



TERMS OF REFERENCE (TOR):

Final independent evaluation of the Project to *Strengthen agricultural opportunities through training and technological investment (PROFIT)*

Project symbol: HTI/20/01/NOR

Project title: Project to Strengthen agricultural opportunities through training and technological investment (PROFIT)

Country: Haiti

P&B Output: Output 4.2. Strengthened capacity of enterprises and their support systems to enhance productivity and sustainability

SDG: SDG 8: Decent work and economic growth

CPO Result: HTI129

Project duration: December 2020 - December 2023

Project budget: USD \$ 4,297,393

Evaluation period: Whole period

Administrative Unit: DWT/CO-San Jose

Technical backstopping Unit: SKILLS

Evaluation budget:

Evaluation manager: Diego Calixto & Cybele Burga

► Evaluation background

These Terms of Reference (TOR) concerns to the final independent evaluation of the *Project to Strengthen agricultural opportunities through training and technological investment (PROFIT)*. This PROFIT is funded by Minister of Foreign Affairs of Norway and had an original amount of US\$ 2,273,345 (3MUSD in total) and then increased to US \$ 4,297,393 in 2022. The PROFIT is implemented by the International Labour Organization (ILO) Country Project Office of Haiti in the period December 2020 through March 2024 (originally expected to end in September 2023). As per the ILO evaluation policy, the project is subject to a final independent evaluation.

This independent evaluation will be of a summative nature as it is aimed at assessing the expected and unexpected results of the intervention, how and why (and why not) these results were achieved. It will also assess process aspects since these are the ones that explains the achievement or not of the results and assessing, the extent to which the learning generated was transformed into good practices. The evaluation of processes and results will provide stakeholders with information to evaluate and review work plans, strategies, objectives, strategic alliances, and resources as required for the execution of activities and achievement of results in the remaining implementation period.

The evaluation is scheduled between November 2023 and February 2024. The evaluation will be fully funded with project funds.

The final independent evaluation will be conducted by a qualified independent consultant or firm and will be managed by Diego Calixto, National Project Officer, and supervised by Cybele Burga, Regional Evaluation Officer (REO). The Evaluation Manager will prepare the Terms of Reference (ToR) and subsequently finalize them in a consultative process.

The evaluation will comply with the [United Nations Evaluation Guidelines \(UNEG\) Norms and Standards, ILO policy guidelines \(4th edition\)](#) and the [UNEG ethical safeguards](#).

► Project background

In 2016, the ILO and the Government of Norway signed a cooperation agreement, as a result of this agreement, ILO started the implementation of a technical training project in Haiti: *Addressing Education and Skills Gaps for Vulnerable Youth in Haiti: Promoting rural socio-economic development in South and Grande Anse Departments* (FOPRODER project). The FOPRODER Project aimed to address the gaps, in education and skills for vulnerable youth in Haiti, in the promotion of rural socio-economic development in the South and Grand'Anse departments. This project assisted rural households in the South of Haiti to overcome barriers to entry into the labour market by improving the entrepreneurial skills and employability of the rural workforce, particularly women and youth, through improved vocational training (formal and informal) related to the agriculture and fisheries sectors. The project was implemented from October 2016 to September 2020.

During this intervention, an initiative was launched in the mango sector, to support and structure an association of mango producers "Mangue Francisque" and articulate it on the national market and, (via an experienced exporter) on the international market (through a Norwegian importer).

In addition, 4 full-fledged value chain studies were commissioned (cocoa, bread fruit, cashew nut, and castor oil). As a result of those studies, it became clear that cocoa -and its unique Haitian and pure variety named "criollo"- and the breadfruit ("arbre véritable") -a gluten free food ingredient ideal for children and sportsmen- offered the best promising opportunities in terms of market potential, both national and international, large availability in the considered geographic areas and complementarities in terms of harvesting and adaptation to sun exposure, the cocoa tree needing some shade to be more productive.

Building on the experience of the FOPRODER project, the Norwegian donor expressed its interest in funding a three-year project to support the development of value chains in the same regions of South and Grand'Anse resulting in the development of the PROFIT project, the subject of this evaluation. This project proposes to develop particularly remunerative value chains such as cocoa, and the breadfruit ("arbre véritable"), crops of which many small farmers could benefit throughout the year through value addition along the productive chain. This proposal is notably based on the experience accumulated during the FOPRODER project on different agricultural sectors, and with different field structures.

► Project description

The "Project to strengthen agricultural opportunities through training and technological investment in Haiti (PROFIT)" is being implemented within the framework of the agreement signed between the Norwegian Ministry of Foreign Affairs (MFA) and the International Labour Organization (ILO). The MFA committed to finance an amount not exceeding NOK 29,921,369 in three instalments. The project has received four contributions equivalent to USD 4,297,393, and an extension of the end date to 15 March 2024. The adjusted expected implementation period is December 2020 to 15 March 2024.

The overall objective of the project is to contribute to the improvement of living conditions of small farmers in promising agricultural value chains in the South and Grand'Anse Departments.

Project outputs:

1. Capacity of producers to produce more and better quality (refined) products corresponding to growing market demand is improved (tailored technical and managerial training, producers better structured), with a particular attention to gender specificities and needs
2. Technological capacity of agriculture and applied research along the Value Chains for the selected products are improved (traceability, fermentation, post-harvest equipment)
3. Revenues and financial capacity of beneficiary farmers are improved, green, and decent jobs are created in support of the two agricultural value chains
4. Support for the establishment of a credit/saving scheme

Results achieved considering results of 2022 and 2023

The PROFIT project, now in its third year of implementation, focuses on enhancing food security and income among smallholder farmers in Haiti, primarily through interventions in cocoa and breadfruit value chains. The project has aimed to improve the capacity of producers, enhance technological capabilities, increase financial empowerment, and establish a credit/savings scheme.

The following is a detail of the progress reported by the project team on the different project outputs:

Output 1: Capacity of producers to produce more and better quality (refined) products corresponding to market increasing demand is improved (tailored technical and managerial training, producers better structured), with a particular attention to gender specificities and needs.

- 2022: 3,700 cocoa and breadfruit producers registered in the digital traceability platform. Nearly 4,000 plots are already geo-located.

2023:

- **Training:** 147 women and 147 men have been trained in cocoa treatment, fermentation, and quality control, empowering them with crucial skills.
- **Field Rehabilitation:** 150 cocoa fields owned by women, covering 132.7 hectares, have been rehabilitated, leading to increased yields and income.

- **Agricultural Extension:** 11 Agricultural Service Providers (FOSAGs) have been trained and equipped, strengthening local agricultural extension services.
- **Traceability:** 6,429 producers are registered on a traceability platform, facilitating control and monitoring of commodities.
- **Infrastructure:** Initiatives include studies for 6 modern public markets, construction of lesson center fencing, and 4.37 kilometers of road rehabilitation

Output 2: Technological capacity of agriculture and applied research along the Value Chains for the selected products are improved (traceability, fermentation, post-harvest equipment)

2022. The Quisqueya University was contracted to conduct research to identify the best possible breadfruit processing option, based on the potential for local and international market development.

2023:

- **Traceability System:** A traceability system using Communication Technologies benefits Cocoa and Breadfruit producers, enhancing market access.
- **Research:** Three research reports on breadfruit are available, exploring various opportunities and applications.

Output 3: Revenues and financial capacity of beneficiary farmers are improved, green, and decent jobs are created in support of the three agricultural value chains

2022. A specialized microenterprise management company was contracted to guide the construction of a popular financing system capable of participating significantly in the development of the respective value chains and in improving the socioeconomic situation of the 1,000 direct beneficiaries.

2023:

- **Financial Training:** 48 champions, including 21 women and 27 men, received training in financial management and Mutuals of Solidarity (MUSO)

Linkage with programmatic frameworks

The Integrated Strategic Framework (ISF) serves as the reference for the collective efforts of the UN for 2020-2021. Other ongoing interventions that lie outside of the scope of the ISF are expected to be concluded during this cycle, under the authorizing framework provided by the 2017-2021 UNDAF, together with a commitment by the entire UN system to recalibrate individual and collective efforts towards the ISF priorities. In parallel, in order to meet urgent humanitarian needs, humanitarian efforts will be articulated in the Humanitarian Response Plan (HRP).

As such, the strategic reprioritization of the UN presence in Haiti and the new modalities of collaboration that are being established under the ISF will caliber the design and content of the next UN Sustainable Development Cooperation Framework, which will start in 2023.

The 5th benchmark of the ISF states the following:

State institutions, local authorities and the private sector provide access to youth, women and vulnerable groups to decent employment opportunities, including jobs, education and training, contributing to reduce socio-economic grievances and address drivers of instability and inequality.

A long-term institutional and policy track, focused on providing options for improving the business environment and encouraging public and private actors to work together for the 2030 Agenda; solutions for financing the SDGs, supporting reforms to the employment code and to the agricultural sector for renewed rural livelihood schemes (access to credit, land regulation, market opportunities and smallholders'

associations); policy options and capacity for vocational training programs and functional literacy; and integrated policy advice for the formulation of investment mobilisation strategies.

Management arrangements

The project team consists of a Chief Technical Advisor (CTA) and an administrative assistant based at the ILO Office for Haiti. It also has the technical support of the 1 Agronomist Specialist, 1 engineer (NOB) based in Jeremie (capital for the Grande Anse Department), 1 Gender Specialist based in Country Office, and SKILLS and Value Chain Development Unit of ENTERPRISE departments based at headquarters.

► Purpose, scope, and clients of the evaluation

The primary objectives of this evaluation are as follows:

- a. **Assessment of Project Achievements:** Evaluate the extent to which the PROFIT project has achieved its stated objectives and outputs, as outlined in the DAC criteria.
 - a. Assess performance as per the foreseen targets and indicators of achievement at output level and indicative achievements of outcomes; strategies and implementation modalities chosen; partnership arrangements constraints and opportunities.
 - b. Determine to what extent the strategic approach of the Project reflects the ILO comparative advantage.
- b. **Impact Assessment:** Measure the impact of the PROFIT on the livelihoods of smallholder farmers, particularly in terms of increased income, improved food security, and job creation.
- c. **Contextual Analysis:** Analyze the influence of the institutional and political context in Haiti on PROFIT project implementation, considering challenges such as security, political instability, and economic conditions.
- d. **DAC Criteria Alignment:** Assess the PROFIT alignment with the DAC criteria, including relevance, effectiveness, efficiency, sustainability, and impact.

The evaluation will provide recommendations on how to improve performance and strategies, institutional arrangements and partnership arrangements, in view of a potential second phase.

The final independent evaluation will have both summative and formative components: It will analyse what has been achieved in the period under review, resulting from the ILO programming under this project in Haiti. In addition, the formative evaluation approach will imply that the evaluation will extract lessons learned from the programming that has been undertaken and formulate recommendations that can be used to inform further strategic decision making for the region in terms of relevant ILO RBC programming.

Therefore, the focus of the MTE will be an analysis of ongoing project activities and an assessment of all outputs produced since the beginning of the project, as well as the level of achievement of the three immediate project outcomes (S1, S2, S3). Regional and Country Programme Outcomes (CPOs) and information that will be selected from the documentation to be provided to the team, complemented by, and triangulated with, other sources, will be used to assess whether the ILO's programmes are effectively serving as instruments to achieve the RBC objectives within the Decent Work Agenda (DWA) in the region, and to extract lessons that would lead to the following outcomes:

The evaluation will be summative in nature as it seeks to identify the expected and unexpected results achieved (in terms of resources invested), why and how they were achieved, processes followed and factors that explained delays or problems in implementation.

Overall objective: To assess the relevance, validity of the design, coherence, efficiency, effectiveness, impact and sustainability of the intervention; assess the integration of tripartism, social dialogue, gender equality

and non-discrimination, climate change transition and environmental sustainability in the design of tools, methodology and analysis; and, to test underlying assumptions about contributions to broader development impacts and organizational learning.

Specific objectives:

- Evaluate how well the project design aligns with the specific needs of both men and women in the context of the country, taking into account gender-specific disparities in access to resources and opportunities. Evaluate the project's relevance to environmental sustainability.
- To assess the extent to which it has achieved its stated objectives and expected results, while identifying the supporting factors and constraints that have motivated them, including those related to gender and environmental factors. Identify unexpected and collateral positive and negative outcomes.
- Assess the contributions of the project to the SDGs, the country ISF and the ILO objectives and CPOs and its synergy with other projects and programs in the country.
- Assess whether there are factors that have affected project implementation and how they have been addressed. Analyze how gender-related factors have influenced project implementation, including the impact of gender norms and roles on project activities. Examine the project's response to gender-specific constraints and opportunities, as well as its consideration of environmental sustainability in its implementation.
- Analyse the efficiency of the implementation of the intervention, including the equitable distribution of resources to address gender disparities and environmental sustainability.
- Assess the extent to which project results will be sustainable.
- Assess and identify the degree to which the midterm evaluation recommendations were addressed and generated changes
- Synthesize information to identify lessons learned, good practices and recommendations with broader applicability.

Evaluation users

The primary users of the evaluation are those individuals who might use the evaluation to make project improvements. Those persons or institutions that can make use of the evaluation and that, at the same time, are normally key informants during the data collection phase of the evaluation, as they have been part of or are related to the implementation of the project. In the case of the evaluated project, the main users will be as follows:

Internal users

- ILO Regional Office for Latin America and the Caribbean: includes Regional Directorate and Regional Programme Unit.
- ILO DWT and Country Office for Central America, Haiti, Panama and Dominican Republic
- EVAL
- PARDEV
- HQ Departments: SKILLS, ENTERPRISE, DEVINVEST

External user

- Ministry of Foreign Affairs of Norway
- Chamber of Agriculture and Professions of Haiti's (Chagha)
- National Coffee Institute of Haiti (INCAH)
- Ministry of Agriculture
- Ministry of Social Affairs and Labour (MAST)
- SAE, Business Support Service, of the Ministry of Commerce
- Quisqueya University

The evaluation findings and recommendations will be useful to support informed orientations and decisions regarding the second phase of the project.

► Evaluation questions and approach

The basic conceptual framework within which this evaluation will be conducted is the [ILO Policy Guidelines for results-based evaluation, 2020](#). The evaluation will also be conducted in accordance with the ILO's standard policies and procedures. The ILO adheres to the UNS norms and standards for evaluation. The evaluation shall adopt an approach that recognizes the role of gender in economic and social development. It will include an evaluation matrix with evaluation questions, qualitative and quantitative indicators and data collection techniques designed to be gender-sensitive and maximize participation. Gender analysis should be reflected throughout the findings, conclusions, and recommendations.

The proposed evaluation criteria are selected from the 2019 OECD/DAC criteria.

- **Relevance:** refers to the extent to which the objectives and design of the intervention respond to the identified needs of the target population (beneficiaries); the degree to which the project's objectives and design are aligned with national and local priorities and needs, constituent priorities and needs, and donor priorities in the country. The extent to which the intervention takes into account the expectations, interests and respect for cultural and social differences and the gender perspective.
- **Coherence** (validity of the project design): refers to the extent to which the design, logic, strategy and elements of the project are or remain valid to address problems and needs.
- **Project effectiveness:** the extent to which the intervention has achieved or is expected to achieve its objectives and outcomes, including differentiated outcomes between groups and the effect of the pandemic and post-pandemic recovery.
- **Management efficiency:** the extent to which outputs and/or outcomes were achieved with the available resources. The extent to which administrative protocols/procedures, coordination mechanisms, among other management aspects, have had a positive or negative impact on the achievement of intervention results.
- **Sustainability of project outcomes:** the degree to which the net benefits of the intervention continue or are likely to continue, also considering the effects of the pandemic and post-pandemic.
- **Impact orientation:** the extent to which the intervention has generated, or is expected to generate, significant effects - positive or negative, intended or unintended - at the highest level and how it is expected to affect the post-pandemic recovery. The extent to which adequate capacity of the social partners has been developed to ensure that mechanisms are in place to sustain activities and whether existing results are likely to be sustained beyond the end of the project.

The evaluation team shall examine the following key issues:

Relevance. *The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.*

1. To what extent is the project design and adjustments address the specific needs (and changing needs) of men and women? Does it supports vulnerable groups through its strategies/products/activities?

Coherence. *The compatibility of the intervention with other interventions in a country, sector or institution.*

2. Have the MTE recommendations been incorporated into the redesign of the project, maintaining internal coherence and relevance to the needs of the beneficiaries and the challenges of the

context?

3. In what extent does it address gender issues/problems and respond with orientation to gender transformations? Does the project applied a gender-responsive budgeting as a tool to allocate resources for gender equality and women's empowerment?

Effectiveness: *The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across group.*

1. What is the level of achievement of project results as of the final evaluation? Have there been any unexpected positive or negative results, and what are the factors that contributed to or hindered progress?
2. To what extent did the active participation of stakeholders, social partners, and constituents in project activities foster integrated efforts and contribute to the successful accomplishment of results?
3. How effective has the project's monitoring and evaluation strategy been in adapting the intervention to the evolving needs and priorities of the target population throughout its implementation?
4. How effectively have the strategies and actions of the project contributed to advancing gender equality, and how inclusive have they been towards vulnerable groups and marginalized communities?
5. To what extent did the project team effectively manage contextual and institutional risks and assumptions, including those related to political, climate, and safety factors? Did the project's Baseline (BL), measurements, and previous recommendations contribute to adaptive management strategies?
6. Regarding the capacity development (CD) component and productivity enhancement, to what extent have capacities been created, strengthened, and instilled in beneficiaries and partner institutions to ensure a certain degree of autonomy in formulating and implementing endogenous medium and long-term development strategies and policies?

Efficiency & effectiveness of management arrangements. *The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. The aim is to assess the extent to which administrative protocols/procedures, coordination mechanisms, among other management aspects, have had a positive or negative impact on the achievement of project results.*

7. Has there been adequate availability and allocation of resources (financial, human, and temporal) to ensure the successful achievement of project results?
8. How well-coordinated and integrated has the collaboration been between different entities involved in the project's implementation??
9. To what extent has the support (both technical and political) provided by the ILO at regional, country level, and HQ levels been effective in facilitating project success?
10. To what extent has the ILO intervention applied innovative approaches to effectively address the immediate effects of the pandemic on the world of work and support the recovery phase adequately?
11. Have project resources been leveraged effectively with other related interventions to enhance the project's overall effectiveness and maximize its impact, if applicable?

Impact orientation. *The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.*

1. To what extent are observable changes evident in the lives of the rights-holding population, particularly Grand Anse farmers who participated in the project?
2. Is there concrete evidence of positive changes in practices that have led to increased productivity in the supply coffee chain, especially concerning women's participation and empowerment?
3. To what extent has the project influenced the development of institutional capacities and empowered women to assume leadership roles within their organizations?

4. Has the project had any discernible impact on fostering greater collaboration and cooperation among various stakeholders at the local and departmental levels?

Sustainability. *The extent to which the net benefits of the intervention continue, or are likely to continue.*

1. Have critical factors been put in place to ensure the sustainability of the intervention results?
2. What are the primary risks and challenges that could potentially impact the sustainability of the project's results?
3. To what extent has the project identified and utilized meaningful sustainability indicators for mid-term results, long-term outcomes, and impacts? If so, which specific indicators have been employed?
4. Are national and local partners demonstrating the willingness and commitment to continue and support the project beyond its current phase?

► Evaluation methodology

The final independent evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Development Group (UNDG) Evaluation Norms and Standards as well as to the OECD/DAC Evaluation Quality Standards. The evaluation will comply with the UNEG ethical Guidelines (2020). The final methodology and evaluation questions will be determined by the consultant in coordination with the Evaluation Manager and the Regional Evaluation Officer.

The evaluation will apply a mix methods approach, engaging with key stakeholders of the project at all levels during the design, data collection, validation, and reporting stages. To collect the data for analysis, the evaluation will make use of the techniques listed below (but not limit to). The data from these sources will be triangulated to increase the validity and rigor of the evaluation findings.

The evaluation will apply the appropriate methodology to assess the success of the Project in developing capacities of beneficiaries to increase productivity and incomes, taking into account the severe crisis context in the country.

The key elements that need to be considered are:

- Stakeholders' participation in the evaluation to avoid biases, such as gender biases, power bias or class bias, with inclusion of the most vulnerable.
- Adequate sample (in case of larger groups) addressing the inclusion of women and men of the diverse stakeholders' groups.
- The evaluation should apply both quantitative and qualitative methodology to gather and to analyze data and to offer different perspectives to the evaluation. The data and information should be collected, presented and analyzed with appropriate gender disaggregation. Data disaggregation by the Human Rights applied criteria and GE approach.
- Triangulation: data from different sources are compared to confirm the inputs.
- Validation of the findings (virtual workshop) with different groups to increase the accuracy and reliability of the findings.

Scope of the final evaluation

The evaluation should cover the following key areas:

a. Output Evaluation

- Conduct a detailed assessment of each project output, comparing planned results with actual achievements.
- Analyze the effectiveness of training programs, including their relevance to the needs of smallholder farmers and their impact on agricultural practices.

- Evaluate the success of field rehabilitation efforts, including their impact on crop yields, pest control, and farmers' income.
- Investigate the functionality and usability of the digital traceability platform, identifying any challenges faced by users.
- Assess the formation and operation of solidarity credit unions (MUSO), including their ability to provide access to credit and financial services.
- Review progress and challenges in infrastructure development, such as road rehabilitation and market construction, and their impact [on the project's objectives](#).

b. Impact Assessment

- Develop and administer surveys to project beneficiaries, collecting quantitative data on income levels, food security, and employment opportunities.
- Conduct qualitative interviews and focus group discussions to gather in-depth insights into beneficiaries' experiences and changes in their lives.
- Analyze data to quantify the project's impact and identify trends, disparities, and success stories.
- Present the findings in a clear and accessible manner, using charts, graphs, and narratives to convey the results effectively.

c. Contextual Analysis

- Review the historical and current political landscape in Haiti, including key events and developments that have influenced project implementation.
- Analyze the security situation in project areas, detailing incidents and their effects on project activities and personnel.
- Investigate the impact of political instability on the project's timeline, budget, and implementation strategies.
- Consider the consequences of the Grande Anse Bridge closure and fuel scarcity on project logistics and operations.
- Identify potential strategies or recommendations for mitigating risks associated with the Haitian context.

Suggested Data Collection Methods for the final evaluation.

A more detailed methodology for the assignment will be elaborated by the evaluator (or evaluation team) on the basis of this TOR, in consultation with the ILO Evaluation Manager, Regional Evaluation Officer and key stakeholders in the Inception report.

- **On-site Visits and Observations:** Engage in direct field observations to witness and understand the practices and challenges faced by the beneficiaries, especially women.
- **Stakeholder Consultations:** Facilitate discussions with direct beneficiaries, local organizations, and institutions to gain in-depth insights.
- **Historical Analysis:** Use a comprehensive historical survey guide to trace back the evolution of farming practices and institutional support over time.
- **Structured Surveys:** Deploy formal survey forms that encompass perception surveys to gauge the sentiment and feedback of the beneficiaries.
- **Semi-structured Interviews:** Utilize interview guides to ensure flexibility in gathering qualitative data and capturing nuanced information.
- **Life/institutional stories:** Document specific success stories or challenges as detailed case studies to provide a holistic understanding of individual experiences.

Additional complementary Methods:

- **Focus Group Discussions:** Organize group discussions, ensuring diverse representation, to encourage collective sharing of experiences and ideas.
- **Participatory Rural Appraisal (PRA):** Engage the community in self-assessment exercises like mapping, ranking, and scoring to understand local perspectives.
- **Gender-specific Workshops:** Organize sessions focused on women to delve deeper into gender-specific challenges and solutions.
- **Feedback Boxes:** Set up anonymous feedback boxes in community centers to allow beneficiaries to share candid feedback without fear of reprisal."

These methods should provide a comprehensive and multifaceted perspective on the experiences and challenges faced by farmers and local institutions in Haiti, especially with a focus on the participation and perspectives of women.

Evaluation stages

Stage I: Desk review. The evaluator will conduct systematic analysis of existing documents and obtain existing qualitative and quantitative evidence prior to primary data collection. The desk review also facilitates assessment of the situation and available data to plan the evaluation and develop the inception report. The results of the desk review will further inform the methodological approach of the evaluation and will ensure the use of specific evaluation techniques to evaluate and report on the evaluation findings. In this phase, the consultant will review at least the following:

- Project documents (PRODOCS), revisions, project budget,
- Progress Reports-TPR
- Budget expenditures
- Existing documents and sources related to the project (brochure; events, meeting and activity concept notes; links to events available on websites; social media reports; finalized outputs).
- Mid-term evaluation of PROFIT project

Stage II: Key project informant interviews. Face-to-face interviews with a pre-agreed list of key actors who have in-depth exposure and understanding of the programme and its context and project beneficiaries. Interview guide(s) will be developed during the inception phase to stimulate a discussion on concerned evaluation questions.

- ▶ **Internal list:** ILO project staff in the region and ILO officials in Geneva concerned.
- ▶ **Interviews with representatives from the following groups:**
 - ILO Constituents: Government staff, employers' organizations, trade unions
 - Strategic partners: individual experts who have worked with the project
 - Donor representatives of the MFA of Norway
 - Beneficiaries: small farmers

Stage III: Presentation of preliminary evaluation findings. At the end of data collection stage, it is expected that the evaluator (or evaluation team) present preliminary findings to the project key stakeholders in a virtual workshop to discuss and refine the findings and fill information gaps.

▶ Main deliverables

The evaluation will result in a concise evaluation report detailing the overall and specific performance of the project as evaluated in terms of relevance and strategic fit of the intervention; validity of the intervention design; progress and effectiveness of the intervention; efficiency of resource use; effectiveness of

management arrangements; impact orientation and sustainability of the intervention; as defined in the ILO Guidelines for the preparation of independent evaluations of ILO programs and projects ([ILO Policy Guidelines for Results-Based Evaluation](#)).

The evaluation team is expected to deliver the following products:

- ▶ **Product 1: Inception report.** The Inception Report, no longer than 20 pages (excluding Annexes), shall be submitted for review and approval to the evaluation manager and the REO. This report shall include a detailed description of the methodology to be applied in the evaluation, sources and procedures to be used for data collection, key activities, interview questionnaires, list of key stakeholders, research questions, performance indicators and the evaluation schedule. This report will be used as the starting point of the agreement and understanding between the evaluation team and the contractor (see [Checklist 4.6: Writing the inception report](#)).
- ▶ **Products 2 y 3 (Draft report - product 2 and final evaluation report - product 3).** The evaluation report shall be submitted to the Evaluation Manager. The report shall follow ILO specific submission formats and shall not exceed 60 pages in length, excluding annexes. Annexes to the report shall include: the questions and indicators used for the research, the final instruments used in the fieldwork, the results of the survey, a list of the persons interviewed and a list of the documents reviewed.

Final report should include:

- (1) Cover with the key data of the project
- (2) Table of contents and lists (annexes and tables or graphs)
- (3) List of acronyms or abbreviations
- (4) Executive summary (no more than 5 pages)
 - 4.1. Background and context
 - 4.1.1 Brief overview of the project's objective, logic, and structure
 - 4.1.2 Current status of the project
 - 4.1.3. Purpose, scope, and clients of the evaluation
 - 4.1.4. Evaluation methodology
 - 4.2. Main findings and conclusions
 - 4.3. Recommendations, lessons learned and good practices
- (5) Main content of the report
 - 5.1. Description of the project
 - 5.2. Purpose, scope and clients of the evaluation
 - 5.3. Evaluation methodology and limitations
 - 5.4. Clearly identified findings for each criterion
 - 5.5. Conclusions
 - 5.6. Recommendations
- (6) Annexes
 - 6.1. TOR
 - 6.2. Evaluation matrix
 - 6.3. Data Table on Project Progress in achieving its targets by indicators with comments
 - 6.4. Evaluation schedule
 - 6.5. Documents reviewed
 - 6.6. List of people interviewed
 - 6.7. Lessons learned (according to [EVAL's template](#))
 - 6.8. Good practices (according to [EVAL's template](#))
 - 6.9. Any other relevant documents

The report shall be in line with EVAL's format (see [Checklist 4.1: Preparing the evaluation report](#)), and should include a title page (see [Checklist 4.2: Filing in the evaluation title page](#)). The report will be rated on the basis of the EVAL quality standards (see [Checklist 4.7: Rating the quality of evaluation reports](#)).

Executive summary for wide dissemination. The executive summary should follow the EVAL template, summarize the most important results of the evaluation by evaluation criteria, lessons

learned, good practices and recommendations and should not exceed 7 pages in length (see [Checklist 4.3: Writing the evaluation report summary](#)).

- ▶ **Product 4: PowerPoint presentation** with main results summarizing the most substantive aspects of the final independent evaluation report, background, methodology used, main findings, conclusions, lessons learned, good practices and recommendations.
- ▶ **Product 5: 1 Infographics.** A 4-page quick note unedited. This note will include a brief description of the main findings (highlighting quantitative information), lessons learned, good practices, main recommendations, and the voices of key constituents and stakeholders (anonymous textual quotations, indicating only the type of constituent being referred to, subject to the consent of the interviewees).
- ▶ **Product 6: 2 life stories.** The life stories should be representative of the results of the evaluation, it can be stories of success or self-improvement, but it should provide lessons learned.

▶ Management arrangements and tentative work plan

An evaluation team, consisting of one evaluation leader, statistical expert, and gender specialist, shall conduct the independent final evaluation of the PROFIT Project that is the subject of these TORs. Gender balance in the composition of the team and thematic expertise in technical training, value chains or agriculture is desirable.

The team leader will report and discuss any technical and methodological matters with the evaluation manager, Diego Calixto (calixto@ilo.org), and the Regional Evaluation Officer, Cybele Burga (burga@ilo.org). The evaluation will be carried out with full logistical support of the project staff, with the administrative support of the ILO Office in San Jose and project team in ILO project Office in Haiti.

Evaluation team responsibilities

- a) Briefing meeting with evaluation manager (discussion on evaluation scope) and project team
- b) Desk review
- c) Preliminary interviews with project coordinator and key stakeholders
- d) Preparation of the Inception Report, including the evaluation instrument (methodology, evaluation matrix and instruments).
- e) Conduct stakeholder interviews (skype, telephone or similar means).
- f) Draft evaluation report
- g) Internal meeting for presentation of preliminary results
- h) Finalize evaluation report
- i) Make Virtual Workshop presentation of the evaluation results

Evaluation team profile

Team leader must meet the following requirements:

- Advanced university degree with a minimum of 8 years of relevant experience in international/national project/program evaluations.
- Strong and substantial professional experience in project evaluations and/or experience in TVET, employment policy, rural and livelihood development, especially in vulnerable populations and, in cross-cutting aspects (gender, discrimination, etc).
- Strong verifiable knowledge of the local (Haitian) context. The experience in Haiti is considered an advantage.
- Experience in using the Theory of Change approach in evaluations.
- Relevant experience with results-based management.
- Extensive experience in the application of qualitative and quantitative evaluation methodologies.

- It is desirable to know the functions and mandate of the ILO and its tripartite structure, as well as the UN evaluation standards and programming.
- Proficiency in spoken and written English and French.
- Excellent analytical skills with the ability to analyze and interpret data from a variety of sources.
- Flexibility and responsiveness to changes and demands.
- Be customer-oriented and open to feedback.

Statistical specialist must meet the following requirements:

- University Degree in social sciences, economics, statistics;
- Understanding of issues of validity and reliability;
- Extensive experience in applying, qualitative and quantitative research methodologies including participatory approaches;
- Statistical analysis skills of qualitative and quantitative data;
- Excellent analytical skills with the ability to analyze and interpret data from a range of sources;
- Excellent command of oral and written French; and
- Be flexible and responsive to changes and demand.

Gender specialist must meet the following requirements:

- Professional in social, economic, political or labour sciences with postgraduate studies in gender.
- At least 3 years of demonstrable work experience in gender equality and women's empowerment.
- Experience in gender mainstreaming in planning, implementation, monitoring or evaluation of development projects/programmes.
- Ability to include gender dimensions in evaluation design, data collection, analysis and writing.
- Be flexible and responsive to change and demand.
- Be client-oriented and open to feedback.

Tentative work plan

The evaluation exercise foresees a level of effort of 80 effective working days, divided between the team members, which will be carried out between November and February 2024. The tentative schedule is as follows:

Phase	Tentative dates	Main tasks	Responsible
Phase 1: Preparatory activities for the evaluation	November 2023	At least two Skype meetings with the evaluator to adjust methodology, documents and inception report	Evaluation team, evaluation manager – EM and REO
Phase 2: Evaluation process	Third week of November 2023	Refinement of the method, research tools and inception report	Evaluation team, EM and REO
		Definition of research questions, search strategy and protocol through dialogue with EM	
	Last November - 1 st week of January 2024	Virtual interviews with key stakeholders Primary collection of information	Evaluation team
	January 2024	Data analysis and systematization	Evaluation team
	1 st week of February 2024	Draft report	Evaluation team
	Deadline: Third week of February 2024	Comments to the report by EM, REO, EVAL and ILO officials	ILO
	Last week of February 2024	Final report delivery date	Evaluation team

Phase 3: Dissemination of final evaluation results	March 2024	Workshop to present final results	Evaluation team
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▶ Evaluation resources and payment structure

The total evaluation costs, corresponding to the consultant's fees and fieldwork costs, will be incurred upon receipt of the deliverables to the satisfaction of the ILO and made effective according to the following structure

- ▶ Payment 1: 20% upon signature of the contract to cover primary data collecting costs.
- ▶ Payment 2: 20% (USD XXX) against delivery and approval of the inception report (Product 1).
- ▶ Payment 3: 25% (USD XXX) against delivery and approval of the draft report (Product 2).
- ▶ Payment 4: 35% (USD XXX) against delivery and approval of the final version of the evaluation report (Product 3), a power point presentation (Product 4), a 4-page Quick Fact Note (Product 5) and a life story (Product 6).

▶ Ethical Considerations and Confidentiality

The evaluation team will maintain the utmost confidentiality regarding sensitive information and comments arising during individual and collective interviews. They should be given sufficient space to ask any questions they may have and should receive answers to their satisfaction before the interview begins.

This evaluation complies with the UN Norms and Standards for Evaluation and will ensure that ethical safeguards concerning the independence of the evaluation are taken into consideration. Please refer to the UNEG ethical guidelines: <http://www.unevaluation.org/ethicalguidelines>.

▶ Annexes

Annex I. Complete list of actors / responsibility / level of influence¹

¹ Will be made available to the selected team.

Annex II. ILO Evaluation Policy: guidance notes, checklists, and templates (compulsory consultation)

ILO Policy Guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 4th ed.:

http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

Guidance notes

- ▶ [Guidance Note 3.1](#) Integrating gender equality in monitoring and evaluation of projects
- ▶ [Guidance Note 3.2](#) Adapting evaluation methods to the ILO's normative and tripartite mandate
- ▶ [Guidance Note 4.3](#) Data collection methods
- ▶ [Guidance Note 4.5](#) Stakeholder engagement
- ▶ [Guidance Note 5.5](#) Dissemination of lessons learned and good practices

Checklists:

- ▶ [Checklist 4.8](#) Writing the inception report
- ▶ [Checklist 4.2](#) Preparing the evaluation report
- ▶ [Checklist 4.9](#) Rating the quality of evaluation reports

Templates:

- ▶ [Lessons learned](#)
- ▶ [Good practices](#)
- ▶ [Evaluation summary](#)
- ▶ [Evaluation title page](#)
- ▶ [Code of conduct form](#)