



# FOCAL

Canadian Foundation for the Americas  
Fondation canadienne pour les Amériques  
Fundación Canadiense para las Américas  
Fundação Canadense para as Américas

## Final Report:

Conférence de Montréal avec la Diaspora haïtienne

10-11 décembre 2004

### ENGLISH SUMMARY TRANSLATION



Canadian Foundation for the Americas  
Fondation canadienne pour les Amériques  
[Hwww.focal.caH](http://www.focal.ca)  
14 janv. 05







## **Programme Agenda**

Conférence de Montréal avec la Diaspora haïtienne

### **Vendredi 10 décembre**

- 17:00-19:00 Inscription des participants avec choix des ateliers
- 17:45-18:00 Accréditation des médias
- 19:00-21:00 **Ouverture de la Conférence – Allocutions**
- Ministre de la Coopération internationale, l'honorable Aileen Carroll, co-présidente de la Conférence
  - Ministre responsable de la Francophonie, l'honorable Jacques Saada, co-président de la Conférence
  - Ministre des Affaires Etrangères, l'honorable Pierre Pettigrew (via vidéo)
  - Maire de Montréal, son honneur M. Gérald Tremblay
  - Présentation du Ministre haïtien des Haïtiens vivant à l'étranger, Son Excellence M. Alix Baptiste
- Suivi d'une réception

### **Samedi 11 décembre**

- 09:00-09:15 **Inauguration officielle de la Conférence par le Premier Ministre du Canada, le très honorable Paul Martin**
- 09:15-09:30 **Allocution du Premier Ministre d'Haïti, Son Excellence M. Gérard Latortue**
- 09:30-09:45 **Mot de bienvenue par les Ministres Aileen Carroll et Jacques Saada**
- 09:45-10:15 **Présentation sur la situation présente en Haïti**  
Ambassadeur Juan Gabriel Valdés Représentant spécial et chef de la Mission des Nations Unies pour la stabilisation en Haïti (MINUSTAH)  
Période de questions et réponses
- 10:15-10:50 **Le Cadre de Coopération Intérimaire (CCI) et l'engagement du Canada**
- Présentation du CCI - Son Excellence M. Roland Pierre, Ministre haïtien de la Planification et de la Coopération Externe
  - Secteurs prioritaires du Canada dans le CCI - M. Yves Pétilon, Agence canadienne de développement international (ACDI)
- Période de questions et réponses
- 10:50-11:00 **Pause santé**
- 11:00-12:30 **Panel de discussion – Les modes d'engagements de la Diaspora**  
**Modérateur: MP Denis Coderre**  
**Rapporteur : CAC**
- Regroupement des organismes canado-haïtiens pour le développement (ROCAHD) - M. Éric Faustin
  - Point de Ralliement des femmes d'origine haïtienne - Mme Marlène Rateau
  - Conseil National des Citoyens et Citoyennes d'Origine haïtienne (CONACOH) - M. Keder Hyppolite
  - Alliance Gonaïvenne de Montréal – M. Althène Tanisma



- Fédération des Associations Régionales Haïtiennes à l'Étranger (FAHRE) – Mme Marie-Carolle Tertulien
  - Agence haïtienne pour le Développement Local (AHDEL) - M. Romel Louis-Jacques
  - Projet du Premier Congrès Mondial de la Diaspora haïtienne – M. Georges Anglade
- Suivi de questions et réponses

12:30-13:30

**Déjeuner**

13:30-14:50

**Discussions en groupes de travail****Secteurs prioritaires du CCI et la contribution de la Diaspora**

Les participants seront invités à choisir, au moment de l'inscription, le groupe de discussion auquel ils souhaitent participer.

Les cinq ateliers basés sur les quatre Axes du CCI, seront :

- *Gouvernance politique*
- *Dialogue national*
- *Gouvernance économique et développement institutionnel*
- *Relance économique*
- *Accès aux services de base*

14:50-15:15

**Pause santé**

15:15-15:45

**Résultats des panels et des ateliers**

15:45-16:00

**Clôture de la Conférence par le député Coderre et le Ministre Saada**



## **Executive Summary**

The Conférence de Montréal avec la Diaspora Haïtienne, convened on December 10-11 in Montréal, was one of the largest gatherings of the Haitian diaspora with over 500 participants from the diaspora, government, non-governmental organizations and media. While the vast majority of participants were from Canada the conference also had a smaller but significant representation from the United States and France. The goal of the conference was to bring together the Haitian Diaspora to acknowledge the fundamental importance of its role for in, obtain its support for Canada's commitment to restart the democratic process in 2005 and to present the Interim Cooperation Framework (CCI) and seek input from the Diaspora on how it can work through and support the CCI. The Montréal conference followed, and in some ways concluded, a series of similar, though smaller, consultations with the Haitian Diaspora in Miami, New York and Boston. The Montréal meeting was able to build on the results and learning of these earlier meetings and expand bring in representatives from the global Haitian Diaspora. What emerges from the Montréal meeting therefore, is a deeper, richer roadmap for charting cooperation between the Diaspora and the development community in rebuilding Haiti.

In retrospect, the conference can list three principal achievements in meeting these goals.

- generating political will and attention of the government of Canada to deepen its work with the diaspora,
- list of concerns and ideas from the diaspora about what is needed to accomplish this
- obtaining the first feedback from the diaspora on the Cadre de Coopération Intérimaire ;

The conference also provided space and opportunity for the extended diaspora to meet and hopefully lay the basis for future cooperation. While members of the Canadian diaspora were well acquainted with each other, the meeting was in many cases a first opportunity for Canadian groups to meet Diaspora organizations from the US and France. Moreover, for many of attendees from the US, the conference was a first opportunity to meet each other. Indeed, this is one area where more work need be done.

Taking the major accomplishments in turn.

Bringing together 500 individuals from government, civil society and the community to focus on Haiti was, in and of itself, a major accomplishment. The numbers from the diaspora that attended the meeting, their focus and passion and their commitment to sacrifice personal time over the busy pre-Christmas weekend serve as powerful signal to the governments of Canada, the United States and the multilateral agencies. On the other side, the presence of key government ministers and line staff from relevant ministries was an important signal of the government's intentions. In this regard, the presence of Prime Minister Paul Martin was most important.

A major focus of the meeting was a presentation and discussion of the Cadre de Coopération Intérimaire. This was the second time that civil society had participated in discussions on the CCI and one of the rare occasions that a Diaspora has participated in discussing an international donor's framework. Unfortunately, this could not have been done over the summer when the document was prepared. But, introducing diaspora participation into the review process set an important precedent and one that hopefully will be followed in the future. Equally important in this regard was the presentation of ways in which the diaspora feels that it may contribute to the CCI. Following up on these suggestions will be crucial to the success of the current cadre and opening paths to diaspora involvement in the development of future cadres will be crucial to their success.

The third accomplishment of the conference was in obtaining a well-considered and articulated roadmap drawn by the Diaspora for its involvement in Haiti. Principal among the items listed by the various

breakout sessions that discussed the role of the Diaspora under the CCI was the need for structures and institutions within the government and the diaspora to transparently and consistently support Diaspora involvement. The political will evinced at the conference by both sides, the government and the Diaspora, must be matched with the concrete means to carry forward. A leader of the Haitian Diaspora made this point at the first meeting between the Haitian Diaspora and the development community held in Port au Prince in when quoting Henry Ford “coming together is a desirable beginning, keeping together is progress and working together is success”. The Montréal meeting has provided a blueprint for moving toward success.



## **Recommandations**

The Montréal meeting produced an abundance of ideas for new initiatives, programmes and policies. Below is an analysis for those recommendations that are most relevant for, and could be acted upon by, the government of Canada. Items that would best be handled by the Haitian government or that are impractical (e.g., eliminating criminal deportations to Haiti) are not touched upon here.

### **1. Create a central point inside the government for managing Diaspora relations.**

On the government side there is a clear need for a centralized contact point for the Diaspora. This unit, office, department or person should have responsibility for being informed on all government initiatives, programmes and resources working with the Diaspora. This would help prevent duplication, mixed signals and inconsistency in government actions. This centralized contact point also would receive, or be copied on, all communications between the Diaspora to the government. In this role the central contact point would ensure follow up and could help Diaspora organization navigate the alphabet soup of government agencies and departments. The first order of business for the centralized contact point would be an inventory of government initiatives with the Diaspora by *actively* seeking out information from departments and government agencies. A second task would be to take the conclusions and recommendations from this conference and meet with Haitian Diaspora organizations in Canada to obtain feedback on how to proceed.

### **2. Facilitate creation of a Diaspora meeting point.**

Cooperation, coordination and sharing of information among Diaspora organizations are haphazard at best. There is a need for a forum or mechanism for enhancing this exchange such as a council of Haitian Diaspora organizations. The exact form of this mechanism must be determined by the Diaspora. However, given the interest of the government in working with whatever emerges the government has a clear interest in participating in, or at least informing, this discussion. In addition, the government can facilitate creation of such a mechanism or entity by making it known that it would support, including financing, what ever emerges. The important point here is that the mechanism includes as large a number of organizations - not individuals - as possible. At a minimum, ROCHAD and CONACOH must be members as they have the largest number of Diaspora organizations in their membership. Attempts also should be made to encourage the inclusion of private sector and youth representatives.

### **3. Support volunteering by the Diaspora.**

There is a clear need for a well thought out comprehensive strategy for engaging the Diaspora in lending its talents to support development in Haiti. Even though there are programmes supported by the government to enlist volunteers, the fact that most of those participating in the workshops were unaware of these programmes is a strong indication that more work needs to be done. Specifically, as expressed during the meeting, a single unified database of Diaspora volunteers is needed. This could be done by the government through new centralized contact point, or better, by funding a recognized and Diaspora organization such as ROCHAD. Rather than creating another programme or office, a small additional supplement to ROCHAD to hire staff to collect and input the information followed by a small additional annual contribution to maintain the database and respond to requests from NGOs and the government, would suffice. This database could be tied to other government-supported initiatives to enlist volunteers for Haiti. Another model is that of FAVACA, the Florida International Volunteers, which is a state (provincial) agency that recruits volunteers for development projects primarily from the state government but also from the Diaspora communities in Florida. The state government provides additional support to the volunteer agency by allowing state employees to use vacation and leave to work on projects. This is an initiative that easily could be duplicated in Canada at the federal and provincial levels. Information on, and advice from, the Florida programme is readily available from that agency.



#### **4. Seek involvement from young professionals and non-traditional Diaspora actors.**

Diaspora organizations, especially as evidenced by the Montreal meeting, are dominated by older generations. Younger elements of the Diaspora are not as engaged either because of community dynamics (veneration), the older generation not wishing to relinquish power and space, or the younger generations being turned off by the politicization of the debates. However, the younger generations are more dynamic, more entrepreneurial and less tied to tradition for tradition's sake. This group also is less mired in the political morass and internecine struggles that consume many older actors in the community. This younger generation and especially young professionals have skills and vision that are needed to improve the situation in Haiti and achieve progress on all fronts. Working with this demographic may be an effective strategy for bypassing political rhetoric and directly targeting substantive action. Encouraging participation by new actors should not be done by forcing the older leadership aside; rather, it should be done by actively seeking out this group and creating new spaces for participation by new actors. One step would be for the new government central contact point to actively seek out and meet with young professionals, young business people and entrepreneurs.

#### **5. Investment programmes**

During the breakout sessions and in the speech by the Haitian Prime Minister, mention was made of the need to attract Diaspora investment. However, it is unclear what role there would be for the government in supporting this type investment. If the situations with the Mexican and El Salvadoran Diasporas are analogous, the level of investment by the Diaspora would not qualify for support from Export Development Canada nor from International Trade Canada. Investment by larger companies such as HydroQuebec is supported by the government but there does not appear to be any role for the Diaspora in this process. Where the government of Canada may be able to play a role is in providing assistance to small-scale producers in Haiti who wish to market "nostalgia" products to the Haitian Diaspora in Canada. CIDA projects to work with small and medium enterprise development could include a component to encourage and facilitate export to Canada of traditional Haitian food and cultural goods.

#### **6. Promote the image of the Diaspora in Haiti**

While this is primarily an area of intervention for the government of Haiti, the Canadian mission in Port au Prince could assist by sponsoring forum on the role of the Diaspora or using the public diplomacy budget to publicize Diaspora contributions to Haiti. The mission also could look for opportunities to bring members of the Diaspora from Canada to Haiti to participate in non-political and non-politicized consultations, lectures and cultural events.

#### **7. Host an annual meeting with the Diaspora.**

Even with a forum or mechanism to bring Diaspora organizations together, initiatives to work with the Diaspora would still benefit from an open meeting. A large, open meeting would avoid the "gate-keeper" problem, or appearance of the same, by relying on one organization or council for all communication with the Diaspora. An annual meeting would not have to be the three-ring circus that was the first meeting; it could be a simple, one-half day event targeting 259-300 participants. The meeting could open on a Saturday with a speech by the Prime Minister followed by a panel with Ministers or ADMs from relevant ministries - CIDA, FAC, ITCan, Heritage, and Finance. Each ministry would review what it has done the past year and lay out what it plans do in the coming year. The presentations would be followed by an extended (more than an hour) period for questions.

#### **8. Remittances (Transfert)**

This was not mentioned during the meeting because it was not an element of the CCI. However, in terms of the impact of the Diaspora in Haiti, this is most important. Any action that the government may be able to take or support to lower transfer fees will have a significant and immediate impact in



improving the quality of life for those in Haiti who have ties to the Haitian community in Canada. Reducing transfer fees also will have a significant impact on the Haitian community in Canada. A simple back of the envelope calculation illustrates why. Remittances to Haiti are estimated to be US\$900 million a year. Remittance transfer fees are estimated to average 15% of the amount sent, or US\$135 million. Reducing the average transfer cost by 1/3 would produce US\$45 million in savings. If the Canadian share of remittances to Haiti were ten percent of the total, then reducing transfer costs from Canada to Haiti by one third would result in CA\$5.5 million in new money for Haiti. Of this amount the majority would be remitted to Haiti, but a significant amount would accrue to senders in the Haitian Diaspora. Reducing transfer costs will require tapping into work currently being done by the Inter-American Development Bank and the US Treasury.

## **9. Coordination with US and France**

Those participating in the breakout sessions did not stress this as an area of concern or interest; however, this is an area of interest for the government. There is a need and benefit in the principal governments, US, France and Canada, sharing information on their work with the Haitian Diaspora communities in their countries. To some degree this appears already to be occurring as evinced by the presence of USAID at the Montréal meeting and of CIDA at USAID-sponsored meetings in Miami and New York.. Canada, either through FAC or through the proposed new government centralized Diaspora contact point, could ensure that this budding trend to exchange information continues and grows. An important first step in this regard would be sharing information on the CIDA-ROCHAD collaboration. As demonstrated by the presentation by M. Eric Faustin of ROCHAD, this project holds a wealth of information on government-Diaspora collaboration for development and could serve as a “best practice” model. If Canada wishes to play a leadership role in the Diaspora field, it needs to start by sharing what it has done and learned before embarking on new initiatives. In terms of promoting cooperation and exchanges among Diaspora organizations, much work needs to be done in this area. Representatives of several of the Canadian-based Diaspora organizations meet with representatives from US and French-based organizations after the conference and this hopefully will offer the basis upon which to build stronger ties. As with the creation of a committee, council, or congress to draw together the Haitian Diaspora in Canada, creation of a similar organization to bring together the global Haitian Diaspora also will have to be a ground up process. The various peak, or large-membership, Diaspora organizations in France, the US and Canada will have to decide to come together. National governments can support this process by funding the participation of Diaspora organizations in foreign meetings, for example, CIDA funding ROCHAD, CONACOH, Alliance Gonaïvenne de Montréal, etc., to attend meetings in New York, Miami, Haiti, or Paris. But, a national government pushing for and funding the creation of a peak, international Diaspora organization or secretariat, would be odd and likely would not be well received in the Diaspora community or in Haiti.

## **10. Costs**

The total cost for implementing the recommendations emerging from the Montréal meeting should not be great. The most significant cost would be for staff within the government agency in charge of the central contact point. The next most expensive cost would be funding for the creation of the volunteer database. Financial assistance to facilitate creation and operation of a centralized Diaspora meeting point – a council or committee - should not be more than a few thousand dollars. The cost for a one-half day annual meeting as described above also should be no more than a few thousand dollars if the organizational and administrative costs were assumed by the government agency hosting the central contact point.



## **Conference Summary**

The conference was officially begun on Friday evening with a reception featuring welcoming speeches by Canadian Ministers for Foreign Affairs, the Francophonie, and Cooperation, Pierre Pettigrew, Jacques Saada and Aileen Carroll. Haitian Minister for the Diaspora, Alix Baptiste, followed with a detailed presentation on the work of the Ministère des Haïtiens vivant à l'étranger. On Saturday morning December 11 the conference was officially inaugurated by Prime Minister Paul Martin who reviewed Canada's recent contributions to Haiti and enumerated the areas of key Canadian interest such as promoting the rule of law and strengthening the judicial system. The Prime Minister acknowledged and acclaimed the support given by the Haitian Diaspora toward Haiti. The Prime Minister acknowledged the willingness of the Diaspora to more in Haiti and he "reiterate(d) not only Canada's support for Haiti in the long term, but also my own pledge to support your efforts and your contributions in this undertaking." In a note of inclusiveness, the Prime Minister stressed the need for national reconciliation and the participation of all elements of Haitian society, including Lavalas, if the country were to move forward. The Prime Minister stated his desire to see concrete proposals emerge from the meeting and he pledged that the government of Canada review the results of the conference carefully and take into consideration the recommendations that were put forth.

Prime Minister Martin was followed immediately by Prime Minister of Haiti Gérard Latortue who also acknowledged and expressed gratitude for the enormous contributions that the Diaspora makes to Haiti. The Prime Minister reaffirmed the technocratic nature of his administration, its lack of political ties and its openness to work with all Haitians. M. Latortue then laid out areas in which the Diaspora could become more involved. These included, sharing its skills and expertise in the electoral process as observers, investing in Haiti beyond simply sending remittances (transfert) to family members, considering retirement in Haiti, volunteering professional skills and knowledge such as helping to modernize school curriculums.

The Prime Minister mentioned that work continues on the project begun under the Aristide administration to consider dual nationality. However, he noted that dual nationality would require a change in the constitution and this is not a simple process. On security, the Prime Minister stated that the issue was perhaps a bit exaggerated and he gave the example of the reporting of the visit by the US Secretary of State Colin Powell. In this case, according to Prime Minister Latortue, a single gun shot in the general vicinity of the presidential palace during Powell's visit was reported as a pitched gun battle. The Prime Minister further stated that insecurity was not generalized but rather, it was confined to a few well-known areas.

The Prime Minister indicated that he expected aid disbursements from multilateral aid agencies to begin soon.



## **Results from the Workshops**

### **Organisation and results of the workshop discussions**

The participants were invited to break out into thematic working groups for discussions pertaining to the potential contribution of the Diaspora to each priority sector of the Interim Cooperation Framework for Rebuilding Haiti. The participants were invited to choose between the following five workshops based on the axis of the ICF

Workshop 1- A:	Political governance
Workshop 1- B:	National Dialogue
Workshop 2:	Economic governance and institutional development
Workshop 3:	Economic surges
Workshop 4:	Access to services

The following questions guided the workshop discussions:

- Question 1: Keeping in mind the theme of the workshop, what role could the Diaspora play?
- Question 2: What are the conditions for a successful intervention of the Diaspora?
- Question 3: 2006 will see the end of the ICF, what are the perspectives for the continued involvement of the Diaspora beyond 2006?

Each workshop had six to eight tables each with six to ten participants, each table then deliberated over a suitable answer. Every workshop was guided by a professional animator with a note taker responsible for detailing comments and preparing a work list to be put forward by the participants of the workshop.

### **Workshop Results**

The majority of participants in the workshops expressed satisfaction with regard to the organization of workshops, the quality of the propositions and the potential for exchange. Despite the short length of time for discussion, every participant believed they had the opportunity to express their point of view. Organization of work in the workshops, the procedures and the questions structuring the discussion were adequate.

Most participants positively expressed their desire to collaborate with the government of Canada in the reconstruction of Haiti. Some expressed doubts as to how and when Canada would seriously apply itself in working with the Haitian Diaspora. The majority of those involved with the workshops expressed a real desire to see concrete results in this regard. Participants had confidence in the engagement of Canada but were nervous of the welcome that will await them in their country and questioned when and where the reconstruction of Haiti would take place.

### **Primary Workshop Constants**

The following lists the main themes arising from the workshop discussions:

#### **Diaspora Expertise:**

Of the question of what role the Diaspora would play, a large majority of participants agreed to have an active participation of the Diaspora in the reconstruction of Haiti. To accomplish this, it is important to identify experts within the Canadian-Haitian community those with expertise in political parties, electoral



process, human rights, conflict resolution, national dialogue and communication in addition to identifying engineers, doctors, nurses and teachers.

#### UUUUDiaspora Coordination:

To create a more dynamic role for the Diaspora one, it is necessary to create a secretariat or structured operation to coordinate efforts by the Diaspora. This structure should create a databank of human resources capable of directing those interested in participating in the rebuilding of Haiti toward concrete Haitian projects. Members of the Diaspora could obtain expert roles of counseling, mentoring and lobbying in certain sectors of development and to use the contact resource for designing and carrying out projects.

#### Security:

With respect to the conditions for successful intervention of the Diaspora, the importance of security and creation of a climate of confidence are crucial preconditions to Diaspora participation.

#### Promotion of the Diaspora in Haiti

To develop positive relations between the members of the Diaspora working on the reconstruction of Haiti and Haitian citizens concrete actions should be undertaken. The Haitian government must explain to citizens of Haiti the positive role of the Canadian Diaspora through educational activities.

#### Including Women and Youth

The importance of women and youth participation in the re-development of Haiti was highlighted by participants in the workshop with the suggestion of including youth as equal partners and the necessity of incorporating women with the recognition of the significant economic role women play in the development of Haiti.

#### Environmental Awareness

The necessity to respect, protect and safeguard the environment was clearly underlined by many of the participants in the workshops.

Other notable suggestions included:

- A bilateral agreement, between the Haitian and Canadian governments, to mobilize the members of the Diaspora.
- Enhanced institutional linkages including universities, colleges, municipalities, etc.
- Creating a database of donors and networks
- Recognition of the importance of dual nationality
- Potential role the Diaspora could play in promoting Haitian products outside of Haiti



## **Annexe 1 : May 14, 2004 USAID Consultative Conference on Rebuilding Haiti**

This is not an official document of USAID.

### **I. Trade:**

Recommendations:

1. Haitian Economic Recovery Opportunity Act (HERO): The preferential trade agreement is expected to impact Haiti's textile industry by providing from 100,000 to 300,000 new jobs. HERO would create a level the playing field with other Caribbean Basin Initiative (CBI) members covered under the U.S.-Central America Free Trade Agreement (CAFTA – the Dominican Republic is included in CAFTA, but not Haiti).
2. Port Rehabilitation / Port security: Certification of regional ports as well as the port in the capital by the deadline of July 1, 2004 is critical for trade. [in line with the International Ship and Port Facility Security (ISPS) Code of the International Maritime Organization (IMO)].
3. Free Trade Zone / Industrial Park Authority: Need to support new FTZ and an Industrial Park Authority. This first FTZ (on the border between DR and Haiti) was developed by Grupo M. Others need to be developed.
4. Information Technology: Government ministries should gradually shift a good part of their work to the web; in addition to solving the infrastructure problem, this would contribute to transparency and efficiency. For example, the Port-au-Prince airport and major seaports have no websites.
5. Eliminate monopolies -- they discourage competition and investment
6. Need to stabilize the currency – by subsidizing industries and businesses generating export and hard currency.
7. Hometown Coalitions: The high level of regional loyalty by the Diaspora should be channeled through the creation of Chambers of Commerce and associations. Diaspora members from the same cities / regions would promote projects such as roads, school improvements, stadiums, etc.
8. Electricity: Dependency on imported fuel (drain on hard currency) should be reduced in the long term. Alternative power generation methods, such as wind generators, should be considered.
9. Informal Sector: Much more should be done to empower micro-businesses /small entrepreneurs. (e.g. USAID pilot project headed by Hernando de Soto, giving them title to their properties)

### **II. Business Environment suitable for Foreign Direct Investment:**

#### **Corruption**

Recommendations:

1. Need for complete transparency with current and all future governments in Haiti
2. Need for separation of power between the Executive Branch and Judicial Branch. Currently, the Minister of Justice (Executive Branch official) can fire judges. Need to look at a guaranteed / dedicated source of funding for public servants in Judicial Branch.



3. The “Anti-Corruption Czar” or Inspector General must be an independent office reporting directly to the Prime Minister and with direct access to international organizations. (i.e. not part of the Ministry of Finance). La Cour Superieure des Comptes already exists, but it is NOT independent enough and not separately funded.
4. Need to look at the salary structure for public servants.
5. Need for proper training of public servants.

## **Legal System**

### Recommendations:

1. Current Business Code seems to be adequate. Need to publish and disseminate codes, tariff schedules, and other regulations using modern technology (i.e.: internet/ websites; CDs). Lack of available information on applicable tariffs, fees, and taxes exacerbates the problem of corruption.
2. Need to enforce current laws: Business Code and Investment Code.
3. Need to simplify and shorten time for incorporation. Need for creation of “One Stop Center” for incorporation and gathering information on investment incentives as well as ALL licenses / permits and registrations. Need for more welcoming environment for direct investment by Diaspora.
4. Need for Anti-Trust Laws and/or enforcement of current law in order to encourage competition and break de facto monopolies / barriers of entry in many industries.

## **Security**

Immediate resolution of the problem with insecurity is key for any prospect of development in the country.

## **Ports System**

### Recommendations:

1. Tariff and Duty schedule exists but is very poorly disseminated. The lack of information makes corruption much easier. Need to utilize current information technology (e.g. internet) for publication.
2. Delays at the major ports are much more severe than airports, even when there are already existing franchises in place.
3. An overhaul at the ports is mandatory, particularly with the fast approaching deadline of July 1, 2004, when the International Ship and Port Facility Security (ISPS) Code of the International Maritime Organization (IMO) adopted by United Nations on December 2002, requires Port Facility Security Assessment and Certification.

## **Investment**

### Recommendations:

1. Tax Reform: Need to create special tax incentives targeting specific industries (e.g. energy, power generation, alternate source of cooking fuel, tourism). Where such incentives already exist, need to



enforce and inform potential investors.

2. **OPIC** Political Risk Insurance only makes sense for very large projects. Need to make available for Haiti and more relevant to small and medium-sized projects in Haiti. The two (2) OPIC Latin American Investment Fund created on 1/30/04 to also allocate funds for Haiti.
3. Need for better coordination between U.S. Agencies: USAID, OPIC, Ex-Im Bank, USDA, U.S. Department of Commerce, U.S. Army Corps of Engineers, etc.

## **Job Creation**

### Recommendations:

1. Need for a sustainable plan that would provide a roadmap for job creation and would specify access to capital, sources of funding (USAID or Government of Haiti), and reflect the political structure of Haiti, in particular the autonomy of the provinces.
2. Job Creation Program should target some specific industries: a) health services b) social services c) housing industry d) municipal infrastructure e) public schools
3. The emphasis should be on occupations critical to the development of the country, requiring short-term vocational training for plumbers, electricians, mechanics, and the like.
4. Need for decentralized approach to job creation and the creation of employment opportunities in the agricultural sector of the countryside. There are many opportunities for Haitian agriculture producers. Many of the food products in Haiti are not home-grown.
5. Job creation should involve large infrastructure projects, such as port rehabilitation and renovation, since trade is so crucial for the country.
6. HIV/AIDS program is funded and will/should create employment in health services.
7. In the area of Micro-Lending / Micro-Finance, more emphasis should be placed on new USAID project for micro-loans, FINCA.
8. Need for professional training in marketing. Haitian products are known and “Made in Haiti” is something that should appeal to the Haitian and Haitian-American markets. Haitian entrepreneurs lack knowledge on how to promote and develop marketing strategies appealing to Haitian-Americans.
9. The overriding objective of assistance programs in the area of job creation should be to make people self-sufficient. Take for example a small clothing enterprise. The women in this group are expert seamstresses and have sewing machines, but they do not have the know-how or the funds to bring their goods to the market.
10. Haitians would be very receptive to a mentoring program assisting small businesses.
11. Too often Haitian-Americans are asked their views and their good ideas are not implemented. USAID should hire Haitian-Americans as consultants or assign Haitian-Americans to their offices.

