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GENDER STRATEGY FOR USAID WINNER PROJECT

August 2012

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.

GENDER STRATEGY FOR THE USAID WINNER PROJECT

**WATERSHED INITIATIVE FOR NATIONAL NATURAL
ENVIRONMENT RESOURCES**

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August 2012

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SECTION 1

EXECUTIVE SUMMARY

The USAID WINNER project is completing its third year and preparing a work plan for year four. While the project has had notable success in reaching women, it requested support to improve project-wide gender integration and to develop strategies to reach more women. Two gender specialists undertook a two week assignment in Haiti. They interviewed beneficiaries and staff, reviewed project data and reports, and met with local women's organizations and government partners to determine possible strategies and activities for the work plan.

Haitian women are active participants in the agricultural sector, most notably in marketing and sales of produce but also on the production side where they work side by side with husbands and male partners and also have their own fields and production activities. Female farmers face a number of constraints such as smaller plots of land and less frequent use of inputs such as improved seed and fertilizer. Female farmers are less likely to enter into higher income-generating activities such as transformation due to lack of access to credit, lower knowledge and skills, and cultural norms. Women dominate the marketing and sales of agricultural produce, both as vendors in local markets and as the Madam Saras who aggregate products from rural markets and then transport and re-sell them in urban markets or to wholesalers.

The WINNER project has targeted women in several ways- they work with 13 women-only associations; in their training programs, particularly for Master Farmers, they have regularly done pro-active outreach to recruit female participants; and they have included women in many non-traditional activities such as employment for ravine treatments and use of tractors and mechanized equipment. Overall, WINNER trainings and other activities have continued to have between 20-30 percent female participation. Associations that work with WINNER do have some women in leadership roles but overall, these roles are dominated by men and men are still the primary beneficiaries of transformation, public-private partnership, and other value addition activities. In probing the reasons for this, participants reported that women's main constraints are around lack of time given household responsibilities, distance and timing of trainings, women's low education levels, and a lack of self-confidence and knowledge of leadership roles.

This strategy makes a number of recommendations for each of the main project components. A summary of key highlights is included below.

Make Master Farmer training more accessible to women. To attract more female Master Farmers, WINNER can make a few strategic adjustments. First, WINNER should organize training closer to the communities. Second, WINNER should consult with targeted communities to ensure that trainings are held at times that are more convenient for women. Third, WINNER should consider adjusting either the Master Farmer training materials or those materials used to do the second tier training to ensure that they are appropriate for low literacy populations.

Integrate messages of gender equality. WINNER should work with consultants or local organizations to integrate messages about the important roles that both women and men play in

agriculture, the value of supporting and promoting women in agriculture, and the fundamental need for equality between men and women.

Enhance women's role in producer associations. Association members identified that many women lack confidence and lack training in association management and leadership skills. By providing training on these critical topics, WINNER will help increase the number of women who feel confident serving in leaderships roles and will increase the number of women leaders. WINNER could also amend the champion association criteria to include gender equality.

Ensure equity in agricultural campaign support. Because women face additional constraints such as smaller plot sizes and less access to improved seeds, machinery, and other inputs, WINNER must build activities into the agricultural campaigns that ensure women are accessing and using improved seeds, machinery, greenhouses, and other inputs and encourage their participation in value added activities like milling, parboiling, and food transformation.

Consider women's and household needs in irrigation and watershed planning. Ensure women are represented in water user associations both in their roles as producers and also as household water users. Ensure that men and women in the community are consulted about household and community water needs and integrate those needs into planning for irrigation and other watershed development projects.

Improve conditions for product marketing. As women dominate the marketing of produce, improving the public markets and working with the Madam Saras who buy and resell produce will greatly benefit women. By supporting better marketing, packaging and presentation of produce, both producers and vendors should benefit.

Regularly analyze M&E data for differing trends among male and female beneficiaries. Project data on trainings, yields per hectare, sales, use of inputs, and other factors is a great resource for WINNER to track its impact on men and women and identify trend differences. Data may show advantages or disadvantages for women that can be highlighted in communications products or addressed through revisions in programming.

Use data to drive program adjustments. Once differences are identified, WINNER's technical team should use the data to adapt its approach to reach men and women in equal numbers and ensure that men and women are benefitting/performing equally.

Document and display success with women. WINNER's communications team should make a deliberate effort to showcase women farmers and businesswomen who are benefitting from the project. By highlighting female success stories, showcasing data that points to impact on women, and making women the subject of many project photos, WINNER can further change the stereotype that farming is a male activity.

Integrate gender into the grants program. The grants program or Watershed Investment Fund (WIF) has the potential to affect gender outcomes by integrating attention to gender into RFAs and evaluation criteria and by analyzing any constraints women-only associations may be encountering in the application process.

SECTION 2

INTRODUCTION AND PURPOSE

The Watershed Initiative for National Natural Environmental Resources (WINNER) is a USAID-funded program implemented under the US Government's Feed the Future Initiative. WINNER is working to introduce and disseminate technical innovations to modernize Haitian agriculture, bolster agricultural productivity, and increase farmers' incomes, while protecting the environment and stabilizing upstream areas. Through broad-scale investments in sustainable agricultural and economic development WINNER is working to reduce environmental, infrastructural, and economic vulnerability in the Cul de Sac and Matteux corridors and seeking to improve the mango value chain in these two corridors and the Saut d'Eau/Mirebalais region. The long-term vision of the WINNER program is the following: People living within targeted corridors will have improved livelihoods, reduced threat from flooding, and have invested in sustainable agriculture development in the selected corridors. Their experience will serve as a model approach to replicate both within and beyond the targeted corridors. WINNER's three intermediate results are detailed below.

WINNER's Intermediate Results
<ul style="list-style-type: none">• Agricultural Productivity Increased• Watershed Stability Improved• Agricultural Markets Strengthened

The purpose of this consultancy was to increase staff understanding of USAID requirements for gender integration and to develop a gender strategy which identifies interventions to mitigate gender-based constraints and accommodate both men and women equally. The project has had some notable success in ensuring that women are participating in and benefiting from project interventions under each of the three intermediate results. However, staff recognized that despite the successes that WINNER has had integrating women in its project activities, women's participation rates and benefits from the program could be improved. WINNER requested support to develop a more deliberate strategy for gender integration.

Two consultants were engaged to prepare this strategy. The consultants spent two weeks in Haiti conducting focus group discussions with beneficiaries and meeting with project staff, women's non-governmental organizations, Haitian government officials, women activists, and USAID staff (see Annex A). The consultants conducted two workshops for project staff, one general overview of gender and USAID requirements, and one participatory workshop to discuss potential activities for the work plan to improve gender integration in all project activities.

This strategy is designed to provide practical suggestions that can be incorporated into the project's year four and year five work plans. This strategy is not intended as a comprehensive assessment of what WINNER has accomplished to date in terms of gender integration, nor is it designed to provide a comprehensive overview of all the gender issues in Haitian agriculture. It also includes recommendations related to project monitoring and evaluation, communications, and the watershed investment fund.

SECTION 3

BACKGROUND

Despite being the first independent nation in the region and the first black-led republic, Haiti has had more than its share of political unrest and faces widespread poverty, violence, natural disasters, and social inequality. In January 2010, a massive earthquake destroyed much of Port-au-Prince and killed 230,000 people, launching an already struggling and unstable country into chaos. Today, Haiti is the poorest country in the Western Hemisphere, and roughly 80 percent of Haitians live below the poverty line¹.

Despite having ratified the International Covenant on Civil and Political Rights, and writing a clause into the 1987 Constitution which guarantees equal rights to all Haitian citizens regardless of sex, there is no Haitian law that specifically bars discrimination based on gender. Although women are free to vote in elections or run for office, they are still grossly underrepresented in governmental posts. As of 2011, women represent just over 11 percent of Haiti's Parliament², despite a new constitutional amendment which set a minimum quota of 30 percent of women in the Haitian legislature³. Barriers to actively participating in elections or running for office include the common notion that men belong in politics and threat of death or violence. Women are major targets for political violence, particularly through gang violence (*zenglendos*), where men break into homes to rape female inhabitants to intimidate women and exert political power⁴.

Though Haiti has signed the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Inter-American Commission of Women of the Organization of American States (CIM-OAS), few laws have been enacted to uphold the protection of women and girls. By signing these conventions, Haiti has made a commitment to protect vulnerable groups and should be accountable. Unfortunately, these internationally recognized documents are generally ignored in Haiti as they have not been written into or referenced in Haitian law. Furthermore, few mechanisms for reporting and following up on crime exist in Haiti⁵.

On the positive side, according to the 2005-2006 Haitian Demographic Health Survey, Haitian women view themselves as equal and valuable members of society and their households. A significant majority of women (over 90%), believe in equality between men and women, think men should help with housework, believe women should not accept physical violence just to maintain a household, and think boys and girls should both go to school. However, only about half of women disagree that men should make all important household decisions and around half think it is ok to hit a woman if she neglects the children or goes out without telling the husband⁶.

¹ <https://www.cia.gov/library/publications/the-world-factbook/geos/ha.html>

² UNDATA. <http://data.un.org/Data.aspx?q=haiti&d=MDG&f=seriesRowID%3A557%3BcountryID%3A332>. Retrieved 8.28.2012.

³ Haitian Women: The Centerposts of Reconstructing Haiti, United States Institute of Peace, PeaceBrief 119, January 6, 2012.

⁴ Social Institutions and Gender Index: Haiti. <http://genderindex.org/country/haiti>

⁵ Gender Assessment for USAID/Haiti Country Strategy Statement, Dalberg Global Development Advisors – Washington DC, 2010

⁶ DHS Haiti 2005-2006. Cayemittes, Michel, Marie Florence Placide, Soumaïla Mariko, Bernard Barrère, Blaise Sévère, Canez Alexandre. 2007. *Enquête Mortalité, Morbidité et Utilisation des Services, Haïti, 2005-2006*. Calverton, Maryland, USA: Ministère de la Santé Publique et de la Population, Institut Haïtien de l'Enfance et Macro International Inc.

In the household, women have fairly good decision-making authority as well. Nationwide, approximately 40 percent of households are female head only, and this number is higher in urban areas. On almost all major household decisions, women report making decisions with their partners or by themselves⁷. Female participants in the focus groups corroborated this, saying they decided with their partners what to plant on their land and how to spend the income.

The economic situation for Haitian women presents many challenges. Over half of Haitians living in poverty are women. And, in rural areas, women-only households are 15 percent more likely to experience poverty than male-only or male and female households. The feminization of poverty in Haiti is due to several factors, including barriers in access to employment, education, and productive resources. The unemployment rate is 33 percent higher for women in Haiti than for men and employed women are paid 2.5 percent less than men doing the same job⁸. Women have lower education levels, as detailed below, which impedes their access to formal employment, credit, and inhibits their ability to enter into formal contracts with buyers and other resources. Women dominate the informal sector, especially in marketing where they are responsible for virtually all marketing of agricultural produce either in public markets or acting as ‘Madam Saras’, traders who buy produce or other agricultural products and either resell in the markets or to wholesalers.

Although both men and women have low levels of education in Haiti, women are more disadvantaged, particularly rural women and older women. In 2006, the World Bank found that the literacy rates were 44.6 percent for all women over the age of 15 and 53.4 percent for all men of the same age⁹. The gap in education and literacy is much higher in older generations. For example, the Demographic Health Survey from 2005-2006 shows that 61 percent of women ages 45-49 have no education or literacy compared to 37.5 percent of men, whereas for ages 15-19, only 4.5 percent of women and 4.8 percent of men have no education or literacy¹⁰.

Both women and men are involved in agriculture, with some differences in the roles that they play. Men dominate most of the tasks in agricultural production, especially land preparation, planting, and harvesting. It is a common perception that this is ‘men’s work’ though women often work with their husbands in the fields on all tasks but especially in weeding and post-harvest activities. In addition, there are many women who maintain their own fields and perform all the agricultural tasks or hire laborers to perform the tasks. Women dominate the marketing of agricultural products, either selling goods in local public markets or buying in one location and reselling to vendors in another. This group of women is frequently referred to as Madam Saras. Madam Saras are involved with

Marketing: A Gender-Based Constraint for Men

“It is deep in our society that women should sell food. Even if I wanted to, I can’t go to the market to sell food. I don’t want to be embarrassed by doing women’s work.

-Male beneficiary from Bas Boen

⁷ DHS 2005-2006

⁸ Gender Assessment for USAID/Haiti Country Strategy Statement, Dalberg Global Development Advisors – Washington DC, 2010

⁹ <http://data.worldbank.org/>

¹⁰ DHS 2005-2006, pp 12-13

almost 90 percent of crops sold and they purchase, transport, and then re-sell crops across urban and rural marketplaces in Haiti¹¹. These roles are so dominated by women that men do not feel they can enter the sector at all. And men who do are considered effeminate or homosexual. The accepted gender norm that men dominate production and women dominate marketing is a constraint to supporting women's full entry and profit from agriculture, as well as potentially narrowing the options for all farmers. In addition, most value addition activities such as milling of corn, parboiling of rice or processing of fruit products have traditionally been dominated by male entrepreneurs or male-owned firms.

Though there are no legal restrictions to women owning land in Haiti, very few women own their own land. Land is expensive, and most women do not have the resources to purchase it, or they live in unregistered consensual unions and thus have no legal claim to the property¹². In cases where women and men are legally married, land and other assets may be jointly purchased. Women in rural areas often work informally on farms, in addition to maintaining the household and raising children. Household responsibilities, along with generally accepted beliefs that farming is "men's work" are barriers to women accessing and working in farming. Input stores which provide fertilizer and improved seed, have traditionally been managed, staffed, and patronized by men. However, anecdotal evidence from the focus group discussions indicates that men share the purchased inputs with their female partners.

Access to water is an issue for both women and men both from an agricultural and household perspective. Lack of irrigation reduces the land available for farming and limits the productivity of land. In addition, 44 percent of rural households have to fetch water for basic household uses, often from great distances. Only 26 percent have access to piped water¹³. Fetching water is almost solely the responsibility of women and girls. It places a significant time burden on them—limiting their participation in school, income-generation and community activities.

This strategy does not significantly focus on health status because it is not a part of WINNER's scope of work. However, three health-related, gender-based constraints are described here which do have a bearing on WINNER's activities and results. First, Haitian women suffer from domestic violence, with 27 percent of women reporting that they have experienced physical violence at least once since they were 15 and 16 percent reporting it in the last 12 months. The perpetrator is usually the husband or partner of the victim. While the acceptability and norms around domestic violence are changing, it is still a significant problem for Haitian women. Second, Haitian farmers report that one of their main preoccupations is reducing their family size through family planning. The last demographic health survey estimated that 38 percent of Haitian women had an unmet need for family planning. Third, malnutrition poses a serious health risk to many Haitian women and children. Approximately 16 percent of women have a body mass index that is less than 18.5 and thus a chronic energy deficiency. Twenty four percent of children under 5 show growth delays, eight percent of those are severe and 37 percent of children 18-23 months are too small for their age¹⁴.

¹¹ Gender Assessment for USAID/Haiti Country Strategy Statement, Dalberg Global Development Advisors – Washington DC, 2010

¹² Social Institutions and Gender Index: Haiti. <http://genderindex.org/country/haiti>. Retrieved August 8, 2012.

¹³ Gender Assessment for USAID/Haiti Country Strategy Statement, Dalberg Global Development Advisors – Washington DC, 2010

¹⁴ DHS 2005-2006, pp. xxvii- xxix

SECTION 4

FINDINGS AND RECOMMENDATIONS

This section presents findings and recommendations on how WINNER can broaden and enhance its gender integration efforts to reach and empower even more female beneficiaries. The scope of this assignment did not include a comprehensive assessment of what WINNER has achieved to date on improving gender integration in project activities, gender equality and female empowerment, but the findings reflect what the team was able to determine based on two weeks of document review, staff interviews, beneficiary focus groups, and meetings with Haitian women leaders and advocates. The recommendations are designed to propose a broad array of activities, some of them simple adjustments to existing activities and some of them new activities, which can be discussed by the full WINNER team during work planning and integrated into the year four work plan as appropriate. General findings and observations about the project as a whole are described first, followed by findings and recommendations for each of the project's intermediate results.

GENERAL OBSERVATIONS

In its first three years, WINNER has achieved significant results, many of which have benefitted women. While the WINNER project is not designed with the explicit goal to transform gender relations, it is designed to reduce the economic vulnerability of project beneficiaries in targeted corridors. WINNER has succeeded in reaching a large number of women through its agricultural training programs, watershed stabilization efforts and its strengthening of agricultural markets activities. WINNER has supported the integration of women in non-traditional activities such as mechanized land preparation. As WINNER enters its fourth year of implementation, it will build upon its early success of integrating women into all project activities by enhancing its outreach strategy and technical approach, mitigating gender-based constraints for men and women, and improve its impact on women in a more targeted way. General findings are detailed below.

Deliberate outreach to women works and should be expanded. WINNER has systematically encouraged women's participation in all project activities by requesting that associations ensure that women represent at least fifty percent of all beneficiaries in program trainings, ravine treatments, and Master Farmer programs, etc. Association members appreciated this effort as it elevated the participation of their female members. It also led to the training of 166 female Master Farmers in 2011 who have served as positive role models for other female and male farmers. WINNER also promoted women's participation in non-traditional female activities such as use of tractors, manual labor for ravine treatments and watershed stabilization efforts, as well as the management of input stores. All these are examples of positive contributions to enhancing women's role in agriculture.

WINNER's Outreach to Women

"I like that WINNER requests that both men and women attend trainings. Before WINNER, women were more timid. WINNER has helped us be less timid and has given them more respect in training."

-Female beneficiary from Kenscoff

"Women are motivated now, especially since WINNER has been encouraging them. They have chosen women to represent them."

-Male beneficiary from Kenscoff

However, there are a few practices currently used by WINNER which make it harder for women to participate in and benefit from project activities such as the timing and locations of trainings as the educational requirements for participation in master farmer trainings as detailed below.

Strengthen partnerships with Haitian governmental institutions. At the project's outset, a MOU was signed with the Ministry of Women's Affairs (Annex B). Under the MOU WINNER agreed to make specific efforts to support women and their economic activities. The Ministry agreed to provide any support, advice, and oversight as required. Due to several staffing changes at the Ministry, the relationship has not continued to be close. The team met with the Ministry during this assignment. The Ministry expressed its interest to learn more about the project's successes and to view data collected on women. The Ministry stated that it is willing to provide support as necessary. A follow-up meeting has been scheduled for WINNER project and Ministry staff to discuss future collaboration. In addition, the Ministry of Rural Development expressed an interest in partnering with WINNER to use women's associations to provide food products to school feeding programs. This can be explored through further meetings and discussions.

Partner with local women's organizations. WINNER is not currently partnering with local women's organizations beyond the farmer groups that it works with. Many of these organizations have the potential to provide training and capacity support to WINNER's beneficiaries. These opportunities are noted in the section below. Through these groups, WINNER has the opportunity to participate in the *Haitian Women's Policy Platform for the Reconstruction of Haiti*, a comprehensive agenda for improving women's lives. The platform was developed through a highly participatory, grassroots-level process. A list of functional women's associations in every department in Haiti was developed as an outcome of this process. WINNER is well placed to leverage these local organizations to extend and deepen its reach with female beneficiaries and to promote women's equality and female empowerment in the communities where it works.

Analyze sex-disaggregated data for trends and feed into the learning cycle. WINNER regularly collects and reports on sex-disaggregated data as part of its performance monitoring requirements. These data should be analyzed to show how male and female beneficiaries are being impacted by the program. For example, when farmers have been trained on improved production practices, are male and female farmers experiencing equal increases in yields or are female or male farmers as a group performing better? If there are differences in performance, what are the underlying differences? Are female farmers adhering better to the improved practices? Are male farmers purchasing and applying more fertilizer per hectare? Why? Do male farmers have better access to credit to purchase inputs? WINNER staff should continually be asking why and looking for answers that will improve program activities. At least twice a year, WINNER staff should undertake a review of the data to see how well the project is reaching both men and women and examine whether or not male and female farmers are deriving similar benefits such as comparable yields per hectare or gross margins per hectare.

Intermediate Result 1: Agricultural Productivity Increased

The agricultural productivity component covers a wide range of activities designed to improve agricultural production and strengthen the farmer associations engaged in it. There are three sub-intermediate results:

IR 1: Agricultural Productivity Increased

- IR 1.1 Promote market-driven access to agricultural inputs
- IR 1.2 Increase access to agricultural technologies
- IR 1.3 Rehabilitate and maintain irrigation and drainage systems

Because project core activities cross-over between these sub-IRs, the findings and recommendations are organized according to the core activities under this component—master farmer training, agricultural campaigns, and capacity building.

MASTER FARMER TRAINING PROGRAM

The Master Farmer program is one of WINNER’s core activities. It comprises an extensive training program for selected farmers. Farmers who are trained through the program train others in their associations and communities by sharing knowledge and demonstrating their new skills. The Master Farmers receive trainings in four core modules:

1. Basic Agriculture
2. Environmental Management
3. Management of small farms
4. Family planning

Farmers can also choose to take any of the following elective courses: vegetable crops, rice cultivation using SRI, Phyto-sanitary treatment, soil conservation techniques, cultivation of vetiver grass, tree nurseries and agro-forestry, cereals and pulses, livestock, management of small coffee farms, management of agro-supply stores, prophylactics and animal health, and aquaculture.

Farmers are nominated by each association to participate in WINNER’s Master Farmer program. These farmers are required to be established farmers with enough practical experience to be able to understand the agricultural techniques being taught. They are also required to have a minimum level of education (5th grade equivalent) so that they can understand written training materials in Creole and take a written test in Creole at the end of the training.

Master Farmers are then tasked with sharing the knowledge they gain with the rest of their association and are expected to demonstrate the techniques they have learned on their own farms. WINNER systematically requires that associations send equal numbers of male and female beneficiaries. However, even with this requirement, associations rarely send equal numbers of

women. In 2011, 74 percent (472) of all beneficiaries trained as master farmers were men with women making up 26 percent (166) of master farmers.

Several constraints emerged during the focus group discussions which help to explain lower participation rates by women in the Master Farmer trainings.

- 1) Distance to the trainings can be prohibitive both in terms of time and cost. Beneficiaries reported having to travel between 45 minutes up to 1.5 hours each way to attend, making it difficult for female participants to balance domestic duties with participation in trainings.
- 2) Trainings which start early (before 10:00am) or that are far away, requiring participants to leave before ten am to arrive on time, conflict with women’s domestic duties to get children ready for school and early morning household chores.
- 3) Literacy and education requirements for participants limit the number of women eligible to become master farmers. As noted in the background section, a significant number of women in rural areas would not meet that requirement.
- 4) Many women lack the confidence and self-esteem to serve as representative of the association and serve as a trainer. In the focus groups both men and women cited lack of confidence and self-esteem as one of the reasons why fewer women choose to become Master Farmers.

Women’s Time is Limited

“Women are too busy. They have too many responsibilities.”

-Female beneficiary from Kenscoff

“Women choose trainings with fewer time requirements.”

-Female beneficiary from Kenscoff

“Women make more sacrifices to come to the meeting.”

-Male beneficiary from Bas Boen

Low Education is a Barrier

“Men are more advanced in education. They have more capacity and higher performance with more training and education. We don’t currently have presidents and vice-presidents but that will change.”

-Female beneficiary from Bas Boen

“Women don’t always fit the profile the project is looking for . . . Often women’s education level is not at the level needed to learn the material being taught at the trainings. Even if training is set at the lowest level they cannot understand it.”

-Male beneficiary from Bas Boen

Women in the focus groups discussed the need to have more hands-on, practical training, rather than such a heavy emphasis on theoretical training on agricultural productivity, which makes it difficult for participants to transfer the knowledge to others.

The training materials used for the Master Farmer training include some power points, some posters with practical pictures, and a very long and thorough ‘aide memoire’ document for each unit. The agricultural production class comes with some tools such as a scale, decameter, level,

and other equipment. The materials are fairly text-heavy and include few pictures and simple instructional tools for low literacy populations. The materials are in Creole, which is helpful, but there are two challenges. First, many of the trainees may be literate but it is still a challenge to absorb so much information in such a text heavy format. Second, by learning everything in a more text-based format, participants may have a hard time planning on how to pass on the information to a low literacy population. Discussions with WINNER staff revealed that most trainers complement the formal materials with practical exercises so this does help. Focus group participants had differing views on how well the material was passed on to other association members. It was also difficult to get a sense of how many association members received the secondary training as there does not appear to be a system to capture training data from the Master Farmers, making it difficult to know how many women were reached through the second tier training.

Despite these constraints, 166 women became Master Farmers in 2011. These women serve as positive examples to members of their associations and help to raise the confidence of other women to attend future trainings. Female participants in the focus group highlighted that the simple fact that WINNER always asks for and requires female farmers to participate, made them feel more confident as farmers and more valued as members of their respective associations.

Master Farmer and Training Recommendations

- *Provide proximity training:* Consider organizing at least some of the trainings closer to the beneficiaries so that the distances to travel are shorter. This may mean smaller group trainings ‘on location’ or just varying the location so that if the last series was closer to one area, the next one is closer to a different area. In addition, WINNER staff could analyze the training data to see which associations have had the least representation, particularly from women and target those areas for the next training.
- *Hold trainings at convenient times.* Participants reported that trainings which begin early in the morning or run late in the afternoon are hard for women to attend. Female focus group participants reported that they need time to prepare breakfast and get the children off to school in the morning and also need time to prepare dinner in the evenings. One participant suggested that training between ten in the morning and three in the afternoon would be most convenient. Starting later and having shorter sessions over more days may help more women attend. Proposed times and dates should always be discussed with the community to ensure they are not overlapping with a school holiday or market day. Training dates should also be agreed on in advance with an ample notification period for participants.
- *Consider down-scaling training materials:* Text-heavy training materials can make it more difficult for Master Farmers to train participants with low literacy levels. Consider whether the training materials need to be

Practical Training Is Preferred

“Women don’t know how to read. They want practical training, rather than theoretical training so they can participate.”

-Female beneficiary from Kenscoff

adjusted for less literate populations, or if the project could develop some picture-based training aids to complement the aide memoire. Adjustment such as these will help the Master Trainers train the less literate members of their associations.

- *Track second tier trainings:* If possible, WINNER would benefit from collecting more data about the association members that receive training from the Master Farmers, particularly the male/female disaggregation and literacy rates of members receiving training.
- *Integrate messages of gender equality.* Under USAID's new policy for gender equality and female empowerment, projects are supposed to use their activities and interventions as opportunities to promote gender equality. WINNER staff could work with consultants and/or organizations in Haiti to integrate messages about the important roles that both men and women play in agriculture, the value of supporting and promoting women in agriculture, and the fundamental need for equality between men and women. There are many creative ways to achieve this without detracting from the training core content. One example is while teaching the management of the agricultural enterprise and the importance of seeing the farm as a business, the training can use the message that the farm is a family business where the male, female, and young members of the household are all partners in the success of the enterprise. Similarly, there is an opportunity in the family planning training to use the process of making decisions about reproductive health as an opportunity to discuss women's rights in making reproductive choices and the importance of making these decisions together.
- *Consider integrating messages against gender-based violence.* As domestic and gender-based violence (GBV) is a problem in Haiti, the WINNER trainings present an opportunity to include messages that discuss why violence is harmful to the woman and the entire family and alternatives for dispute resolution. The family planning training may be an opportunity to integrate these messages.¹⁵ However, if WINNER decides to do this, it should be done carefully and in consultation with local expert providers. GBV is a sensitive topic and if not broached correctly, it can reinforce harmful norms and stereotypes.
- *Encourage Master Farmers to become champions for female farmers.* In the focus groups, male farmers expressed their interest to include women in trainings and even promote them to positions of leadership. Female farmers also reported being eager to recruit more female farmers to complete the master farmer training. Participants

¹⁵¹⁵ If training on gender-based violence is added, WINNER should also incorporate USAID's gender indicator 7 from USAID's Gender and Gender-Based Violence indicators into WINNER's performance monitoring plan. Indicator 7 measures the percentage of target population that views Gender-Based Violence (GBV) as less acceptable after participating in or being exposed to USG programming.

expressed that women who have already been trained in the master farmer program are in a good position to be allies of the project in terms of promoting women's involvement. WINNER training programs could take time to discuss the importance of women's participation and strategize with the Master Farmers on ways to train more women in their associations and how to attract more women to the next Master Farmer training.

- *Consider partnering to provide literacy training.* Since literacy is one of the main barriers to women's participation and leadership, the project should explore partnerships to train farmers who are interested in acquiring basic literacy. One local NGO—the Centre Haitian de Recherche et d'Actions pour la Promotion de la Femme (CHRPROF)—has a manual and does literacy training. CHRPROF or another organization doing this work in Haiti could either receive a grant to provide this training to WINNER associations.

AGRICULTURAL CAMPAIGNS

Another set of interventions under this IR include the agricultural campaigns which promote a set of best practices for improved agricultural production. Our findings indicate that in most rural households, land for agriculture is considered a joint possession between men and women but with more formal authority resting with the man. Since formal titles are rare and 'ownership' is determined through informal systems based largely around usage, women may be at a disadvantage if they are seen as less frequently the main 'producers'. Women stated in the focus groups that if they had inherited or bought land on their own, they could decide what to do with it. For land belonging to the family, men and women both said they decide together how to use it. The division of labor for agriculture is generally that men dominate agricultural production including land preparation, planting, and harvesting, and women dominate the marketing and sales of products. So strong is the belief that women, not men, are responsible for marketing that it presents a gender-based constraint for men who are interested in taking their products directly to market but are prevented from doing so by social norms. Women also contribute labor to agricultural production in all areas and many also have their own land as noted from inheritance or purchase. While the project has not yet gathered comprehensive data on land size by sex, some of the project data on certain crops such as black beans shows that women generally have smaller plots than men's.

Project data and anecdotal evidence also shows that women may be more likely to fully implement the technical program once they have been trained in it but more data is needed to confirm this. For access to inputs, project staff report that the project-supported BIAs (agricultural input stores) are currently managed almost exclusively by men. However, the most recent quarterly report data shows that in a recent series of administrative and financial management trainings, between 29-34 percent of the trainees were women, and recently 34 out of 53 temporary jobs created for distributing inputs were held by women. This data shows that women are participating at some level in the BIAs. At this time, there are no plans to add additional BIAs, but since women are members of the associations that manage the BIAs, there is an opportunity to encourage more women to help manage existing BIAs. According to WINNER's 2011 Annual Report, women represented 35 percent of the participants trained on

the management of agro-supply stores. In addition, WINNER can also evaluate men and women's access to inputs through the BIAs sales records to examine if men and women are purchasing inputs such as fertilizer, pesticides, and seeds at equal rates. While data has not been collected on this, project staff members generally think that men do most of the buying of inputs for their households.

Agricultural Campaigns Recommendations

- *Analyze campaign data for trends.* Analyze the project's campaign data by sex (i.e. winter bean campaign, banana campaign, etc) to see if there are performance differences in yields, production costs, and gross margin for men and women and male youth and female youth. If there are differences, look at why there are differences. Try to isolate the variables (i.e. women spend too much on fertilizer with less of an agronomic response – diminishing returns – which results in higher production costs and lower gross margin. By doing this, WINNER can enhance the effectiveness of its interventions by tailoring training and technical support to meet men and women's needs.
- *Maximize productivity on small plot size.* As part of the agricultural campaigns, technical staff should discuss the different land sizes that beneficiaries have, particularly women and women-only households, and the best strategies for maximizing the use of these plots. As indicated earlier women's plot sizes are believed to be smaller, on average, than men's plots. While it is outside the scope of this project to address land tenure issues, WINNER can help farmers grow crops with the greatest return on investment (higher value, higher yields). Some project data from the bean campaign showed that more women grew local varieties of beans which may have lower yields, thus limiting their income-generating prospects compared to improved bean varieties. The project may also be able to influence putting communal lands into the use of female farmer groups through coordination with the local officials and possibly the Ministry of Women's Affairs.
- *Improve access to inputs.* Help the BIAs involve female members in their associations in the management of the input stores. Evaluate the purchasing trends¹⁶ for inputs and determine if women have equal access either on their own or through their families. If women are less likely to use inputs, find out if it is an information barrier from lack of training or lack of capital to purchase the inputs. Then, use the strategies in the training section below to address the issue.
- *Ensure equal access to machinery and tools.* WINNER has had some notable success in helping women access tractors and other equipment. WINNER should continue to proactively encourage women's access to and use of the machinery that has been provided to

¹⁶ WINNER staff will need to look at the sales record sheets to ensure that sex disaggregated data is collected. Useful data points would be sex of purchaser, crop grown, and plot size.

many associations. This can be done by encouraging association leaders of the associations who manage the equipment to champion for women's participation. WINNER can also encourage female adopters of the tractors and other equipment to share their experience with other female farmers in neighboring communities. In addition, where new equipment purchases are planned, WINNER should consider targeting a few all-female associations.

- *Target value-added transformation activities for women.* As will be expanded upon in IR3 below, women should be targeted as beneficiaries of project activities that promote transformation and value addition such as grinding corn, parboiling rice or making other food products for sale. Transformation of raw materials into value-added products results in higher incomes than production of raw materials alone.
- *Do not reinforce stereotypes.* Project staff and beneficiaries repeated over and over the mantra that men are responsible for production and women for marketing and sales. While there is some truth in that statement, the project already works with many female producers and there may be many other women who do some agricultural work on their farm and would like to do more. It is important that project messages, materials, trainers, etc., do not reinforce a stereotype that is limiting for both women and men. WINNER should encourage both sexes to engage in the activity which is most beneficial for them.

Reduce Barriers to Women's Participation

“It is deep in our society that women should sell food. Even if I wanted to, I can't go to the market to sell food. I don't want to be embarrassed by doing women's work.

-Male beneficiary from Bas Boen

CAPACITY BUILDING

WINNER has increased its emphasis on making its work with the farmer associations more sustainable. This has been carried out through capacity building efforts, and by creating federations of associations who will have a more formalized structure that can represent the associations and negotiate direct funding and relationships with buyers. This process provides an excellent opportunity to promote women's participation and leadership, in line with USAID's strategy for gender equality and female empowerment.

As part of this assignment, available data on the number of women-only associations, women in mixed associations, as well as women's participation association management committees was reviewed. The project currently works with 13 all-female associations. For the rest of the associations, women participate in all of them but the percent of female members varies from 20 percent to 70 percent with the average being around 35 percent. The associations are managed by a committee that varies between 5 to 11 people but seems to average 9 people. The management committees are dominated by men and where women are serving on those committees, it is

usually as a Secretary, Treasurer or delegate. The reasons for women’s lower participation in the management committees were discussed in the focus groups. The primary reasons given were:

- 1) A lack of free time given all their responsibilities at home. They said that the president and vice-president have to both attend meetings and also be able to travel and make contacts with buyers and funders. Women could often not attend all the meetings or conduct this travel due to their household responsibilities.
- 2) Women stated that they lacked the confidence to take on the leadership roles due to lack of education and experience in such roles. Women reported not knowing how to promote the interests of the association, network with buyers and donors, and negotiate contracts. Men in the group confirmed they have often asked women to take on these roles where they have a strong female member but that the women either lack the self-esteem/self-confidence to accept the role or they lack the time to do it.
- 3) Women said that with capacity building training in leadership and in the specific leadership roles, they would feel more confident to take on these positions.

Why Women Don’t Take on Leadership Roles

“Women are not participating in leadership positions because they lack the confidence to lead the group due to their education and background. Also psychologically they feel the men should be in leadership positions.”

-Male beneficiary from Bas Boen

A key intervention of WINNER’s has been the introduction of the Asosyasyon Chanpyon “Champion Associations”. To become a Champion Association these farmer groups must adopt ten guiding principles into their by-laws which promote best practices in environmental management, agricultural production, and community maintenance of local infrastructure. As a Champion Association, they are eligible to participate in the creation of the larger more formalized federations and in other activities such as the Farmers Markets (Mache Peyizan). The ten criteria do not currently include anything related to the promotion of gender equality or female empowerment. There is a clear opportunity for WINNER to add an additional guiding principle which focuses on gender equality and female empowerment.

A final issue which may be affecting women’s participation is the requirement that associations be legally registered with the government. At this time, the project does not know whether this has been an impediment to more female-only associations applying for WINNER support. At present, WINNER does not have process in place to examine why applicants were not successful under the Watershed Investment Fund (WIF) program and if there have been similarities among non-successful applicants. It would be very interesting to have WINNER examine past requests for applications to determine if groups are having a difficult time completing the paperwork or if groups are excluded because they are not legally registered with the government.

Capacity Building Recommendations

- *Provide leadership and empowerment training to women.* To address the challenge of women’s confidence and knowledge of how to perform the management roles in an association, WINNER should provide leadership and skills-building training to women in both female only and mixed associations, initially targeting women with unrealized leadership potential and gradually expanding to others. As part of this assignment, the consultants met with two organizations that could potentially provide this training— Femmes et Democratie and the Centre Haitian de Recherche et d’Actions pour la Promotion de la Femme (CHRPROF). Both organizations have training materials developed and have provided training to a number of groups around the country. WINNER could collaborate with these groups to customize training for its beneficiaries.
- Training Is Key**

“Training is really the solution. There is a lack of capacity which keeps up from participating as leaders.”

-Female beneficiary from Kenscoff

“We have to empower them. Make them understand they can take leadership and take responsibility.”

-Male beneficiary from Bas Boen
- *Integrate gender criteria into Champion Association criteria.* Add a new criterion to the association champion principles: **Promote women’s participation and leadership within the association and ensure that women benefit equally from association activities.** The main concepts for this criterion are detailed below.
 - 1) Promote women’s participation in the association by making membership open to them, recruiting female members, and ensuring criteria for membership do not discourage female members (such as minimum requirements for land title, ownership of land, etc).
 - 2) Ensure equal access to association activities, inputs, trainings and opportunities.
 - 3) Promote women’s leadership in the association by nominating women for leadership roles in the management committee, helping them get trained in those roles, and addressing barriers they may have to taking them on (such as times of meetings, amount of travel).
- Reduce Barriers to Women’s Participation**

“We are very busy with the economic activity of the family. Going to meetings is demanding in terms of time given our other responsibilities. We (the women at the meeting) have taken our freedom. It’s our choice to go or not to go. In other families the husband decides whether the women can go or not. Most women are followers. They follow what their husband says. It’s easier for the men to go to meetings because they can just leave the home. We can’t just leave. We need to feed the kids and get them ready for school. We know that the men won’t take responsibility for these activities in the family.”

-Female beneficiary from Bas Boen

- *Promote women’s leadership in the development of the federations.* WINNER’s process of developing the new federations and cooperatives is an opportunity to encourage promising women leaders to take on new roles in these new structures and serve as federation representatives to donors, buyers, and other partners. WINNER can pro-actively promote women in these roles and can also ensure promising leaders receive the leadership training. For certain roles, it may be beneficial to set up a mentoring program for some women leaders.
- *Determine if there are barriers to women’s associations.* Evaluate whether or not the requirement that associations be legally registered to become Champion Associations has been a barrier to all female associations or mixed associations with predominant female membership. Evaluate WINNER’s grant application process under the WIF to determine if the application process deters women-led groups with low to no literacy levels from applying or from being successful applicants. If either of these processes is determined to have embedded constraints for women, consider what support WINNER can give to facilitate legal registration for the associations or the type of technical assistance WINNER can provide to help low-literacy groups to submit successful applications under WINNER’s Watershed Investment Fund (WIF).

For activities related to IR 1.3 Rehabilitation of irrigation systems, the relevant issues are discussed in IR 2 below as they are similar to the ones discussed for watershed activities.

Intermediate Result: 2 Watershed Stability Improved

Under this intermediate result, WINNER is improving the stability of targeted watersheds through ravine treatment, soil conservation, sustainable hillside agriculture, promoting greenhouses, drip irrigation, and testing different fertilizers and crops that are appropriate for steep hillsides. The project is also addressing watershed governance and promoting agro-forestry as a means of stopping erosion and raising incomes. There are three sub-IRs under this component:

<p>IR 2: Watershed Stability Improved</p> <p>IR 2.1 Protect selected hillsides</p> <p>IR 2.2 Improve watershed governance</p> <p>IR 2.3 Increase tree cover</p>
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The activities under this component have shown some results in reaching women such as the APFF association, a women’s association that received a greenhouse and is benefitting from more efficient water use and increased profits. Women have also participated in clearing ravines and canals as laborers. While usually making up only around 20 percent of the workforce, this is an accomplishment because this labor is perceived as men’s work.

The primary gender issue under this component is around the use and governance of the water generated for irrigation. In discussions with WINNER staff, it seems that to date, the water use has been planned around the needs for agricultural production and has not considered household or community uses. Staff identified that community members, mostly women, still come to the irrigation canals and use the water for washing or other household uses. However these canals were not designed for that kind of use and that this practice could have negative consequences for communities or farmers trying to meeting international standards like GlobalGap. While some of the water user associations include women—one in the focus groups said there are six women out of twenty-one members—it does not seem that the associations have had a systematic plan for addressing household or community water needs. Women and girls are typically responsible for retrieving water for household use and may have to walk long distances to retrieve it. Ensuring the availability of safe water for community and household use helps to ease both the time and labor burden borne by women and girls, freeing them up for other activities such as school or small businesses. In addition, water, sanitation and hygiene education (WASH) advocates, argue that “for every dollar invested in improved water and sanitation, there is an approximate \$8 return on economic productivity in the developing world”.¹⁷

Watershed activities recommendations

- *Consult the community, especially women during planning.* Prior to conducting ravine treatments or planning irrigation canals, WINNER should make sure they are discussing locations and potential water uses with all community members.
- *Plan for multiple water usages.* While this project is focused on agriculture and designing irrigation systems that meet farmers’ needs, planning should also include looking at other water needs in the community including household needs which are mainly women’s domain. Options include diverting some water into a common community pump or fountain or designating certain areas where the water can be used for household needs. In addition, water user associations need to make sure they are considering female and male farmers’ needs equally despite plot size and crop differences. When formerly fallow land is irrigated and put into productive use, WINNER should work with associations and water user committees to ensure that the newly fertile land is allocated equitably and includes the claims and interests of female farmers.
- *Ensure participation of women in water user associations.* There are some women in the water user associations currently but the project should make sure that these bodies continue to be fully representative of the broad array of needs at the community level—women and men producers, households, small business owners or those that do transformation, etc.

¹⁷ Millennium Water Alliance, <http://mwawater.org/advocacy/wash-the-big-picture/>, Retrieved 8.28.2012.

- *Ensure women benefit from investments in greenhouses and other technology.*
Greenhouse agriculture and horticultural activities in general have great potential for all farmers, but especially women because lower investments are required and farmers can see quicker returns on their investment due to multiple crop cycles per year. Some women in WINNER associations have already benefitted from the greenhouse program but moving forward, WINNER should ensure there are a balanced number of male and female beneficiaries of greenhouses, silos, water catchment systems and other technologies introduced by WINNER.

Intermediate Result 3: Agricultural Markets Strengthened

Intermediate result three includes all the activities around the marketing and commercialization of the agricultural products. There are four sub-IRs under intermediate result three.

<p style="text-align: center;">IR 2: Agricultural Markets Strengthened</p> <p>IR 3.1 Reduce transportation costs</p> <p>IR 3.2 Improve market information</p> <p>IR 3.3 Strengthen market norms and standards</p> <p>IR 3.4 Reduce post-harvest loss</p>

Under this component, the project has done some limited work on road rehabilitation. As part of that process, there have been numerous impact analyses done including evaluating beneficiaries. Road maintenance committees are being put in place to help keep the targeted roads maintained. At this time, project staff did not know of any women on these committees.

This component also includes activities related to improving public markets like rehabilitating market infrastructure, and working with market associations to improve the cleanliness of the physical market space, including recycling programs. There are also plans to work with market vendors and Madam Saras to improve their understanding of the quality standards that WINNER producers are using in preservation, presentation and packaging so that they can also transport and present products with the same quality standards. Since women have the primary responsibility of selling products in the market, improvements to public markets have the potential to greatly benefit women, either through improved security, improved sanitation, or reduced costs. Women and men both emphasized that one of the biggest problems for women is the insecurity in the marketplace, especially in Port-au-Prince, where women have to pay a fee to multiple thugs every day to maintain their security. Each woman usually has to pay 250 gourdes (\$5.95) when she gets off the truck to set up in the market. Fees then range from 200-300 gourdes (\$4.76 – \$7.14) per demander and women can pay as many as 20 fees in a single day. They also may have to give some of their unsold produce to gangs at the end of the day. Women in one group discussed ideas they had heard from a community in Artibonite about organizing together to take only one truck of produce at a time to the city so that they pool their resources on security fees and reduce competition among themselves.

In addition, many focus group participants raised the issue of the unsanitary market conditions. They also discussed the challenge that producers now know how to improve the packaging, presentation, and shelf-life of their products but market vendors either do not know the importance of proper handling and packaging or do not have the ability to show it properly in the markets. Buyers who aggregate products take well cared for products and transport them unprotected thereby negating any potential value added from proper post-harvest treatment. Partially for this reason, WINNER has already started reducing post-harvest losses by organizing mobile collection centers for plantains and mangos that help producers sell their products with fewer losses. WINNER also supports transformation of products both the milling of rice or maize and also the transformation of mangos and other fruit into jams, jellies, and dried fruits. To date, all the public-private partnerships that have been established to do food transformation or other value-added activities have been dominated by men.

Packaging and Presentation Challenge

“The work from WINNER on presentation and packaging helps but sometimes we can’t compete with cheaper products in the market because we have spent more money on packaging than others who have not.”

-Male beneficiary from Kenscoff

WINNER’s commercialization activities also help link producer associations to new and more lucrative markets at supermarkets, hotels, and restaurants. WINNER has also organized the Mache Peyizan, a farmer’s market, where producers can sell directly to buyers without intermediaries. One opportunity that was discussed with the Ministre de la Paysannerie was its desire to do more to link women’s producer associations with school feeding programs so that more food for those programs is procured in country and benefits women. This is also part of the *Haitian Women’s Policy Platform for the Reconstruction of Haiti*. There are already some examples where women’s groups have been able to sell dried fruit, corn meal or other products to schools. The NGO CHRPROF has also managed a program to produce fortified maize meal to improve malnutrition in children.

During June and July 2012, WINNER consultants were conducting value chain analyses to establish all the links in the value chain for the primary crops targeted by WINNER to discover bottlenecks that may be impeding progress. Unfortunately, the questionnaires did not include specific questions related to the male/female breakdown of each role but interviews with the consultants established some of the gender breakdown along the chain- reaffirming that overall men in the producer associations handle the sales to either female market vendors, Madam Saras, or in some cases supermarkets, hotels, or restaurants.

Agricultural Markets and Commercialization Recommendations

- *Ensure women are consulted in road development.* WINNER should ensure that the consultation process that happens prior to road rehabilitation is inclusive of women and women’s associations. In addition, when road maintenance organizations are created, women should play a role alongside men.
- *Improving public markets is an opportunity for women.* Since women dominate sales in these markets, improving the market conditions from cleanliness to safety to quality of produce

would have a positive impact on women and should help WINNER's producers to obtain better prices. The project could work more closely with existing associations of market women to improve the conditions in the market and improve the vendor's understanding of best handling practices for produce to prevent loss. Training in this area would help to enhance market vendor's role the value chain and ensure that product presentation reflects improved production quality.

- *Partner with the Madam Saras.* Similar to the work with the market-based vendors, partnering with the Madam Saras presents an opportunity to improve transport and presentation practices to ensure higher quality agricultural products. In many cases, Madam Saras represent the most convenient buyer of associations' products. If they can provide the best transport, preservation, and presentation of the products, Madam Saras will increase both their profits and those of the producers.
- *Promote post-harvest transformation opportunities for women.* WINNER has supported a number of innovative activities across targeted products—supporting maize mills, mango dryers, and other opportunities that add value and increase profits. It is important that women are targeted for these higher value activities. As far as the current project information indicates to date, women have received few of these opportunities. WINNER should deliberately reach out to promising women entrepreneurs, associations, or Madam Saras and support them to take on transformation or value-added activities. These activities could be implemented through the WIF or the PPP program. There is also the potential to work with the Ministre de la Paysannerie or other partners to linking producer groups to school feeding programs.
- *Evaluate options for the mango value chain.* Currently, both men and women engage in the harvesting and sales of mangos and both men and women sell to the WINNER mobile collection units. However, project staff report that most of the mango sales for export are done by men and most of local market sales are done by women. It is not clear which of these activities may be more lucrative at the producer-level as export-grade mangos go through many intermediaries who capture the profit. WINNER should apply the findings from the value chain analyses currently being completed. WINNER should work with its male and female farmers to help them participate in and benefit from the most profitable points in the value chain.

MONITORING AND EVALUATION

One of the most important elements of implementing good development projects is the continual monitoring and evaluation of the effectiveness of project activities. Monitoring and evaluation data should be analyzed and used to drive learning and innovation. Tracking and analyzing

trends for sex-disaggregated and gender-sensitive indicators enhances a project's ability to identify gender-based constraints during implementation and make adjustments to project's technical approach to help mitigate those constraints. At this time, WINNER is disaggregating some of its data, but not all, and it is not performing on-going analyses of its data to identify gender-related trends and areas for improvement.

Monitoring and Evaluation Recommendations:

- *Conduct regular analysis of project data for differing trends among beneficiaries.* WINNER's monitoring and evaluation team needs to analyze the performance monitoring data to be able to identify differences in performance (yield, gross margin) of male and female farmers as well as differences in adoption rates (for new technology). Are men or women more likely to adopt certain technologies? Why is that? Easier to use? Cheaper? More costly? Easily understood? Difficult to understand? This kind of data analysis should be conducted at least every six months. The first step is identifying the trend differences. The second step is asking why there are differences and looking at available data. The third step is collecting additional contextual information to understand why. The fourth step is to modify the approach and monitor to see if the trend changes.
- *Use data to drive program adjustments.* Once differences are identified, this information needs to be fed back to the technical team so that the technical team can use the data to adapt its approach to reach men and women in equal numbers and ensure that men and women are benefiting/performing equally (on average).
- *Add gender specific indicators.* In accordance with USAID's Automative Directive System (ADS), and Feed the Future requirements, WINNER should add at least one gender indicator to its PMP from USAID's new list of seven gender indicators that USAID Missions are required to report on. At this time, this is the only indicator among the seven that is within the scope of WINNER to report on—gender indicator 2:
Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)
 - Should WINNER decide to add women's leadership and empowerment training, per earlier recommendations in this strategy, WINNER could also add the following gender indicator:
 - **GNDR 3: Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming**
 - Should WINNER decide to add a principle on women's equality and female empowerment to the Champion Associations principles and should WINNER

decide to integrate messages of women’s equality into core training courses, WINNER could also add the following gender indicator.

- **GNDR-4 Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities.**
- Should WINNER decide to integrate messages into the family planning course about why violence is harmful to women and the entire family and discuss alternatives for dispute resolution, WINNER could add the following gender indicator. However, if WINNER decides to do this, it should be done carefully and in consultation with local expert providers.
 - **GNDR-7 Percentage of target population that views Gender-Based Violence (GBV) as less acceptable after participating in or being exposed to USG programming**

From the review of WINNER’s quarterly and annual reports, the following sex-disaggregated data was gathered.

WINNER SEX DISAGGREGATED DATA	Total	Male	Male (%)	Female	Female (%)
Number of people deriving increased economic benefits from sustainable natural resource management and conservation as a result of U.S. government assistance (M-F)*	55,657	33,931	61.0%	21,726	39.0%
Number of individuals who have received U.S. government-supported short term agricultural sector productivity training (M-F)**	5,612	4,309	76.8%	1,303	23.2%
Number of households involved in nonfarm activities attributable to WINNER*	3,059	2,026	66.2%	1,033	33.8%
Number of people receiving U.S. government-supported training in natural resource and/or biodiversity conservation (data is missing for fiscal year 12 (quarters 1 – 3)**	4,208	2,889	68.7%	1,319	31.3%

* Includes data through FY 2011

** Includes data through Q3 FY 2012

COMMUNICATIONS

In the area of project communications, the consultants conducted a rapid appraisal of the 2011 communications products from the last year, including quarterly and annual reports, success stories, e-bulletins, project website and other materials. For success stories, there are some female beneficiaries featured and quoted but that most of the stories are about male farmers and only two of the stories reviewed included photos of female farmers. In the e-bulletins, the photos were more balanced, showing some female beneficiaries, including female master farmers. The

content was also fairly general, describing WINNER activities without explicitly describing men or women. The website has a gender page and it includes some helpful numbers and percentages of women reached by WINNER as well as some approaches, but the content is fairly general and could be greatly enhanced with more details. The content on the rest of the website is fairly general in describing WINNER's activities in that it does not differentiate between male and female beneficiaries. The photos show both men and women and there are photos of women doing the ravine treatment work. The quarterly and annual reports have had some sections describing gender-related activities in general and some of the data presented has been disaggregated. Overall though, the reports do not highlight impact on women specifically and do not present enough disaggregated data to help readers see the project's impact on women.

Communications Recommendations

- *Success stories:* WINNER's communications team should develop at least 3 before and after success stories or case studies under each component which highlight the success of the program in reaching women or profiling the success of a particular women or a community – emphasizing the active participation of both men and women. USAID is particularly interested in before and after stories for women that demonstrate increased equality and female empowerment.
- *E-bulletins:* Future issues of the e-bulletin should include more photos of female beneficiaries and should include at least one article per issue that highlights how gender is integrated in the WINNER program. When describing other successful programs, WINNER should be sure to pull out examples of where women have benefitted including quotes, stories or pictures.
- *Website:* Further develop content for the gender page to show numbers of women and men reached, female success stories and planned activities to benefit women. This section of the website presents an opportunity for WINNER to share sex-disaggregated data and highlight its partnerships that benefit Haitian women.
- *Quarterly and annual reports:* Under each component WINNER's efforts to support women's equality and female empowerment should be highlighted. This could be a separate sub-section by IR or it could just be highlighted in the descriptions of accomplishments. In the front sections of the reports, there can be an overview of gender but it should point to the specific accomplishments that should appear under each IR. The section with the project data should present sex-disaggregated data where available and should have a paragraph describing any lessons learned that quarter or year from a sex-based data analysis and how WINNER is applying those lessons going forward.

WATERSHED INVESTMENT FUND/GRANTS

During the first three years of the project, there has been no deliberate gender strategy for the implementation of the watershed investment fund (WIF). It has not been included in the request for applications (RFA) scopes of work or in the evaluation criteria with the exception of one recent agreement which includes targets for number of women reached. The M&E team provides the WIF team with the indicators to include and the requirement to disaggregate by sex. Narrative reports sometimes include discussion of results related to women, but there is no requirement to do so. There has not been an analysis of groups that have applied for grants but not received them to see if there are more women's associations than men in that category. The Watershed Investment Fund is a strong mechanism by which WINNER can pro-actively target women groups for grants and subcontracts.

Watershed Investment Fund Recommendations

- Ensure gender considerations are integrated into the development of scopes of work.
- Consider developing some RFAs for work that will explicitly support promoting gender equality and women's empowerment such as teaching women leadership skills or literacy.
- Analyze if the current ways of advertising or distributing solicitations is reaching women's associations or women's NGOs and conduct specific outreach to them as needed.
- Evaluate if women's associations have applied in the past for funds and failed due to challenges with the application process. If so, consider providing additional capacity building support to them if this is the case.
- Modify the evaluation criteria to require a discussion of how the association includes women and how it will ensure that women and men have equal access to resources, training, and leadership roles.
- Ensure all indicators that are included have the requirement to disaggregate by sex if appropriate.
- Include a section on successful activities completed with women or that promote their interests in the reporting template.

SUPPORTING ANNEXES

Annex A: List of all meetings held in Haiti

Annex B: Memorandum of Understanding with the Ministry of Women's Affairs

ANNEX A: LIST OF MEETINGS HELD IN COUNTRY

WINNER staff:

Jean-Robert Estime, Chief of Party
Mario Kerby, Deputy Chief of Party
Nadège Beauvil, Public-Private Partnerships component leader and gender focal point
Marie-Claude Vorbe, Training component leader
Sheyla Charlot, Commercialization Specialist
Roosevelt Decimus, Livelihoods Senior Advisor
Yves-Andres Wainwright, Governance Advisor
Philippe Bellerive, Economist
Value Chain assignment short-term consultant
Karl Littlejohn, WINNER Investment Fund Director
Jean-Michel Paul, M&E Team Leader
Michel Gregory, Commercialization, Matheux region

Focus groups:

Bas Boen, 11 women, 7 men
Kenscoff, 22 women and 10 men

Non-governmental organizations

Danielle Saint-Lôt, Board member of Femmes en Democratie and Partner and CEO of Caribbean Business Consulting.

Marie-Carmelle Lafontant, Centre Haitian de Recherche et d'Actions pour la Promotion de la Femme (CHRPROF)

Government Officials

Marie Mimose Felix, Ministre de la Paysannerie

Rose Sincimat, Ministry of Women's Affairs

USAID

Kathy Reniers, Program/Project Development Officer and USAID Gender Focal Point

James Woolley, Contracting Officer Representative for WINNER

**ANNEX B: MEMORANDUM OF UNDERSTANDING WITH THE
MINISTRY OF WOMEN’S AFFAIRS**



*Ministè Kondisyon Fanm
ak Dwa Fanm*
*Ministère à la Condition Féminine
et aux Droits des Femmes*

MCFDF/MIJL/wrm/SM/6974-09

Port-au-Prince, le 20 octobre 2009

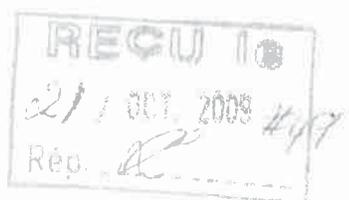
Monsieur Jean Robert ESTIME
Directeur du Projet
USAID/WINNER
En ses bureaux.-

Monsieur le Directeur,

Le Ministère à la Condition Féminine et aux Droits des Femmes (MCFDF) vous présente ses compliments et a l'avantage de vous transmettre, sous couvert de la présente, le Protocole d'Accord signé entre le MCFDF et l'USAID dans le cadre du projet WINNER, le lundi 19 octobre en cours.

Le Ministère saisit l'occasion pour vous renouveler, **Monsieur le Directeur**, l'assurance de sa considération distinguée.

Marie-Laurence JOCELYN LASSEGUE
Marie-Laurence JOCELYN LASSEGUE
Ministre





*MINISTÈRE À LA CONDITION FÉMININE
ET AUX DROITS DES FEMMES (MCFDF)*



USAID
FROM THE AMERICAN PEOPLE

WINNER
WATERSHED INITIATIVE FOR NATIONAL
NATURAL ENVIRONMENT RESOURCES

PROTOCOLE D'ACCORD

*Entre le Ministère à la Condition Féminine et aux Droits des Femmes (MCFDF)
et le projet WINNER/USAID*

Octobre 2009

ENTRE LES SOUSSIGNÉS:

Entre le Ministère à la Condition Féminine et aux Droits des Femmes (MCFDF), ayant son siège social à l'Avenue Magny #4, Port-au-Prince, représenté par Madame Marie Laurence JOCELYN-LASSEGUE, agissant en sa qualité de Ministre, identifiée au numéro 003-173-130-1, demeurant et domiciliée à Port-au-Prince

Et

Le projet USAID/WINNER sis à Péguy-Ville, représenté par Monsieur Jean-Robert Estimé, Identifié par son NIF 004-682-8820 d'autre part;

Préambule

Considérant la vocation du MCFDF de promouvoir le rôle actif des femmes dans le développement économique d'Haïti.

Considérant que l'une des missions du projet USAID WINNER, un projet de l'Agence Américaine pour le Développement International (USAID), est d'améliorer les conditions de vie des populations dans les bassins versants du Cul-de-Sac et de Gonaïves/La Quinte et dans d'autres bassins versants, de réduire les menaces d'inondations, et d'investir dans la croissance économique durable et dans la protection de l'environnement.

Considérant le rôle important que jouent les femmes dans la société civile et les institutions dans les bassins versants du Cul-de-Sac et de Gonaïves/La Quinte.

Considérant le désir du projet WINNER d'activement inclure les femmes dans le cadre de l'approche participative pour la mise en œuvre de ses actions et de s'assurer que ses activités bénéficient à un nombre significatif de femmes.

Ont convenu de ce qui suit :

Article I: Objectif du Protocole d'Accord

En signant cet accord, le MCFDF et le projet USAID/WINNER conviennent, dans le cadre des limites et des ressources propres à chacune d'elles, de coopérer dans le but d'appuyer des activités d'intérêt commun qui contribuent à assurer l'intégration des considérations liées au genre dans les axes d'intervention de WINNER.

Article II : Les Axes de Collaboration du Protocole d'Accord

Les deux parties signataires de ce protocole d'accord conviennent d'associer leurs efforts en se concentrant sur les thèmes suivants :

- Inclure des considérations liées au genre dans les activités du projet WINNER
- Inclure des femmes dans les activités de formation et de renforcement institutionnel du projet WINNER
- Sensibiliser les acteurs institutionnels et les bénéficiaires des actions du projet WINNER à l'importance des considérations de genre dans la mise en œuvre des activités de développement économique, de préservation des ressources naturelles, et de gouvernance dans les zones d'action du projet WINNER.

Article 3 : Responsabilités du MCFDF

Le Ministère à la condition féminine et aux droits des femmes s'engage à :

- Fournir un appui conseil en matière d'égalité homme femme dans tous les projets ;
- Elaborer des orientations pour l'intégration de la dimension genre dans les quatre axes ciblés par le projet WINNER ;
- Organiser des programmes de formation autour de l'importance de l'égalité entre les femmes et les hommes dans tous les projets au profit des gestionnaires, acteurs-trices locaux-ales, les équipes de coordination et de supervision impliqués-ées ;
- Assurer le suivi et l'évaluation suivant les outils d'analyse genre dans les projets en exécution dans les zones ciblées, par l'intermédiaire de ses coordinations départementales ;
- Designier un point focal qui assurera un rôle de liaison entre WINNER et le MCFDF ;
- Développer des outils de communication relative au genre afin d'arriver à l'élimination des stéréotypes liés aux sexes dans la réalisation des activités des différents projets par axe d'intervention.

Article 4: Responsabilités de USAID/WINNER

Le projet USAID/WINNER s'engage à :

- Déléguer un-e membre de son institution qui devra travailler de concert avec le MCFDF dans la prise en compte de la dimension genre dans la planification et l'exécution des projets et programmes;
- Etablir un quota d'au moins 30% de femmes dans tous les projets à exécuter au niveau de la plaine du Cul-de-Sac et des Gonaïves ;

- Inscrire des indicateurs de genre dans les critères de soutien aux initiatives privées au niveau de l'axe d'intervention partenariat-public-privé-paysan ;
- Accorder des bourses d'études de **l'Université de Floride** à des femmes membres des Centres Ruraux de Développement Durable en vue d'acquérir des techniques innovatrices leur permettant d'accroître leurs revenus au même titre que les hommes;
- Former autant de paysans et paysannes vulgarisateurs-trices pour l'introduction des techniques et d'équipements innovateurs en matière de transformation et de conservation des productions ;
- Solliciter tout appui auprès des Coordonnatrices et Agentes de terrain du MCFDF dans les zones d'intervention de WINNER ;
- Recruter dans le cadre de son appui en ressources humaines aux entreprises et associations autant d'expert-e junior de sexe masculin que de sexe féminin, au cas échéant un quota d'au moins 30 % de femmes ;
- Présenter des données ventilées selon le sexe dans le cadre de la réalisation des différentes activités des projets qui seront exécutés pendant les cinq années ;
- Solliciter des secteurs public-privé la féminisation des documents de projets ;
- Adopter et appliquer toutes les mesures tendant à favoriser l'égalité entre les femmes et les hommes dans le cadre de la réalisation de ses projets ;
- Encourager toutes les entreprises, le secteur public, les paysans-annes à adopter des stratégies et politiques d'égalité entre les femmes et les hommes en matière de recrutement dans les projets ;
- Travailler avec des associations d'agriculteurs-trices afin d'augmenter leur productivité et doubler leurs revenus en cinq ans;
- Distribuer des outils agricoles et autres intrants aux femmes en vue de renforcer la production agricole des zones concernées;
- Promouvoir l'égalité entre les femmes et les hommes dans toutes ses interventions dans les zones cibles et établir des règlements internes pour prévenir le harcèlement sexuel dans les lieux de réalisation des projets.

Article 5 : Dispositions générales

Le protocole d'accord prend effet dès sa signature par le MCFDF et le projet USAID/WINNER et s'étale sur toute la durée du projet USAID/WINNER.

En cas de non respect des points susmentionnés dans ce dit protocole d'accord par l'une des deux parties, l'autre intéressé aura pour devoir de le dénoncer et trouvera une entente pour la bonne marche du projet.

L'un des signataires peut mettre fin prématurément à cet accord sans aucune obligation pour les raisons suivantes :

- S'il estime que les clauses de l'accord ne sont pas respectées ;
- S'il estime qu'il y a une volonté manifeste de la part de l'autre partie à ne pas respecter ses engagements

Préparé à Port-au-Prince en triple original le 19 octobre 2009.


Marie Laurence JOCELYN-LASSEGUE
Ministre à la Condition Féminine et aux
Droits des Femmes


Jean Robert ESTIMÉ
Directeur du projet
USAID /WINNER