



Oxfam GB Project Effectiveness Review Management Response



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Name of Project reviewed: Support of diversification for coffee farmers in Northern Haiti (HAIC15)

Date: 3rd October, 2012

Outcome/Impact	Rating	Short Commentary
Outcome 1 – Increased household income		<p><i>Strong evidence of a positive impact in the North East department. No evidence of impact in Dondon.</i></p> <p>Management strongly agreed based on the findings , that there is clear evidence that the project over the years registered strong evidence of positive impact on the socio- economic lives of the people in the north east , particularly in meeting the education needs of their children and household needs in terms of having the purchasing power(money) to grow and buy food for household consumption more than those in Dondon areas. I will rate this slightly above <u>the rate indicated here</u> with 4 points as the North East is the biggest intervention areas having more beneficiaries targeted by the project intervention</p>
Outcome 2 – Diversification of household income		<p><i>Some evidence of diversification of crop types brought to market by producers in Dondon. No evidence of impact in the North East.</i></p> <p>Management strongly agreed as the evidence from the effective review shows that beneficiaries from Dondon areas were getting less profit from the coffee production as such diversification was used as alternative source to provide much and faster income source for the cooperative members to be able to cope with the household income source. In this regard, diversification was given more attention in Dondon areas than the North East. In addition, the return for coffee production sale in the north east was much higher for RECOCARNO cooperative members; this must have encouraged farmers in these locations to invest more resources in coffee production and less on</p>

		<p>other crops. Whilst as in Dondon areas it was the opposite as where diversification exercise was compensated for slightly lower income in coffee. We will rate this outcome slight above the rate indicated being that diversification was one of the key objective for the project intervention</p>
<p>Outcome 3 – Accumulation of asset wealth</p>		<p><i>Little evidence that increased household income has lead to long-term accumulation of assets.</i> The effective review findings shows that there is relative increase in the accumulation of asset by RECOCARNO members but these could not be objectively proven as there is no significant statistical evidence pointing to this claim. It is interesting to note that respondents who participated in the survey could rarely remember what kinds of asset were bought from proceeds or revenues generated from their farming activities since the time line was traced back to 2004 almost seven years lapse. It was not easy for these respondents to quick grap items bought with revenues generated from the coffee production. Beside, project intervention was geared towards supporting them to secure household income that could be used to support immediate social and economic household needs such as food, education and health. For this reason we agreed with the review results that household income source shows little evidence in terms of contributing to the accumulation of assets capable of generating wealth. However, <u>one must pay attention to the fact that long term wealth creation was not the key objective of the project intervention.</u> This project was created with the expectation that it will create opportunity where farmers would be able to have access to income that will support immediate household social and economic needs.</p>
<p>Outcome 4 – Improved attitudes to gender roles</p>		<p>Evidence of improved attitudes to women’s roles among male respondents, though not among female respondents themselves. Management strongly agreed that there was strong evidence of improved attitude to women’s role and contribution to household economic activities. Oxfam staff has being working with partners to ensure gender stereotypes or attitude are completely eradicated from day to day social interaction and engagement across project locations. This has been clearly captured by the project intervention where within a male dominated environment; males have come to recognise the tremendous roles and contributions played by women in the creation of economic opportunities for the household. This is a fact that women themselves in these environment did not recognise but the male have come to recognise the value of this element and hence it is contributing to a change in attitude and belief towards gender stereotypes within the society. We will rate this slightly above the grade indicated here to 4 point. However, there is still room for similar intervention of such nature to work towards changing these belief patterns within rural and urban communities across Haiti. This can somehow be achieved with collaborative and proactive working relationship with partners through whom some of Oxfam interventions would be delivered in the future.</p>

1. What follow-up to the review have you undertaken or planned (if any) e.g. discussion, analysis, workshop?

Oxfam staff led by the Development Programme Manager and a team of Livelihood staff s supported by the Programme Manager based in Cap Haitien organised a 4 hours discussion sessions with RECOCARNO staff (The partners who implemented the project) on the general findings and results of the projects intervention. Results were shared and discussed in detail with RECOCARNO staff. The general mood among the partner was good as they expressed delight that Oxfam intervention in the lives of targeted farmers is yielding positive impact. This shows that Oxfam's support towards the partners has not gone in vain but that it has been utilised to support Oxfam in working with others to overcome poverty and suffering. However, the partner expressed concern about some of the findings that greater positive impact would have been much more secured if funding allocation would have been higher and provided on time. In addition, if stronger partner capacity would have been built by Oxfam with strong programme quality support over the years, more positive impact would have been recorded without surprises. The hardcopy of the effective review report was presented to the RECOCARNO staff in French version as a reference document for future intervention and learning points.

2. Overall, do the findings concur with your own expectations or assessment of the project/programme's effectiveness?

YES, based on the specific focus of the programme effective audit, management agreed that the exercise was able to meet our expectations, particularly on the outcome related to income source, diversification and male attitude towards women roles and responsibility in contributing to the household economy.

3. Did the final results of the Effectiveness Review identify areas that were particularly strong in the project (ie large impact)?

YES, the effective review results clearly identify strong areas of impact demonstrated by the project intervention particularly with regards to the issues of increased household income , diversification of household income source and improved attitude towards gender roles

If so, please comment briefly on why you think this was so.

Reason for this can be attributed to the fact; Oxfam has been supporting RECOCARNO for the last 10 years. It is interesting to note that during these 10 years no organised and well structured programme evaluation or review of such nature has taken place that would throw light on the impact so far achieved by various Oxfam supported project with partners in the North East. In this regard, the effective review exercise should be seen as vital programme undertakings that have succeeded to inform Oxfam management team in Haiti, the region and Oxford that Oxfam intervention through partners have been yielding some tangible results that could be seen as a contributing element to poverty reduction in developing and fragile countries across the globe. For the first time in the history of Oxfam partner relationship with RECOCARNO, Oxfam management was able to get thorough evaluated first hand information about the tangible impacts that HAIC 15 project intervention have had on the lives of beneficiaries. What a programme learning that one can draw for the benefit of other project intervention

4. Did the final results of the Effectiveness Review identify areas that were weak or very weak (ie no or very little impact)?

If so, please comment on why you think this was so.

Yes, the effectiveness review was able to identify areas of weakness. These weaknesses could be useful for future learning purpose. For example, the question raised as to why the fair trade marketing element of the coffee production did not support long term asset accumulation in the North East. A question like this makes one to question the need for an organisation like Oxfam to invest in coffee production. On the hand to

invest in an alternative agricultural production having the potential to create a tangible impact. In addition, the strategy use by RECOCARNO to generate revenue from the sale of coffee in the north east that motivated beneficiaries to invest more in coffee production and less in the Dondon area should have been equally used across all the project areas to ensure equal revenue is derived from the same activity. RECOCARNO being an experienced organisation in coffee production and marketing should have put in place a uniform strategy having the potential to create the same investment climate that will ensure equal investment and benefit across all areas of project areas

5. a) Is the reviewed project continuing? If yes, what actions are being taken in response to the weak areas identified in question 4?

The project intervention related to Oxfam support for RECOCARNO on coffee diversification has ended. However weak areas identified will serve as reference learning point for Oxfam so that future engagement in similar project related will feed into it. Oxfam has already engaged partners including RECOCARNO in an open discussion about it new ways of working, strategy and agenda towards contributing to poverty reduction in Haiti

b) What actions are you planning in response to the Programme Learning Considerations?

Programme Learning Considerations:

As already indicated above (5) that this project intervention has been completed since July 2012. This means there will be little room for programme learning consideration related to this project. However, Oxfam management – Haiti view the programme learning outcome of this exercise as a very important element that would be useful for project intervention with partners in similar project environment.

- **Further investigate the reasons for lack of long-term asset accumulation in the North East, in spite of the apparent benefit to household incomes from RECOCARNO membership-** Since project intervention has ended with regards this project, future engagement with our partners in supporting small scale livelihoods projects which will take onboard the programme learning generated from the review. Management will work with partners to ensure that monitoring and evaluation framework are designed aiming at capturing element related to long terms asset creation as results of any project intervention that is designed with similar aim
- **Review what can be learned from the comparison cooperative in Dondon in terms of bringing benefits to members.** Same as Above - (1st Bullet point)
- **Consider how best to promote diversification of income sources while simultaneously providing price incentives for investing in the production of coffee.** Same as above (1st Bullet point)
- **Explore why improvements in attitudes towards women's economic roles have been much greater in Dondon than in the North East. Same as Above.** (1st Bullet point). In addition, Oxfam GB will in the future continue work with partners to ensure gender equality is a key element of the partners capacity building plan and that gender mainstreaming is incorporated in program practice

6. If the project/humanitarian response is ending or has already ended, what learning from the review will you apply to relevant new projects in the future? How can the Regional Centre and Oxford support these plans?

As already indicated above, HAIC 15 project intervention has ended since July, 2012. However, the lessons learnt from this review will be used as a guideline for future project intervention of similar aim and objectives. Future Livelihood projects dealing with small scale agriculture will take into account the best ways to promote diversification of income source at a more equal level across project areas that will be of benefits to the overall project beneficiaries. In addition, we will ensure that measures are put in place to strengthen and reinforce partner's capacity in the

delivery and planning of gender activities across project intervention that aim to change/ influence negative belief pattern and attitude towards women roles and responsibilities in household economic development.

We required the Regional Livelihood team to support our Livelihood programmes and projects by providing technical advice/inputs in the form of coaching mentoring, inputs and material resource guide necessary to integrate diversification and gender justice element related to small scale agricultural activities and sustainable livelihood projects that has the potential to generate household income source, create jobs and empower communities for improving living conditions. The same is required from the Oxford Livelihood team. Oxfam GB- Haiti is yet to benefits hugely from these technical inputs available at the region and Oxford when it comes to the element of long development livelihood programming. We also require the effectiveness review exercise to consider elements related to management, efficient and relevance of programme. It should not just be focus on impact at beneficiary level but also in key elements already mentioned that would have contributed to effective programme management and quality delivery for future project intervention.

The reports will be published by Oxfam. If you have objections to this, please say so and explain why.

We do **NOT** have any objection to the publication of the report as we strongly believe that it is all part of an organisation being transparent and accountable to the delivery of programme intervention to poor people across the globe. It makes us more responsible to the donors and people who have provided the funds needed to changes lives of poor people affected by poverty.