between USAID/Haiti and local stakeholders have been strengthened to better meet the needs of the target population. Lastly, recommendations related to this question should consider what, if any, pivots in community-driven development approaches USAID/Haiti should consider as well as the best practices and lessons learned from water governance models, successful community engagement strategies, and sustainable service delivery efforts.
3. How likely are the CDD activity's successes and achievements to continue without direct Activity support? In answering this question, the ET should explore what aspects of the Activity's interventions appear to be sustainable and which might require further support. In addition, the ET should explain how underlying risks and assumptions affect CDD's progress toward its goals and how USAID/Haiti mitigated and can work around these.

VI DESIGN AND METHODOLOGY

As stated, this is a mid-term performance evaluation. In collaboration with USAID/Haiti, the evaluation team will further develop and finalize the evaluation methodology before beginning fieldwork. USAID/Haiti expects that, at a minimum, the evaluation team will:

- Read this evaluation Statement of Work and design a methodology appropriate to the context and evaluation purpose, including balancing risks and benefits between different types of in-person and virtual data collection methods and identifying a fit-for-purpose methodology;
- Upon award, familiarize themselves with documentation about the CDD activity and USAID/Haiti's current strategy;
- Review and assess existing performance data and information, including available quantitative and qualitative datasets and other reports;
- Carry out an appropriate methodology that includes, at a minimum, a desk review and qualitative interviews with key informants/groups; Additional data collection methods may include focus groups, surveys or assessments, outcome mapping exercises, or other suitable evaluation approaches; and
- Meet and interview CDD participants (beneficiaries), partners and other key stakeholders.

USAID/Haiti anticipates that the evaluation will include the appropriate mix of qualitative and/or quantitative data collection methods. The evaluation team is expected to describe which methods can best achieve which evaluation questions, and why, providing analysis plans and disaggregation methods in the evaluation design document(s). The methodology proposed should have a suitable representation and analysis of the geographic areas targeted (including communes and schools), population groups targeted (e.g., women, youth), and partners engaged (such as the private sector, local authorities, and CBOs). The data collection, analysis and reporting should provide data disaggregation by these (and other) markers where useful and necessary (such as by age, gender, location, contextual changes, etc.). Finally, the methodology will include triangulation of primary data with secondary data sources to produce robust and verifiable evaluation results.

VII DELIVERABLES AND REPORTING REQUIREMENTS

This section lists the expected deliverables and reporting requirements for this evaluation. This information complies with the reporting requirements already agreed upon with Social Impact (SI) through their Evaluation and Survey Services (ESS) contract with USAID/Haiti as well as the revised September 2021 Process Map that outlines the entire evaluation process in greater detail. Key deliverables and their schedule include:

1. ***Work plan:*** Upon receipt of the final SOW, ESS shall submit, within twenty (20) business days, a draft work plan to the ESS Contracting Officer's Representative (COR) at USAID/Haiti. The work plan will include: (1) the anticipated schedule and logistical arrangements; (2) a list of the members of the evaluation team, delineated by roles and responsibilities with their level of effort (LOE); (3) the identification of other required personnel and relevant local subcontractors, their LOE, roles and responsibilities, and qualifications; and (4) the deliverable schedule.
2. ***Evaluation Inception/Design combined report****:* Within five weeks of approval of all evaluation team members, ESS must submit to the COR a combined Inception/Design Report, which will document: (1) a summary of what the team learned from its review of Activity background documents and other relevant literature; (2) a brief summary of the information gaps to be filled through the primary data collection; (3) a detailed evaluation design, including key stakeholder groups to be participants, sampling approaches, data collection and analysis methods, and an evaluation matrix linking each evaluation question in the SOW to the data sources, methods, and data analysis plan that will facilitate completely addressing the questions; (4) draft questionnaires and other data collection instruments or their main features; (4) the list of potential interviewees and sites to be visited; (5) known limitations to the design; and (6) a dissemination plan.

3. Throughout this process, alongside the document review, the evaluation team (ET) will use information from a Kickoff meeting as well as an In-briefing presentation (see below), both held virtually. USAID/Haiti will take up to 10 business days to review and consolidate comments on the report through the COR or other designated evaluation representative in the USAID/Haiti MEL team. Once the ET receives the consolidated comments on the combined Inception/Design Report, they are expected to return a revised report within five (5) business days.
4. ***In-briefing/Presentation:*** While developing the detailed evaluation design, the evaluation team is expected to hold an In-briefing presentation with key USAID/Haiti staff and the (main) Implementing Partner (IP) to discuss having a shared understanding of the design approach and proposed methodology, etc. This is an opportunity to clarify assumptions and make sure that data collection tools, sampling, and analysis plans will capture the information needed to answer the evaluation questions thoroughly and with the highest quality.
5. Also serving to provide quality control of the evaluation, ESS, the ET, and USAID/Haiti key staff will meet bi-weekly, or as possible at key moments, starting after submission of the combined Inception/Design Report. Hence, the first bi-weekly call will offer an opportunity to discuss USAID's feedback on the draft report.
6. ***Out-briefing/Presentation:*** Within 20 business days after the fieldwork concludes, the evaluation team is expected to hold at least the first of two Out-briefing presentations to discuss the evaluation findings, conclusions and recommendations. The first Out-briefing will include key staff from the USAID/Haiti Program and Technical Offices (including the activity staff); this session will be prioritized, while the second Out-briefing will be open to the entire Mission and can occur at a later date. These sessions will spark deeper discussions within USAID/Haiti, and the Program Office expects to use the Out-briefings as launching points for its post-evaluation management plan.
7. ***Draft Report****:* The draft report should be consistent with the guidance provided in Section X: Final Report Format. The report will address each of the questions identified in the SOW and any other issues the team considers bearing on the evaluation objectives. Any such issues can be included in the report only after consultation with USAID. The draft report will be submitted fifteen (15) business days after the first Out-brief presentation.
8. Once the draft evaluation report is submitted, USAID will have 10 business days in which to review, comment on the draft, and submit the consolidated comments to the evaluation team. The ET will then be asked to submit a revised final report 10 business days hence, and again USAID/Haiti will review and send additional comments or approve the final evaluation report within 10 business days of its submission.
9. ***Final Report:*** The evaluation team will be asked to take no more than 10 business days to respond to and incorporate USAID/Haiti's comments on the draft report. ESS will then submit the final report to its COR. All activity data and records shall be submitted in full and should be in electronic form in easily readable format, organized, and documented for use by those not fully familiar with the intervention or evaluation, and owned by USAID.
10. ***Collected data:*** ESS will then upload the final report and all evaluation data, respectively, to the USAID Development Experience Clearinghouse (DEC) and Development Data Library (DDL). ESS will also provide USAID/Haiti a full Close-out file of the evaluation by May 2022.

7.1 REPORT QUALITY CRITERIA

To help ensure a high-quality evaluation report, these quality criteria (as described in ADS 201maa,

Criteria to Ensure the Quality of the Evaluation Report) must underline all work under this SOW:

- Evaluation reports should represent a thoughtful, well-researched, and well-organized effort to objectively evaluate the strategy, project or activity.
- Evaluation reports should be readily understood and should identify key points clearly, distinctly, and succinctly.
- The Executive Summary of an evaluation report should present a concise and accurate statement of the most critical elements of the report.
- Evaluation reports should adequately address all evaluation questions included in the SOW, or the evaluation questions subsequently revised and documented in consultation and agreement with USAID.
- Evaluation methodology should be explained in detail and sources of information properly identified.
- Limitations to the evaluation should be adequately disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).
- Evaluation findings should be presented as analyzed facts, evidence, and data and not based on anecdotes, hearsay, or simply the compilation of people's opinions.
- Findings and conclusions should be specific, concise, and supported by strong quantitative or qualitative evidence.
- If evaluation findings assess person-level outcomes or impact, they should also be separately assessed for both males and females.
- If recommendations are included, they should be supported by a specific set of findings and should be action-oriented, practical, and specific.

VIII TEAM COMPOSITION

Selection of the evaluation team will be done in close collaboration with USAID/Haiti and according to the minimum standards described in this section. The evaluation team must have an appropriate mix of technical skills to successfully conduct this evaluation. The evaluation team shall include a Team Leader (TL) and a Sector Specialist/Assistant Team Leader (ATL). The two positions are considered key personnel and essential to the work being performed.

- The TL is ultimately responsible for the overall management of the evaluation team and final products, in conformity with the added layer of quality control provided by SI. Given this SOW, we anticipate that the TL should meet the following minimum standards:
- The TL must be an experienced evaluation expert, with a documented track record of at least 10 years of experience conducting evaluations.
- The TL shall have demonstrated experience in evaluating local governance related activities, including components of citizen and women's engagement, local service delivery, private sector engagement, and/or community driven development approaches. A background in understanding multi-sectoral development approaches is highly preferred.
- The TL shall have at least a master's degree in Political Science, Public Policy or Public Administration, or a related field, and will possess excellent writing and interpersonal skills.
- S/he must be fluent in English and French.
- Work experience with USAID will be an asset.
- Deep familiarity with the local context will also be an asset.

The Sector Specialist/ATL shall complement the role of the TL; we anticipate that the ATL should meet the following minimum standards:

- The ATL must be an experienced evaluation or sector expert, with a documented track record of at least 7 years of experience coordinating and designing performance evaluations in the governance sector.
- The ATL shall have demonstrated experience working in or evaluating local governance related activities, including components of citizen and women's engagement, local service delivery, private sector engagement, and community driven development approaches. In other words, a background in understanding multi-sectoral development approaches is highly preferred.
- The ATL shall have at least a master's degree in Political Science or a related field and will possess excellent analytical and interpersonal skills.
- S/he must be fluent in English and French. Haitian Creole is highly desirable.
- Work experience with USAID will be an asset.
- Deep familiarity with the local context will also be an asset.

As needed, ESS is strongly encouraged to sub-partner with one local Haitian firm for data collection purposes or to include additional researchers as part of the evaluation team. If planning to partner with a local data collection firm, the selected Haitian firm should demonstrate proven capacity in collecting performance evaluation-related data and should have data analysis capabilities to perform all related data management functions. This approach is encouraged to build the local firm capacity and will also provide a Haitian perspective for the data collection and analysis. ESS can also consider adding a Gender Advisor role as part of the evaluation team, considering the CDD focus on women's participation in civil society and local development efforts (see Evaluation Question 1).

IX SCHEDULE

The estimated period of performance for this evaluation is September 2021 to April/May 2022. Following the information provided in Section VII: Deliverables and Reporting Requirements, USAID/Haiti has outlined the illustrative evaluation timeline below in Table 2: Tentative Schedule with Key Tasks. SI will work closely with USAID/Haiti to expedite the timeline when possible, and to avoid and overcome delays and challenges while maintaining the integrity of the evaluation data, results, and use. As the below schedule is illustrative, some dates may change (e.g., tasks completed earlier or pushed back). It is expected that SI will keep the schedule updated regularly, and SI or the ET may add additional tasks or more details as needed.

Table 2: Tentative Schedule with Key Tasks

TASKS	TENTATIVE TIMELINE
Final evaluation SOW	Sept. 13, 2021
Evaluation Work Plan draft submitted	October 11
USAID Work Plan and Team approval	Oct. 18
ET onboarding and training	Oct. 18-22
Kickoff with USAID and IP	October 25
In-briefing presentation with USAID and IP	November 8

TASKS	TENTATIVE TIMELINE
Inception/Design combined Report draft submitted, with Budget and Narrative, and IRB processes/other approvals commenced	Nov. 22
USAID provides feedback on Inception/Design Report and Budget/Narrative	December 6
Incorporate USAID comments and submit final Inception/Design combined Report	Dec. 13
USAID approval of combined Inception/Design Report and Budget/Narrative	Dec. 24
Team planning meeting/Field work Planning	Likely early January 2022, or starting in December if/as possible
Evaluation Data collection and Fieldwork	January (or December if/as possible)
Data Analysis and Report writing	Jan-Feb.
Prepare and conduct evaluation debriefing presentations	February 2022
Draft report submitted to USAID	April 1
Incorporate USAID comments and submit Evaluation Final Report	May 2
Upload collected data to DDL, upload the evaluation report to the DEC, and share a Closeout Folder with USAID/Haiti	May 2022

X FINAL REPORT FORMAT

The evaluation final report should include an abstract of no more than 250 words; executive summary of no more than 5 pages; background on the local context and strategies/projects/activities being evaluated; the evaluation purpose and evaluation questions; the methodology or methodologies; study limitations; findings, conclusions, and recommendations.

The executive summary should be 2–5 pages in length and summarize the purpose, background of the activity being evaluated, main evaluation questions, methods, findings, conclusions, and recommendations and lessons learned (if applicable).

The evaluation methodology shall be explained in detail in the report. Limitations to the evaluation shall be disclosed in the report, with attention to the limitations associated with the evaluation methodology (e.g., selection bias, recall bias, unobservable differences between comparator groups, etc.).

The final report format should be as follows:

- Abstract
- Executive Summary
- Evaluation Purpose
- Background on the Context and the Strategies/Projects/Activities being Evaluated
- Evaluation Questions
- Methodology
- Limitations to the Evaluation
- Findings, Conclusions, and Recommendations
- Annexes
- The annexes to the report shall include:
- The Evaluation SOW

All data collection and analysis tools used in conducting the evaluation, such as questionnaires, checklists, and discussion guides

All sources of information properly identified and listed

Signed disclosure of conflict of interest forms for all evaluation team members, either attesting to a lack of conflicts of interest or describing existing conflicts of interest

Any "statements of difference" regarding significant unresolved differences of opinion by funders, implementers, and/or members of the evaluation team

XI OTHER REQUIREMENTS

All quantitative data collected by the evaluation team must be provided in machine-readable, non-proprietary formats as required by USAID's Open Data policy (see ADS 579). The data should be organized and fully documented for use by those not fully familiar with the activity or the evaluation. USAID will retain ownership of the survey and all datasets developed.

All modifications to the required elements of the SOW of the contract/agreement, whether in technical requirements, evaluation questions, team composition, methodology, or timeline, need to be agreed upon in writing by the COR. Any revisions should be updated in the SOW that is included as an annex to the final report.

ANNEX B: SOURCES OF INFORMATION

CONTRACT – MOU

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Organization of American States. 2020. Success story - A Sense of Dignity: Installing School Bathrooms for Girls and Boys at the National School of Tabarre.

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IFOS. 2021. Final report om IFOS technical assistance.

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World Bank. 2014. Gender in community driven development.

ANNEX C: EVALUATION TEAM MEMBERS

Team Leader: Ms. Isabelle McMahon is an evaluation specialist with extensive experience in capacity building, institutional strengthening, and human development. Ms. McMahon has served as a team leader for USAID and other donor-funded evaluations in Africa, Asia, and the Caribbean. She recently completed two USAID-funded performance evaluations: SIRA (January–June 2019) in Mali and DEGRA (September-December 2021) in Djibouti, for which she used mainly qualitative methods to assess project outcomes and effectiveness. Ms. McMahon is a graduate of American University with a Masters of Science in Measurement and Evaluation, as well as a graduate of ESCP Europe with a Masters of Business Administration. She is a U.S. and French citizen and resides in the United States. Ms. McMahon is fluent in English and French.

Assistant Team Leader: Mr. Phanol Philippe is a Haitian monitoring and evaluation professional with more than 18 years' experience in the design, monitoring, and evaluation of programs in various areas (nutrition, food security, education, water and sanitation, natural resource management, and governance). He has extensive expertise in conducting evaluations that combine the strengths of different evaluation approaches and methods (quantitative and qualitative) in order to optimize the usefulness and relevance of results. Mr. Philippe holds a Master's Degree in Environmental Economics. He is fluent in English, French, and Creole.

ANNEX D: EVALUATION MATRIX

Table 3: Evaluation matrix

EQ	DATA COLLECTION METHOD	DATA SOURCES	ILLUSTRATIVE SUB-QUESTIONS	ANALYSIS PLAN
EQ 1: To what extent and in what ways has CDD influenced systemic transformation and supported stakeholders to take ownership of CDD's capacity building interventions and become more resilient in the face of crisis since the Activity's start?	Document review KIIs GIs Intervention survey	• USAID • Grantees and Sub grantees • GOH: MPCE, MENFP, DINEPA, OREPA • Local officials • Members of CCC, local of CBOs and MSMEs, CAEPA and PTA • Intervention communal engineers • Activity M&E data • Activity documentation • Other available research and technical reports	**Capacity building** Was the training designed to meet CBOs' and MSMEs' specific needs? Which learning needs did the training/coaching fail to meet? Have capacity building activities been beneficial to the CBOs and MSMEs? How could it be improved? Were the capacity building sessions with local officials beneficial? Are local officials able to manage financial resources and seek new resources in a transparent manner? How could this be improved? And how? Were there any barriers to learning? Have capacity building activities been beneficial for the water authorities? and how? What if any additional training is necessary? **Improved service access** Based on which criteria were the interventions selected? How has service access improved? To what extent is it related to CDD activities? Can you provide examples of self-reliance and contingency plans? Have communes developed contingency plans?	• Content analysis • Trend analysis • Gap analysis • Comparative analysis • Quantitative analysis • Gender analysis

EQ	DATA COLLECTION METHOD	DATA SOURCES	ILLUSTRATIVE SUB-QUESTIONS	ANALYSIS PLAN
			Can you provide examples of resilience at the community level, for instance with COVID-19 or the recent earthquake? What are the limits of the local intervention in case of large-scale challenges? Were waste management plans developed by municipalities? What challenges did they encounter? **Revenue generation** Why have job creation targets not been met? Did contractors hire locally? If not, why not? **Gender and social inclusion** Did the CDD activity encounter specific challenges to include gender in each of its activities? To what extent has CDD advanced women's equal participation with men as decision-makers? To what extent did CDD involve female-led organizations in its strategy to achieve gender inclusion results? Were CCCs able to meet minimum requirements for gender inclusion? What obstacles or enabling factors contributed to this? Do stakeholders consider that CDD has improved the life of women and vulnerable people?	

EQ	DATA COLLECTION METHOD	DATA SOURCES	ILLUSTRATIVE SUB-QUESTIONS	ANALYSIS PLAN
			Was CDD able to address the challenges encountered by girls in schools for WASH?	
EQ2: How has the shift in approach from working with the central government to working with central and local government entities influenced service delivery?	Document review KIIs GIs	• USAID • Grantees and sub-grantees • GOH: MPCE, MENFP, DINEPA, OREPA • Local officials • Members of CCCs, local CBOs, and MSMEs, CAEPA and PTA • Activity M&E data • Activity documentation • Other available research and technical reports	**System strengthening** How were local priorities selected before the existence of CDPs? What challenges did the CCC encounter in the development of the CDP? Were the voices of women heard in the creation of the CDP? What are the risks the CDP faced? Can CPDs improve the accountability of local officials? Do they increase the trust level of communities in their local government? **Local empowerment** Do citizens feel that their needs were appropriately considered through the prioritization approach? Have the needs of women and vulnerable populations been taken into consideration? And how? How was the awareness campaign perceived by beneficiaries and local stakeholders? What are the benefits and challenges of the counterpart in funding or in-kind contributions for activities requirements? **Alignment with GOH**	• Content analysis • Trend analysis • Gap analysis • Comparative analysis • Quantitative analysis • Gender analysis

EQ	DATA COLLECTION METHOD	DATA SOURCES	ILLUSTRATIVE SUB-QUESTIONS	ANALYSIS PLAN
			Was CDD engagement with GOH authorities adequate to ensure that national policies and rules were respected, and to generate buy-in? What difficulties did CDD encounter in its collaboration with the national authorities? Does GOH agree with the CDD participatory approach to develop CDP? Does GOH agree with the WASH approach implemented by CDD in schools? Did CDD encounter specific challenges in its collaboration with national and regional water authorities? **Networking and partnerships** What were the challenges and opportunities of networking and partnerships encountered by CDD? Specifically with local officials, the private sectors, CBOs, and other donors? **Barriers to social engagement and service delivery** What are the main barriers to social engagement and service delivery? How did CDD address Haiti's endemic issues (gas shortages, high levels of insecurity, volatile exchange rates, roadblocks, minimal or nonexistent public services delivery, and a weak private sector)?	

EQ	DATA COLLECTION METHOD	DATA SOURCES	ILLUSTRATIVE SUB-QUESTIONS	ANALYSIS PLAN
			How did CDD address the issues related to the change in local leadership? How did CDD address the issues related to the lack of commitment among community members?	
EQ3: How likely are the CDD Activity's successes and achievements to continue without direct Activity support?	Document review KIIs GIs Intervention survey	• USAID and other donors • Grantees and sub-grantees • GOH: MPCE, MENFP, DINEPA, OREPA • Local officials • Members of CCC, local CBOs and MSMEs, CAEPA and PTA • Intervention communal engineers • Activity M&E data • Activity documentation Other available research and technical reports	**Risk and assumption** To what extent has the instability of the socio-political situation affected the implementation of the CDD activities? To what extent was CDD able to mitigate some of the risks? How did other factors, such as natural disasters, involvement of GOH branches, and capacity of CBOs and MSMEs to contribute affect CDD's progress toward its goals? **Design for sustainability** What makes the CDD Activity different from other community driven approaches in terms of sustainability? How does cultural acceptability/desirability of the activity affect sustainability? Have sustainability plans been created for all the activities? **Sustainable activities** Was training adequate for the committee to operate? How will new individuals be trained?	• Content analysis • Trend analysis • Gap analysis • Comparative analysis • Quantitative analysis • Gender analysis

EQ	DATA COLLECTION METHOD	DATA SOURCES	ILLUSTRATIVE SUB-QUESTIONS	ANALYSIS PLAN
			To what extent are the users of the infrastructure educated within the framework of this Activity? Are committees meeting on a regular basis? Are they working efficiently? To what extent did management committees have an organizational structure specifying roles, responsibilities, and duties? To what extent do local partners have the capacity to access funding for the maintenance of their equipment or acquisition of new equipment? **Sustainable of systems** To what extent are CCCs still active? Are CCCs able to pursue funding or partnerships with other donors? How useful is the online platform? Have new partnerships emerged thanks to the platform?	

ANNEX E: INFORMED CONSENT SCRIPTS & DATA COLLECTION PROTOCOLS

INFORMED CONSENT AGREEMENT – Survey

Purpose: Thank you for taking the time to speak with us today. My name is [**NAME**]. I am a researcher from Social Impact, a company that is based in the United States. Our team is conducting a study of the USAID/HAITI CDD Activity. The Community Driven Development (CDD)'s purpose is to increase Haitian citizens participation in local government planning as well as improved access to delivery of public goods.

The purpose of the study is to understand the extent by which CDD was successful in meeting its objectives, to assess what were the most important challenges it faces, and identify lessons learned and good practices that might help future community driven development initiatives in Haiti. We are speaking to you today because you have implemented a community-driven development project in Haiti.

Request: We would like your honest impressions, opinions, and thoughts about various issues related to this project's implementation and outcomes. We are independent consultants who have no affiliation with the firms and institutions that implemented CDD, nor are we from the GOH.

Procedures: If you agree to participate, we will ask you to discuss your experience and opinion of the activities and services implemented under the CDD program. The interview will take about 20 minutes of your time.

Risks/Benefits: There are no significant risks to your participation in this study. You will not receive any direct benefit or compensation for participating in this study. Although this study will not benefit you personally, we hope that our results will help enhance potential future programs to improve local governance in Haiti.

Voluntary Participation: Participation in this survey is completely voluntary. You do not have to agree to be in this study. You are free to end the interview at any time or to decline to answer any question which you do not wish to answer. If you decline to participate in the interview, no one will be informed of this. You can opt out at a later time if you wish by informing the facilitator verbally or through private message at any time during the course of the discussion. If you choose to participate, yours will be one of 13 interviews that are being conducted.

Contacts: If you have any questions or concerns about your rights as a participant, you may contact [name and affiliation of local contact] at [number and/or email] or the Social Impact Institutional Review Board at irb@socialimpact.com or +1 703 465 1884 or at kfelizor@socialimpact.com or +509 3198 6328. I will leave a copy of this form with you. Do you have any questions? [Interviewer should answer any questions]

Permission to Proceed: I understand the purpose of the interview as outlined above and understand that I can withdraw from the interview at any time and for any reason. I agree to participate in the interview (Evaluator records).

- Yes • No

Initials of evaluator to indicate receipt of verbal consent to be interviewed:

Initials of evaluator to indicate receipt of verbal consent to be recorded:

Date _____

CODE	QUESTION	REPONSES
Q00	Commune	o Caracol o Pignon o St-Raphael o Cite Soleil o Delmas o Anse à galets o Tabarre o Coteaux o Ile à Vache o Port-a-Piment o Port-Salut o Roche-a-Bateau
Q01	Sex of respondent	o Man o Woman
Q02	Which position do you hold in the town hall?	o Municipal Engineer o Other, specify
Q03	How many years have you had this position?	___ years
Q04	What is your level of education?	o Primary school o Middle school o High school o University-2 years o University-5 years
Q05	Have you received training through the project "Devlopman Kominotè Patipatif"?	o Yes o No
Q06	In which training modules did you participate?	o Financial Management o Marketing & Customer Service o Communication o Water System Maintenance o Elaboration of a Technical Manual o Other, specify
Q07	Do you think this training has been helpful?	o Yes, very much o Yes, more or less o No, not really o Not at all o Does not know/no answer
	Project # 1 - start	
Projet	Choose the project	List of 18 projects provided
Q08	What type of project is this?	o WASH o Non WASH o WASH & Non WASH

Q09	What is the amount of the grant awarded for this project?	____
Q10	Has the private sector participated in the realization of this project?	○ Yes ○ No
Q11	To your knowledge, what percentage of local labor is used by private companies for this project?	○ 0 à 20% ○ 20 à 40% ○ 40 à 60% ○ 60 à 80% ○ + de 80% ○ Does not know/no answer
Q12	Who do you think has most influenced the selection of this project?	○ Mayor ○ Municipal Council Members ○ Civil Society Representatives ○ Representatives of Religious Organizations ○ Private Parents ○ Parents ○ Other, specify
Q13	What population does this project benefit the most?	○ Children ○ Young people ○ Women ○ Men ○ Seniors ○ Everyone ○ Other, specify
Q14	Does this project take the specific needs of women/girls into account?	○ Yes, very much ○ Yes, more or less ○ No, not really ○ Not at all ○ Does not know/no answer
Q15	How does the project take the specific needs of women/girls into account?	☐ Creation of women's toilets ☐ Reduction of arduousness ☐ Other, specify ☐ Does not know/no answer
Q16	Why does the project not take the specific needs of women/girls into account?	☐ There are no specific needs for women ☐ Women's needs are not a priority ☐ Other, specify ☐ Does not know/no answer
Q17	Does this project take the needs of people with disabilities into account?	○ Yes, very much ○ Yes, more or less ○ No, not really ○ Not at all ○ Does not know/no answer
Q18	How does the project take the needs of people with disabilities into account?	☐ There are no special needs for people with disabilities

		☐ The needs of people with disabilities are not prioritized ☐ Other, specify ☐ Does not know/no answer
Q19	Why does the project not take the needs of people with disabilities into account?	☐ Creating an access ramp ☐ Surface improvement ☐ Other, specify ☐ Does not know/no answer
Q20	How many men participated in the realization of this project?	___
Q21	How many women participated in the realization of this project?	___
Q22	Did the project start late compared to the originally planned date?	○ Yes ○ No ○ Does not know/no answer
Q23	Why did the project start late?	☐ The funds had not been disbursed ☐ There was a technical problem ☐ There is disagreement on the modalities of implementation ☐ Difficulty in sourcing materials ☐ Difficulty finding a competent firm ☐ Delay related to the contracted firm ☐ Other, specify ☐ Don't know / No answer
Q24	Did the project take longer than expected?	○ Yes ○ No ○ Does not know/no answer
Q25	Why did the project take more time than expected?	☐ The budget was not enough ☐ There has been a technical problem that is not resolved ☐ There is disagreement on the modalities of implementation ☐ There was a problem with the firm ☐ The community did not provide its share ☐ Other, specify ☐ Don't know / No answer
Q26	To date, has the project been completed?	○ Yes ○ No ○ Does not know/no answer
Q27	Why could the project not be completed?	☐ The budget was not enough ☐ There has been a technical problem that is not resolved ☐ There is disagreement on the modalities of implementation ☐ There was a problem with the firm

		☐ The community did not provide its share ☐ Other, specify ☐ Does not know/no answer
Q28	Have you encountered difficulties in obtaining sufficient participation of the population?	○ Yes, very much ○ Yes, more or less ○ No, not really ○ Not at all ○ Does not know/no answer
Q29	How do you explain the difficulties encountered in involving the community in the implementation of this project?	☐ The municipality does not have access to funds ☐ The municipality cannot make staff available ☐ Beneficiaries refuse to work without pay ☐ Other, specify ☐ Does not know/no answer
Q30	Why have you not encountered difficulties in involving the community in the implementation of this project?	☐ The municipality has access to funds ☐ The municipality make staff available ☐ Beneficiaries accepted to work without pay ☐ Other, specify ☐ Does not know/no answer
Q31	Will this project require maintenance in the future?	○ Yes ○ No ○ Does not know/no answer
Q32	To ensure the maintenance of this project, has a sustainability plan been put in place?	○ Yes ○ No ○ Do not know/no answer
Q33	What are the main components of this sustainability plan?	☐ Creation of a committee ☐ Set up financing ☐ Revenues generation ☐ Maintenance documents ☐ Trained personnel for maintenance ☐ Other, specify ☐ Do not know/no answer
Q34	Why is there no sustainability plan for this project?	☐ We don't know how to proceed ☐ We haven't had time yet ☐ We believe that this is not necessary ☐ Other, specify ☐ Do not know/no answer
Q35	L'état du projet s'est-il dégradé depuis la fin de l'intervention de PADF ?	○ Yes, very much ○ Yes, more or less ○ No, not really ○ Not at all ○ Does not know/no answer

QUESTIONNAIRE CBOs – MSMEs

Purpose: Thank you for taking the time to speak with us today. My name is [**NAME**]. I am a researcher from Social Impact, a company that is based in the United States. Our team is conducting a study of the USAID/HAITI CDD Activity. The Community Driven Development (CDD)'s purpose is to increase Haitian citizens participation in local government planning as well as improved access to delivery of public goods.

Our team is conducting a study on the USAID-funded CDD Activity set up by PADF and Papyrus in Haiti. In this context,

Request: we would like to ask you some questions about your organization and the training received in 2019-2020. We are independent consultants who have no affiliation with the firms and institutions that implemented CDD, nor are we from the GOH.

Procedures: If you agree to participate, we will ask you to discuss your experience and opinion of the activities and services implemented under the CDD program. The survey will take about 10 minutes of your time.

Risks/Benefits: Your participation in this study does not involve any significant risk. You will not receive any direct benefit or compensation for your participation in this study.

Voluntary Participation: While this study does not benefit you personally, we hope that our findings will help improve potential future programs to improve local governance in Haiti.

Contacts: If you have any questions or concerns about your rights as a participant, you may contact [name and affiliation of local contact] at [number and/or email] or the Social Impact Institutional Review Board at irb@socialimpact.com or +1 703 465 1884 or at kfelizor@socialimpact.com or +509 3198 6328. I will leave a copy of this form with you. Do you have any questions? [Interviewer should answer any questions]

Permission to Proceed: I understand the purpose of the interview as outlined above and understand that I can withdraw from the interview at any time and for any reason. I agree to participate in the interview (Evaluator records).

- Yes • No

Are you willing to be recorded?

- Yes • No

Initials of evaluator to indicate receipt of verbal consent to be interviewed:

Initials of evaluator to indicate receipt of verbal consent to be recorded:

Date _____

VARIABLE	QUESTION	ANSWER
Organisation	Select the organization	
Q01	Were you able to reach the organization able to be reached? *If not, go to the comment*	○ Yes ○ No
Q02	Does the organization still exist? *If not, go to the comment*	○ Yes ○ No
Q03	Who is the sex of the survey participant?	○ Man ○ Female
Q04	In which department is the organization located?	○ South ○ West ○ North ○ North-North East
Q05	How many people who participated in the 2019-20 training set up by Papyrus as part of the PADF project are still part of your organization? *If the caller does not know how to indicate '99'*	_____
Q06	For your organization, has the training module on the labor code been useful?	○ Yes, very much ○ Yes, more or less ○ No, not really ○ Not at all ○ Does not know/no answer
Q07	For your organization, has the tax training module been useful?	○ Yes, very much ○ Yes, more or less ○ No, not really ○ Not at all ○ Does not know/no answer
Q08	For the last 2 years, has the activity of your organization been able to:	○ Increase ○ Stable ○ Lower ○ Does not know/no answer
Q09	In the last 2 years, has your organization set up new partnerships?	○ Yes, very much ○ Yes, more or less ○ No, not really ○ Not at all ○ Does not know/no answer
Plein-22	Number of full-time employees currently *If the caller does not know how to indicate '99'*	_____
Partiel-22	Number of full-time employees currently *If the caller does not know how to indicate '99'*	_____
Femme-22	Number of full-time employees currently *If the caller does not know how to indicate '99'*	_____
Commentaire		

INFORMED CONSENT AGREEMENT - USAID

Purpose: Thank you for taking the time to speak with us today. My name is [**NAME**]. I am a researcher from Social Impact, a company that is based in the United States. Our team is conducting a study of the USAID/HAITI CDD Activity. The Community Driven Development (CDD)'s purpose is to increase Haitian citizens participation in local government planning as well as improved access to delivery of public goods.

The purpose of the study is to understand the extent by which CDD was successful in meeting its objectives, to assess what were the most important challenges it faces, and identify lessons learned and good practices that might help future community driven development initiatives in Haiti or elsewhere. We are speaking to you today because you represent the funder of the CDD Activity.

Request: We would like your honest impressions, opinions, and thoughts about various issues related to this project's implementation and outcomes. We are independent consultants who have no affiliation with the firms and institutions that implemented CDD, nor are we from the GOH.

Procedures: If you agree to participate, we will ask you to discuss your experience and opinion of the activities and services implemented under the CDD program. The interview will take about 1 hour of your time. As part of the evaluation, we may share our notes from this interview with USAID for posting to a public database. However, the notes we may share will not contain your name, title, organization, or any details that could identify you as a source of information.

Risks/Benefits: There are no significant risks to your participation in this study. You will not receive any direct benefit or compensation for participating in this study. Although this study will not benefit you personally, we hope that our results will help enhance potential future programs to improve local governance in Haiti.

Voluntary Participation: Participation in this interview is completely voluntary. You do not have to agree to be in this study. You are free to end the interview at any time or to decline to answer any question which you do not wish to answer. If you decline to participate in the interview, no one will be informed of this. You can opt out at a later time if you wish by informing the facilitator verbally or through private message at any time during the course of the discussion. If you choose to participate, yours will be one of 55 interviews that are being conducted.

Contacts: If you have any questions or concerns about your rights as a participant, you may contact [name and affiliation of local contact] at [number and/or email] or the Social Impact Institutional Review Board at irb@socialimpact.com or +1 703 465 1884 or at kfelizor@socialimpact.com or +509 3198 6328. I will leave a copy of this form with you.

If you accept, we would like to record our conversation. The purpose of the recording is to help us with our notetaking. Only the evaluation team will have access to the recording, and we will destroy it once we have completed our notes.

Do you have any questions? [Interviewer should answer any questions]

Permission to Proceed: I understand the purpose of the interview as outlined above and understand that I can withdraw from the interview at any time and for any reason. I agree to participate in the interview (Evaluator records).

- Yes • No

Are you willing to be recorded?

• Yes • No

Initials of evaluator to indicate receipt of verbal consent to be interviewed:

Initials of evaluator to indicate receipt of verbal consent to be recorded:

Date _____

UQ	EQ	THEME	UNIQUE QUESTION USAID
U01	EQ0	Introduction	Can you briefly explain the mission of your department/office/service? What is your role, and how long have you held this position?
U06	EQ0	Introduction	In which activities of the project "Devlopman Kominotè Patipatif" (CDD) did you participate?
U08	EQ1	Capacity building	Do you think the training put in place meets the needs of the participants: members of the communal development councils (CBOs, MSNEs), local elected officials, DINEPA/OREPA, and CAEPA? If so, can you give us examples? If not, what needs have not been taken into account?
U13	EQ1	Access to services	According to what criteria did you select small projects? Do you think that the implemented activities have improved the lives of the beneficiaries? If so, how? Give examples. Has improving access to services been different for women or men? If yes, why? Give examples.
U14	EQ1	Access to services	In your opinion, what factors can prevent the implementation and/or limit the initiation of activities by community actors (CBO/MSME)?
U18	EQ1	Self-reliance and contingency plans	Do you think the project has improved CBO/CCC's ability to intervene through training, skills improvement and experience gained during the implementation of activities? As well as developed emergency plans, in case the municipality should deal with a political, climate or social crisis? Do you believe that CBOs/MSMEs/CCCs are prepared to deliver during crisis? Is so, how? what is different than before? If yes, how? If not, why not?

UQ	EQ	THEME	UNIQUE QUESTION USAID
U22	EQ1	Revenue generation	In your opinion, have the implemented activities (tourist sites, market, drinking water, etc.) generated income for participants? If so, how? If not, why not? Do you think that the revenues managed by the activities have been distributed equitably between women and men?
U24	EQ1	Revenue generation	To your knowledge, have private companies involved in CDD activities used 50 percent local staff?
U25	EQ1	Gender	When designing and/or implementing project activities, do you think partners and beneficiaries have taken the gender dimension into account? How? To your knowledge, have they encountered successes? Give examples. To your knowledge, have they encountered difficulties? Give examples.
U31	EQ1	Social Inclusion	When designing and/or implementing project activities, do you think partners and beneficiaries have taken into account social inclusion (eg., persons with disabilities)? How? To your knowledge, have they encountered difficulties? Give examples.
U37	EQ2	System Strengthening	Has the process of creating development plans been participatory? What role did women play? What difficulties did the communal development councils encounter in the process of creating CDPs? How do you explain the difficulties encountered? What can we do to facilitate CDPs' creative processes? What do you think are the benefits of creating a communal development plan? Do you think the CDP improves the transparency and accountability of local elected officials? What are the limits of this local development management tool?
U42	EQ2	Local empowerment	Do you think that communal development plans make it possible to better meet the needs of citizens? Why, or why not? Do you think that women's needs are better taken into account thanks to the CDP? Do you think that the needs of fragile populations are better taken into account thanks to the CDP? In your opinion, are the selected activities in accordance with local priorities? In your opinion, are the selected activities in accordance with national priorities?
U44	EQ2	Local empowerment	Have CCCs been able to improve service delivery via the CDP, especially for citizens in need? If so, how? What services? If not, why?

UQ	EQ	THEME	UNIQUE QUESTION USAID
U45	EQ2	Local empowerment	In your opinion, have activities such as CDD led to an increase in the level of citizens' participation in local politics?
U46	EQ2	Local empowerment	In your opinion, have the awareness campaigns led by communal development committees been useful? Give examples. What difficulties did CDCs encounter in implementation?
U48	EQ2	Local empowerment	Do you think that imposing the financial or in-kind participation for the communities (1/3) in carrying out activities is a guarantee of sustainability? Does this approach showcase specific constraints or benefits? Which?
U50	EQ2	Alignment with GOH strategy	Do you think the project (CDD) has sufficiently involved all government actors (DINEPA, MPCE, MICT, MENFP, MTPTC)? If yes, how? If not, why not? What difficulties did the project have in meeting in its collaboration with the GOH?
U52	EQ2	Alignment with GOH strategy	Do you think that the CDD methods of community participation are in line with GOH's policy, and particular the Ministry of Planning?
U54	EQ2	Alignment with GOH strategy	What synergies were noted between the activities of the participatory community development project (CDD) and the activities carried out by local or national authorities? How would you describe the quality of collaboration between CDC members and local authorities in general?
U58	EQ2	Alignment with GOH strategy	Water services (DINEPA, OREPAS, CET) have been particularly involved in this project; has this collaboration created difficulties? If so, why?
U59	EQ2	Networking and partnership	Do you think the project (CDD) has strengthened local networks or built partnerships between local actors (municipalities, citizen organizations, private partners, international organizations)? Can you give us examples? What difficulties do these partnerships encounter?
U60	EQ2	Barriers to social engagement and service delivery	In your opinion, what external or internal factors make it difficult for community implementation of activities to improve access to services?
U61	EQ2	Barriers to social engagement and service delivery	To your knowledge, what actions have been implemented by PADF to facilitate social engagement in activities to improve community access to services? What other modalities could be considered?

UQ	EQ	THEME	UNIQUE QUESTION USAID
U64	EQ3	Risk and assumptions	In your opinion, what conditions issued in the theory of change have not been fulfilled? In what steps has it affected the success of the project? What mitigation strategies did the project implement to deal with these difficulties? Explain.
U65	EQ3	Sustainable design	Do you think that the approach implemented by CDD takes sustainability from project design phase into account? How is the CDD approach specific, compared to other community development approaches? When designing the activities, how did you encourage sustainability? Can you give us examples?
U79	EQ3	Sustainable system	How is the CDD approach different from the approach implemented by PRODEP, PROCEDUR, or LOKAL+? Do you think this approach allows system modification and strengthens the capacity of communities to take over other projects (resilience)?
U80	EQ3	Sustainable activities	Are there any harmful norms/stereotypes that could continue to affect women's engagement once the project is not directly involved?
U82	EQ3	Sustainable system	To what extent did CDD strengthen the relationship between different local or national development actors?
U83	EQ3	Sustainable system	Has the online platform for information and connecting CBOs been put in place? Is it still used by local actors? What improvements should be made?

INFORMED CONSENT AGREEMENT – PADF – PAPYRUS - IFOS

Purpose: Thank you for taking the time to speak with us today. My name is [**NAME**]. I am a researcher from Social Impact, a company that is based in the United States. Our team is conducting a study of the USAID/HAITI CDD Activity. The Community Driven Development (CDD)'s purpose is to increase Haitian citizens participation in local government planning as well as improved access to delivery of public goods.

The purpose of the study is to understand the extent by which CDD was successful in meeting its objectives, to assess what were the most important challenges it faces, and identify lessons learned and good practices that might help future community driven development initiatives in Haiti. We are speaking to you today because you have participated in the implementation of CDD.

Request: We would like your honest impressions, opinions, and thoughts about various issues related to this project's implementation and outcomes. We are independent consultants who have no affiliation with the firms and institutions that implemented CDD, nor are we from the GOH.

Procedures: If you agree to participate, we will ask you to discuss your experience and opinion of the activities and services implemented under the CDD program. The interview will take about 1 hour of your time. As part of the evaluation, we may share our notes from this interview with USAID for posting to a public database. However, the notes we may share will not contain your name, title, organization or any details that could identify you as a source of information.

Risks/Benefits: There are no significant risks to your participation in this study. You will not receive any direct benefit or compensation for participating in this study. Although this study will not benefit you personally, we hope that our results will help enhance potential future programs to improve local governance in Haiti.

Voluntary Participation: Participation in this interview is completely voluntary. You do not have to agree to be in this study. You are free to end the interview at any time or to decline to answer any question which you do not wish to answer. If you decline to participate in the interview, no one will be informed of this. You can opt out at a later time if you wish by informing the facilitator verbally or through private message at any time during the course of the discussion. If you choose to participate, yours will be one of 55 interviews that are being conducted.

Contacts: If you have any questions or concerns about your rights as a participant, you may contact [name and affiliation of local contact] at [number and/or email] or the Social Impact Institutional Review Board at irb@socialimpact.com or +1 703 465 1884 or at kfelizor@socialimpact.com or +509 3198 6328. I will leave a copy of this form with you.

If you accept, we would like to record our conversation. The purpose of the recording is to help us with our notetaking. Only the evaluation team will have access to the recording, and we will destroy it once we have completed our notes.

Do you have any questions? [Interviewer should answer any questions]

Permission to Proceed: I understand the purpose of the interview as outlined above and understand that I can withdraw from the interview at any time and for any reason. I agree to participate in the interview (Evaluator records).

• Yes • No

Are you willing to be recorded?

• Yes • No

Initials of evaluator to indicate receipt of verbal consent to be interviewed:

Initials of evaluator to indicate receipt of verbal consent to be recorded:

Date _____

UQ	EQ	THEME	UNIQUE QUESTION-PADF – PAPYRUS - IFOS
U01	EQ0	Introduction	Can you briefly explain the mission of your department/office/service? What is your role, and how long have you held this position?
U06	EQ0	Introduction	In which activities of the project "Devlopman Kominotè Patipatif" (CDD) did you participate?
U08	EQ1	Capacity building	Do you think the training put in place meets the needs of the participants: members of the communal development councils (CBOs, MSNEs), local elected officials, DINEPA/OREPA, and CAEPA? If so, can you give us examples? If not, what needs have not been taken into account?
U09	EQ1	Capacity building	How did you determine participants' training needs? Have you encountered difficulties in identifying these needs or implementing required training? Did you identify different training needs for men and women? How were these identified/responded to? In your opinion, have the training put in place responded to participants needs? If so, can you give us examples? If not, what needs have not been taken into account?
U13	EQ1	Access to services	According to what criteria did you select small projects? Do you think that the implemented activities have improved the lives of the beneficiaries? If so, how? Give examples. Has improving access to services been different for women or men? If yes, why? Give examples.
U14	EQ1	Access to services	In your opinion, what factors can prevent the implementation and/or limit the initiation of activities by community actors (CBO/MSME)?

UQ	EQ	THEME	UNIQUE QUESTION-PADF – PAPYRUS - IFOS
U18	EQ1	Self-reliance and contingency plans	Do you think the project has improved CBO/CCC's ability to intervene through training, skills improvement and experience gained during the implementation of activities? As well-developed emergency plans, in case the municipality have to deal with a political, climate or social crisis ? Do you believe that CBOs/MSMEs/CCCs are prepared to deliver during crisis? Is so, how? what is different than before? If yes, how? If not, why not?
U22	EQ1	Revenue generation	In your opinion, have the implemented activities (tourist sites, market, drinking water, etc.) generated income for participants? If so, how? If not, why not? Do you think that the revenues managed by the activities have been distributed equitably between women and men?
U24	EQ1	Revenue generation	To your knowledge, have private companies involved in CDD activities used 50 percent local staff?
U26	EQ1	Gender	When designing the project activities, how did your organization take the gender dimension into account? To what extent has the project favored the fair involvement of female and male stakeholders to decision-making? Have you encountered particular difficulties? Give examples. Do you believe that the policy around gender was successfully enforced by all stakeholders?
U27	EQ1	Gender	To your knowledge, when implementing interventions, did stakeholders take the gender dimension into account? How? To your knowledge, have they encountered successes? Give examples. To your knowledge, have they encountered difficulties? Give examples.
U33	EQ1	Gender	Are sex-disaggregated data from the project consistently available, where appropriate? Have you encountered any specific challenges to collect sex disaggregated data? Give examples. Have you set targets in terms of gender distribution? Have you reached them?
U32	EQ1	Social Inclusion	When designing the project activities, how did your organization take social inclusion (e.g., persons with disability) into account? Have you encountered particular difficulties? Give examples.

UQ	EQ	THEME	UNIQUE QUESTION-PADF – PAPYRUS - IFOS
U34	EQ1	Social Inclusion	To your knowledge, when implementing activities, did participants take social inclusion into account? How? To your knowledge, have they encountered difficulties? Give examples.
U37	EQ2	System Strengthening	Has the process of creating development plans been participatory? What role did women play? What difficulties did the communal development councils encounter in the process of creating CDPs? How do you explain the difficulties encountered? What can we do to facilitate CDPs' creative processes? What do you think are the benefits of creating a communal development plan? Do you think the CDP improves the transparency and accountability of local elected officials? What are the limits of this local development management tool?
U42	EQ2	Local empowerment	Do you think that communal development plans make it possible to better meet the needs of citizens? Why, or why not? Do you think that women's needs are better taken into account thanks to the CDP? Do you think that the needs of fragile populations are better taken into account thanks to the CDP? In your opinion, are the selected activities in accordance with local priorities? In your opinion, are the selected activities in accordance with national priorities?
U44	EQ2	Local Empowerment	Have CCC already been able to improve service delivery via the CDP, especially for citizens in need? If so, how? What services? If not, why?
U45	EQ2	Local empowerment	In your opinion, have activities such as CDD led to an increase in the level of citizens' participation in local politics?
U46	EQ2	Local empowerment	In your opinion, have the awareness campaigns led by communal development committees been useful? Give examples. What difficulties did CDCs encounter in implementation?
U48	EQ2	Local empowerment	Do you think that imposing the financial or in-kind participation for the communities (1/3) in carrying out activities is a guarantee of sustainability? Does this approach showcase specific constraints or benefits? Which?
U50	EQ2	Alignment with GOH strategy	Do you think the project (CDD) has sufficiently involved all government actors (DINEPA, MPCE, MICT, MENFP, MTPTC)? If yes, how? If not, why not?

UQ	EQ	THEME	UNIQUE QUESTION-PADF – PAPYRUS - IFOS
			What difficulties did the project have in meeting in its collaboration with the GOH?
U52	EQ2	Alignment with GOH strategy	Do you think that the CDD methods of community participation are in line with GOH's policy, and particular the Ministry of Planning?
U54	EQ2	Alignment with GOH strategy	What synergies were noted between the activities of the participatory community development project (CDD) and the activities carried out by local or national authorities? How would you describe the quality of collaboration between CDC members and local authorities in general?
U58	EQ2	Alignment with GOH strategy	Water services (DINEPA, OREPAS, CET) have been particularly involved in this project; has this collaboration created difficulties? If so, why?
U59	EQ2	Networking and partnership	Do you think the project (CDD) has strengthened local networks or built partnerships between local actors (municipalities, citizen organizations, private partners, international organizations)? Can you give us examples? What difficulties do these partnerships encounter?
U60	EQ2	Barriers to social engagement and service delivery	In your opinion, what external or internal factors make it difficult for community implementation of activities to improve access to services?
U61	EQ2	Barriers to social engagement and service delivery	To your knowledge, what actions have been implemented by PADF to facilitate social engagement in activities to improve community access to services? What other modalities could be considered?
U64	EQ3	Risk and assumptions	In your opinion, what conditions issued in the theory of change have not been fulfilled? In what steps has it affected the success of the project? What mitigation strategies did the project implement to deal with these difficulties? Explain.
U66	EQ3	Sustainable design	Do you think that the approach implemented by CDD takes sustainability from project design phase into account? How is the CDD approach specific, compared to other community development approaches? When designing the activities, how did you encourage sustainability? Can you give us examples?

UQ	EQ	THEME	UNIQUE QUESTION-PADF – PAPYRUS - IFOS
U71	EQ3	Sustainable activities	For activities implemented as part of the CDD project, what modalities have been implemented to maintain equipment/infrastructure? How is the staff in charge of maintenance trained? What process is in place for the training of new people?
U72	EQ3	Sustainable activities	For activities implemented as part of the CDD project, have equipment management committees been put in place? To your knowledge, will the committees meet regularly to ensure the proper equipment functioning?
U73	EQ3	Sustainable activities	How are the financial resources needed for equipment maintenance mobilized? Have the project looked f for financing from local partners to maintain e of the activities implemented and design future projects?
U80	EQ3	Sustainable activities	Are there any harmful norms/stereotypes that could continue to affect women's engagement once the project is not directly involved?
U79	EQ3	Sustainable system	How is the CDD approach different from the approach implemented by PRODEP, PROCEDUR, or LOKAL+? Do you think this approach allows system modification and strengthens the capacity of communities to take over other projects (resilience)?
U82	EQ3	Sustainable system	To what extent did CDD strengthen the relationship between different local or national development actors?
U84	EQ3	Sustainable system	Has the online platform for information and connecting CBOs been put in place? What difficulties did you meet during this implementation? Is it still used by local actors? How will this platform be maintained in the future?

INFORMED CONSENT AGREEMENT – NATIONAL AND REGIONAL GOVERNMENT

Purpose: Thank you for taking the time to speak with us today. My name is [**NAME**]. I am a researcher from Social Impact, a company that is based in the United States. Our team is conducting a study of the USAID/HAITI CDD Activity. The Community Driven Development (CDD)'s purpose is to increase Haitian citizens participation in local government planning as well as improved access to delivery of public goods.

The purpose of the study is to understand the extent by which CDD was successful in meeting its objectives, to assess what were the most important challenges it faces, and identify lessons learned and good practices that might help future community driven development initiatives in Haiti. We are speaking to you today because you collaborated directly with CDD or with CDD partners.

Request: We would like your honest impressions, opinions, and thoughts about various issues related to this project's implementation and outcomes. We are independent consultants who have no affiliation with the firms and institutions that implemented CDD, nor are we from the GOH.

Procedures: If you agree to participate, we will ask you to discuss your experience and opinion of the activities and services implemented under the CDD program. The interview will take about 1 hour of your time. As part of the evaluation, we may share our notes from this interview with USAID for posting to a public database. However, the notes we may share will not contain your name, title, organization or any details that could identify you as a source of information.

Risks/Benefits: There are no significant risks to your participation in this study. You will not receive any direct benefit or compensation for participating in this study. Although this study will not benefit you personally, we hope that our results will help enhance potential future programs to improve local governance in Haiti.

Voluntary Participation: Participation in this interview is completely voluntary. You do not have to agree to be in this study. You are free to end the interview at any time or to decline to answer any question which you do not wish to answer. If you decline to participate in the interview, no one will be informed of this. You can opt out at a later time if you wish by informing the facilitator verbally or through private message at any time during the course of the discussion. If you choose to participate, yours will be one of 55 interviews that are being conducted.

Contacts: If you have any questions or concerns about your rights as a participant, you may contact [name and affiliation of local contact] at [number and/or email] or the Social Impact Institutional Review Board at irb@socialimpact.com or +1 703 465 1884 or at kfelizor@socialimpact.com or +509 3198 6328. I will leave a copy of this form with you.

If you accept, we would like to record our conversation. The purpose of the recording is to help us with our notetaking. Only the evaluation team will have access to the recording, and we will destroy it once we have completed our notes.

Do you have any questions? [Interviewer should answer any questions]

Permission to Proceed: I understand the purpose of the interview as outlined above and understand that I can withdraw from the interview at any time and for any reason. I agree to participate in the interview (Evaluator records).

- Yes • No

Are you willing to be recorded?

• Yes • No

Initials of evaluator to indicate receipt of verbal consent to be interviewed:

Initials of evaluator to indicate receipt of verbal consent to be recorded:

Date _____

UQ	EQ	THEME	UNIQUE QUESTION-GOVERNMENT OFFICIALS
U01	EQ0	Introduction	Can you briefly explain the mission of your department/office/service? What is your role, and how long have you held this position?
U06	EQ0	Introduction	In which activities of the project "Devlopman Kominotè Patipatif" (CDD) did you participate?
U08	EQ1	Capacity building	Do you think the training put in place meets the needs of the participants: members of the communal development councils (CBOs, MSNEs), local elected officials, DINEPA/OREPA, and CAEPA? If so, can you give us examples? If not, what needs have not been taken into account?
U13	EQ1	Access to services	According to what criteria did you select small projects? Do you think that the implemented activities have improved the lives of the beneficiaries? If so, how? Give examples. Has improving access to services been different for women or men? If yes, why? Give examples.
U14	EQ1	Access to services	In your opinion, what factors can prevent the implementation and/or limit the initiation of activities by community actors (CBO/MSME)?
U18	EQ1	Self-reliance and contingency plans	Do you think the project has improved CBO/CCC's ability to intervene through training, skills improvement and experience gained during the implementation of activities? See to develop emergency plans, for the case where their municipality should deal with a political, climate or social crisis? Do you believe that CBOs/MSMEs/CCCs are prepared to deliver during crisis? Is so, how? what is different than before? If yes, how? If not, why not?

UQ	EQ	THEME	UNIQUE QUESTION-GOVERNMENT OFFICIALS
U22	EQ1	Revenue generation	In your opinion, have the implemented activities (tourist sites, market, drinking water, etc.) generated income for participants? If so, how? If not, why not? Do you think that the revenues managed by the activities have been distributed equitably between women and men?
U24	EQ1	Revenue generation	To your knowledge, have private companies involved in CDD activities used 50 percent local staff?
U25	EQ1	Gender	When designing and/or implementing project activities, do you think partners and beneficiaries have taken the gender dimension into account? How? To your knowledge, have they encountered successes? Give examples. To your knowledge, have they encountered difficulties? Give examples.
U31	EQ1	Social Inclusion	When designing and/or implementing project activities, do you think partners and beneficiaries have taken into account social inclusion (eg., persons with disabilities)? How? To your knowledge, have they encountered difficulties? Give examples.
U37	EQ2	System Strengthening	Has the process of creating development plans been participatory? What role did women play? What difficulties did the communal development councils encounter in the process of creating CDPs? How do you explain the difficulties encountered? What can we do to facilitate CDPs' creative processes? What do you think are the benefits of creating a communal development plan? Do you think the CDP improves the transparency and accountability of local elected officials? What are the limits of this local development management tool?
U42	EQ2	Local empowerment	Do you think that communal development plans make it possible to better meet the needs of citizens? Why, or why not? Do you think that women's needs are better taken into account thanks to the CDP? Do you think that the needs of fragile populations are better taken into account thanks to the CDP? In your opinion, are the selected activities in accordance with local priorities? In your opinion, are the selected activities in accordance with national priorities?

UQ	EQ	THEME	UNIQUE QUESTION-GOVERNMENT OFFICIALS
U44	EQ2	Local empowerment	Have CCCs been able to improve service delivery via the CDP, especially for citizens in need? If so, how? What services? If not, why?
U45	EQ2	Local empowerment	In your opinion, have activities such as CDD led to an increase in the level of citizens' participation in local politics?
U46	EQ2	Local empowerment	In your opinion, have the awareness campaigns led by communal development committees been useful? Give examples. What difficulties did CDCs encounter in implementation?
U48	EQ2	Local empowerment	Do you think that imposing the financial or in-kind participation for the communities (1/3) in carrying out activities is a guarantee of sustainability? Does this approach showcase specific constraints or benefits? Which?
U50	EQ2	Alignment with GOH strategy	Do you think the project (CDD) has sufficiently involved all government actors (DINEPA, MPCE, MICT, MENFP, MTPTC)? If yes, how? If not, why not? What difficulties did the project have in meeting in its collaboration with the GOH?
U52	EQ2	Alignment with GOH strategy	Do you think that the CDD methods of community participation are in line with GOH's policy, and particular the Ministry of Planning?
U54	EQ2	Alignment with GOH strategy	What synergies were noted between the activities of the participatory community development project (CDD) and the activities carried out by local or national authorities? How would you describe the quality of collaboration between CDC members and local authorities in general?
U58	EQ2	Alignment with GOH strategy	Water services (DINEPA, OREPAS, CET) have been particularly involved in this project; has this collaboration created difficulties? If so, why?
U59	EQ2	Networking and partnership	Do you think the project (CDD) has strengthened local networks or built partnerships between local actors (municipalities, citizen organizations, private partners, international organizations)? Can you give us examples? What difficulties do these partnerships encounter?

UQ	EQ	THEME	UNIQUE QUESTION-GOVERNMENT OFFICIALS
U60	EQ2	Barriers to social engagement and service delivery	In your opinion, what external or internal factors make it difficult for community implementation of activities to improve access to services?
U61	EQ2	Barriers to social engagement and service delivery	To your knowledge, what actions have been implemented by PADF to facilitate social engagement in activities to improve community access to services? What other modalities could be considered?
U65	EQ3	Sustainable design	Do you think that the approach implemented by CDD has taken sustainability from the project design phase into account? How is the CDD approach different from other community development approaches? Can you give examples of good or bad approaches to sustainability?
U71	EQ3	Sustainable activities	For activities implemented as part of the CDD project, what modalities have been implemented to maintain equipment/infrastructure? How is the staff in charge of maintenance trained? What process is in place for the training of new people?
U72	EQ3	Sustainable activities	For activities implemented as part of the CDD project, have equipment management committees been put in place? To your knowledge, will the committees meet regularly to ensure the proper equipment functioning?
U73	EQ3	Sustainable activities	How are the financial resources needed for equipment maintenance mobilized? Have the project looked for financing from local partners to maintain activities implemented and design future projects?
U80	EQ3	Sustainable activities	Are there any harmful norms/stereotypes that could continue to affect women's engagement once the project is not directly involved?
U79	EQ3	Sustainable system	How is the CDD approach different from the approach implemented by PRODEP, PROCEDUR, or LOKAL+? Do you think this approach allows system modification and strengthens the capacity of communities to take over other projects (resilience)?
U82	EQ3	Sustainable system	To what extent did CDD strengthen the relationship between different local or national development actors?

INFORMED CONSENT AGREEMENT – LOCAL OFFICIALS

Purpose: Thank you for taking the time to speak with us today. My name is [**NAME**]. I am a researcher from Social Impact, a company that is based in the United States. Our team is conducting a study of the USAID/HAITI CDD Activity. The Community Driven Development (CDD)'s purpose is to increase Haitian citizens participation in local government planning as well as improved access to delivery of public goods.

The purpose of the study is to understand the extent by which CDD was successful in meeting its objectives, to assess what were the most important challenges it faces, and identify lessons learned and good practices that might help future community driven development initiatives in Haiti. We are speaking to you today because you collaborated directly with CDD or with CDD partners and you are part of a CCC in your commune.

Request: We would like your honest impressions, opinions, and thoughts about various issues related to this project's implementation and outcomes. We are independent consultants who have no affiliation with the firms and institutions that implemented CDD, nor are we from the GOH.

Procedures: If you agree to participate, we will ask you to discuss your experience and opinion of the activities and services implemented under the CDD program. The interview will take about 1 hour of your time. As part of the evaluation, we may share our notes from this interview with USAID for posting to a public database. However, the notes we may share will not contain your name, title, organization or any details that could identify you as a source of information.

Risks/Benefits: There are no significant risks to your participation in this study. You will not receive any direct benefit or compensation for participating in this study. Although this study will not benefit you personally, we hope that our results will help enhance potential future programs to improve local governance in Haiti.

Voluntary Participation: Participation in this interview is completely voluntary. You do not have to agree to be in this study. You are free to end the interview at any time or to decline to answer any question which you do not wish to answer. If you decline to participate in the interview, no one will be informed of this. You can opt out at a later time if you wish by informing the facilitator verbally or through private message at any time during the course of the discussion. If you choose to participate, yours will be one of 55 interviews that are being conducted.

Contacts: If you have any questions or concerns about your rights as a participant, you may contact [name and affiliation of local contact] at [number and/or email] or the Social Impact Institutional Review Board at irb@socialimpact.com or +1 703 465 1884 or at kfelizor@socialimpact.com or +509 3198 6328. I will leave a copy of this form with you.

If you accept, we would like to record our conversation. The purpose of the recording is to help us with our notetaking. Only the evaluation team will have access to the recording, and we will destroy it once we have completed our notes.

Do you have any questions? [Interviewer should answer any questions]

Permission to Proceed: I understand the purpose of the interview as outlined above and understand that I can withdraw from the interview at any time and for any reason. I agree to participate in the interview (Evaluator records).

• Yes • No

Are you willing to be recorded?

• Yes • No

Initials of evaluator to indicate receipt of verbal consent to be interviewed:

Initials of evaluator to indicate receipt of verbal consent to be recorded:

Date _____

UQ	EQ	THEME	LOCAL OFFICIALS
U02	EQ0	Introduction	How long have you been a member of the municipal development council (CDC)? What role do you play in the CDC?
U06	EQ0	Introduction	In which activities of the project "Devlopman Kominotè Patipatif" (CDD) did you participate?
U10	EQ1	Capacity building	In which trainings did you participate? What were the modalities of this training? What do you think of this training in terms of implementation and content modality?
U11	EQ1	Capacity building	What skills have you acquired through training, through the implementation of project activities, or through custom coaching sessions? Do you think these skills match your needs? What are the acquired skills that have helped you most in the execution of small, subsidized projects or the CDPs? Do you think these skills will be useful for you in the future? In your opinion, what skills should be strengthened?
U12	EQ1	Capacity building	Has your organization received office equipment? To what extent can we say that desktop materials received made a difference?
U13	EQ1	Access to services	According to what criteria did you select small projects? Do you think that the implemented activities have improved the lives of the beneficiaries? If so, how? Give examples. Has improving access to services been different for women or men? If yes, why? Give examples.
U17	EQ1	Access to services	What factors have slowed the implementation of activities? What procedures have been set up to deal with these difficulties? Have measures been taken to ensure complementarity with other programs or services?

UQ	EQ	THEME	LOCAL OFFICIALS
U19	EQ1	Self-reliance and contingency plans	Do you think the trainings, skills improvement, and experience gained when implementing activities has allowed you to improve your capacity for action? What initiatives has your CDC implemented, or will implement in the future (especially for non-WASH activities, garbage management)? If not, why not?
U21	EQ1	Self-reliance and contingency plans	Have you had the opportunity through the project to develop emergency plans if your organization were to face a political, natural, or social crisis? If so, have you benefited from project support? What difficulties did you encounter? If not, why not? According to you, are the CCCs prepared to deliver during crisis? Is so, how? what is different than before?
U23	EQ1	Revenue generation	Did the activities you have participated in generate revenue for yourself or other members of your community? If so, has this additional income allowed you or other participants to improve quality of life? If not, why not? Do you think that the revenues generated by the activities have been distributed equitably between women and men?
U24	EQ1	Revenue generation	To your knowledge, have private companies involved in CDD activities used 50 percent local staff?
U28	EQ1	Gender	When implementing the project activities, did you take the gender dimension into account? How? Have you encountered particular difficulties?
U29	EQ1	Gender	Have women been active participants in the implementation of activities? If yes, how? Do you think that women have gained autonomy or been emancipated through these activities? Do you have examples? Do you think that the projects implemented in the community have reduced the time spent on women's tasks? If so, how?
U31	EQ1	Social Inclusion	When designing and/or implementing project activities, do you think partners and beneficiaries have taken into account social inclusion (ex: person with disability)? How? To your knowledge, have they encountered particular difficulties? Give examples.

UQ	EQ	THEME	LOCAL OFFICIALS
U39	EQ2	System Strengthening	When did your municipality develop a communal development council (CDC)? Does your municipality have a community-based communal development plan (CDP)?
U40	EQ2	System Strengthening	Has the process of creating the development plan of your commune been participatory? What role did women play? What difficulties did you encounter in the CDP creation process in your municipality? What do you think are the benefits of creating a communal development plan? What are the limits of this local development management tool?
U444	EQ2	Local Empowerment	Have CCCs been able to improve service delivery via the CDP, especially for citizens in need?
U43	EQ2	Local empowerment	Do you think that the communal development plan makes it possible to better meet the needs of citizens? Why? Do you think that women's needs are better taken into account thanks to the CDP? Do you think that the needs of fragile populations are better taken into account thanks to the CDP? In your opinion, are the selected activities in accordance with local priorities? In your opinion, are the selected activities in accordance with national priorities?
U45	EQ2	Local empowerment	In your opinion, the implications of citizens in activities such as CDD-led to increase the level of citizens' participation in local politics?
U47	EQ2	Local empowerment	Does your municipality have an awareness campaign set up? In your opinion, has this campaign been helpful? Give examples? What difficulties did you encounter in the implementation of this campaign?
U48	EQ2	Local empowerment	Do you think that imposing the financial or in-kind participation for the communities (1/3) in carrying out activities is a guarantee of sustainability? Does this approach showcase specific constraints or benefits? Which?
U50	EQ2	Alignment with GOH strategy	Do you think the project (CDD) has sufficiently involved all government actors (DINEPA, MPCE, MICT, MENFP, MTPTC)? If yes, how? If not, why not? What difficulties did the project have in meeting in its collaboration with the GOH?

UQ	EQ	THEME	LOCAL OFFICIALS
U52	EQ2	Alignment with GOH strategy	Do you think that the CDD methods of community participation are in line with GOH's policy, and particular the Ministry of Planning?
U55	EQ2	Alignment with GOH strategy	What synergies did you find between the activities of the participatory community development project (CDD) and the activities carried out within your municipality? How would you describe the quality of your cooperation with CDC members?
U58	EQ2	Alignment with GOH strategy	Water services (DINEPA, OREPAS, CET) have been particularly involved in this project; has this collaboration created difficulties? If so, why?
U59	EQ2	Networking and partnership	Do you think the project (CDD) has strengthened local networks or built partnerships between local actors (municipalities, citizen organizations, private partners, international organizations)? Can you give us examples? What difficulties do these partnerships encounter?
U60	EQ2	Barriers to social engagement and service delivery	In your opinion, what external or internal factors make it difficult for community implementation of activities to improve access to services?
U61	EQ2	Barriers to social engagement and service delivery	To your knowledge, what actions have been implemented by PADF to facilitate social engagement in activities to improve community access to services? What other modalities could be considered?
U69	EQ3	Sustainable design	During the project design phase, how did you take the sustainability of the project into account? Can you give us examples?
U74	EQ3	Sustainable activities	For the activities implemented as part of the CDD project, how is the maintenance of the equipment/infrastructures planned for in your municipality? How is the staff in charge of maintenance trained? What process is in place for the training of new people?
U76	EQ3	Sustainable activities	For the activities implemented as part of the CDD project, has an equipment management committee been put in place in your municipality? Who are the members? What are the members' renewal mechanisms? Does this committee meet regularly to monitor the proper function of the equipment? What difficulties does the committee encounter?
U77	EQ3	Sustainable activities	How are the financial resources needed for maintenance mobilized for the sustainability of equipment/infrastructure? How do you manage income?

UQ	EQ	THEME	LOCAL OFFICIALS
			Did the project assist in searching for financing for the maintenance of the implemented activities and the design of future projects?
U80	EQ3	Sustainable activities	Are there any harmful norms/stereotypes that could continue to affect women's engagement once the project is not directly involved?
U82	EQ3	Sustainable system	To what extent did CDD strengthen the relationship between different local or national development actors?
U85	EQ3	Sustainable system	Do you use the online platform for sharing information and connecting CBOs? Do you think this platform is useful for designing or implementing local development activities? What improvements should it make?
U86	EQ3	Sustainable system	Since the end of the Phase I of the project, did the CCC remain active? If so, what activities have been implemented? Have new partnerships been initiated recently? Give examples. If not, in your opinion, why could the CCC not implement new activities or new partnerships?

INFORMED CONSENT AGREEMENT – CCCs MEMBERS

Purpose: Thank you for taking the time to speak with us today. My name is [**NAME**]. I am a researcher from Social Impact, a company that is based in the United States. Our team is conducting a study of the USAID/HAITI CDD Activity. The Community Driven Development (CDD)'s purpose is to increase Haitian citizens participation in local government planning as well as improved access to delivery of public goods.

The purpose of the study is to understand the extent by which CDD was successful in meeting its objectives, to assess what were the most important challenges it faces, and identify lessons learned and good practices that might help future community driven development initiatives in Haiti. We are speaking to you today because you are part of a CCC in your commune.

Request: We would like your honest impressions, opinions, and thoughts about various issues related to this project's implementation and outcomes. We are independent consultants who have no affiliation with the firms and institutions that implemented CDD, nor are we from the GOH.

Procedures: If you agree to participate, we will ask you to discuss your experience and opinion of the activities and services implemented under the CDD program. The interview will take about 1 hour of your time. As part of the evaluation, we may share our notes from this interview with USAID for posting to a public database. However, the notes we may share will not contain your name, title, organization or any details that could identify you as a source of information.

Risks/Benefits: There are no significant risks to your participation in this study. You will not receive any direct benefit or compensation for participating in this study. Although this study will not benefit you personally, we hope that our results will help enhance potential future programs to improve local governance in Haiti. Additionally, due to the private nature of this research, we ask that all group interview participants agree not to share anything that is discussed with anyone outside of this group once this conversation ends. Nonetheless, there is a risk that other discussion participants will repeat what is shared here today. You are free to refuse to answer any question.

Voluntary Participation: Participation in this interview is completely voluntary. You do not have to agree to be in this study. You are free to end the interview at any time or to decline to answer any question which you do not wish to answer. If you decline to participate in the interview, no one will be informed of this. You can opt out at a later time if you wish by informing the facilitator verbally or through private message at any time during the course of the discussion. If you choose to participate, yours will be one of 55 interviews that are being conducted.

Contacts: If you have any questions or concerns about your rights as a participant, you may contact [name and affiliation of local contact] at [number and/or email] or the Social Impact Institutional Review Board at irb@socialimpact.com or +1 703 465 1884 or at kfelizor@socialimpact.com or +509 3198 6328. I will leave a copy of this form with you.

If you accept, we would like to record our conversation. The purpose of the recording is to help us with our notetaking. Only the evaluation team will have access to the recording, and we will destroy it once we have completed our notes.

Do you have any questions? [Interviewer should answer any questions]

Permission to Proceed: I understand the purpose of the interview as outlined above and understand that I can withdraw from the interview at any time and for any reason. I agree to participate in the interview (Evaluator records).

• Yes • No

Are you willing to be recorded?

• Yes • No

Initials of evaluator to indicate receipt of verbal consent to be interviewed:

Initials of evaluator to indicate receipt of verbal consent to be recorded:

Date _____

UQ	EQ	THEME	CCC MEMBERS
U02	EQ0	Introduction	How long have you been a member of the municipal development council (CDC)? What role do you play in the CDC?
U06	EQ0	Introduction	In which activities of the project "Devlopman Kominotè Patipatif" (CDD) did you participate?
U10	EQ1	Capacity building	In which trainings did you participate? What were the modalities of this training? What do you think of this training in terms of implementation and content modality?
U11	EQ1	Capacity building	What skills have you acquired through training, through the implementation of project activities, or through custom coaching sessions? Do you think these skills match your needs? What are the acquired skills that have helped you most in the execution of small subsidized projects or the CDPs? Do you think these skills will be useful for you in the future? In your opinion, what skills should be strengthened?
U12	EQ1	Capacity building	Has your organization received office equipment? To what extent can we say that desktop materials received made a difference?
U15	EQ1	Access to services	Did the activities in which you participated improve your daily life or that of your community's members? If yes, how? Has improving access to services been different for women or men? If not, why not?
U117	EQ1	Access to services	What factors have slowed the implementation of activities? What procedures have been set up to deal with these difficulties? Have measures been taken to ensure complementarity with other programs or services?

UQ	EQ	THEME	CCC MEMBERS
U19	EQ1	Self-reliance and contingency plans	Do you think the trainings, skills improvement, and experience gained when implementing activities has allowed you to improve your capacity for action? What initiatives has your CDC implemented, or will implement in the future (especially for non-WASH activities, garbage management)? If not, why not?
U21	EQ1	Self-reliance and contingency plans	Have you had the opportunity through the project to develop emergency plans if your organization were to face a political, natural, or social crisis? If so, have you benefited from project support? What difficulties did you encounter? If not, why not? According to you, are the CCCs prepared to deliver during crisis? If so, how? What are differences than before?
U23	EQ1	Revenue generation	Did the activities you have participated in generate revenue for yourself or other members of your community? If so, has this additional income allowed you or other participants to improve quality of life? If not, why not? Do you think that the revenues generated by the activities have been distributed equitably between women and men?
U24	EQ1	Revenue generation	To your knowledge, have private companies involved in CDD activities used 50 percent local staff?
U28	EQ1	Gender	When implementing the project activities, did you take the gender dimension into account? How? Have you encountered particular difficulties?
U29	EQ1	Gender	Have women been active participants in the implementation of activities? If yes, how? Do you think that women have gained autonomy or been emancipated through these activities? Do you have examples? Do you think that the projects implemented in the community have reduced the time spent on women's tasks? If so, how?
U35	EQ1	Social Inclusion	When implementing the project activities, did you take the social inclusion of populations in difficulty or people with disabilities into account? Did these people become full participants in the project? If yes, how? Have you encountered particular difficulties? If not, why not?
U39	EQ2	System Strengthening	When did your municipality develop a communal development council (CDC)? Does your municipality have a community-based communal development plan (CDP)?

UQ	EQ	THEME	CCC MEMBERS
U40	EQ2	System Strengthening	Has the process of creating the development plan of your commune been participatory? What role did women play? What difficulties did you encounter in the CDP creation process in your municipality? What do you think are the benefits of creating a communal development plan? What are the limits of this local development management tool?
U41	EQ2	System Strengthening	Do you think the CDP improves the transparency and accountability of local elected officials? Do you think that working directly with local elected officials is beneficial? Why or why not?
U44	EQ2	Local Strengthening	Have CCCs been able to improve service delivery via the CDP, especially for Citizens in needs?
U43	EQ2	Local empowerment	Do you think that the communal development plan makes it possible to better meet the needs of citizens? Why? Do you think that women's needs are better taken into account thanks to the CDP? Do you think that the needs of fragile populations are better taken into account thanks to the CDP? In your opinion, are the selected activities in accordance with local priorities? In your opinion, are the selected activities in accordance with national priorities?
U45	EQ2	Local empowerment	In your opinion, have activities such as CDD led to an increase in the level of citizens' participation in local politics?
U47	EQ2	Local empowerment	Does your municipality have an awareness campaign set up? In your opinion, has this campaign been helpful? Give examples? What difficulties did you encounter in the implementation of this campaign?
U48	EQ2	Local empowerment	Do you think that imposing the financial or in-kind participation for the communities (1/3) in carrying out activities is a guarantee of sustainability? Does this approach showcase specific constraints or benefits? Which?
U50	EQ2	Alignment with GOH strategy	Do you think the project (CDD) has sufficiently involved all government actors (DINEPA, MPCE, MICT, MENFP, MTPTC)? If yes, how? If not, why not? What difficulties did the project have in meeting in its collaboration with the GOH?
U52	EQ2	Alignment with GOH strategy	Do you think that the CDD methods of community participation are in line with GOH's policy, and particular the Ministry of Planning?

UQ	EQ	THEME	CCC MEMBERS
U56	EQ2	Alignment with GOH strategy	Do you think the activities carried out by your CCC are in line with the local strategy at the local level and at the national level? Can you give us examples?
U59	EQ2	Networking and partnership	Do you think the project (CDD) has strengthened local networks or built partnerships between local actors (municipalities, citizen organizations, private partners, international organizations)? Can you give us examples? What difficulties do these partnerships encounter?
U60	EQ2	Barriers to social engagement and service delivery	In your opinion, what external or internal factors make it difficult for community implementation of activities to improve access to services?
U61	EQ2	Barriers to social engagement and service delivery	To your knowledge, what actions have been implemented by PADF to facilitate social engagement in activities to improve community access to services? What other modalities could be considered?
U69	EQ3	Sustainable design	During the project design phase, how did you take the sustainability of the project into account? Can you give us examples?
U74	EQ3	Sustainable activities	For the activities implemented as part of the CDD project, how is the maintenance of the equipment/infrastructures planned for in your municipality? How is the staff in charge of maintenance trained? What process is in place for the training of new people?
U76	EQ3	Sustainable activities	For the activities implemented as part of the CDD project, has an equipment management committee been put in place in your municipality? Who are the members? What are the members' renewal mechanisms? Does this committee meet regularly to monitor the proper function of the equipment? What difficulties does the committee encounter?
U77	EQ3	Sustainable activities	How are the financial resources needed for maintenance mobilized for the sustainability of equipment/infrastructure? How do you manage income? Did the project assist in searching for financing for the maintenance of the implemented activities and the design of future projects?

UQ	EQ	THEME	CCC MEMBERS
U80	EQ3	Sustainable activities	Are there any harmful norms/stereotypes that could continue to affect women's engagement once the project is not directly involved?
U82	EQ3	Sustainable system	To what extent did CDD strengthen the relationship between different local or national development actors?
U85	EQ3	Sustainable system	Do you use the online platform for sharing information and connecting CBOs? Do you think this platform is useful for designing or implementing local development activities? What improvements should it make?
U86	EQ3	Sustainable system	Since the end of the Phase I of the project, did the CCC remain active? If so, what activities have been implemented? Have new partnerships been initiated recently? Give examples. If not, in your opinion, why could the CCC not implement new activities or new partnerships?

INFORMED CONSENT AGREEMENT – CBOs AND MSMEs MEMBERS

Purpose: Thank you for taking the time to speak with us today. My name is [**NAME**]. I am a researcher from Social Impact, a company that is based in the United States. Our team is conducting a study of the USAID/HAITI CDD Activity. The Community Driven Development (CDD)'s purpose is to increase Haitian citizens participation in local government planning as well as improved access to delivery of public goods.

The purpose of the study is to understand the extent by which CDD was successful in meeting its objectives, to assess what were the most important challenges it faces, and identify lessons learned and good practices that might help future community driven development initiatives in Haiti. We are speaking to you today because you collaborated directly with CDD or with CDD partners.

Request: We would like your honest impressions, opinions, and thoughts about various issues related to this project's implementation and outcomes. We are independent consultants who have no affiliation with the firms and institutions that implemented CDD, nor are we from the GOH.

Procedures: If you agree to participate, we will ask you to discuss your experience and opinion of the activities and services implemented under the CDD program. The interview will take about 1 hour of your time. As part of the evaluation, we may share our notes from this interview with USAID for posting to a public database. However, the notes we may share will not contain your name, title, organization or any details that could identify you as a source of information.

Risks/Benefits: There are no significant risks to your participation in this study. You will not receive any direct benefit or compensation for participating in this study. Although this study will not benefit you personally, we hope that our results will help enhance potential future programs to improve local governance in Haiti. Additionally, due to the private nature of this research, we ask that all group interview participants agree not to share anything that is discussed with anyone outside of this group once this conversation ends. Nonetheless, there is a risk that other discussion participants will repeat what is shared here today. You are free to refuse to answer any question.

Voluntary Participation: Participation in this interview is completely voluntary. You do not have to agree to be in this study. You are free to end the interview at any time or to decline to answer any question which you do not wish to answer. If you decline to participate in the interview, no one will be informed of this. You can opt out at a later time if you wish by informing the facilitator verbally or through private message at any time during the course of the discussion. If you choose to participate, yours will be one of 55 interviews that are being conducted.

Contacts: If you have any questions or concerns about your rights as a participant, you may contact [name and affiliation of local contact] at [number and/or email] or the Social Impact Institutional Review Board at irb@socialimpact.com or +1 703 465 1884 or at kfelizor@socialimpact.com or +509 3198 6328. I will leave a copy of this form with you.

If you accept, we would like to record our conversation. The purpose of the recording is to help us with our notetaking. Only the evaluation team will have access to the recording, and we will destroy it once we have completed our notes.

Do you have any questions? [Interviewer should answer any questions]

Permission to Proceed: I understand the purpose of the interview as outlined above and understand that I can withdraw from the interview at any time and for any reason. I agree to participate in the interview (Evaluator records).

• Yes • No

Are you willing to be recorded?

• Yes • No

Initials of evaluator to indicate receipt of verbal consent to be interviewed:

Initials of evaluator to indicate receipt of verbal consent to be recorded:

Date _____

UQ	EQ	THEME	CBOS AND MSMES MEMBERS
U03	EQ0	Introduction	Which organization or private enterprise are you part of? How long have you been involved?
U06	EQ0	Introduction	In which activities of the project "Devlopman Kominotè Patipatif" (CDD) did you participate?
U10	EQ1	Capacity building	In which trainings did you participate? What were the modalities of this training? What do you think of this training in terms of implementation and content modality?
U11	EQ1	Capacity building	What skills have you acquired through training, through the implementation of project activities, or through custom coaching sessions? Do you think these skills match your needs? What are the acquired skills that have helped you most in the execution of small subsidized projects or the CDPs? Do you think these skills will be useful for you in the future? In your opinion, what skills should be strengthened?
U12	EQ1	Capacity building	Has your organization received office equipment? To what extent can we say that desktop materials received made a difference?
U15	EQ1	Access to services	Did the activities in which you participated improve your daily life or that of your community's members? If yes, how? Has improving access to services been different for women or men? If not, why not?
U17	EQ1	Access to services	What factors have slowed the implementation of activities? What procedures have been set up to deal with these difficulties? Have measures been taken to ensure complementarity with other programs or services?

UQ	EQ	THEME	CBOS AND MSMES MEMBERS
U20	EQ1	Self-reliance and contingency plans	Do you think the trainings, skills improvement, and experience gained when implementing activities has allowed you to improve your capacity for action? Is your organization or business better prepared to deliver during crisis? If so, how? What are differences than before? Is your organization or business considering setting up activities within your community soon? If so, do you have examples? If not, why not?
U23	EQ1	Revenue generation	Did the activities you have participated in generate revenue for yourself or other members of your community? If so, has this additional income allowed you or other participants to improve quality of life? If not, why not? Do you think that the revenues generated by the activities have been distributed equitably between women and men?
U24	EQ1	Revenue generation	To your knowledge, have private companies involved in CDD activities used 50 percent local staff?
U28	EQ1	Gender	When implementing the project activities, did you take the gender dimension into account? How? Have you encountered particular success? Which ones? Have you encountered particular difficulties? Which ones?
U29	EQ1	Gender	Have women been active participants in the implementation of activities? If yes, how? Do you think that women have gained autonomy or been emancipated through these activities? Do you have examples? Do you think that the projects implemented in the community have reduced the time spent on women's tasks? If so, how?
U35	EQ1	Social Inclusion	When implementing the project activities, did you take the social inclusion of populations in difficulty or people with disabilities into account? Did these people become full participants in the project? If yes, how? Have you encountered particular difficulties? If not, why not?
U45	EQ2	Local empowerment	In your opinion, have activities such as CDD led to an increase in the level of citizens' participation in local politics?

UQ	EQ	THEME	CBOS AND MSMES MEMBERS
U51	EQ2	Alignment with GOH strategy	Do you think that the modalities for implementing the infrastructure or equipment project in your municipality are in line with national policy?
U59	EQ2	Networking and partnership	Do you think the project (CDD) has strengthened local networks or built partnerships between local actors (municipalities, citizen organizations, private partners, international organizations)? Can you give us examples? What difficulties do these partnerships encounter?
U60	EQ2	Barriers to social engagement and service delivery	In your opinion, what external or internal factors make it difficult for community implementation of activities to improve access to services?
U61	EQ2	Barriers to social engagement and service delivery	To your knowledge, what actions have been implemented by PADF to facilitate social engagement in activities to improve community access to services? What other modalities could be considered?
U69	EQ3	Sustainable design	During the project design phase, how did you take the sustainability of the project into account? Can you give us examples?
U80	EQ3	Sustainable activities	Are there any harmful norms/stereotypes that could continue to affect women's engagement once the project is not directly involved?
U82	EQ3	Sustainable system	To what extent did CDD strengthen the relationship between different local or national development actors?
U83	EQ3	Sustainable system	Do you know an online platform for sharing information and connecting CBOs? Is this platform useful for local actors? What improvements should it facilitate?
U84	EQ3	Sustainable system	Has the online platform for information and connecting CBOs been put in place? What difficulties did you meet during this implementation? Is it still used by local actors? How will this platform be maintained in the future?
U85	EQ3	Sustainable system	Do you use the online platform for sharing information and connecting CBOs? Do you think this platform is useful for designing or implementing local development activities? What improvements should it make?

INFORMED CONSENT AGREEMENT – CAEPA & CTE MEMBERS

Purpose: Thank you for taking the time to speak with us today. My name is [**NAME**]. I am a researcher from Social Impact, a company that is based in the United States. Our team is conducting a study of the USAID/HAITI CDD Activity. The Community Driven Development (CDD)'s purpose is to increase Haitian citizens participation in local government planning as well as improved access to delivery of public goods.

The purpose of the study is to understand the extent by which CDD was successful in meeting its objectives, to assess what were the most important challenges it faces, and identify lessons learned and good practices that might help future community driven development initiatives in Haiti. We are speaking to you today because you collaborated directly with CDD or with CDD partners.

Request: We would like your honest impressions, opinions, and thoughts about various issues related to this project's implementation and outcomes. We are independent consultants who have no affiliation with the firms and institutions that implemented CDD, nor are we from the GOH.

Procedures: If you agree to participate, we will ask you to discuss your experience and opinion of the activities and services implemented under the CDD program. The interview will take about 1 hour of your time. As part of the evaluation, we may share our notes from this interview with USAID for posting to a public database. However, the notes we may share will not contain your name, title, organization or any details that could identify you as a source of information.

Risks/Benefits: There are no significant risks to your participation in this study. You will not receive any direct benefit or compensation for participating in this study. Although this study will not benefit you personally, we hope that our results will help enhance potential future programs to improve local governance in Haiti. Additionally, due to the private nature of this research, we ask that all group interview participants agree not to share anything that is discussed with anyone outside of this group once this conversation ends. Nonetheless, there is a risk that other discussion participants will repeat what is shared here today. You are free to refuse to answer any question.

Voluntary Participation: Participation in this interview is completely voluntary. You do not have to agree to be in this study. You are free to end the interview at any time or to decline to answer any question which you do not wish to answer. If you decline to participate in the interview, no one will be informed of this. You can opt out at a later time if you wish by informing the facilitator verbally or through private message at any time during the course of the discussion. If you choose to participate, yours will be one of 55 interviews that are being conducted.

Contacts: If you have any questions or concerns about your rights as a participant, you may contact [name and affiliation of local contact] at [number and/or email] or the Social Impact Institutional Review Board at irb@socialimpact.com or +1 703 465 1884 or at kfelizor@socialimpact.com or +509 3198 6328. I will leave a copy of this form with you.

If you accept, we would like to record our conversation. The purpose of the recording is to help us with our notetaking. Only the evaluation team will have access to the recording, and we will destroy it once we have completed our notes.

Do you have any questions? [Interviewer should answer any questions]

Permission to Proceed: I understand the purpose of the interview as outlined above and understand that I can withdraw from the interview at any time and for any reason. I agree to participate in the interview (Evaluator records).

• Yes • No

Are you willing to be recorded?

• Yes • No

Initials of evaluator to indicate receipt of verbal consent to be interviewed:

Initials of evaluator to indicate receipt of verbal consent to be recorded:

Date _____

UQ	EQ	THEME	CAEPA & CTE MEMBERS
U04	EQ0	Introduction	When did you join the Drinking Water Supply and Sanitation Committee (CAEPA)? What role do you play?
U06	EQ0	Introduction	In which activities of the project "Devlopman Kominotè Patipatif" (CDD) did you participate?
U10	EQ1	Capacity building	In which trainings did you participate? What were the modalities of this training? What do you think of this training in terms of implementation and content modality?
U11	EQ1	Capacity building	What skills have you acquired through training, through the implementation of project activities, or through custom coaching sessions? Do you think these skills match your needs? What are the acquired skills that have helped you most in the execution of small subsidized projects or the CDPs? Do you think these skills will be useful for you in the future? In your opinion, what skills should be strengthened?
U12	EQ1	Capacity building	Has your organization received office equipment? To what extent can we say that desktop materials received made a difference?
U15	EQ1	Access to services	Did the activities in which you participated improve your daily life or that of your community's members? If yes, how? Has improving access to services been different for women or men? If not, why not?
U17	EQ1	Access to services	What factors have slowed the implementation of activities? What procedures have been set up to deal with these difficulties?

UQ	EQ	THEME	CAEPA & CTE MEMBERS
			Have measures been taken to ensure complementarity with other programs or services?
U19	EQ1	Self-reliance and contingency plans	Do you think the trainings, skills improvement, and experience gained when implementing activities has allowed you to improve your capacity for action? What initiatives has your CDC implemented, or will implement in the future (especially for non-WASH activities, garbage management)? If not, why not?
U21	EQ1	Self-reliance and contingency plans	Have you had the opportunity through the project to develop emergency plans if your organization were to face a political, natural, or social crisis? If so, have you benefited from project support? What difficulties did you encounter? If not, why not?
U24	EQ1	Revenue generation	To your knowledge, have private companies involved in CDD activities used 50 percent local staff?
U47	EQ2	Local empowerment	Does your municipality have an awareness campaign set up? In your opinion, has this campaign been helpful? Give examples? What difficulties did you encounter in the implementation of this campaign?
U48	EQ2	Local empowerment	Do you think that imposing the financial or in-kind participation for the communities (1/3) in carrying out activities is a guarantee of sustainability? Does this approach showcase specific constraints or benefits? Which?
U50	EQ2	Alignment with GOH strategy	Do you think the project (CDD) has sufficiently involved all government actors (DINEPA, MPCE, MICT, MENFP, MTPTC)? If yes, how? If not, why not? What difficulties did the project have in meeting in its collaboration with the GOH?
U51	EQ2	Alignment with GOH strategy	Do you think that the modalities for implementing the infrastructure or equipment project in your municipality are in line with national policy?
U56	EQ2	Alignment with GOH strategy	Do you think the activities carried out by your CCC are in line with the local strategy at the local level and at the national level? Can you give us examples?
U58	EQ2	Alignment with GOH strategy	Water services (DINEPA, OREPAS, CET) have been particularly involved in this project; has this collaboration created difficulties? If so, why?

UQ	EQ	THEME	CAEPA & CTE MEMBERS
U59	EQ2	Networking and partnership	Do you think the project (CDD) has strengthened local networks or built partnerships between local actors (municipalities, citizen organizations, private partners, international organizations)? Can you give us examples? What difficulties do these partnerships encounter?
U60	EQ2	Barriers to social engagement and service delivery	In your opinion, what external or internal factors make it difficult for community implementation of activities to improve access to services?
U61	EQ2	Barriers to social engagement and service delivery	To your knowledge, what actions have been implemented by PADF to facilitate social engagement in activities to improve community access to services? What other modalities could be considered?
U69	EQ3	Sustainable design	During the project design phase, how did you take the sustainability of the project into account? Can you give us examples?
U72	EQ3	Sustainable activities	For activities implemented as part of the CDD project, have equipment management committees been put in place? To your knowledge, will the committees meet regularly to ensure the proper equipment functioning?
U73	EQ3	Sustainable activities	How are the financial resources needed for equipment maintenance mobilized? Have the project attended local partners in the search for financing for the maintenance of the activities implemented and the design of future projects?
U74	EQ3	Sustainable activities	For the activities implemented as part of the CDD project, how is the maintenance of the equipment/infrastructures planned for in your municipality? How is the staff in charge of maintenance trained? What process is in place for the training of new people?
U76	EQ3	Sustainable activities	For the activities implemented as part of the CDD project, has an equipment management committee been put in place in your municipality? Who are the members? What are the members' renewal mechanisms? Does this committee meet regularly to monitor the proper function of the equipment? What difficulties does the committee encounter?
U77	EQ3	Sustainable activities	How are the financial resources needed for maintenance mobilized for the sustainability of equipment/infrastructure? How do you manage income? Did the project assist in searching for financing for the maintenance of the implemented activities and the design of future projects?

UQ	EQ	THEME	CAEPA & CTE MEMBERS
U82	EQ3	Sustainable system	To what extent did CDD strengthen the relationship between different local or national development actors?

INFORMED CONSENT AGREEMENT – PTA MEMBERS

Purpose: Thank you for taking the time to speak with us today. My name is [**NAME**]. I am a researcher from Social Impact, a company that is based in the United States. Our team is conducting a study of the USAID/HAITI CDD Activity. The Community Driven Development (CDD)'s purpose is to increase Haitian citizens participation in local government planning as well as improved access to delivery of public goods.

The purpose of the study is to understand the extent by which CDD was successful in meeting its objectives, to assess what were the most important challenges it faces, and identify lessons learned and good practices that might help future community driven development initiatives in Haiti. We are speaking to you today because you are part of a PTA in your commune.

Request: We would like your honest impressions, opinions, and thoughts about various issues related to this project's implementation and outcomes. We are independent consultants who have no affiliation with the firms and institutions that implemented CDD, nor are we from the GOH.

Procedures: If you agree to participate, we will ask you to discuss your experience and opinion of the activities and services implemented under the CDD program. The interview will take about 1 hour of your time. As part of the evaluation, we may share our notes from this interview with USAID for posting to a public database. However, the notes we may share will not contain your name, title, organization or any details that could identify you as a source of information.

Risks/Benefits: There are no significant risks to your participation in this study. You will not receive any direct benefit or compensation for participating in this study. Although this study will not benefit you personally, we hope that our results will help enhance potential future programs to improve local governance in Haiti. Additionally, due to the private nature of this research, we ask that all group interview participants agree not to share anything that is discussed with anyone outside of this group once this conversation ends. Nonetheless, there is a risk that other discussion participants will repeat what is shared here today. You are free to refuse to answer any question.

Voluntary Participation: Participation in this interview is completely voluntary. You do not have to agree to be in this study. You are free to end the interview at any time or to decline to answer any question which you do not wish to answer. If you decline to participate in the interview, no one will be informed of this. You can opt out at a later time if you wish by informing the facilitator verbally or through private message at any time during the course of the discussion. If you choose to participate, yours will be one of 55 interviews that are being conducted.

Contacts: If you have any questions or concerns about your rights as a participant, you may contact [name and affiliation of local contact] at [number and/or email] or the Social Impact Institutional Review Board at irb@socialimpact.com or +1 703 465 1884 or at kfelizor@socialimpact.com or +509 3198 6328. I will leave a copy of this form with you.

If you accept, we would like to record our conversation. The purpose of the recording is to help us with our notetaking. Only the evaluation team will have access to the recording, and we will destroy it once we have completed our notes.

Do you have any questions? [Interviewer should answer any questions]

Permission to Proceed: I understand the purpose of the interview as outlined above and understand that I can withdraw from the interview at any time and for any reason. I agree to participate in the interview (Evaluator records).

• Yes • No

Are you willing to be recorded?

• Yes • No

Initials of evaluator to indicate receipt of verbal consent to be interviewed:

Initials of evaluator to indicate receipt of verbal consent to be recorded:

Date _____

UQ	EQ	THEME	PTA MEMBERS
U05	EQ0	Introduction	When did you join the Student Parent Association (PA), or are you a teacher? What role do you play in the PA?
U06	EQ0	Introduction	In which activities of the project "Devlopman Kominotè Patipatif" (CDD) did you participate?
U16	EQ1	Access to services	Did the establishment or improvement of health infrastructure within the school improve the students' daily lives? If yes, how? Has improving access to services been different for girls or boys? If not, why not? [If being implemented, request expectations}
U17	EQ1	Access to services	What factors have slowed the implementation of activities? What procedures have been set up to deal with these difficulties? Have measures been taken to ensure complementarity with other programs or services?
U24	EQ1	Revenue generation	To your knowledge, have private companies involved in CDD activities used 50 percent local staff?
U30	EQ1	Gender	When implementing the project activities, did you take the gender dimension into account? How? Have you encountered particular difficulties during planning or implementation? Have women (mothers/students) been active participants in the implementation of WASH activities? If yes, how? What are the positive and negative consequences of developing WASH infrastructure within the school for girls and boys?

UQ	EQ	THEME	PTA MEMBERS
U36	EQ1	Social Inclusion	When planning or setting up WASH infrastructure within the school, did you take the social inclusion of people in difficulty or people with disabilities into account? Are these people full participants in the project? If yes, how? Have you encountered particular difficulties? If not, why not?
U50	EQ2	Alignment with GOH strategy	Do you think the project (CDD) has sufficiently involved all government actors (DINEPA, MPCE, MICT, MENFP, MTPTC)? If yes, how? If not, why not? What difficulties did the project have in meeting in its collaboration with the GOH?
U53	EQ2	Alignment with GOH strategy	Do you think that the implementation arrangements are in line with the national MENFP "hygiene school" policy?
U57	EQ2	Alignment with GOH strategy	Do you think the activities carried out by your school are in line with the local strategy at the local level and at the national level? Can you give us examples?
U62	EQ2	Barrier to social engagement and service delivery	In your opinion, what external or internal factors make it difficult to implement WASH projects within the school? What actions has PADF implemented to deal with these difficulties? What else should be done to facilitate the implementation of WASH activities in your school?
U70	EQ3	Sustainable design	During the WASH infrastructure design phase in your school, how did you take the durability of the project into account? Can you give us examples?
U75	EQ3	Sustainable activities	For WASH infrastructure put in place in your school, how is the maintenance of equipment/infrastructure assured? How is the staff in charge of maintenance trained? What process is in place for the training of new people?
U78	EQ3	Sustainable activities	How are the financial resources needed for maintenance mobilized for the sustainability of equipment/infrastructure? Did the project assist in searching for financing for the maintenance of the implemented activities?

INFORMED CONSENT AGREEMENT – DONORS

Purpose: Thank you for taking the time to speak with us today. My name is [**NAME**]. I am a researcher from Social Impact, a company that is based in the United States. Our team is conducting a study of the USAID/HAITI CDD Activity. The Community Driven Development (CDD)'s purpose is to increase Haitian citizens participation in local government planning as well as improved access to delivery of public goods.

The purpose of the study is to understand the extent by which CDD was successful in meeting its objectives, to assess what were the most important challenges it faces, and identify lessons learned and good practices that might help future community driven development initiatives in Haiti or elsewhere. We are speaking to you today because you have implemented a community-driven development project in Haiti.

Request: We would like your honest impressions, opinions, and thoughts about various issues related to this project's implementation and outcomes. We are independent consultants who have no affiliation with the firms and institutions that implemented CDD, nor are we from the GOH.

Procedures: If you agree to participate, we will ask you to discuss your experience and opinion of the activities and services implemented under the CDD program. The interview will take about 1 hour of your time. As part of the evaluation, we may share our notes from this interview with USAID for posting to a public database. However, the notes we may share will not contain your name, title, organization or any details that could identify you as a source of information.

Risks/Benefits: There are no significant risks to your participation in this study. You will not receive any direct benefit or compensation for participating in this study. Although this study will not benefit you personally, we hope that our results will help enhance potential future programs to improve local governance in Haiti. Additionally, due to the private nature of this research, we ask that all group interview participants agree not to share anything that is discussed with anyone outside of this group once this conversation ends. Nonetheless, there is a risk that other discussion participants will repeat what is shared here today. You are free to refuse to answer any question.

Voluntary Participation: Participation in this interview is completely voluntary. You do not have to agree to be in this study. You are free to end the interview at any time or to decline to answer any question which you do not wish to answer. If you decline to participate in the interview, no one will be informed of this. You can opt out at a later time if you wish by informing the facilitator verbally or through private message at any time during the course of the discussion. If you choose to participate, yours will be one of 55 interviews that are being conducted.

Contacts: If you have any questions or concerns about your rights as a participant, you may contact [name and affiliation of local contact] at [number and/or email] or the Social Impact Institutional Review Board at irb@socialimpact.com or +1 703 465 1884 or at kfelizor@socialimpact.com or +509 3198 6328. I will leave a copy of this form with you.

If you accept, we would like to record our conversation. The purpose of the recording is to help us with our notetaking. Only the evaluation team will have access to the recording, and we will destroy it once we have completed our notes.

Do you have any questions? [Interviewer should answer any questions]

Permission to Proceed: I understand the purpose of the interview as outlined above and understand that I can withdraw from the interview at any time and for any reason. I agree to participate in the interview (Evaluator records).

• Yes • No

Are you willing to be recorded?

• Yes • No

Initials of evaluator to indicate receipt of verbal consent to be interviewed:

Initials of evaluator to indicate receipt of verbal consent to be recorded:

Date _____

UQ	EQ	THEME	DONORS
U01	EQ0	Introduction	Can you briefly explain the mission of your department/office/service? What is your role, and how long have you held this position?
U07	EQ0	Introduction	What participatory community development activities has your organization set up in Haiti?
U38	EQ2	System Strengthening	Has your organization participated in the creation of communal development plans (CDPs)? If so, how much and in which regions? Has the process of creating development plans been participatory? What role did women play? What difficulties did the communal development councils encounter in the process of creating CDPs? How do you explain the difficulties encountered? What can we do to facilitate CDP's creative processes?
U42	EQ2	Local empowerment	Do you think that communal development plans make it possible to better meet the needs of citizens? Why, or why not? Do you think that women's needs are better taken into account thanks to the CDP? Do you think that the needs of fragile populations are better taken into account thanks to the CDP? In your opinion, are the selected activities in accordance with local priorities? In your opinion, are the selected activities in accordance with national priorities?
U45	EQ2	Local empowerment	In your opinion, have activities such as CDD led to an increase in the level of citizens' participation in local politics?
U49	EQ2	Local empowerment	Does your organization subsidize the implementation of activities by communities? If so, how much and in which regions? In your opinion, is the financial or in-kind participation of the communities (1/3) in

UQ	EQ	THEME	DONORS
			carrying out activities a guarantee of sustainability? Does this approach showcase specific constraints or benefits? Which?
U63	EQ2	Barrier to social engagement and service delivery	In your opinion, what external or internal factors make it difficult for the communities to implement activities to improve access to services? In your opinion, what should be done to facilitate social engagement in activities to improve access to community services?
U67	EQ3	Sustainable design	Do you think that the community development approach implemented by PADF as part of the CDD/USAID project is specific? If yes, how?
U68	EQ3	Sustainable design	In your opinion, how can we include sustainability from the project design phase in community development approaches? Can you give examples of good or bad approaches to sustainability?
U81	EQ3	Sustainable system	How is the approach used by the CDD project different from the approach implemented in previous participatory community development projects? Do you think this approach allows a modification of systems and strengthens the capacity of communities to support other projects?
U82	EQ3	Sustainable system	To what extent did CDD strengthen the relationship between different local or national development actors?
U83	EQ3	Sustainable system	Do you know an online platform for sharing information and connecting CBOs? Is this platform useful for local actors? What improvements should it facilitate?
U85	EQ3	Sustainable system	Do you use the online platform for sharing information and connecting CBOs? Do you think this platform is useful for designing or implementing local development activities? What improvements should it make?

ANNEX F: DISCLOSURE OF CONFLICT OF INTEREST

SOCIAL IMPACT

ADVANCING DEVELOPMENT EFFECTIVENESS

Certification Regarding Disclosure of Conflict of Interest (COI)

This form is signed in connection with CDD Activity MidTerm Evaluation

hereinafter referred to as the "Purpose".

This form serves as your representation regarding any family, business, or financial relationships that could interfere with your objectivity in carrying out the Purpose.

With respect to the Purpose, the undersigned hereby agrees and certifies to the following:

1. I will adhere to Social Impact's ***Standards of Business and Ethical Conduct***, available at https://socialimpact.com/wp-content/uploads/2020/07/BusinessEthicalStandards.pdf in carrying out the Purpose.
2. I have carefully reviewed my employment (past, present, and under consideration) and financial interests, as well as those of my family members. Based on this review, I certify, to the best of my knowledge and belief as of the date indicated below, that either (a) I have no actual or potential relationships that would pose a conflict of interest and thus could diminish my capacity to perform the Purpose in an impartial and objective manner; or (b) I have fully disclosed all such conflicts to Social Impact and will comply fully with any instructions given by Social Impact to avoid, neutralize, or manage such conflicts. I understand I have a continuing obligation to disclose potential conflicts discovered at any time prior to the completion of the Purpose and to act as instructed.
3. Under no circumstances will I ask for or accept any money, fee, commission, credit, gift, gratuity, object of value, or compensation to improperly obtain or reward favorable treatment in connection with the Purpose. I will immediately report any improper request or offer from any individual to Social Impact. Such violations may be reported to the Chief Corporate Compliance and Ethics Officer Erica Burdick at eburdick@socialimpact.com or anonymously via email to compliance@socialimpact.com.

Signature: _____

Printed Name: Phanol Philippe

Title: Assistant Team Leader

Date: 7/7/22

Certification Regarding Disclosure of Conflict of Interest (COI)

This form is signed in connection with CDD Midterm evaluation. Haiti ESS

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Signature: _____

Printed Name: Isabelle McMahon

Title: Team Leader

Date: 7/8/22