

# The State of Development and Philanthropy in Haiti

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By The Philanthropic Initiative  
*and*  
Haiti Development Institute

## About The Philanthropic Initiative

The Philanthropic Initiative (TPI) helps individuals, families, foundations, and companies attain new levels of lasting philanthropic impact. With its unparalleled record as philanthropic advisors, TPI has directed more than \$1 billion in giving and influence billions more. We work to promote effective giving and improve the practice of philanthropy around the globe.

For 27 years, TPI has served as a consultant and thought partner to ambitious donors and foundations that embrace innovative thinking in their efforts to find levers of change. Our clients hire TPI to support strategic planning processes, facilitate retreats and convenings, conduct research on social issues and best practice approaches, develop and execute customized philanthropic strategies, support board continued learning and governance work, and assess and improve ability to achieve goals.

## About The Haiti Development Institute

The Haiti Development Institute (HDI) is a legacy of The Haiti Fund; a five-year fund founded at The Boston Foundation following the devastating 2010 earthquake, to provide long-term support to human rights and reconstruction efforts in Haiti. As the Haiti Fund, we made 140 grants in Haiti and the Greater Boston area using an open multi-lingual grant making process, targeting the most impoverished rural communities. The Haiti Fund consistently sought to support collaboration among leaders, funders, and alignment with public interest. It has conducted several studies to that effect. The creation of HDI follows six years of interviews, conversations, and relationship building with local community-based organizations, international organizations, funders, and development experts; all leading to the same conclusion that Haiti needs a mission-driven institution committed to sustained and tailored development to shore up philanthropic investments and development efforts.

HDI is built on the belief that an integrated approach to development is necessary to usher in real change in Haiti. We know that local leaders, civil society organizations, and social entrepreneurs have the potential to bring about transformative changes to benefit local communities and engender systemic change throughout the country. HDI operates in Haiti by acting as a: 1) major investor in nonprofits through our organizational capacity building cohort program for local Haitian-led organizations increasing the scale, efficacy, and impact of their work; 2) philanthropic intermediary and advisor for philanthropists and foundations looking to invest in Haitian organizations and/or accurate data and research to inform their grant making strategy; 3) open-sourced warehouse of information for implementers and funders alike; and 4) civic leader and convener, leading cross-sector conversations to help identify and drive levers of change.

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## Introduction

This landscape analysis of Haiti and the role of philanthropy in its development was commissioned by an anonymous family foundation. The foundation board and its staff wanted to be very thoughtful in its deliberations about expanding its current grantmaking to a new geography, and what the challenges and opportunities are with working as a funder in Haiti. Many thanks to the anonymous family foundation for generously contributing this research to the field and supporting increased knowledge of Haiti.

The Philanthropic Initiative (TPI) and the Haiti Development Institute (HDI) are uniquely positioned to undertake this type of research. HDI is a key player in philanthropic efforts in Haiti, serving as a leader in developing philanthropic investments, upskilling nonprofit organizations to strengthen civil society, and convening cross-sector leaders for collaboration to identify and push levers of change. In its role as a philanthropic advisor to funders, TPI routinely conducts due diligence to ensure that clients are aware of the newest innovations in their charitable fields of interest as well as have a grasp of each organization's impact, effectiveness, and sustainability.

Conducting a landscape analysis of an issue area or geographic focus, such as this report, is a crucial step in scaling a funder's philanthropic impact. This research provides the necessary context for what a region's needs are, how the region arrived at its current needs, who is working in the charitable arena, and what those actors have learned. This understanding of the greater story allows funders to identify gaps in critical need that philanthropy has yet to support, thereby giving funders the opportunity to hold a unique, high-impact role within their field of interest.

For funders already working in a region or interest area, a landscape scan allows them to step back and gain perspective on how their philanthropic endeavors fit into the greater fabric of charitable efforts. A scan allows funders to answer the questions of: what's working, what's not, who else is working in this area, what have we learned, and going forward how can we make the greatest impact towards solving this issue or supporting this region?

## Executive Summary

Haiti's close proximity to the United States (U.S.), abundant natural resources, and unique history and culture provide it with a comparative advantage to emerge as a prosperous Caribbean nation. Yet, geopolitics and political instability have consistently stymied economic growth and socioeconomic development in Haiti. Without long periods of stability, Haiti has struggled to develop the institutions, policy fundamentals, and political processes that are essential to political stability and economic growth. The root of Haiti's political instability is difficult to pinpoint, as it is arguably rooted in its very founding and the result of historical grievances, endemic inequality, political factions, outside influence, and lack of social contract between the government and its citizens. The emergence of a new president and a fully functioning legislative branch present an opportunity for Haiti to begin to invest in inclusive economic growth. Long-term political stability will depend upon the new government's ability to produce inclusive, pro-poor economic growth, manage the political divisions and factions, reduce corruption, handle the endemic roots of the elite, and fulfill other campaign promises, especially in agriculture.

By almost every measure of the United Nations Sustainable Development Goals (SDGs), Haiti lags behind its neighbors in terms of education, healthcare, access to energy, clean water, improved sanitation, fair wages, and more. Agriculture, the base of the Haitian economy and source of wealth for most households, is threatened by climate changes and environmental degradation. Furthermore, the recent election drama, coupled with the lack of a fully functioning legislature, has prevented the government from meeting the most basic needs of its constituents and ensuring their human rights. Comprehensive and integrated solutions are required to address these endemic problems.

The lack of a strong government has led to limited social service provisions, leading philanthropy, the diaspora, and international organizations to fill in the gaps. Arguably billions of dollars have been invested in Haiti over the last decade; however, little systemic progress can be seen, especially in rural communities. The majority of the funding over the past decade has tended to be reactionary, with a short-term focus on disaster relief. The lack of government oversight in philanthropy has led donors to each pursue their own agenda without any coordination with government agencies or each other. This lack of coordination has produced piecemeal solutions to complex problems.

Despite the complex political and economic environment in Haiti, there is tremendous wealth in terms of culture, history, communities, and people. A key opportunity exists in field building to help Haiti develop a strong nonprofit system, which is paramount to a strong civil society in rural communities. The foundations interviewed for this paper underscored the need for more long-term commitments to build the next generation of leaders through capacity building, empowering communities to solve their own problems, and giving individuals a platform to find their own voice.

The challenges, while numerous, are by no means insurmountable. Haiti has an under-developed philanthropic sector, which creates space for strategic funders to play meaningful roles, but has also led to mismanaged funds and failing projects. As Haiti has become an aid-dependent country, it is easy to raise expectations, so it is very important to be clear and set expectations from the beginning. One of the biggest challenges to funding in Haiti is identifying the right partners, especially at the local level. Many of the foundations interviewed mentioned that, despite their desire to work with grassroots organizations, they struggled to find capable organization that fulfilled their funding requirements. One of the biggest challenges of working in Haiti is how to cope with Haiti's high vulnerability to natural disasters and how to respond. All of the foundations interviewed mentioned

that, as they are not relief funders, they tended to focus on long-term reconstruction and supporting their local partners. Many funders struggle to measure their impact, especially in a country like Haiti, with so many competing forces trying to address similar issues. All foundations interviewed try to build strong relationships with their partners by having transparent communications and open dialogue. Another challenge for many foundations is to develop the necessary knowledge and competency to be effective on the ground. All of the foundations interviewed stressed the importance of working with local experts and advisors to understand the local context. However, it is important to embrace being uncomfortable. Otherwise foundations risk speaking with the usual suspects of “experts” and funding the usual partners, thus contributing to the maintenance of the status quo.

## Research Methodology

The Philanthropic Initiative (TPI) and the Haiti Development Institute (HDI) have been pleased to work together to conduct a landscape scan to better understand the opportunities and challenges that exist in Haiti for philanthropy. This research is grounded in an extensive review of existing research, reports, and other secondary data on the state of development, philanthropy, and the nonprofit sector in Haiti. The overview of the current political environment and state of development in Haiti uses the United Nations (UN) Sustainable Development Goals (SDGs) as a framework to better convey the recent trends and current barriers to progress. The SDGs are a set of 17 Global Goals with 169 targets designed to focus and coordinate global development efforts around a shared set of objectives and targets. They were adopted on January 1, 2016 by UN world leaders and built on the success of the Millennium Development Goals (MDGs), which officially ended in 2015. The SDGs were chosen as a framework for this research because they offer a unique and broad perspective from which to analyze the current state of development in Haiti and then compare it to other countries. The research was supplemented by interviews with U.S.-based private philanthropic foundations who have a history of funding in Haiti. These foundations are highly respected for their work in Haiti, and many of them are family foundations. Representatives from eight foundations were interviewed in order to better understand their experience funding in Haiti, to learn where they see opportunities for impact, and to help identify some of the challenges of working in Haiti.

## History of Haiti

Since proclaiming its independence in 1804 from Western imperialism, Haiti has suffered from various challenges including isolation from world markets, oppressive dictatorships, prejudicial international trade policies, and devastating natural disasters. While the 1804 victory liberated Haiti from the shackles of colonialism, Haiti remained surrounded by large colonial powers. The rejection of colonial occupation left Haiti isolated from the global markets, whose economies depended on slavery. Western imperialists were sure to fear that the vast areas under Haiti's control would follow this insurrectionary trail. Prior to independence, Haiti was the richest and most productive colony in the world<sup>1</sup>, yet post-independence Haiti had no trading partners to export its crops. In order to gain recognition and, in turn, a trading partner, Haiti agreed to compensate the French for the colonial overseers' property losses. This large payment took until 1947—122 years—to pay back, and drained the country of needed capital. This had an obvious negative impact on investment in Haiti and allowed the emergence of a new elite, who used the same exploitative institutional system to govern the newly free Haitians.

Political instability and corruption have consistently stymied economic growth and socioeconomic development in Haiti. Beginning in the mid-nineteenth century, Haiti's economy was dependent upon its imports, which was mostly controlled by foreign merchants who circumvented the restrictions on foreign ownership by marrying into the Haitian elite.<sup>2</sup> This trend set the stage for the concentration of economic wealth by the elite that continues today. Then, in 1915 came the U.S. occupation of Haiti, as President Woodrow Wilson feared that European influences, particularly due to Haiti's debt to France, would reduce American commercial and political interests in the region. This unpopular 19-year occupation further solidified class divisions and loss of land through the extension of the Dominican border, and resulted in a rewriting of the constitution to give foreigners land ownership.<sup>3</sup>

Haiti then experienced a brief period of growth and development under Dumarsais Estime, which resulted from paying off the independence debt and making significant investments in agriculture and education. However, this was cut short as the U.S.-trained Haitian army deposed Estime, and the country further deteriorated with commencement of the terrorizing regime of Francois Duvalier, commonly referred to as Papa Doc. Democracy took a back seat; free speech and the freedom to demonstrate against all kinds of injustices perpetrated by the government-backed militia, or *tonton macoutes*, were practically forbidden. Furthermore, Duvalier solidified economic power in the hands of a few, and by 1985 19 families held exclusive rights to import many of the most commonly consumed products.<sup>4</sup> The underlying result from those years is the emergence of a society whose members have been traumatized, and a country without any functioning democratic institutions. Duvalier's departure into exile in 1986 saw the coming to power of a military junta, which was followed by a series of democratically elected presidents, each with relatively short-lived terms.<sup>5</sup> Between 1986 and 2014, the country had 18 different presidents.<sup>6</sup> Democracy remains a fleeting concept in Haiti. Without long periods of stability, Haiti has struggled to develop the institutions, policy fundamentals, and political processes that are essential to political stability and socio-economic growth.<sup>7</sup>

## Political Stability

The seemingly permanent state of political instability has had a direct negative consequence on the country's economy and development. Haiti's political and governance rating has consistently decreased due to its failure to hold a successful presidential election, manipulation of the judicial system for political expediency, and tolerance of violence against human rights groups, protestors, and the media.<sup>8</sup> Recent political crisis in Haiti was spurred by the 2015 contested elections, which resulted in the end of the former President Michel Martelly's term in February 2016 without a successor. The first and second rounds of the 2015 parliamentary elections were marred by urban violence and protests, particularly as the election results were contested due to confirmed fraud and irregularities.<sup>9</sup> A 120-day provisional president was chosen to fill the power vacuum and was given the mandate to hold a successful presidential election. However, the 120 days passed without a plan for formalized elections. Additionally, while a new parliament took office in January 2016, the presidential election issues continued to hamper the legislators' ability to govern.

Finally, Jovenel Moise was sworn into office on February 7, 2017, after being declared the winner of the November 20, 2016 presidential election, putting an end to a paralyzing election process.<sup>10</sup> Moise won the election with 55.6% of the vote, but with only 21% of the population turning out to cast a ballot.<sup>11</sup> This represented the lowest participation rate for a national election in the Western Hemisphere since 1945.<sup>12</sup> Moise, a little known businessman, was handpicked by his predecessor Michel Martelly to represent the Tet Kale party. He entered office with a majority in parliament and at the municipal level, but his success could be tempered by the low approval rating of his predecessor and the fact that he was elected with only 9.6% of registered votes.<sup>13</sup> Furthermore, he is currently under investigation for money laundering and has proposed a number of controversial ideas such as reviving the Haitian Army and opening ten agricultural free trade zones.<sup>14</sup> Most recently on March 21, 2017, Jack Guy Lafontant, a political newcomer and medical doctor, took office as Haiti's newest prime minister following votes of confidence by both Haitian houses of Parliament.<sup>15</sup> Long-term political stability will depend upon the new government's ability to produce

inclusive pro-poor economic growth, manage the political divisions and factions, reduce corruption, handle the endemic roots of the elite, and fulfill other campaign promises.

## Roots of Political Instability

The root of Haiti's political instability is difficult to pinpoint, as it is arguably rooted in its very founding and the result of historical grievances, endemic inequality, divisive political factions, outside influence, and lack of social contract between the government and its citizens. One of the main sources of public grievances derives from the vastly unequal distribution of resources. Haitian history has tended to favor the political and economic elite. Until the nineteenth century, almost all of Haiti's former heads of state stripped peasants of their land rights to parcel out to military and high ranking civil servants.<sup>16</sup> Today, many of the same families who dominated Haitian economy during the era of Duvalier remain in control of large segments of the economy.<sup>17</sup> Furthermore, many voters are unable to express their dissatisfaction or to elect politicians who represent their interests due to widespread disenfranchisement. This can be attributed to pervasive errors on electoral lists, lack of public servants vying for office, difficulties accessing identity cards, and lack of voter education.<sup>18</sup> Therefore, there are frequent calls for restitution for past injustices and feelings of disenfranchisement among many Haitians, expressed through frequent protests, as there are few productive outlets to express their grievances. This has hampered the construction of systemic social cohesion and trust within Haitian society.<sup>19</sup>

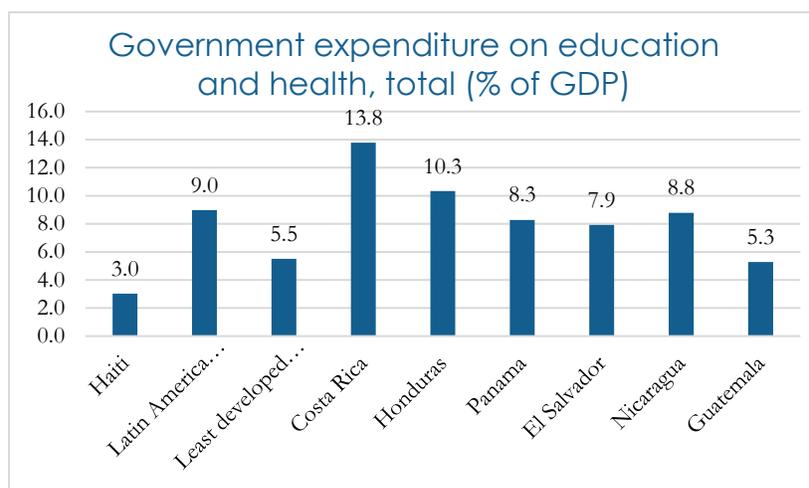
The divisions in society have created multiple political factions, each with their own vested interests, who are generally uninterested in coalition building and compromise. Too often winners try to monopolize power, while losers refuse to accept defeat.<sup>20</sup> This toxic political climate has led to growing cynicism among Haitians of government institutions and the electoral process. Additionally, political parties generally do not face many legal, institutional, or administrative barriers to running. In 2015, the number of members required to form a political party was decreased from 500 to 20, which led to a proliferation of political factions.<sup>21</sup> In 2015 there were 56 candidates who ran for president. The large numbers of political factions and winner-takes-all approach to politics makes coalition and consensus building very difficult.

Political instability can also be attributed to foreign influence and investment. Insufficient investments in state capacity have hindered the state from playing a central role in its own development. This has created a vacuum, allowing donor countries and international organizations to wield significant influence over policymaking.<sup>22</sup> The 2015 elections were financed by outside countries, including the U.S. This fact, and the resulting process, reaffirmed the belief of many Haitians that the U.S. and other governments were handpicking their president, which was exacerbated by the extremely opaque electoral process. There is a persistent perception among Haitians that many western countries continue to wield too much power over politics and development.<sup>23</sup> Many Haitians believe that foreign governments reinforce their dominance by exploiting Haiti's natural resources and pushing Haiti to adopt controversial trade policies that are in the best interest of foreign powers. Since the 2015 elections were marred by controversy, foreign governments refused to contribute to the 2016 elections. This forced the Haitian government to self-finance the new presidential elections, which positively minimized perceptions of fraud.

One of the largest problems with government stability stems from the lack of social contract between the State and its citizens. This type of problem is commonly found in resource-rich countries rather than in a resource-strapped country like Haiti. Many observers have noted “governance and state capacity to effectively formulate and implement sound policies, and to deliver core public services to the population, are weak. The state is present largely in the major urban centers and has been unable to provide basic services or infrastructure to large portions of the population.”<sup>24</sup> The

government largely gets its revenue from a small, powerful economic elite through international trade and thus crafts policies that largely benefit this elite. On the other hand, Haiti also gets significant revenue from Petrocaribe, the Venezuelan oil company. Since 2008, the Petrocaribe flows amounted to 25% of GDP.<sup>25</sup> This funding scheme comes without the normal repayment conditions of foreign aid. The revenue is used to finance investment, energy, and social projects.<sup>26</sup>

Recently this revenue stream has been put in jeopardy as Haiti refused to side with the U.S. and approve the OAS sanctions on Venezuela.<sup>27</sup> Haiti collects fewer domestic revenues in terms of GDP than its comparable neighbors.<sup>28</sup> Public spending in health, education, and other social safety net programs only amounts to 5% of GDP, which is significantly below other countries, while fuel subsidies that favor the rich amount for larger portions of funding.<sup>29</sup> To fill the gap in social service provisions, international non-governmental organizations (NGOs) have stepped in to play the role of the government. This reliance on non-State actors has very much weakened public investment management, making Haiti an aid-dependent country.<sup>30</sup>



Source: World Bank, *World Development Indicators* and IndexMundi

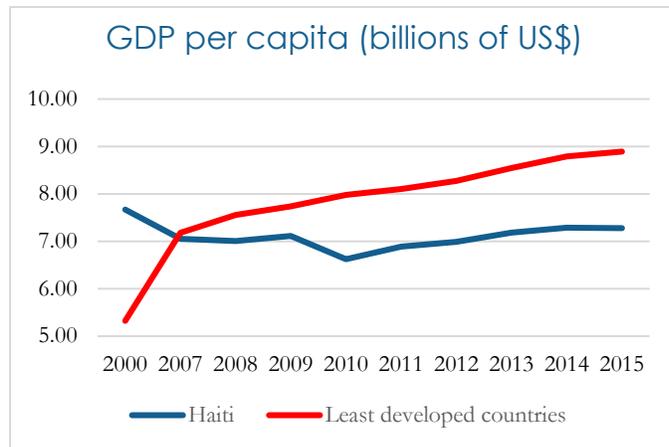
## State of Development

Haiti is located between the Caribbean Sea and the North Atlantic Ocean, and comprises one-third of the island of Hispaniola, which it shares with its Dominican neighbor. Haiti is divided into ten departments (states), 41 arrondissements (counties), and 145 communes (cities).<sup>31</sup> Current population estimates from 2015 put it at about 10.7 million people.<sup>32</sup> Recent urbanization has led to a trend in internal migration to the urban centers—a troubling trend for a country whose economy relies heavily on agriculture—with the urban population currently representing 57% of the total.<sup>33</sup> Haiti is an extremely young country, with almost 55% of the population under the age of 24.<sup>34</sup> What has escaped Haiti is systemic and institutional development and consistent investment in its people.

## SDG 8: Decent Work and Economic Growth

*Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*

Haiti is a culturally rich oasis located in the middle of the Caribbean. Yet despite its close proximity to the U.S., Haiti's overall economic growth performance has been grossly disappointing. While economic growth alone is certainly not sufficient to allow Haitians to escape extreme poverty, it is necessary to create new opportunities for advancement. Current GDP growth has been recovering slowly since the 2010 earthquake.<sup>35</sup> Yet this economic prosperity is not shared with the majority of the population. The private sector is highly concentrated, which has decreased Haiti's global competitiveness<sup>36</sup> and led to high operational business risk, reducing overall foreign direct investment.<sup>37</sup>



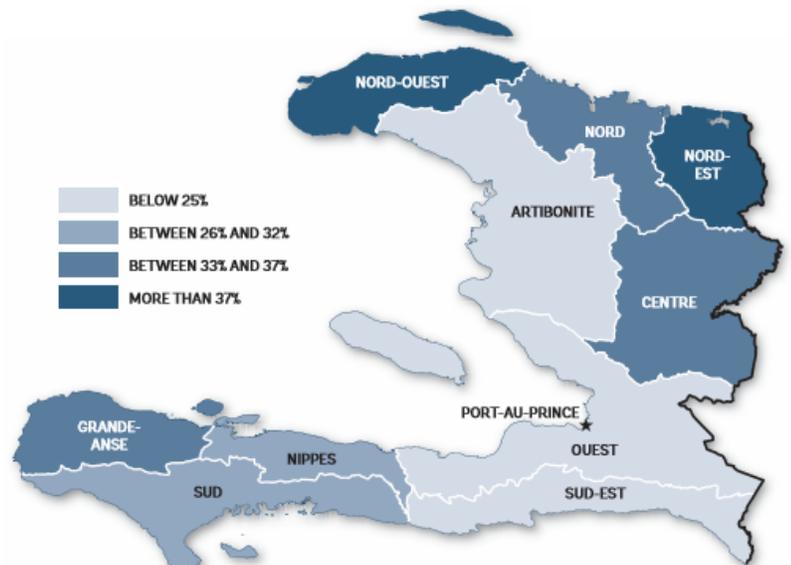
Source: World Bank, *World Development Indicators*.

Haiti's limited economic growth and development can be attributed to Haiti's unfriendly business environment. Haiti is challenged by numerous economic barriers, such as problems with land tenure rights, infrastructure, access to credit, a large cumbersome bureaucracy, and unfavorable tax regulations, to name only a few.<sup>38</sup> This unfavorable business

environment has led most individuals to work in the informal sector. Those that work in the informal sector tend to earn less than half of those in the formal sector. To cope with low incomes, approximately half of poor households choose to undertake two or more income generating activities.<sup>39</sup>

### Trends in Prosperity

While overall extreme poverty has been steadily decreasing, poverty remains endemic in Haiti. While this progress is certainly commendable, there are many comprehensive systemic changes that are needed to decrease overall poverty in Haiti to increase access to basic services and opportunities for the most vulnerable. Haiti is currently the poorest country in the Western Hemisphere and one of the poorest in the world. Haiti is ranked on the Human Development Index at 163 of 188 countries on the list.<sup>40</sup> Today, more than 6 million of 10.4 million people live on less than US\$2.42 per day – 24% of the population live on



Sources: ECVMAS 2012, World Bank and ONPES 2014.

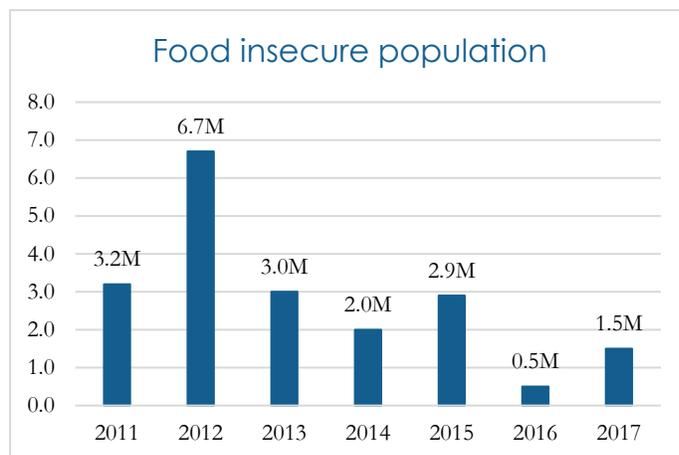
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even less and suffer from extreme poverty.<sup>41</sup> Extreme poverty has been steadily decreasing; however, progress has been mainly concentrated in urban areas.<sup>42</sup> More than 80% of the extreme poor live in rural areas with 38% suffering from extreme food insecurity.<sup>43</sup> Furthermore, Haiti is one of the most inequitable countries in the world<sup>44</sup>, suffering from the highest income inequality in Latin America and the Caribbean. According to the most recent statistics, the top 1% of the population lived on almost 50 times the resources of the bottom 10%.<sup>45</sup> Poverty in Haiti is characterized by the seemingly innumerable barriers facing the poorest families. By almost every measure of the United Nations Sustainable Development Goals (SDGs), Haiti lags behind its neighbors in terms of education, healthcare, access to energy, clean water, improved sanitation, and fair wages to name just a few.

## SDG 2: Zero Hunger

### *End hunger, achieve food security and improved nutrition and promote sustainable agriculture*

A profound change is needed in the way that we grow, share, and consume our food if we are to tackle the rapidly growing problem of food security, especially in food insecure countries like Haiti. The agricultural sector contains key solutions for development as it is central for hunger and poverty eradication. The Haitian economy is dependent on subsistence agriculture, which employs two-fifths of the entire workforce.<sup>46</sup> In rural communities, almost 80% of households engage in farming, making it indispensable to rural livelihoods.<sup>47</sup> The agriculture sector has languished due to a lack of access to modern technology, lack of agriculture extension services, limited access to capital,



Source: OCHA, *Humanitarian Needs Overview 2017*

environment degradation including soil erosion, growing rural population pressures, poor access to markets, and escalating natural disasters due to climate change. Therefore, any sustainable development in Haiti must emphasize agriculture.

Subsistence farmers and their families are particularly vulnerable to the effects of climate change, especially natural disasters. While the 2010 earthquake affected mostly urban areas, it also caused estimated losses on the agricultural sector of US\$31 million.<sup>48</sup> 2016 was particularly challenging, as low rainfall and drought resulted in low yields, with agricultural losses estimated

at 70% in some areas.<sup>49</sup> As a result, many people across the country fell deeper into poverty and starvation. On top of this, Hurricane Matthew decimated the agricultural region of the Southern Peninsula as well as in the Northwest. An estimated 1.5 million people across Haiti are now considered “severely food insecure.”<sup>50</sup> The shortage of humanitarian assistance could trigger further internal migration to urban centers, placing additional pressure on an already sensitive ecosystem. Overall, this tremendous economic insecurity translates to lower rural income levels, increased poverty, reduced economic growth, and lack of international competitiveness.<sup>51</sup> Providing relief to those suffering from food insecurity and malnutrition involves promoting sustainable agricultural

practices, supporting small-scale farmers, promoting disaster risk reduction, and allowing equal access to land, technology, and markets.

### SDG 3: Good Health and Well-Being

#### *Ensure healthy lives and promote well-being for all at all ages*

Ensuring healthy lives and promoting the general well-being of all is central to development. Achieving quality education is only possible with healthy children, and creating economic opportunities are only helpful if there is a healthy workforce. Haiti has one of the poorest health systems in the world by almost any measure. Life expectancy is 62.8 years compared to 73.5 in the neighboring Dominican Republic. Female adult mortality rates stand at 221 (per 1,000 people), deaths from malaria 5.1 (per 1,000 people), deaths from tuberculosis 25 (per 1,000 people)<sup>52</sup>; more striking is that these numbers are significantly higher than in the Dominican Republic.<sup>53</sup> These numbers also are not reflective of other devastating diseases like cholera, which has killed more than 9,200 people and affected another 770,000, representing about 8% of the total Haitian population. More troubling infectious diseases and poor health outcomes tend to disproportionately affect the rural poor. Poor mothers have limited access to maternal health services and are more likely to die during childbirth, with only one out of every ten benefiting from assisted delivery.<sup>54</sup>

The numbers are staggering and difficult to process. Much of the problem can be largely attributed to a crumbling healthcare system that is ill-equipped to support the Haitian population. Approximately 40% of the population lacks access to essential health and nutrition services.<sup>55</sup> Only 45% of all children are fully vaccinated, and 22% of children under five years old suffer from stunted growth due to inadequate nutrition.<sup>56</sup> The limited funding from the central government (only 10% of needed estimated financing) exacerbates the problem. This low funding environment also affects Haiti's ability to attract and retain knowledgeable medical staff. Haiti has as little as four health professionals per 10,000 people,<sup>57</sup> as compared to Cuba (134.6) or the U.S. (125.1).<sup>58</sup>

These numbers should not overshadow the progress that has been made in the past few decades, including: the establishment of world class hospitals, a decrease in underweight children, an increase in contraceptive use, and an increase in the number of HIV+ patients on treatment.<sup>59</sup> However, significant progress must continue to be made. High instances of illness, disease, and mortality rates can be reduced through education, prevention, access to treatment and immunizations, and an overall improvement in the healthcare system.

### SDG 4: Quality Education

#### *Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all*

Education is one of the most proven and effective means to lift people out of poverty. Education provides people with the tools and skills to create a better life for themselves and their children. Without access to decent education, cycles of poverty tend to recreate themselves, and the head of household in poor families have an average of three times fewer years of education than the nonpoor.<sup>60</sup> In Haiti, free access to primary and secondary education still remains elusive, despite the recent gains through efforts from the government, multilaterals, and global philanthropists. Progress has been made towards school attendance, with 87% of 6-14 year olds in poor households in school.<sup>61</sup> However, attendance does not necessarily translate into better educational outcomes. Today, 48% of all 15-24 year old Haitian youth have yet to complete primary education. More startling is that this number climbs to 80% when looking at Haiti's poorest populations.<sup>62</sup> A USAID

early grade reading assessment showed that 75% of children graduating from first grade and about 50% of children graduating from second grade could not read a single word.<sup>63</sup>

One obstacle to universal access to primary and secondary education in Haiti is the financial barrier faced by low-income families interested in educating their children. Today 85% of Haitian schools are private.<sup>64</sup> Parents pay on average US\$130 per year to send their children to school.<sup>65</sup> Furthermore, many of these schools receive minimal government oversight and the quality of education varies widely. Many schools in the South (1,633 out of 1,992) were damaged during the recent Hurricane Matthew, and several thousand children are at risk of losing the 2016-17 school year.<sup>66</sup> Finally, there is a severe shortage of qualified teachers, with 50% of public sector teachers in Haiti lacking basic qualifications and almost 80% having no pre-service training.<sup>67</sup>

## SDG 5: Gender Equality

### *Achieve gender equality and empower all women and girls*

Achieving gender equality and ensuring equal access and treatment for women and girls is vital to achieving sustainable and equitable development in Haiti, and across the world. It has been proven through numerous studies and interventions that empowering women has a multiplier effect by driving up economic growth and development for all. Haiti's chronic political instability, widespread poverty, and limited educational opportunities have all contributed to a high rate of gender-based violence, and systemic discrimination against Haitian women and girls.

Haiti is seemingly more advanced than other developing nations in that Haiti's Constitution provides protections for women from workplace discrimination and physical and sexual abuse, and the right to vote and hold public office. Despite these constitutional rights, there is a lack of implementation, and gender discrimination and violence against women and girls is a serious issue in Haiti. Haiti has had female prime ministers and presidents<sup>68</sup> and in 2012 the Haitian Parliament passed an amendment instituting a 30% quota for women in all elected and appointed positions nationally. However, implementation of these policies remain weak, with only 4% of all Parliament seats occupied by women in the most recent legislature.<sup>69</sup> This is among the lowest in the world.<sup>70</sup>

Women continue to routinely face exclusion and harassment in public and private life. Gender-based violence continues to be a problem, particularly for poor and vulnerable women, female *restavèks* (a name used for child domestic servants), and the LGBTQ community. Thirteen percent of Haitian women reported having experienced sexual violence and 29% of women have reported domestic abuse.<sup>71</sup> The poor legal protections offered women, fear of reprisals, as well as social stigma, have caused gender-based violence to be dramatically under-reported as women frequently find themselves blamed for rape and abuse.<sup>72</sup>

Haitian women are also more likely to suffer from negative social, health, and economic outcomes. In Haiti, girls are more likely to drop out of school than boys, especially in later years.<sup>73</sup> Teenage pregnancy has negatively impacted educational attainment.<sup>74</sup> Women also face significant disadvantages in employment, with women 20% more likely than men to be unemployed and with significantly lower wages.<sup>75</sup> Reversing these trends would not only advance individual opportunities for women and girls, but will also have a multiplier effect on overall economic growth and development.

## SDG 6: Clean Water and Sanitation

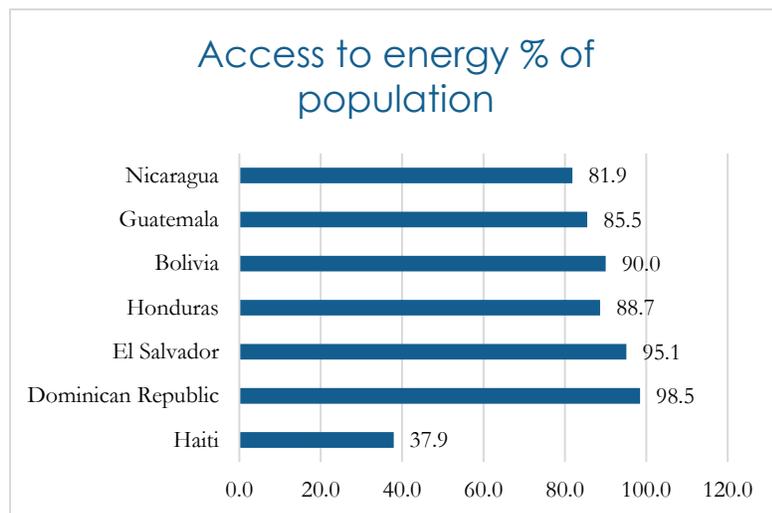
### *Ensure availability and sustainable management of water and sanitation for all*

Without access to clean water and improved sanitation facilities, improvements in public health and the eradication of communicable diseases cannot be achieved. In Haiti, only 57.7% of the population has access to potable water<sup>76</sup> and only 27.6% have access to improved sanitation facilities.<sup>77</sup> The percentages of the population with access to these services are even lower in rural areas.<sup>78</sup> Urban households have the option of purchasing safe water from vendors, whereas in rural communities most households can only access unimproved water sources such as rivers and unprotected wells.<sup>79</sup> As a result, Haitians continue to suffer from low health outcomes. The ongoing cholera outbreak, resulting from a United Nations broken sewage system, has made access to proper facilities that much more important. Cases of cholera recently increased due to the massive flooding from Hurricane Matthew, which spread contaminated water to homes, streets, and water sources. Hurricane Matthew also severely destroyed water and sanitation infrastructure, resulting in higher rates of open defecation.<sup>80</sup> It is estimated that at least 1.4 million people in the South currently need water and sanitation assistance.<sup>81</sup> Ensuring ubiquitous access to safe and affordable drinking water, as well as access to sanitation facilities, requires investment in infrastructure, community education, and the adoption of local innovative solutions.

## SDG 7: Affordable and Clean Energy

### *Ensure access to affordable, reliable, sustainable and modern energy for all*

Access to energy in Haiti remains one of the largest barriers to economic growth, as the high cost of energy prevents growth and development of new economic opportunities. In particular, the provision of electricity in Haiti remains extremely problematic with frequent power cuts and surges. For example, in Port-au-Prince, users only have an average of 10 hours of service per day.<sup>82</sup> This



Source: World Bank, *World Development Indicators*, 2014

lack of reliability requires many businesses and households to install costly, inefficient, and environmentally unfriendly diesel generators.<sup>83</sup> Despite the poor and infrequent service, the cost of electricity is among the highest in the region.<sup>84</sup> Only about 37.9% of the population has access to regular electricity and of these consumers half are connected to the electrical grid illegally.<sup>85</sup>

This lack of access to affordable and reliable power not only hinders investment and constrains the development of productive businesses, but also degrades the environment and

decreases health and living standards for all Haitians. In areas without access to the electrical grid, many households rely on inefficient cook stoves and wood charcoal. Reliance on inefficient cook

stoves and wood charcoal leads to increased deforestation and air pollution. Furthermore, daily exposure to the toxins from wood charcoal or kerosene leads to devastating health problems like pneumonia, lung cancer, chronic pulmonary disease, and heart disease, to name a few. In short, the need for reliable and affordable energy is crucial for sustainable development, good health, and environmental protection.

## SDG 9: Industry, Innovation and Infrastructure

### *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation*

Economists have long viewed capital infrastructure as essential for economic productivity and growth. Stable infrastructure provides safe spaces for health care, schools, and homes. Infrastructure connects us to markets, employment, and to one another. In Haiti, infrastructure is often cited as one of the largest barriers to economic growth and development. Haiti is ranked 144<sup>th</sup> out of 160 countries on the World Bank's Logistics Performance Index (LPI).<sup>86</sup> Many roads in Haiti are often impassable during the rainy season. This means that 60% of people living in rural areas do not have access to a main road from April to October.<sup>87</sup> Haiti is also less integrated into the global shipping network due to the high shipping costs—the highest in the Caribbean.<sup>88</sup> This leaves Haitians disconnected from global markets decreasing competition and potential economic opportunities.

Haiti is still recovering from the massive destruction of urban capital infrastructure in the earthquake of 2010. This tragedy was followed by the 2016 hurricane that obliterated much of the rural infrastructure in the South. The wide-scale destruction resulted from poor construction materials and methods, lack of enforcement of building and zoning codes, and severe overcrowding due to urban poverty. Unplanned urban growth continues to be a major problem in Haiti, as the new urban neighborhoods tend to lack access to basic services. Furthermore, Haiti's massive land tenure problems prevent new construction and improvements to older buildings, which has produced a housing crisis. Over the next 10 years, the Government of Haiti estimates that the country will require up to 50,000 additional housing units to make up the housing shortage.<sup>89</sup>

## SDG 12: Responsible Consumption and Production; SDG 13: Climate Action; SDG 14: Life Below Water; SDG 15: Life on Land

### *12 - Ensure sustainable consumption and production patterns*

### *13 - Take urgent action to combat climate change and its impacts*

### *14 - Conserve and sustainably use the oceans, seas and marine resources for sustainable development*

### *15 - Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss*

Urbanization, deforestation, and overall environmental degradation have led to Haiti's natural disaster vulnerability. The massive destruction caused by the Category 4 Hurricane Matthew demonstrated the immediate need to make Haiti more resilient and able to cope with increased threats posed by climate change. Haiti tops the list of countries most affected by, and vulnerable to the effects of, climate change and extreme weather. Haiti lies along the Caribbean's hurricane belt and tends to suffer more heavily than its neighbors because of extensive deforestation. Low tree coverage and unstable topsoil means that heavy rainfall during the rainy season is more likely to cause flash floods and mudslides.<sup>90</sup> Haiti is also vulnerable to earthquakes, as witnessed by the

massive destruction caused by the 2010 earthquake.<sup>91</sup> Natural disasters also produce significant economic costs. One estimate placed the fiscal cost of natural disasters to the Government of Haiti at 1% of GDP annually.<sup>92</sup> Disasters also tend to disproportionately affect the poorest and most marginalized populations who tend to live in vulnerable areas.<sup>93</sup>

Natural disasters and widespread deforestation is placing the future of the Haitian agriculture sector in jeopardy. Nearly two-fifths of all Haitians depend on agriculture for their livelihood<sup>94</sup> and persistent flooding is washing away fertile soil, leading to long-term destruction of crops and farmland.<sup>95</sup> Current forest coverage is estimated at just 1.5%, which can be largely attributed to Haiti's dependence on charcoal.<sup>96</sup> Approximately 90% of Haitians depend on this nonrenewable resource for fuel.<sup>97</sup> Haiti has attempted to carry out reforestation projects, but very few have succeeded due to poor soil material for trees, inadequate soil moisture, poor maintenance, failure to develop selective tree breeding, and a lack of energy alternatives.<sup>98</sup>

Achieving economic growth in developing countries like Haiti cannot be at the expense of its natural resources. Overfishing has led to a scarcity of fish, and will ultimately be the downfall of Haiti's fishing industry. An additional challenge is around waste management. Haiti's central government collects only about 40% of the capital's garbage, meaning that the rest piles up in city streets, polluting waterways and drinking water across Haiti.<sup>99</sup>

## SDG 10: Reduced Inequalities; SDG 16: Peace, Justice and Strong Institutions

### *10 - Reduce inequality within and among countries*

### *16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*

As mentioned above, political instability has prevented the development of strong institutions that are a necessary, but not sufficient condition for economic growth. Effective governance, peace, stability, and human rights are the indispensable foundation to ensure sustainable development in any country. The recent election drama, coupled with the lack of a fully functioning legislature, has prevented the government from meeting the most basic needs of its constituents and ensuring their human rights.

The lack of strong governance and transparency in Haiti has led to widespread corruption problems. Haiti ranks lowest in the region in terms of the government's ability to control corruption and government effectiveness.<sup>100</sup> Bribery is also rampant at all levels of the judicial system, with people paying bribes to avoid arrest, detention or simply to get through a routine traffic stop.<sup>101</sup> While corruption might be a pervasive problem, overall crime remains low in Haiti. Crime statistics in Haiti tend to be underreported, making it difficult to make an overall assessment, but current statistics state that Haiti is statistically safer than other countries in the Caribbean.<sup>102</sup> Violent crime tends to be predominately gang-related or robbery related, but is concentrated to the Metropolitan Port-au-Prince area. Organized crime is extremely limited.<sup>103</sup> Civil unrest and protests against the government are common, but Haiti is very pro-American so these protests tend not to be directed towards the U.S.<sup>104</sup>

The rule of law in Haiti has been enforced through two main organizations, the Haitian National Police and the UN Stabilization Mission in Haiti (MINUSTAH), as Haiti does not have a standing army. MINUSTAH has been in the country since 2004 with a current mandate through April 15, 2017. Their explicit mandate is to increase the capacity of the Haitian National Police.<sup>105</sup>

MINUSTAH faces growing opposition from the Haitian people, as it is increasingly perceived as an occupying force.<sup>106</sup>

Haiti faces enormous development and human rights challenges, including a six-year cholera epidemic caused by the U.N., human trafficking, child slavery, overcrowded and poor prison conditions, gender-based violence, and much more. More than 70% of suspects are held pending trial, producing dramatically stressed prisons that are ill-equipped to humanely support the detainees.<sup>107</sup> Gender-based violence remains a glaring problem in Haiti, because of weak or nonexistent legislation around rape, domestic violence, and sexual harassment.<sup>108</sup> The use of child domestic servants known as *restavèks* remains an all-too-common problem in Haiti. This is a practice where a child is sent to live with a family in promise of food, shelter, and education in exchange for household chores. These children are too often physically abused and kept from school. Many estimates put the number of *restavèks* in Haiti as high as 225,000.<sup>109</sup> Most of Haiti's human trafficking cases involve *restavèks*.<sup>110</sup> The Government of Haiti has been extremely negligent in investigating, prosecuting, convicting, and sentencing traffickers, which has made human trafficking a persistent problem in Haiti.<sup>111</sup> Additional human rights challenges stem from the large foreign presence in Haiti, particularly MINUSTAH. The UN peacekeeping troops brought the cholera epidemic to Haiti in October 2010, killing upwards of 10,000 people.<sup>112</sup> However, until recently the UN denied any culpability until this year, despite irrefutable evidence to the contrary. Furthermore, a scathing UN report documented that peacekeeping troops had sexually exploited more than 225 Haitian women in exchange for food, medicine, and other necessities.<sup>113</sup> Without a fully functioning government, it is impossible to address these issues through aid alone. Strong governance and institutions are central to building and maintaining social peace in Haiti.

## Role of the Nonprofit Sector

### Overview of the Nonprofit Sector in Haiti

The nonprofit sector in Haiti has seen considerable growth in recent decades due to a lack of public oversight, the growth of philanthropic capital post-disasters, and a need to provide services to the poor. Current estimates place the number of nonprofits operating in Haiti between 343 and 20,000. The current list on the website of the Haiti Ministry of Planning and External Cooperation is at 605. This wide range symbolizes the problems in governing this large and powerful sector. The nonprofit sector is made up of three types of organizations: associations, foundations, and NGOs.<sup>i</sup> Many nonprofits tend to see the regulations as too burdensome, costly, and time consuming, and therefore not worth the effort. Additionally, as Haiti has a problem with corruption, many NGOs have chosen to bypass government processes. This means that many local organizations are operating in the country without official recognition from the government.

While there are laws governing the nonprofit sector, these laws are not supported by executive regulations and actions. Furthermore, the government lacks the required capacity to implement and

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<sup>i</sup> Note: An association is legally considered to be the least difficult type of nonprofit to register and consists of any group organizing for the public good. It requires minimal effort to form, as only a certificate from the Ministry of Social Affairs is required. A foundation is more regulated and requires recognition from the appropriate municipality and the Ministry of Interior. Finally a NGO is the most regulated form of nonprofit, and requires signatures of three ministers and publication in the national newspaper. It does have additional tax benefits, but due to high import and export costs, many NGOs do not receive their intended benefits.

enforce them. As the nonprofit sector has grown, the government has taken a band-aid approach to regulating the sector. Instead of building their capacity to enforce the current laws, they launched a process to regulate them through a new government agency—the Unit for the Coordination of Activities of NGOs. However, little has been done to give the new agency the capacity to implement and enforce their work.

One of the indispensable roles played by the nonprofit sectors is to provide social services and opportunities to those in poverty. As mentioned above, the state generally fails to provide its citizens social services, especially in rural areas, leaving nonprofits to fill in the gaps. Much of the historic growth of the nonprofit sector arose from a need to fill in the vacancy left by the government. As such, nonprofits provide vital services to the urban and rural poor. In healthcare about 50% of total healthcare expenditures is provided by nonprofits.<sup>114</sup>

### International NGOs

Haiti is known as the NGO capital of the world due to the large proliferation of international NGOs who came to fill in the vacuum left the Haitian Government. This has led to an alarming trend where humanitarian assistance bypasses the government, and instead goes directly into the hands of international NGOs. This system not only further cripples the already fragile Haitian state, but also produces gross inefficiencies in the ways that aid is dispersed. Post-earthquake, only 1% of the total humanitarian relief aid was allocated for the government.<sup>115</sup> Furthermore, while all of the money provided to the government could be accounted for, much of the aid provided to international NGOs could not be tracked. This led to widespread criticism of some of the largest recipients of aid, like the American Red Cross. The American Red Cross raised almost half a billion dollars and had little to show for its progress other than poorly managed projects, questionable spending patterns, and widely disputed claims of success.<sup>116</sup> More troubling stories like these created a lingering misperception that all aid to Haiti is riddled with corruption and inefficiencies. The dominance and influence of the international NGO sector has in essence created a parallel state with minimal oversight and accountability. They also have caused significant brain drain from the public sector, as they can offer more money and better benefits. This has resulted in many Haitians referring to this group of individuals as “Klas ONG” (NGO class).<sup>117</sup>

### Community Based Organizations (CBOs)

The true nature of poverty can be felt most deeply in rural communities throughout the country, where over 60% of the population lives. Without access to government programs, individuals and especially families rely upon their communities to provide them the support and services they need to survive on a daily basis. Community-based organizations (CBOs) are central to the health and wellness of these rural communities. CBOs often play three roles in their community: as advocates in the design of poverty alleviating strategies, as service providers, and as watchdogs to ensure government fulfillment of commitments.<sup>118</sup> Research demonstrates that when decisions are made locally and resources are used locally, the impact is magnified as it drives inclusive growth.<sup>119</sup> However, despite the tremendous value CBOs provide to their local communities, many do not receive adequate support or funding. Often philanthropists and foundations cite large barriers to investing locally such as the onerous international regulations, perceived corruption, and lack of organizational capacity of CBOs. So while there is compelling evidence for the importance of investing locally, most resources continue to be centralized and concentrated in urban areas. Therefore, many CBOs are unable to meet the growing poverty gap, especially in rural communities. Many suffer from a lack of capacity evidenced by their deteriorating fiscal health, insufficient

leadership, piecemeal technical skills, poor collaboration, limited innovation, and unhealthy competition for funding. Unfortunately, the lack of capacity evident within the Haitian nonprofit sector can be attributed in part to the failure of international philanthropy to invest in building and maintaining local capacity and knowledge. In short, there exists a growing gap between local CBOs with deep ties to their communities, and philanthropists who are interested in investing in and working with local communities, but are unsure of how to properly engage.

## Role of Philanthropy

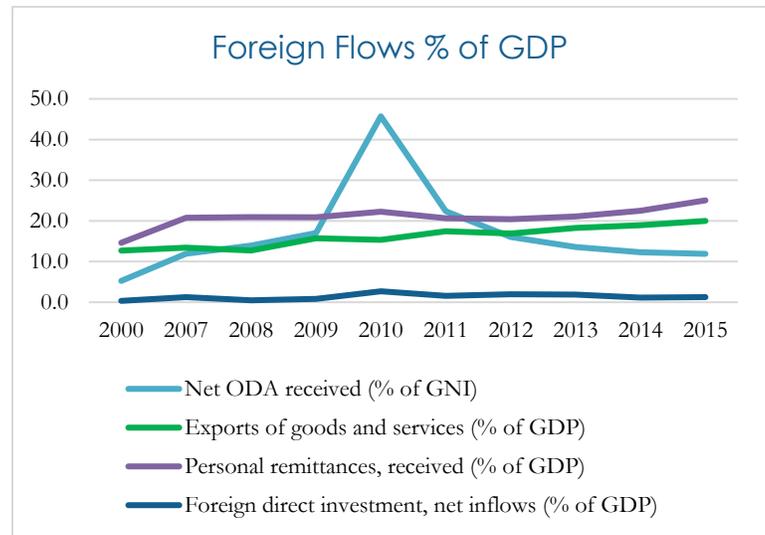
Despite the billions of dollars invested in Haiti over the last decade, little systemic progress can be seen, especially in rural communities. Aid and international investment in Haiti have significantly grown since 1970, peaking in the years surrounding the 2010 earthquake.<sup>120</sup> Haiti currently receives 1.2% (US\$1.42 billion) of international overseas development aid (ODA), with recent amounts steadily decreasing.<sup>121</sup> ODA represents about 7% of Haiti's GDP.<sup>122</sup> Private flows or philanthropy account for a very small percentage of these numbers, with the majority coming from bilateral aid. The bulk of the funding comes from the U.S.

(US\$357.2 million), US\$202.9 million comes from the International Development Bank's Special Fund, US\$148.5 million comes from the European Union, and US\$77.7 million comes from Canada.<sup>123</sup> As mentioned above, public spending on health, education, and social protection only amounts to 5% of GDP<sup>124</sup>, which has created a gaping hole that has been filled by non-government actors, including foreign assistance, NGOs, and philanthropists.

Haiti's turbulent political situation coupled with decades of poor socioeconomic growth have led many Haitians to seek better living conditions abroad, producing among the largest flows of remittances in the world. Remittances received by Haiti (20.4% of GDP) currently represent the largest share among its Latin American neighbors, and the fourth highest in the world.<sup>125</sup> Remittances are a vital source of income for many families, particularly in urban areas, amounting to about 20% of household income.<sup>126</sup> While remittances can produce short-term positive impacts in poverty reduction, over the long term they cannot produce the sustained development necessary to propel an emerging economy forward due to its potentially detrimental effect on state capacity building.

### Private Philanthropy

While there is a long tradition of private philanthropy investing in Haiti, the majority of the funding over the past decade has tended to be reactionary, with a short-term focus on disaster relief.



Source: World Bank, *World Development Indicators*

However, the foundations and philanthropists who have worked in Haiti for longer periods of time tend to feel deeply connected and invested in the country. The foundations vary widely in their size, from annual giving of US\$16 million to US\$100,000, with the average giving size around US\$1 million. Similarly, their focus areas range from education, human rights, youth, gender equality, agroecology, and agriculture. Despite their differences in terms of size, board composition, focus areas, and grantmaking locations, they tend to share similar core values and express a strong bond and commitment to the Haitian people. Most of these foundations choose to work in Haiti due to the country's large need, close proximity to the U.S., a moral responsibility, and a personal connection to the country, its people, and its culture. Many of the foundations share similar strategies including transformation by creating agents of change, taking a bottom up approach, patience, trusting their partners, flexibility, and working within communities.

Local formal philanthropy in Haiti is on the rise. There are about 20 philanthropic foundations in Haiti providing grants. However, while grants themselves are fiscally exempt from taxes, philanthropic dollars have yet to be recognized by the tax code to make it more enticing. These foundations tend to be very private about their philanthropic giving and tend not to collaborate or coordinate with each other or with international private philanthropists.

### Disaster Philanthropy

Development aid flows to Haiti tend to be reactionary in response to natural disasters and other humanitarian crises. In 2010, Haiti's already precarious development progress was decimated due to the 7.0 magnitude earthquake. Reports of death tolls ranged from 230,000 (USAID)<sup>127</sup> to 316,000 (Haitian government)<sup>128</sup> and directly impacted 1.5 million people.<sup>129</sup> Total damages were estimated at US\$7.8 billion, much more than the country's GDP.<sup>130</sup> Total commitments reached US\$16.3 billion dollars with an estimate of only US\$9 billion that was ultimately dispersed.<sup>131</sup> It is estimated that private philanthropy comprised US\$3 billion of the total.<sup>132</sup> Overall the aid effort has been heavily criticized for its lack of transparency and accountability.

More recently, Hurricane Matthew landed in the Southern coast of Haiti on October 4, 2016. The hurricane brought 145-mile-per-hour winds and massive flooding, and created the largest humanitarian emergency in Haiti since the 2010 earthquake. More than 500 people lost their lives, hundreds more were injured, and 175,500 people were displaced.<sup>133</sup> Of the 2.1 million affected by the hurricane, nearly 1.4 million required humanitarian assistance, including 800,000 children.<sup>134</sup> Now, more than six months later, the emergency phase is winding down and humanitarian actors have begun to focus on reconstruction efforts. The humanitarian needs remain high, including a post-Hurricane spike in cholera cases, interruption of primary education, and high food insecurity.

The lack of progress can be attributed to both the lack of humanitarian funds and the lack of attention that was given to the disaster. Many donors felt less willing to respond generously to public appeals for support due to the numerous appeals following the 2010 earthquake. Additionally, the perceived lack of transparency and accountability in giving following the 2010 earthquake made even the most generous donors skeptical of the potential impact of humanitarian funds in Haiti. The hurricane also occurred in the midst of the dramatic and prolonged Haitian election season, which politicized the recovery effort and drove attention away from the southern part of the country. Finally, the impact of the contentious 2016 U.S. presidential election should not be understated as it dominated the U.S. and foreign news cycles. To date, the UN's Haiti Flash Appeal has only received

64% of its' requested US\$139 million.<sup>135</sup> Despite the lack of widespread media coverage and giving climate, there were many private foundations who offered their financial support.<sup>ii136</sup>

## Critiques of Philanthropy to Haiti

Unfortunately, despite the tens of billions of dollars invested post-earthquake and the hundreds of billions invested in the past few decades, there is a lack of systemic long-term change that can be seen on the ground in Haiti. Analysts, researchers, and donors have been long questioning what accounts for the lack of noticeable progress in Haiti. There are a number of reasons that account for this, including those mentioned above such as the prevalence of natural disasters, poor governance, political instability, and the extreme need.

However, philanthropy and ODA still share a part of this blame. Private philanthropy has had a mixed impact on the ground in Haiti. On the one hand, the unpredictability in aid flows from natural disasters, coupled with lack of oversight, coordination, transparency, and accountability has produced a fragmented and disjointed philanthropic landscape, and has contributed to a culture of dependency in Haiti. On the other hand, donors have learned a great deal from past experiences and are avoiding the mistakes of welfare-oriented philanthropy and adopting more high-impact and innovative projects such as a community visioning process, collective impact partnerships, and generally filling the necessary gaps left by bilateral organizations and the government. Some foundations point to recent successes such as seeing stronger proposals and seeing more strategic funders.<sup>137</sup>

The enormous funding streams from faith-based groups and private philanthropy have contributed to the proliferation of NGOs and have tended to create a dependency culture. In 2010, some estimates put the number of faith-based organizations with ministries in Haiti at 9,943. As one researcher noted, “Altruistic Americans have done to the Haitians what an out-of-control welfare system has done to so many poor people here in the United States. It has made them into people who are socially and psychologically dependent on others to solve their problems and who have lost confidence in their own capabilities.”<sup>138</sup> This was echoed in our own interview with Carolina Cardona from the Inter-American Foundation, who said, “It is creating a nonprofit industry. The nonprofits are writing proposals based on what they think that you want to hear versus what they need. It creates this culture of Haitians not believing in themselves; that they need someone from the outside to resolve their problem.”<sup>139</sup>

The lack of government oversight in ODA and private philanthropy has led donors to each pursue their own agenda without any coordination with government agencies or each other. This lack of coordination has produced piecemeal solutions to complex problems. This has led to the proliferation of orphanages, which are too often filled with children with poor parents, and beautiful school buildings with no teachers or books. A few years ago, the government of Haiti outlined their Strategic Development Plan (PSDH), which set broad guidance on government priorities. However,

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<sup>ii</sup> Note: The Bill & Melinda Gates Foundation issued two emergency response grants totaling US\$2.8 million with the bulk of the funding, US\$2.4 million going to the International Medical Corps and the rest to CARE. The Wal-Mart Foundation provided US\$1.5 million in in-kind donations and US\$500,000 in cash split between Team Rubicon and CARE. Bob and Renee Parsons Foundation matched up to US\$250,000 to Hope for Haiti. The Western Union Foundation offered \$25,000 to Mercy Corps and included a matching incentive to its employees. The Ikea Foundation donated €200,000 to Save the Children. The UPS Foundation pledged US\$1 million in financial and in-kind donations, mostly to UNICEF. The NFL Foundation pledged US\$100,000 to UNICEF and Salvation Army. Finally, the Lions Club International Foundation awarded \$10,000 and provided other in-kind donations.

it did nothing to assist with coordination or assistance in developing sector specific strategies to help donors' prioritize their projects. This has led to a situation where most projects are never fully assessed, prioritized, or analyzed for long-term efficacy against countrywide goals.<sup>140</sup> Additionally, it has reduced the capacity of the government to direct its own development. As noted by Karen Ansara of the Ansara Family Fund, "In general, philanthropy has not been a positive force in Haiti because NGOs are often doing the job of the government, which has led to the under-development of the government. For example, the local mayor's office is hugely under resourced and may not even have access to a computer." This lack of coordination has also led to the duplication of efforts and has bred mistrust and competition among NGOs.<sup>141</sup>

It is commendable that so many members of the international community came together to help "Haiti Build Back Better," especially after the earthquake, yet tragically most of this money has been spent outside of the country with international nonprofits. Local Haitian organizations and businesses received an estimated 0.6% of all of the emergency relief and reconstruction aid.<sup>142</sup> This same trend seems to have repeated itself in the response to Hurricane Matthew. Therefore, it should come as no surprise that the lack of systemic development change in Haiti could be partially attributed to the lack of investment in building Haitian civil society and strong Haitian institutions.

## Opportunities

Haiti is a country ripe with opportunities. The country has many comparative advantages, including its proximity to the U.S., a young population, an engaged diaspora, and a unique culture and historical assets. Haiti's location just off the coast of Miami, with frequent direct flights between New York, Miami, Washington DC, Atlanta, and Boston, makes it easy and affordable for donors to visit their projects and partners, and to get to know the local context. All of the foundations interviewed pointed to how rewarding it is to work in Haiti, as there is tremendous wealth in terms of culture, history, communities, and people. Steve Toben from the Flora Family Foundation mentioned, "The greatest rewards have been seeing how enormously capable, resourceful the leaders of the Haitian organizations are. To see how committed, self-less, and strong these community leaders are, is truly inspiring."<sup>143</sup> This sentiment was echoed by Pamela Gratten from the SG Foundation, who shared "The people in Haiti are beautiful, resilient, and talented—if you go to Haiti it is really hard not to want to work there."<sup>144</sup>

### Opportunities to Create Impact

In terms of opportunities for impact, all foundations that were interviewed pointed to specific projects and ways that they felt they were having a strong impact. Some pointed to specific sectors such as strengthening the agricultural sector, health and maternal care<sup>145</sup>, savings and loans groups<sup>146</sup>, and ending child trafficking,<sup>147</sup> but every story had an overarching theme of empowering their grantees, working in partnership, and working on very specific challenges. Some foundations discussed being able to see results very quickly when the work was done upfront, and included partnering with the right people, gaining trusted advisors, and working on specific topics. All foundations interviewed believe strongly that there is ample room for a thoughtful foundation to fill in current gaps in funding. A few foundations pointed to health and education, as they are great opportunities to effect change through a holistic approach.<sup>148</sup> Several foundations advised a new foundation to work in rural communities, as that is where some of the greatest need exists, yet these communities tend to be cut off from most NGO service providers. Several funders who were interviewed work directly with grassroots organizations, but the majority work through intermediary

organizations that are helping to strengthen the capacity of the local community-based and grassroots organizations.

### Opportunities for Collaboration

Finally, foundations and donors who work in Haiti tend to care deeply about the country and therefore are very interested in collaborating, partnering, and learning from one another. Some discussed previous experience partnering with larger funders like USAID, the W.K. Kellogg Foundation, and others. All of the foundations mentioned that they seek advice from other foundations and advisors. Steve Toben from the Flora Family Foundation said, “We depend heavily on the counsel of other philanthropists and foundations.” This was echoed by Janelle Nodhturft Williams from the National Endowment for Democracy (NED) who said “I am regularly in contact other funders working on the same issues—lots of information sharing about organizations on the ground.”<sup>149</sup> For a new foundation looking to work in Haiti, there are already many foundations that are eager to assist and share information, as there is a collective desire to see systemic change for Haiti as whole. In response to the lack of coordinated philanthropy after the Earthquake, The Haiti Fund at the Boston Foundation established The Haiti Funders Forum which convenes foundations and organizations working in Haiti on an annual basis.

### Opportunities for Field Building

A key opportunity exists in field building to help Haiti develop a strong nonprofit system, which is paramount to a strong civil society in rural communities. As discussed earlier in this report, the nonprofit sector in Haiti is highly fragmented and largely unregulated. There is tremendous opportunity for a foundation to begin to build the sector by connecting nonprofit organizations to one another and allowing them to exchange information and lessons learned.

### Opportunities to Build Leadership

The foundations that were interviewed underlined the need for more long-term commitments to build the next generation of leaders through capacity building, empowering communities to solve their own problems, and giving individuals a platform to find their own voice. Capacity building and leadership training offer Haitian organizations and individuals to begin to act as their own advocates and agents of change. Changing the culture of dependency created by the large presence of international NGOs will only be possible by supporting the next generation of leaders. The objective of philanthropic engagement must center on building long-term partnerships with leaders and communities.

### Opportunities to Engage the Diaspora

The Haitian diaspora is a large and virtually untapped resource for foundations who are interested in creating sustainable development in Haiti. The Haitian diaspora has a critical role to play in the future development of Haiti. The diaspora is a tremendous resource both in terms of human and capital resources. However, Haiti has yet to find a proper way to leverage this useful tool. Approximately one million Haitians live abroad in the U.S., Dominican Republic, Canada, and France.<sup>150</sup> The Haitian diaspora tends to be highly educated with 45 percent of Haitians with a college degree living outside of Haiti.<sup>151</sup> Little has been done to properly engage this population had as a result efforts remain fragmented and disconnected from a larger countrywide strategy.<sup>152</sup> There is an opportunity for a foundation to engage these voluntary Haitian diaspora charitable organizations as part of a larger strategy to create systemic impact. Additionally, a foundation can also engage the diaspora as formal or informal advisors as they tend to be passionately engaged and

connected to their home country. This model was successfully used by The Haiti Fund after the earthquake.

## Challenges

While Haiti is one of the most rewarding and dynamic places to work, there is no question that it is also one of the more challenging countries due to the multitude of actors, the weak and ineffective state, and its high vulnerability to natural disasters. The challenges, while numerous, are by no means insurmountable. Haiti has an under-developed philanthropic sector, which creates space for a strategic funder to play a larger role, but has also led to mismanaged funds and failing projects. As Haiti is an aid-dependent country, it is easy to raise expectations, so it is very important to be clear and set expectations from the beginning.

### Finding the Right Partners

One of the biggest challenges to funding in Haiti is identifying the right partners, especially at the local level. Many foundations that were interviewed mentioned that, despite their desire to work with grassroots organizations, they struggled to find capable organization that fulfilled their funding requirements. Part of the issue is the lack of capacity of local organizations. Steve Toben from the Flora Family Foundation said, “Initially [the Flora Family Foundation] came into Haiti with the desire to fund grassroots organizations, but found the grassroots organization were far weaker than other places where the foundation had worked so had to recalibrate the foundation’s strategy.”<sup>153</sup> NED also cited a similar learning and they adapted their strategy to develop the capacity of local groups by working through larger organizations and/or intermediaries. Despite widespread agreement on the importance of CBOs and their leaders as agents of social change, many committed and innovative CBOs face daunting challenges in their ability to grow, scale up, and achieve their stated missions and objectives.

Still, many foundations choose to work with grassroots organizations by working through an intermediary or a fiscal agent. The foundations that choose to work at the local level include capacity building and leadership training and support as part of their grant process. They tend to work with their local partners on their proposals and try to find ways to help them improve their organizational capacity over time. All of the foundations that were interviewed discussed the importance of developing close relationships with peers and advisors to help identify the right partners.

### Complex Problems

As Haiti is a developing country it has many complex problems that necessitate an integrated approach to solve. For example, achieving universal education will entail providing accessible healthcare for healthy children, so they do not fall behind in school. It involves ensuring equal opportunity for women and girls, as well as increased incomes for families to be able to send their children to school. As a donor to Haiti, this means working in partnership and developing local knowledge to understand all of the systems at play. Furthermore, as Karen Ansara stated, “Given the lack of systems in Haiti, it can be difficult to have a systemic impact. For example, there is weak national coordination of transportation, electricity and healthcare. So, while plans often exist at the Ministry level, there is often no actual system to plug into.”<sup>154</sup> Additionally, many challenges require cross-sector collaboration or innovative approaches. Alix Cantave from the W.K Kellogg Foundation said in relation to creating economic opportunities, “It is a multifaceted challenge; how

do you create jobs without investing directly in market driven activities? It is difficult to increase farmers productivity and help families generate income without investing in private sector solutions.”<sup>155</sup> Therefore, to truly make an impact on development and poverty a comprehensive and long-term approach is needed for sustained change over time. Karen Ansara advises not to become discouraged with the lack of national systems to leverage: “My approach to achieving impact is to work community-by-community. While it is difficult to have regional or national impact, I feel this community approach will add up and lead to change over time.”<sup>156</sup>

## Working with the Government

As Haiti has a weak state, and much of the social service provision is conducted through NGOs, one challenge for foundations to reflect upon is whether to work with the government. Continuing to support the international NGOs over the state will have long-term negative consequences for Haiti. While NGOs may be well intentioned, they are legally accountable to their foreign boards, not to the citizens of Haiti. All the foundations that were interviewed had mostly chosen to bypass the Government of Haiti, as government departments have little capacity with a high level of turnover. Other foundations felt that they were too small to properly engage with the government. Alix Cantave of the W.K Kellogg Foundation felt that there might be an opportunity to work with government at the local level.<sup>157</sup> Regardless, all of the foundations noted that the political instability had no impact on their ability to conduct their work.

## Vulnerability to Natural Disasters

One of the largest of challenges of working in Haiti is how to cope with Haiti’s high vulnerability to natural disasters and how to respond. All of the foundations that were interviewed mentioned that, as they are not relief funders, they tended to focus on long-term reconstruction and supporting their local partners. Dana Francois of the W.K. Kellogg Foundation stated that she does not “consider the W.K. Kellogg Foundation relief funders. So we do not invest heavily in relief, but support organizations helping children and families to get through by helping them to rebuild their lives.”<sup>158</sup> During times of natural disasters, all of the foundations that were interviewed immediately reached out to their current partners and asked them how they should respond, and either amended current grants or invited their partners to submit a proposal for immediate funding. Ali Javid from the Mona Foundation also advised a new foundation to be thoughtful in its approach, as there is always an outpouring of support with funders and the local community turning to you for advice on how to respond. He said, “Mona Foundation is a development agency focused on grassroots educational activities. To be effective, the foundation has also had to turn down offers of service and donations for areas outside of our specific charter like disaster.”<sup>159</sup> All foundations mentioned the need to be flexible and listen to partners in Haiti to see what they need.

## Assessing Impact

Many funders struggle to measure their impact, especially in a country like Haiti, with so many competing forces all trying to address similar issues. The larger foundations like W.K Kellogg Foundation and the National Endowment for Democracy have worked with monitoring and evaluation experts to measure their impact. The smaller foundations mentioned that they have a less rigorous impact methodology and mostly rely on self-reporting. All foundations try to build strong relationships with their partners by having transparent communications and an open dialogue. The Mona Foundation mentioned that numbers do not always show impact, so they have also begun to collect narratives from their partners. The National Endowment for Democracy also couples capacity building with their monitoring and evaluation process to help their Haitian grantees

understand that success is not just completion of activities, and to help them understand how to track their impact. All of the foundations stressed the importance of patience, as change takes time. Karen Ansara mentioned, “In times of political unrest, foreign aid can get stalled and so development stalls. For this reason, I pivot towards community level investing in grassroots efforts and great leaders in Haiti. My impact is community-by-community – difficult to have regional or national impact. But I feel this approach will lead to change over time.”<sup>160</sup>

## Understanding the Local Context

Another challenge for working in Haiti is to develop the necessary knowledge and competency to be effective on the ground. All of the foundations that were interviewed stressed the importance of working with local experts and advisors to understand the local context. While many meetings can be conducted in English or French, particularly in Port au Prince and with larger NGOs, it is important for staff or consultants to speak Haitian Kreyol. Moreover, Karen Ansara mentioned, “There are so many deep seated problems in Haiti, it’s like peeling an onion—there is layer after layer of complex problems. You need Haitian experts that understand the cultural and political context and nuances—there are so many different agendas. In a country that relies on NGOs for what would typically be the role of government—there are very complex dynamics and so I have relied on Haitian expertise to help see me through issues.”

## Time Commitment

Finally, a key question for foundations is to reflect on its exit strategy and the length of the commitment to truly have impact on the ground. The foundations that were interviewed varied in their recommendations for a minimum length of a time commitment, from a minimum of three years to ten years – the W.K. Kellogg Foundation has committed to working in Haiti for a generation. All stressed the importance of patience. Dana Francois of the W.K. Kellogg Foundation confirmed this by saying, “Change takes time, and impact and outcomes take time to measure.”

# Strategic and Operational Considerations for Working in Haiti

Based on interviews and conversations with various foundations working in Haiti, below are some initial recommendations to consider as a foundation makes a decision about whether or not to work in Haiti. The informal approach outlined below are guidelines to use in designing a country strategy that builds local ownership and capacity, and can be sustained overtime.

## Getting Started

Begin the process with a listening period to help increase your understanding of the cultural and country context. During this period, identify an intermediary organization and make a commitment to a few vetted partners to begin to understand the local country context. At the beginning, focus on partners not only as grantees but also as learning partners to help navigate an upside down landscape.

Any foundation planning to invest in Haiti should begin to identify funding areas based on country need, foundational strengths, and gaps in the current funding environment. They should make a commitment to go deep and engage with local partners for social change.

## Staffing and Local Operations

Multiple interviewees recommended careful consideration be given in assessing the staffing and operational capacity needed to work in Haiti. The risk should not be minimized.

The staffing models of the foundations interviewed vary. Having staff that is culturally and linguistically competent is very important. Spending time in the country to understand the context is key. The W. K. Kellogg Foundation has two full-time staff that are originally from Haiti and fluently speak French, Haitian Kreyol, and English. They travel regularly to Haiti, but live in the U.S. None of the other foundations we interviewed have Haitian or Haitian-American staff. The other two larger foundations, the Inter-American Foundation (IAF) and the National Endowment for Democracy (NED), have American staff members who have Haiti as part of their larger Latin American portfolio. They both travel frequently to Haiti to spend time with their local partners and local consultants. Several of the other family foundations rely heavily on Haitian consultants or their local partners.

All of the foundations interviewed stressed that that you do not need a local office to be effective in Haiti. None of the foundations interviewed have local staff due to complexities of hiring in-country staff. Haitian employment laws are extremely complicated and require a foundation to register as a legal nonprofit entity. A foundation would need to conduct a thorough review of Haitian employment laws and retain a Haitian law firm to assist in the process. However, as Haiti is a complex environment, it is essential that deep knowledge of the local country context is developed in order to be successful. The foundations interviewed took various approaches to understanding the local context by employing members of the Haitian-American diaspora, working through local part-time consultants or by developing close relationships with their local partners.

## Grantmaking

The foundations interviewed have varying approaches to grantmaking in Haiti. While all of the foundations prioritize working locally when possible, some almost exclusively rely on making grants to U.S.-based nonprofit (registered 501(c)(3) organizations working in Haiti. Others work with fiscal agents such as Grassroots International to reach local Haitian grassroots organizations. Several foundations make grants directly to Haitian community-based organizations and conduct their own Equivalency Determination (ED) or Expenditure Responsibility (ER), or they work through organizations such as NGOSource or the Tides Foundation. NGOSource was cited as a potential partner to assist in conducting ED. The W.K. Kellogg Foundation noted they are careful to avoid funding capital expenditures because the IRS requires the financial reporting to cover the length of the usefulness or depreciation schedule of the capital good, which is frequently longer than the length of the grant. They also found ER to be generally impractical for most of their grants.

## Language

To work with local grassroots and community-based organizations, particularly in the rural areas, it is vital to be able to speak Haitian Kreyol. While the two official languages of Haiti are French and Haitian Kreyol, only approximately 5% of the population is fluent in French. In rural areas, this number decreases dramatically. A great deal of work can be conducted in English and/or French, particularly with some of the more established nonprofits in the urban areas. However, working in rural communities requires staff or consultants who can communicate in Haitian Kreyol. As noted by all of the foundations interviewed, communication in Kreyol also helps to build trust and respect.

Learning basic Kreyol, even mastering simple greetings, can help to build the foundational trust that will be essential for working in Haiti.

## Timeframe

Sustainable development and change takes time and patience. A 9- to 12-month learning period followed by a minimum of a three-year grantmaking commitment is recommended; however, it is ideal to make a long-term commitment for a decade or more. The foundations interviewed all feel that a long-term commitment to a new geographic area is important. The minimum amount of time recommended is three years, but most respondents suggest five to ten years. The W.K. Kellogg Foundation has made a commitment to work in Haiti for at least a generation. Karen Ansara, co-founder of The Haiti Fund and the Ansara Family Fund, says they were able to make a significant impact in Haiti within five years. NED puts the minimum number at three years to see impact at the grantee and community level.

## Focus Areas

As the need in Haiti is so great, it is important to focus any country strategy to see change overtime. Many of the foundations interviewed talked about the critical need for training and capacity building for grantees. There was also an emphasis put on place- and community-based strategies. As outlined in the section titled State of Development, there are countless opportunities for philanthropy to support Haitian development.

## Measuring Impact

The foundations interviewed measure impact in a variety of ways. Several respondents said they conduct site visits, meet with grantees, and review progress reports. Several respondents mentioned they invest a lot of time and energy getting to know and trust the grantees before any initial grant is made. The W.K. Kellogg Foundation has the most robust evaluation framework, and has been providing technical assistance and capacity-building workshops for their grantees on monitoring and evaluation.

## Funding Levels

With endemic poverty and widespread needs, a little funding can go a very long way if deployed strategically in Haiti. The foundations interviewed range in their annual giving to Haiti from US\$100,000 to US\$16 million. The average grant sizes range from US\$10,000 to more than US\$1 million for larger, more established organizations. Several respondents mentioned they are cautious not to overwhelm an organization with grants that are too large, especially considering the limited organizational capacity of most grassroots organizations. The majority of foundations interviewed make multi-year grants, usually for a period of three years with an annual renewal process.

## Potential Partners

For the past three years, the Haiti Development Institute (HDI) has organized an annual Haiti Funders Forum in the U.S. to help address the lack of coordination and communication among funders giving in Haiti. The objective of the 3<sup>rd</sup> Annual Conference was to encourage increased collaboration and coordination in philanthropy to Haiti by using the UN SDGs as a platform for these critical conversations to take place. This is a very helpful forum to identify and partner with other U.S.-based donors giving to Haiti. Several external respondents interviewed mentioned the importance of regularly communicating with other donors working in Haiti.

## Political Climate

According to the foundations interviewed, political instability has not had an impact on the ability of foundations to work in Haiti. All but one respondent said the political turmoil has little to no impact on their grantmaking. The one exception was the SG Foundation, who in the course of 30 years had to postpone only one trustee trip to a region where protests were taking place. However, political instability has impacted most foundations' ability to work and partner with the government at both the local and national levels. The main challenges of working with the government are the regular turnover of personnel and its perpetual lack of financial resources. Some of the respondents suggest informing and engaging the government when possible, particularly the local government. The W.K. Kellogg Foundation has found it important to consult with and include the local mayor at key meetings. Likewise, the Ansara Family Fund worked with local authorities to establish a hospital.

## Security

Security is always a major concern for any foundation looking to invest in Haiti. All of the foundations interviewed stressed they have never felt unsafe in the country, but did make sure to work with their local counterparts to understand the realities on the ground. Steve Toben of the Flora Family Foundation mentioned he has entrusted security questions to HDI and his local NGO partners. He said, "Michael Altidor (HDI driver and off-duty police officer) has provided outstanding support accompanying us in Haiti. We have never felt unsafe in the country. We are also prudent in our movements around Port-au-Prince." Before any visit, the SG Foundation checks with the U.S. Department of State and reads *Haiti Libre* news. The SG Foundation shared, "We always travel with at least one representative from the groups we are visiting, typically a Haitian who speaks the language. I personally have never felt in danger. But all our team is aware of being cautious about where we walk, etc., at all times." Karen Ansara mentioned she has always felt more comfortable when there is a plainclothes security person on the team; however, her husband sends many people to Haiti without security and has few concerns except during turbulent election times.

## Administrative Costs

We asked foundations interviewed to comment on the financial costs of grantmaking in Haiti. Generally, most foundations did not spend a lot on expenses. Outside of staffing costs, their only other expenses were associated with monitoring and evaluation, particularly with site visits. The administrative expenses for the Flora Family Foundation for their Haiti portfolio was about US\$7,500, or 0.75% of their US\$1 million grantmaking budget. They estimate their total staff time devoted to the Haiti portfolio was approximately 100 hours. The Ansara Family Fund is a donor advised fund (DAF), so their expenses are quite minimal. Out of their total annual budget of about US\$900,000 (for all grantmaking inclusive of Haiti), they spend US\$100,000 in administrative expenses and \$70,000 of that is for the management of the DAF. Several years ago they used a philanthropic advisor (spent \$40,000 for the year), but have not spent more than a couple thousand dollars on an advisor this fiscal year. However, they draw a lot upon learnings from The Haiti Fund, now the Haiti Development Institute. The SG Foundation does not track the breakdown of grant funds versus administrative costs. Onsite visits are a key component of their grantmaking, and typically they travel to Haiti every two to three years for this purpose. The remainder of their administrative costs concern the due diligence exercised by their financial analyst.

## Conclusion

Haiti is a culturally rich and diverse country that is ripe with opportunities; however, Haiti is a challenging country to work in – working in Haiti is not a decision to be taken lightly by any funder. It is clear that all of the foundations that have chosen to work in Haiti feel a close, personal connection to the country. As Karen Ansara mentioned, “There are many countries that are easier to work in than Haiti. It is important to have a personal experience and connection.” She continued later, “With so many obstacles in Haiti it is easy for donors to get discouraged (‘Haiti fatigue’) so you need to fall in love with Haiti.” This was a similar thought expressed by others, including Ali Javed, who shared, “There is need everywhere. If one’s heart is drawn to Haiti, that is great! Focus on Haiti and, most importantly, persist over a long time horizon.”

## Appendix A: Additional Resources

1. Beverly Bell, *Walking on Fire: Haitian Women's Stories of Survival and Resistance*
2. Edwidge Danticat, *Breath, Eyes, Memory*
3. Edwidge Danticat, *Krik? Krak!*
4. Edwidge Danticat, *The Farming of Bones*
5. Edwidge Danticat, *After the Dance: A Walk Through Carnival in Jacmel, Haiti*
6. Edwidge Danticat, *The Dew Breaker*
7. Edwidge Danticat, *Brother, I'm Dying*
8. Edwidge Danticat, *The Butterfly's Way*
9. Edwidge Danticat, *Create Dangerously: The Immigrant Artist at Work*
10. Edwidge Danticat, *Tent Life: Haiti*
11. Edwidge Danticat, *Haiti Noir*
12. Edwidge Danticat, *Claire of the Sea Light*
13. Fran Quigley, *How Human Rights Can Build Haiti: Activists, Lawyers, and the Grassroots Campaign*
14. Jonathan Katz, *The Big Truck That Went By: How the World Came to Save Haiti and Left Behind a Disaster*
15. Paul Farmer, *AIDS and Accusation: Haiti and the Geography of Blame*
16. Paul Farmer, *The Uses of Haiti*
17. Paul Farmer, *Haiti After the Earthquake*
18. Timothy T Schwartz Ph.D., *Travesty in Haiti: A true account of Christian missions, orphanages, fraud, food aid and drug trafficking*

## Appendix B: Foundations Interviewed

The findings of this landscape scan rely heavily on the expertise of private philanthropic foundations who have a history of funding in Haiti. This report reflects interviews with eight foundations who all have a deep commitment to and extensive experience working in Haiti. These foundations are highly respected for their work in Haiti, and many of them are family foundations. These foundations range in annual giving from US\$100,000 to US\$16 million. The W.K. Kellogg Foundation is an outlier in terms of investment levels, and estimate that they fund 60% of private philanthropic investment in Haiti. Without taking the W.K. Kellogg Foundation into account, the median investment is \$1,150,191 annually. The time commitments of foundations interviewed range from 6 years to 60 years, with an average commitment of 25 years. The foundations range in their areas of focus, but all make a commitment to work at the grassroots level when possible.

### W.K. Kellogg Foundation (WKKF)

#### **Size of Grantmaking in Haiti**

US\$16 million annually

#### **Length of Experience in Haiti**

WKKF has worked in Haiti in the 1950s and as a long history of engagement in the Latin America and Caribbean. In the 1940s President Roosevelt and Mr. Kellogg went to Latin America and became committed to the region. They started by investing mostly in scholarships for health, education, and agriculture and continued to expand until the 1990s. Grantmaking investments in Haiti have always been the highest in the region as the need has always been so great. In 2006, WKKF reevaluated their portfolio and as a result from 2007-2010 they did not make any grants in Haiti. Following the devastating earthquake in 2010, WKKF reinvested in Haiti especially as one of the central themes of WKKF's is racial equity, which emerged as a key issue, making it an ideal location for WKKF to invest.

#### **Key Programs in Haiti**

WKKF works in two micro-regions in Haiti and their grantmaking in Haiti is guided by core values that are consistent with the values of the Foundation. They focus on racial equity, an idea that help people help themselves through practical application of knowledge, use research as the base for their work, they work with people not for them, and they believe people have the ability to effect change in their lives, their family and their communities. Further, Haiti provides an opportunity to leverage key lessons from earlier WKKF international work. In particular, their strategy in Haiti is comprehensive, touching each of the interrelated areas – Educated kids, Healthy kids, Secure Families, Community & Civic Engagement and Racial Equity – that bear on a child's success. It assumes a long-term commitment. And it's built on recognition that success for Haiti's children and their families will require the efforts of multiple partners working in every sector.

### Flora Family Foundation

#### **Size of Grantmaking in Haiti**

US\$1,047,000 every two years

### **Length of Experience in Haiti**

They have been in Haiti since 2011, and came in after the 1st year anniversary of the earthquake. The Flora Family Foundation has had an international development program built around select country portfolios. Each country has a minimum of a 6 years commitment, however they anticipate staying longer in Haiti.

### **Key Programs in Haiti**

Three themes run through the Gap Haiti program for the Flora Family Foundation. The first is support for work in Port-au-Prince. This element recognizes the acute suffering and perilous circumstances that persist in the capital. The second theme of the Gap Haiti program is supporting the development of rural Haiti. There is widespread agreement that Port-au-Prince cannot sustain the three million people who now live in the capital, many of whom have migrated from rural areas over the past three decades because international trade policy and deforestation have made local farming untenable. Efforts must be made to ease the population pressure on Port-au-Prince and support restoration of the Haitian countryside. The third theme of the Gap Haiti program is the advancement of girls and women. As in many developing countries, literacy rates and health indicators lag for Haitian women. The Gap Haiti portfolio has one important cross-cutting feature. This is the concept of “accompaniment”, that is, close support of Haitian organizations by U.S.-based partners. The idea behind accompaniment is that Haitian NGOs can benefit from the support of U.S. counterparts, but that Haitian organizations must always be in the lead when it comes to solving Haiti’s problems. Many of the grants on this docket display this model of accompaniment.

### **Inter-American Foundation**

#### **Size of Grantmaking in Haiti**

Their funding range is from US\$25,000 to US\$400,000 for a period of one to three years. They have a significant number of grants under US\$50,000. They currently have 18 active grantees for a total commitment of US\$3,742,842. This includes a counterpart value of US\$1,934,334 for a total investment of US\$5,677,176.

#### **Length of Experience in Haiti**

The Inter-American Foundation has been in Haiti for approximately 40 years. They have a mandate from the U.S. government to work in the Caribbean and the Americas.

#### **Key Programs in Haiti**

Their mission in Haiti is to promote grassroots development and to work with marginalized populations to enhance their participation in civil society. Their areas of emphasis are agriculture/food production (food security), education/training in technical skills, cultural expression, enterprise development, health, and inclusion of women and young people.

### **Ansara Family Fund**

#### **Size of Grantmaking in Haiti**

US \$600,000 annually, half of that goes to large grants such as St. Boniface Foundation and Institute for Justice and Democracy and other half to smaller grassroots organizations in the range of US\$10,000 to US\$15,000.

### **Length of Experience in Haiti**

Karen Ansara started working in Haiti in 2008 when they began to grant to Partners in Health (PIH) in response to the hurricane. Karen had a good friend who worked for PIH and did a compelling presentation that moved them to action. In 2009 PIH invited her husband Jim to go to Haiti with Paul Farmer to discuss about how to bring jobs to Haiti. PIH then asked Jim to survey the land and advise them on the construction of what is now the Mirebalais hospital.

### **Key Programs in Haiti**

The Ansara Family Fund's mission is to give the poor the resources and the rights to which they are entitled so they can work their way out of poverty. They do this through creating access to economic opportunity and by providing training and other resources for livelihoods. They also tend to focus on human rights and global health.

### Mona Foundation

#### **Size of Grantmaking in Haiti**

US\$1 million annually

#### **Length of Experience in Haiti**

The Mona Foundation's first project started approximately 11 years ago in 2005/2006. For the Mona Foundation, part of how they started to work in Haiti relates to how they operate. They were recommended through a wider network to invest in Haiti due to the location and the fact that the needs are so great.

#### **Key Programs in Haiti**

The core values of the Mona Foundation are to start by creating change through education with a particular focus on women and girls. They always work at the grassroots level with a commitment of support for the long-term.

### National Endowment for Democracy (NED)

#### **Size of Grantmaking in Haiti**

US\$1.1 million annually (total annual giving is approximately US\$100 million)

#### **Length of Experience in Haiti**

NED started by an act of U.S. Congress to promote democracy. In the early to mid-2000s – the Board of NED felt they had a responsibility to include Haiti because it has the weakest democracy in the western region. NED's presence in Haiti is even more important today to help address human rights abuses and freedom of expression and access to information.

#### **Key Programs in Haiti**

NED uses democracy as their cornerstone. Democracy is broadly defined as peoples' ability to freely decide their own destiny. They have set up a grantmaking system that can be responsive to local needs by look for local partners with shared values.

## SG Foundation

### **Size of Grantmaking in Haiti**

US\$100,000 annually (total annual giving is approximately US\$700,000 – US\$800,000)

### **Length of Experience in Haiti**

SG Foundation began in 1984 and was born out of its predecessor, the Meg Foundation. One of the three co-founders of the foundation Dick Ketting honeymooned in Haiti 60 years ago, and as the needs were so great they made it part of their portfolio.

### **Key Programs in Haiti**

The SG Foundation focuses on its immediate neighbors because they value the ability to conduct site visits. In these countries they focus on health, clean water, education, agriculture, and community development for the extremely impoverished populations.

## Vista Hermosa Foundation

### **Size of Grantmaking in Haiti**

US\$1 million annually

### **Length of Experience in Haiti**

They have been grantmaking in Haiti for 30 years. The foundation first began working in Haiti as the director of the board was working with a ministry and was interested in getting involved. The foundation then took the time to go to Haiti to learn about the country and use that experience to guide the grantmaking.

### **Key Programs in Haiti**

The Vista Hermosa Foundation's grantmaking in Haiti is guided by its core values of compassion, community, purpose, and the mission to partner with organization for transformation in Haiti.

## Endnotes

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