



OFFICE OF THE
SPECIAL ENVOY
FOR HAITI



SUMMARY REPORT ON ACTIVITIES

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FOREWORD

When I began my work as the United Nations Special Envoy in the summer of 2009 at the request of the UN Secretary-General, Haiti faced a number of challenges preventing its people from building the nation they imagined for themselves – a nation where good jobs were plentiful, a quality education was inevitable, affordable health care was accessible, and economic opportunity was in reach for all.

Over the course of the more than 35 years that I've been visiting and working in Haiti, I have come to know the extraordinary resilience and resolve of the Haitian people and their determination to rise above 200 years of oppression and poverty. So I knew my mandate was to help the country build a growing economy, a more just society, an effective government – a nation that at long last could chart its own course and sustain it without outside aid.

In its first six months, the Office of the Special Envoy made good progress, much of which is detailed in these pages. More and more investors were ready to do business in Haiti and government and NGO partners were ready to work alongside the Government of Haiti to support its development plan. Then, on 12 January 2010, Haiti was dealt another setback – a massive earthquake that decimated infrastructure, debilitated the government, and left millions dead, injured, and homeless.

The Office of the Special Envoy immediately set to work to bring food, water, medical supplies and aid to the nation. As the emergency response has now transitioned to long-term recovery, I continue to work with the government, the Haitian people, and the international community to coordinate and support reconstruction efforts.

There is much work that remains to be done, but I am optimistic that those of us involved in recovery efforts will be able to work ourselves out of a job, and one day transition these efforts to a state capable of meeting the needs of its people, better prepared for future disasters, and able to stand on its own two feet without the help of foreign aid. This is the kind of Haiti its people want – and it's the least they deserve. I feel privileged to work alongside them to make this future a reality.



William J. Clinton

United Nations Special Envoy for Haiti

MESSAGE FROM THE DEPUTY SPECIAL ENVOY

Since 1983 I have worked in Haiti in many capacities, including as a physician aiming to improve medical care. For the first decade of that endeavor, I operated as many non-governmental organizations (NGOs) still do today: my assumption was that my colleagues and I could do a much better job of caring for the poor and the sick than any Haitian public institution. This was an unconscious assumption: ignorance, not arrogance, was the primary driver of this approach. After ten years of struggle in my initial headstrong, do-it-yourself mode, I began to see that my philosophy, not the Haitians', needed to change. If Haiti was ever to have a healthy, robust means of caring for its citizens, then working with and through public institutions was the only way to achieve meaningful results.

Since my colleagues and I came to that realization, we have been gratified to see some significant success in Haiti and elsewhere. At Zanmi Lasante, for example, you will see that out of the thousands of employees, only a handful are non-Haitian. My hope is that others who are spending time and resources in various sectors for the country's recovery will benefit from my past mistakes and adopt accompaniment as their *modus operandi*.

Accompaniment is a two-pronged approach. The actor who aims to help—be it a foreign government, a multilateral institution, or an NGO—must first work with the Haitian ministries to develop and implement policies which reflect the needs of all citizens. It must then strengthen the relevant Haitian public sector entity to support that institution's local staff and the population it serves. Both of these prerequisites require time and financial support.

What does accompaniment look like in practice? It includes direct budgetary support for national and local government entities; strengthening existing infrastructure in the public sector; training of public sector employees; and supporting staff salaries. In our effort to provide direct services to the people of Haiti we have to remember that we cannot and should not try to replace public sector activity, for it is the foundation for sustainable self-sufficiency.

Accompaniment of public sector employees includes working shoulder-to-shoulder with Haitians on a daily basis. For every dollar spent in Haiti, we have to ask: What is the investment for the long-term? Are we building infrastructure that has been included in local development plans? Are we creating local jobs? Are we paying salaries of teachers, doctors, nurses, police, and civil servants? Are we giving money directly to government agencies that provide services? In the end, we have to accompany Haiti at both the national and community level. Doing so requires us to think differently about the way we work. It's not easy; it will be frustrating; but doing "business as usual" will only repeat our past failures. Let's learn from our mistakes and make every effort to accompany the government and people of Haiti.



A strong public sector is what will lead to better outcomes and sustained social programmes in Haiti. The ultimate guarantor of social, economic, civil and political rights is a country's democratically elected government and government agencies which develop, implement, and fund policies based on citizen needs. If we truly mean to help Haiti, it is toward the strengthening of these institutions that we must work the hardest.

Paul E. Farmer

United Nations Deputy Special Envoy for Haiti

ACCOMPANIMENT: THE FOUNDATION FOR RECOVERY

From its inception, the Office of the Special Envoy (OSE) has advocated that all those involved in Haiti take an “accompaniment” approach—working alongside the Haitian government and its partners; channeling more aid to direct budget support in order to strengthen national institutions; recruiting and training Haitians whenever possible; and contributing resources and expertise to Haitian institutions. All of these must be done with the Haitian government “in the driver’s seat”—itself a precondition of long-term positive change in Haiti.

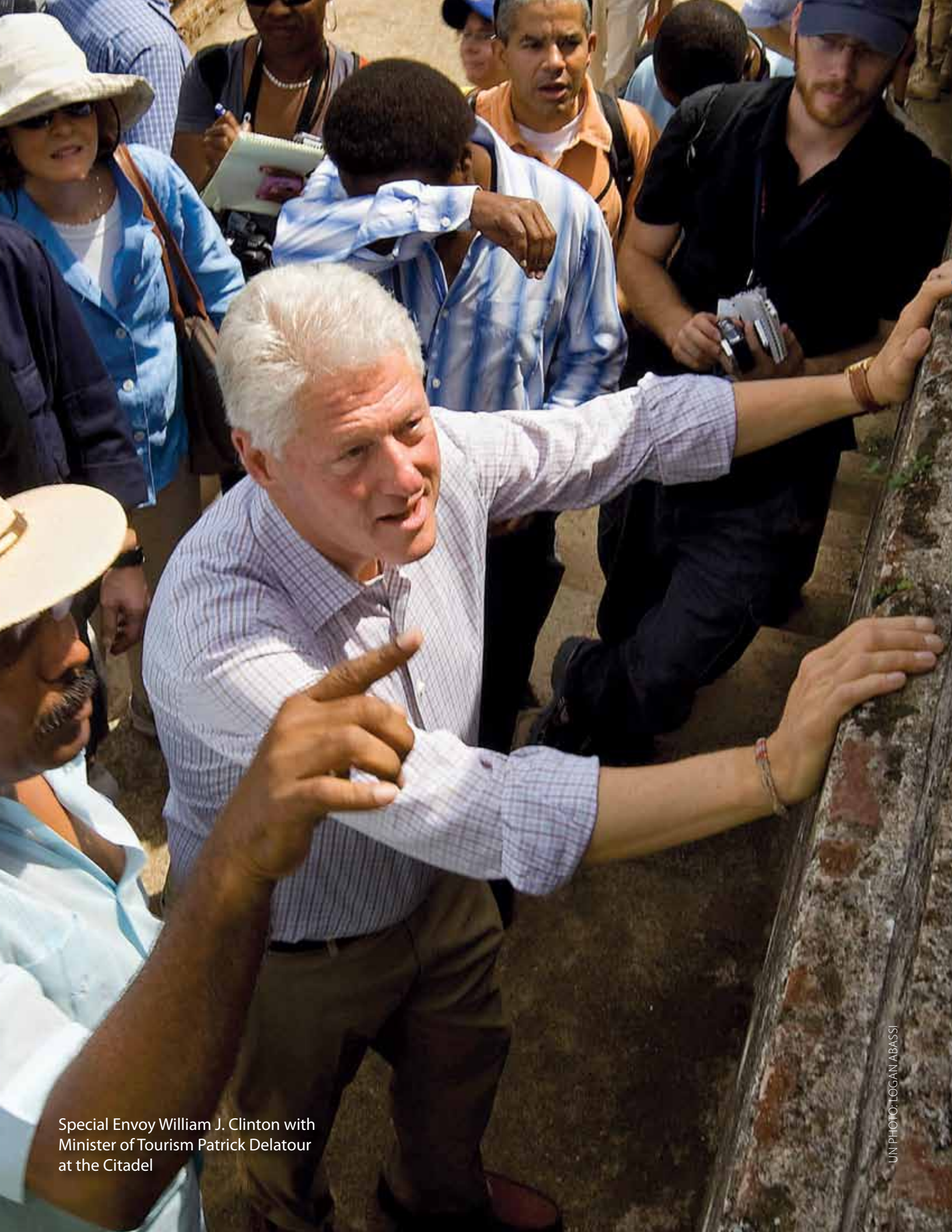
INTRODUCTION

The tragic disaster of 12 January 2010 cleaved the contemporary history of Haiti into two eras—pre-earthquake and post-earthquake. As devastating as the quake was, much of the progress made before the earth shook that afternoon can and must be reclaimed, even as the overall amount of work required to “put Haiti on its feet” has exponentially increased.

In May 2009 United Nations Secretary-General Ban Ki-moon asked former US President William J. Clinton to be his Special Envoy and work with the Government of Haiti to help the country recover from a series of deadly hurricanes, encourage private sector investment, and improve coordination among the many non-governmental organizations (NGOs) working in Haiti. The Special Envoy was charged with working closely with the Haitian government and the international community to jumpstart efforts to address longstanding economic, governmental, social, and environmental challenges and find innovative solutions to chronic, poverty-related problems. To support President Clinton in his new role, the Secretary-General appointed Dr. Paul Farmer to the position of Deputy Special Envoy for Haiti in August 2009.

Following the 12 January 2010 earthquake, the Secretary-General asked the Special Envoy to take on a broader role in Haiti, drawing on his experiences as a UN Special Envoy after the 2004 Indian Ocean tsunami. These expanded duties include helping to address gaps in humanitarian efforts, and convening a broad array of partners who might otherwise work independently and redundantly of one another. The ultimate goal of the Special Envoy’s post-earthquake mandate is to ensure that the Government of Haiti, supported by all its partners, is able to fulfill its obligations and lead effective reconstruction efforts that will ultimately result in a prosperous and stable future for the Haitian people.

This report synthesizes initiatives undertaken or supported by the OSE, both before and after the earthquake. They vary in scope and sector, and some have been transferred to other entities in the wake of the disaster. The Special Envoy and his deputy are well aware of the enormity of the tasks ahead, both for the OSE specifically and for Haiti more broadly. From the very most pressing priorities—such as removing rubble, protecting women at risk of gender-based violence, and containing the cholera epidemic—to the longer-term challenges, the OSE remains dedicated to supporting the government and reaching out to all those willing to aid Haiti at this critical juncture in its history.



Special Envoy William J. Clinton with
Minister of Tourism Patrick Delatour
at the Citadel

PRE-EARTHQUAKE ACHIEVEMENTS

Prior to January 2010, the OSE encouraged donors to channel resources to cost-effective, innovative, scalable strategies, and also advocated for more broad-based principles of engagement that could create the foundation for sustainable development. The strategic objective was to bring together a broad coalition of partners that could complement and leverage the efforts of the UN and other stakeholders in five focus areas:

Support to the Government of Haiti

- In 2009 the OSE tracked more than US \$1.7 billion in pledges of aid to Haiti, including \$479 million from the April 2009 donors' conference in Washington, DC. Prior to the earthquake, the OSE was the only entity with credible information on the status of the Washington conference pledges. Between December 2009 and January 2010—a period during which the Special Envoy worked closely with donors—Washington conference disbursements increased from 12 to 30 percent.
- The OSE supported the establishment of a children's shelter for orphans and vulnerable children by working with the Hôpital Université d'État l'Haiti (HUEH), the Haitian Social Welfare and Research Office, the Ministry of Social Affairs, and the NGO Zanmi Lasante. The children, several of whom are physically and cognitively impaired, receive comprehensive primary care, educational services and psychosocial support as prescribed by their individual care plans. A donation was obtained to purchase the property for the shelter and a grant was obtained for the expansion and modernization of the facility. The expansion plan includes the building of a dormitory, a kitchen, playground, and music and physical therapy section.
- The OSE, in collaboration with the Ministries of Health and Education, designed a bi-annual de-worming campaign. Working with the National Bureau of Nutrition and the School Health Division as primary partners, the campaign sought to distribute de-worming pills and vitamins to school districts across Haiti's ten departments. (See "Post-Earthquake Achievements" for more de-worming activities in 2010.)

Environment and Disaster Risk Reduction

- Deforestation is a major problem in Haiti, where the demand for wood-based fuels has depleted the country's naturally sylvan landscape. In November 2009 the OSE helped Haiti's delegation to the Hemispheric Conference on Coordination of International Cooperation to forge partnerships with Mexico and other countries with successful track records in reforestation and disaster risk reduction.

- The OSE arranged for the *pro bono* services of Andrew White, coordinator of the Rights and Resources Initiative and an expert on reforestation with significant experience in Haiti. He reviewed the OSE's strategy on reforestation and supported the OSE in the planning and coordination of a high-level meeting in Haiti on deforestation in June 2010. (See also "Post-Earthquake Achievements.")
- In an effort to expand the use of fuel-efficient stoves, which generate less harmful exhaust and reduce the demand for wood-based charcoal, the OSE worked with several organizations in the housing, commercial, and education sectors to introduce fuel-efficient stove products and pilot programmes in a variety of settings. The office worked with housing NGOs such as Haven and Habitat for Humanity on ways to integrate fuel-efficient stoves into their designs.
- The OSE worked closely with the United Nations Development Programme (UNDP) on the expansion and replication of the Carrefour-Feuilles-based Love 'N Haiti fuel briquette programme. Love 'N Haiti collects, sorts, and processes household waste into briquettes for home use, making for an environmentally responsible, less expensive alternative to wood-based charcoal. (The project is now selling the vast majority of the briquettes it produces to the World Food Programme for use in its school feeding programme.) With new modifications to the presses and an improved assembly line, the project aims to produce approximately 10,000 briquettes a week. Love 'N Haiti's waste processing and recycling programme covers 70 percent of the Carrefour-Feuilles neighborhood in Port-au-Prince. Plastics and metals, which cannot be used in briquette production, are sold to recycling companies at market rates. Roughly 30 percent of the collected waste is recycled; more than 350 residents earn an income in the programme; the majority of the community is now serviced by waste collection teams; and consumers of the briquettes pay 78 percent of the price for a comparable amount of charcoal. Identification of additional partners and investors to support expansion and upgrades to current operations is underway.
- James Lee Witt, a former director of US Federal Emergency Management Agency, traveled with the Special Envoy to Haiti in July 2009 and committed \$250,000 to provide disaster preparedness training for Haitian women. In collaboration with the OSE and the UN in Haiti, in August 2009, the Witt team visited Port-au-Prince and possible training sites on a fact-finding mission. The UN assisted this effort by identifying government and civil society partners which ensured that Witt-funded training programmes did not duplicate or undermine existing initiatives. The Witt team provided training on hurricane preparedness in one department.

Economic Development and Private Sector Investment

- The OSE helped broker a public-private partnership to increase the use of biofuels in Haiti, between BioTek, a biofuels company, and the Government of Haiti. This partnership will create hundreds of jobs for Haitian sugar farmers, and BioTek also committed to providing job training, free seeds for crop substitution, and cleaning and maintenance of local watersheds.
- The OSE worked to support the Inter-American Development Bank's (IDB) international business conference in Port-au-Prince in October 2009, when the Special Envoy spoke to more than 500 Haitian and international businesspersons interested in investing in Haiti. Following the meeting, 97 percent of the participants expressed an increased level of interest in investing in Haiti. Numerous initial contacts were made between international and Haitian

businesses during this conference and many have resulted in follow-up meetings and business proposals. International investors have requested a second such conference in Port-au-Prince to further discuss and develop business opportunities.

- The OSE has maintained a close working relationship with the Soros Economic Development Fund (SEDF), which has made several key investments in Haiti (including two deals that closed after the earthquake). The OSE brokered meetings between the SEDF and the UN's stabilization mission in Haiti (MINUSTAH) prior to the earthquake, and the SEDF subsequently launched the Haiti Invest Project, an equity-investment programme with an initial commitment of up to \$25 million. Haiti Invest had approached potential partners in an effort to significantly expand this initial capitalization six-fold (up to \$150 million), and was considering investments in garment manufacturing, agriculture, logistics, tourism, energy, and housing. Current SEDF investments include \$3 million for apparel manufacturing, which is expected to create 1,400 new jobs in 2011; \$2.3 million debt and equity investment for the export of frozen mangos (increasing the income of small-scale farmers as mangos that would have been rejected can now be frozen and exported); and two grants of \$250,000 each for training of factory workers and management and for the creation of a sustainable mango industry.
- The OSE worked extensively with Denis O'Brien, CEO of Digicel, the Caribbean's largest telecommunications provider, to foster international investment in Haiti. Mr. O'Brien, together with the Clinton Global Initiative (CGI), hosted a working group meeting in Port-au-Prince in November 2009 to catalyze interest shown by participants in the CGI annual meeting in September 2009. Subsequent CGI Haiti Action Network Meetings have taken place every two months in Port-au-Prince or New York City.



Fuel briquettes produced by the Love 'N Haiti project

UN PHOTO: SOPHIA PARIS

- Digicel, under the guidance of Mr. O'Brien (chairman of Ernst & Young's Entrepreneur of the Year programme in Ireland), launched an entrepreneur-of-the-year programme in Haiti after the Deputy Special Envoy approached Mr. O'Brien for the funding for the initiative. The OSE was instrumental in designing the programme, identifying its judging panel and advising on outreach to the Haitian population in all ten departments. The award recognizes outstanding Haitian business leaders and cultivates a spirit of innovation throughout the country. With assistance and support from the OSE, the Clinton Foundation and CGI, the programme identified 96 national finalists from an initial pool of several hundred applicants. Twenty-four regional finalists were selected and invited to a CEO retreat in Miami to discuss entrepreneurship in Haiti and small and medium enterprise development priorities. The programme culminated on 10 January 2011 when the entrepreneur of the year was selected by the judging panel at a televised event in Port-au-Prince which was attended by the Prime Minister and more than 700 guests. Digicel will continue the programme in 2011 and preparations are underway to identify the 2011 entrepreneurs.
- The OSE worked closely with the Ireland-based Soul of Haiti Foundation to foster introductions between members of the Haitian and Irish business communities. In October 2009, a group of Haitian businesspeople traveled to Ireland to discuss partnerships and investment opportunities in Haiti. Soul of Haiti has also launched Brand Haiti, modeled after the Brand South Africa initiative, and will work to highlight positive developments in Haiti as well as investment opportunities. The foundation has also been producing "Love Haiti" T-shirts, now sold in stores in Europe, and also procuring Haitian coffee, now sold in Irish cafés and specialty food stores. The coffee has been well received and subsequent orders have been placed. Soul of Haiti is also working to develop a line of dried Haitian fruits such as dried mangos and citrus.
- In November 2009, Taxback.com, under Managing Director and CEO Terry Clune (2009 Ernst & Young Entrepreneur of the Year), established a call centre in Port-au-Prince, providing services for tax documentation and support to international clients. The centre was badly damaged in the earthquake and suspended operations, but Mr. Clune brought a small group of Haitian employees to Ireland in summer 2010 for further training and career development. Taxback.com is now exploring opportunities to reestablish its call centre in Port-au-Prince and potentially bring other similar technology businesses to Haiti.
- The OSE also consulted with Haitian business owners through the Forum Economique du Secteur Privé. Members of the forum communicated their interests in fighting contraband, ensuring equitable contributions through taxation, and receiving support from the Haitian government.
- Royal Caribbean Cruise Lines (RCCL) is investing in tourism infrastructure in the northern part of Haiti near Cap-Haïtien, at the Citadel, and in the nearby city of Milot. After conversations with the OSE in the fall of 2009, the company expanded its presence in the north and its long-term commitment to tourism in Haiti. RCCL invested \$55 million to develop Labadee, a beach resort area on Cap-Haïtien, and brought approximately 650,000 tourists to Haiti in 2010. The first ship to dock at the Labadee pier sailed in December 2009. RCCL is committed to purchasing local food products when and where possible, and has built a school for the children of Labadee village in partnership with Prodev. The school will also provide vocational training in hospitality for adults in a programme that will be jointly administered with the Ministry of Tourism. RCCL has also been working closely with

the Institut de Sauvegarde du Patrimoine National, the World Heritage Fund, the IDB and Minister of Tourism Patrick Delatour on a project to restore damaged areas of the Citadel and the Sans Sous Palace and to develop additional infrastructure for the preservation of these important historic sites. RCCL and its partners are seeking additional funding to support the restoration.

- After discussions with the OSE, the International Finance Corporation is funding a two-year technical assistance initiative to create approximately 10,000 new jobs through work on the industrial parks that host investment, and through outreach initiatives to bring new foreign investors to Haiti.
- In collaboration with Dr. Abe Valentin of Caribbean Harvest, the OSE worked on expanding Haiti's fish farms, the largest of which raises hybrid tilapia in Lake Azuei. Caribbean Harvest has completed the construction of a new fish farm in Boucan Carré in the Central Plateau. The OSE played an essential role in facilitating introductions to providers of technical and financial assistance to Caribbean Harvest.

Essential Services

- The OSE supported the University of Notre Dame's efforts to expand the production of iodized salt and draft a national policy on the use of fortified salt throughout Haiti. (The use of iodized salt confers several health benefits and mitigates diseases including elephantiasis.) The project suffered significant setbacks after the earthquake but is now operational again.
- The OSE has been working on the rehabilitation of the water system at Port-au-Prince's Hôpital Université d'État l'Haïti (HUEH), the public hospital that serves the majority of the population of the capital. This facilitation led to the restoration of potable water in the hospital in December 2009, and the OSE has also helped with the excavation and repair of four abandoned cisterns on the hospital grounds. This has brought clean water to the surgery, obstetrics section, and kitchen.

Civil Society Coordination

- In July 2009, the Special Envoy and Dr. Paul Farmer (who at that time had not yet been appointed Deputy Special Envoy) convened an NGO meeting involving approximately 100 partners in Port-au-Prince to discuss NGO coordination and how to better accompany the Government of Haiti. At this meeting, President Clinton announced that his office would create an online civil society organization (CSO) portal as a first step towards coordination, transparency and accountability.
- The OSE and the IDB compiled the first comprehensive, dynamic, web-based directory of CSOs working in Haiti. (There are more CSOs in Haiti, per capita, than in any other country except for India.) The directory is currently accessible through the OSE's website, www.haitispecialenvoy.org.
- In September 2009, the OSE organized a meeting in Port-au-Prince to better coordinate disaster risk preparation and planning.



UN PHOTO: MARCO DORMINO

THE 12 JANUARY 2010 EARTHQUAKE

On 12 January 2010, just before 5.00 p.m., an earthquake registering 7.0 on the Richter scale struck Haiti, killing approximately 220,000 people, injuring 300,000 more, and leveling significant swaths of the country including much of the cities of Jacmel, Léogâne, and Port-au-Prince, Haiti's capital. More than 1,200 schools were destroyed, and an additional 2,500 were damaged. Approximately 188,000 homes and 30,000 commercial buildings were either destroyed or damaged to the point that demolition was necessary.

Overall, approximately two million Haitians were directly affected by the earthquake. Its consequences have made their lives even more challenging than before. Immediately after the quake, 1.3 million people were living in temporary shelters in the capital area, and 661,000 more fled the West department (the earthquake's epicentre) for other regions of the country.

The infrastructure and capacity of the Haitian government was severely affected, with the vast majority of government buildings damaged or destroyed; 16,000 civil servants were killed, and thousands more were left homeless. The UN in Haiti also suffered significant losses—102 fatalities, making 12 January 2010 the deadliest day in its history. Among the dead were the Special Representative of the Secretary-General (SRSG) and his deputy.

Furthermore, the earthquake compounded environmental challenges that had already reached near-crisis proportions. As a result, Haitians who survived the earthquake are now even more vulnerable to disasters such as flooding and landslides, further exacerbated by deforestation and poor watershed management.



UN PHOTO: ESKINDER DEBEBE

POST-EARTHQUAKE ROLE OF THE SPECIAL ENVOY

Following the earthquake in Haiti, the Secretary-General revised the Special Envoy's role to better reflect the new priorities in the disaster-stricken country. The Special Envoy's mandate was amended to include helping to coordinate the work of UN entities and other international partners in Haiti, including bilateral donors and non-governmental organizations. He also liaises closely with senior UN officials, including the Special Representative of the Secretary-General in Haiti, to ensure coherence across the UN system. The Special Envoy continues to advocate that members of the international community make and honour commitments to long-term recovery in Haiti. He also helps channel assistance effectively to communities in need.

Beyond his UN role as Special Envoy, President Clinton was asked by the Haitian government to serve as the co-chair of the Interim Haiti Recovery Commission (IHRC), alongside Prime Minister Jean-Max Bellerive. The IHRC works to meet the following major objectives:

- Ensuring that the work of recovery is in line with the best interests of the people of Haiti
- Increasing transparency and accountability
- Showcasing a new model for aid and development

This new and separate role has allowed President Clinton to build on his efforts as Special Envoy and bring together key stakeholders around a common platform with a high-level view of the humanitarian, early recovery and reconstruction efforts in Haiti. The IHRC was established by presidential decree in April 2010 and held four board meetings before the end of the year. During these meetings, the IHRC approved 74 projects with a combined budget of \$3 billion, of which \$1.5 billion has been secured.



POST-EARTHQUAKE ACHIEVEMENTS

In the year since the earthquake, the OSE has provided both systemic and project-specific support to relief and recovery efforts, in addition to initiatives that existed prior to the disaster.

Support to the IHRC

- The OSE has played a key role in supporting the establishment of the IHRC as the lead actor in Haiti's reconstruction. Throughout 2010 the OSE was heavily involved in the preparation of internal documents that underpin the IHRC's work including the IHRC's bylaws and strategy for December 2010 to September 2011. The OSE has also provided the IHRC co-chairs with regular briefings on IHRC board members' aid activities.
- The OSE tapped its network to secure staff who are now on loan to the IHRC from other institutions.
- In collaboration with the Office of the Prime Minister, the Ministry of Planning, and the NGO representative to the IHRC, the OSE provides technical assistance to both large and small NGOs regarding resources available to them through the IHRC.

Support to the Government of Haiti

- At the 31 March 2010 New York donor conference, the OSE provided technical assistance to the Government of Haiti, UNDP and the US Department of State by supporting the tracking of donor pledges—the first time that pledges were tracked in real time, online. These efforts rendered the conference one of the most transparent of its kind, and built upon advances made in tracking the April 2009 Washington, DC conference pledges to Haiti. The Special Envoy also served as co-host of the New York conference, where he introduced representatives from the NGO and “voice of the voiceless” consultations to the assembled donors. The representatives then articulated their interests in and perspectives on reconstruction.
- On behalf of the Government of Haiti, the OSE continues to publish regular updates on the status of the pledges made at the New York donors conference, as well as donors' overall funding for Haiti, on its website (www.haitispecialenvoy.org). The OSE also provides internal briefings to the Government of Haiti and the co-chairs of the IHRC.
- The OSE convened the Government of Haiti, IHRC, UNDP and IDB, together with the technology firms Development Gateway, Infusion and Synergy, to collaborate on the development of an aid tracking system. The system is modeled after the one used in Indonesia and Sri Lanka following the 2004 Indian Ocean tsunami.

- The OSE is supporting the health planning process led by the Ministry of Health. The OSE has brought other partners onboard, including Harvard University, Partners in Health, the US Department of Health and Human Services, the US Agency for International Development, and a consortium of US medical schools for medical education planning.
- The Special Envoy consistently advocates for budget support as a critical category of financial aid to Haiti. In its advocacy with donors, multi-lateral institutions, NGOs and foundation partners, the OSE has promoted investment in budget support for the Government of Haiti. This advocacy effort has helped mobilize \$210 million in new commitments to budget support following the earthquake, including \$45 million through the Haiti Reconstruction Fund. This brings the total donor commitments for budget support to \$310 million (for 2010 and 2011).
- Through the leadership and advocacy of the Deputy Special Envoy, the Hôpital Universit   d'  tat l'Haiti (HUEH) has received post-earthquake support from the American Red Cross totaling \$3.8 million. This is the first time the non-profit has provided direct budget support to a government. The funding served to cover salaries, compensation and adjustments. The American Red Cross also provided a \$500,000 grant for hospital equipment. An additional \$2 million was approved for support to HUEH.
- Advocacy by the Deputy Special Envoy led to the commencement of construction of a public hospital in Mirebalais. US-based Nicholas Clark Architects donated *pro bono* design services, and the foundation for the main structure of the hospital is well under way. The Minister of Health's executive cabinet is monitoring and evaluating progress.
- In an effort to prevent an outbreak of disease, and as part of a broad-based child protection effort, the OSE, together with UN partners and a number of NGOs, undertook large-scale de-worming activities in the recognized transitional camps as well as in periphery areas where displaced families also sought temporary shelter. The pre-earthquake de-worming campaign model was modified to account for disaster-related population shifts, and schools in the South, Central and Artibonite departments were selected for the continuation of the campaign. Between January and April 2010, several dozen national, parochial and private schools received anti-parasitic pills for de-worming.
- The OSE has worked closely with Extraordinary and Plenipotentiary Envoy to the Secretary-General of the United Nations Leslie Voltaire, Minister of Tourism Patrick Delatour, the architect John McAslan, Architects for Humanity, and others to support the Haitian government in the area of housing and infrastructure. The OSE vetted and met with over 25 companies and organizations who have expressed interest in working in the housing and infrastructure sectors in Haiti. Specifically the OSE collaborated with Ambassador Voltaire to develop the framework for a major housing expo and urban planning seminar to be held in Port-au-Prince in mid-2011. The housing expo will provide an opportunity for all interested parties to come to Port-au-Prince and build model housing which will then be reviewed, inspected and vetted by the government. Simultaneously the urban planning seminar will include the construction of a "model community," which will demonstrate how parts of the earthquake-impacted areas can be redeveloped with housing, schools, public utilities and services. This event will also allow producers of green products such as solar panels, cook stoves and composting toilets to demonstrate how their products can be integrated into the redevelopment process.

- The OSE has worked closely with partners (including the Government of Haiti, the UN's Office for the Coordination of Humanitarian Affairs, the International Federation of Red Cross and Red Crescent Societies, the International Organization for Migration, and UN-Habitat) in developing a clearer understanding of what the possibilities and obstacles are in Haiti's land rights and tenure system, both in the ongoing humanitarian response, as well as in medium-term settlement. More recently the OSE has worked with local authorities to develop a compensation-for-land policy and to strengthen the system of social housing.
- The OSE provides technical assistance in refining strategies for the return of internally displaced persons to safe homes in safe neighbourhoods and the relocation from unsafe neighbourhoods, and is providing guidance on housing-related support outside the earthquake-affected regions. In this effort, the OSE is working with key clusters, UN-Habitat, UNDP and the IHRC senior advisor on housing.
- The OSE contributes to the ongoing discussions on the relocation and return of the approximately 810,000 internally displaced persons still in camps and informal settlements in and around Port-au-Prince. The OSE supports the government's rapid allocation of land to construct settlement sites for those who can't return to their neighbourhoods of origin or for those who faced housing challenges prior to the disaster. Consultations on these issues are supported at both the country and headquarters levels.
- The OSE, at the request of the Haitian government, reinitiated the effort to engage international partners working on watershed management and reforestation to promote a comprehensive national model and define more clearly roles and responsibilities of those involved. A colloquium was held in mid-June 2010 and resulted in a call for a common set of principles for watershed development in Haiti. This is the first time in Haiti's history that the different players in this critical field have agreed to a common approach. The OSE will support the drafting of the common principles for approval by the Government of Haiti and partners, coordination process to be coordinated by the Ministry of Planning. The OSE is working closely with Mexico, the IDB, the World Bank, the United Nations Environment Programme, UNDP and others to further this agenda, in particular as it relates to the creation of jobs in ecosystem services outside of Port-au-Prince and therefore in fulfillment of the Haitian government's decentralization strategy.

Immediate Response (Joint Efforts with the Clinton Foundation)

- In the first weeks after the earthquake, the OSE worked closely with the Clinton Foundation to deliver relief supplies to Haiti including over 14,000 solar flashlights and over 1,000 whistles for vulnerable women in the temporary settlement locations; over 220,000 pieces of clothing for displaced women, men and children; vital telecommunications and radio equipment for the Haitian government; and thousands of pounds of medical supplies. The OSE worked closely with the Haitian government including the Ministries of Health, Women's Affairs, Interior and others to ensure all supplies reached vulnerable populations.
- Solar Outdoor Lighting donated 58 solar-powered streetlights to Haiti, which the Clinton Foundation shipped from Miami to Port-au-Prince. The OSE and the Clinton Foundation worked to ensure that lights were placed in strategic locations selected by the Haitian government in Port-au-Prince to help improve security.

- In mid-May 2010, Enersa, the only solar manufacturer in Haiti, reopened its production facility, which was badly damaged in the earthquake. The company will begin producing solar street lights again, and the OSE and the Clinton Foundation have been facilitating contacts between Enersa and potential investors in the US. The OSE has introduced Enersa to two US solar manufacturers to explore opportunities for partnerships or possibly an equity investment. The OSE also introduced Enersa to the Solar Electric Light Fund to explore possible collaborations on solar projects funded by NGOs in Haiti.
- A total of 68 generators have been donated to relief efforts in Haiti. Fifty-two of them were donated by Home Depot, and another 16 were donated by North Shore Generator Systems, Inc. to Partners in Health, a donation that the Clinton Foundation and the OSE helped to facilitate.
- After the earthquake, the Special Envoy personally escorted the following supplies to Haiti, coordinated through the Clinton Foundation and the OSE:
 - ▶ 50 laptops from the IBM Foundation for the government of Haiti;
 - ▶ 5,000 protein bars donated by Health Management Resources Corp.;
 - ▶ 400 protein bars from Element;
 - ▶ 280 tents donated by Kelty;
 - ▶ 52 generators donated by Home Depot;
 - ▶ 4 pallets of polyethylene sheeting donated by Home Depot;
 - ▶ 2 pallets of five-gallon buckets donated by Home Depot;
 - ▶ Approximately 1,900 pounds of medical supplies as well as 100 walkers and pairs of crutches, for GHESKIO, a Haitian-run health clinic in Port-au-Prince;
 - ▶ 5,000 bottles of water;
 - ▶ Medical supplies including syringes, medicines, painkillers, first aid, and surgical items; and
 - ▶ Thousands of latrines.

Coordination (International Community, UN, NGOs)

- In July 2010, the OSE established a small office in Port-au-Prince, allowing for increased involvement in UN coordination on the ground. OSE technical experts both in Haiti and at headquarters participate in coordination meetings to determine how best the OSE can meet its commitment to “filling in the gaps.”
- The Special Envoy held meetings with the heads of UN entities on coordination before the earthquake, and on humanitarian efforts afterward. He also convened teleconferences with the heads of the UN clusters on the ground in Haiti.
- In the immediate aftermath of the earthquake, the Special Envoy convened a series of high-level meetings of key partners, including donors, the private sector, the diaspora and the NGO community.

- The OSE, in close collaboration with the Inter-American Development Bank, has continued to maintain the CSO portal at www.csohaiti.org, and now offers access to more than 850 CSOs (over 390 of which have updated their profiles since the earthquake).
- The OSE supported the advocacy efforts of the revised 12-month, \$1.5 billion United Nations humanitarian appeal. The appeal was launched by the Special Envoy on 18 February 2010. The revised appeal (July 2010) included 289 projects submitted by 76 aid organizations, and aims to assist people directly affected by the earthquake as well as families hosting the displaced throughout the country.
- Prior to the 31 March donors conference in New York, the OSE organized two of the five official consultative meetings with key stakeholders: a consultation with international NGOs, and a broad-based consultation with the Haitian citizenry:



- ▶ On 25 March, the OSE organized a high-level meeting with NGO representatives and umbrella groups from Haiti, Europe, Asia and North and South America to consult with them about the Haitian government's action plan. Individuals representing hundreds of international NGOs, donor agencies, think tanks and academic institutions attended and were able to provide their perspectives on the role of NGOs in Haiti's relief and recovery process. Representatives from this meeting reported on the outcomes at the 31 March donor conference in New York.
- ▶ Additionally, with the support of the UN in Haiti, the OSE led consultations with 1,750 representatives of Haiti's poorest and most disenfranchised citizens in each of the ten departments. (Five focus groups were conducted per department.) The consultations were intended to capture the "voice of the voiceless," an effort without precedent in any other campaign for international pledges. Populations interviewed included fishermen's associations, amputees, orphans (and children separated from their families), university students, marketplace vendors, wounded hospital workers, local civic associations, and displaced people in camps. The survey indicated several clear desires on the part of the participants, who want:
 - An end to exclusionary civic processes, and for all Haitians' voices to be heard;
 - Decentralization of power and commerce from the capital to the regions;
 - Investment in all people, from infrastructure to health to job creation;
 - Support to agriculture and an end to reliance on aid; and
 - Equal treatment for all Haitians, regardless of class.
- The OSE offers advisory assistance to those private and corporate foundations interested in making investments in Haiti. In this capacity the OSE serves as an information resource and also identifies key areas of intervention for foundations. On 27 April 2010 the OSE participated in the Council on Foundations Annual Meeting and provided an overview and update of the situation in Haiti. The OSE has since begun working with the UN Foundation to plan a meeting with private and corporate foundations to actuate ideas discussed at the Council on Foundations meeting.
- The OSE facilitates exchange of information and resources among sector-specific networks and links them with the relevant ministries in an effort to align programmatic and service priorities with the national development plan and the thematic presidential commissions. The OSE primarily works with a network of NGOs focused on vulnerable populations and addresses cross-cutting issues such as gender, the disabled, and orphaned and vulnerable children. The OSE serves as a liaison for these NGO networks by providing relevant information from the IHRC as well as updates on development of policy issues set forth by the relevant ministries. (For example, the OSE worked with the United Nations Population Fund to support the Ministry of Women's Affairs as it prepared and submitted a proposal to the IHRC.)

Cholera

- The Deputy Special Envoy has consolidated several global efforts to contain cholera in Haiti. By bringing together 80 medical and public health researchers, policymakers, funders, and practitioners through a series of conversations that have culminated in the publication of a consensus statement, he has led discussion and generated support for a comprehensive strategy linking prevention to care. Driven by the Deputy Special Envoy's advocacy, outlined in articles published in peer-reviewed journals and the popular press, this multipronged approach has focused on broadening rehydration and antibiotic therapy, rolling out a large-scale vaccination campaign, and strengthening Haiti's public water and sanitation systems. His leadership has focused the world's efforts on responding to the acute problem in a coordinated manner, placing the Haitian government at the helm.
- At the outset of the cholera outbreak, the OSE provided support to the US military in reviewing the landscape in the Artibonite and assisting with the mapping of accessible areas for the distribution of oral rehydration and water purification materials, and community advocacy.
- The OSE assisted the Ministry of Health with the coordination of international and local NGOs providing emergency response to the initial group of infected individuals in the Artibonite. The OSE worked with the Ministry of Health and the district health authorities in developing a response plan.
- Working in close collaboration with the emergency response unit established by the Minister of Health and the President of Haiti, the OSE helped to establish a network of community health agents who conducted community awareness-raising in the most affected and remote areas of the Artibonite. The OSE played a lead role in the education committee of the Artibonite inter-cluster cholera response team by providing guidelines for educational materials produced by several NGOs.
- In close collaboration with the regional MINUSTAH office, the OSE convened the first meeting of the departmental representatives of each of the Government of Haiti ministries and worked on the elaboration of protocols and guidelines for each division, including burial and waste management issues. At the request of the Ministry of Health, and in collaboration with the departmental director, the OSE continued to work with the American Red Cross and other providers of essential medication for the Artibonite.
- The OSE also provided support to the local network of NGOs and community-based organizations in preparing a forum with local media (radio and television) to establish a plan for the diffusion of Ministry of Health approved educational messages for cholera prevention and management. The OSE worked with the central and departmental health ministries in the elaboration of a plan for several educational curricula aimed at the training of community health educators, health promoters and sanitary officers. Working with the departmental director and the Minister of Health, the OSE assisted in formulating the plan for a new certification programme agreed upon by the Ministry of Health and Tulane University. The programme is scheduled to launch in spring 2011.

Gender-Based Violence

- The OSE is actively working on solutions to sexual and gender-based violence, especially among IDPs and in formal and informal camps. The OSE, in conjunction with Partners in Health, has helped women and children who have been raped to find counseling and medical attention. If the survivor consents, she is connected with the International Bureau of Lawyers, which will help her pursue justice.
- Beyond its work on this issue with UN agencies, local and international NGOs, the OSE is also providing technical assistance to the Ministry of Women's Affairs, per the request of the Government of Haiti, in the areas of capacity building and policy development. Achievements include the public education campaign (carrying a message of zero-tolerance on sexual assault), and a series of training of trainers for the women's commissions established in several camps to monitor and support victims.
- The OSE has also been working with the Ministry of Women's Affairs and a network of NGOs to collect data on the incidence of rape and sexual assault. The data and analysis has been used to influence policy to increase frequency of patrols by the Haitian National Police and MINUSTAH and to increase lighting in camps.
- The OSE is working with several women's networks, some of which comprise as many as 50 different women's organizations (both urban and rural, in the areas most affected by the earthquake). The OSE is also working closely with the General Hospital in Port-au-Prince to establish a multi-disciplinary rape crisis unit to address the growing number of rapes in the camps. In addition, the OSE continues, with the support of the Clinton Foundation, to distribute flashlights and whistles as part of its public education and prevention campaign. To date, over 100,000 lights and whistles have been distributed.

Environment and Disaster Risk Reduction

- With facilitation from the OSE, on the occasion of Earth Day 2010, Advanced Environmental Recycling Technologies, Inc. (AERT), James Lee Witt Associates, Royal Caribbean Cruise Lines, and Haiti Recycling launched Haitian Green Partners, an initiative focused on recycling and waste processing in Haiti. The project builds on AERT's 25 years of recycling experience in the US and Haiti Recycling's knowledge of Haitian markets, and will support and significantly expand current waste management initiatives throughout Haiti. Once materials are collected through a network of new centres, AERT and other large-volume manufacturers will purchase the materials and convert them into value-added, green end-products. This initiative will create hundreds of sustainable jobs while helping to clean up Port-au-Prince and other urban centres in all ten departments.
- The OSE provided technical support to the construction of 20 hurricane shelter units in Léogâne, a town highly susceptible to storms. Funding included \$1 million from the Clinton Foundation, and the project is part of a \$4 million, IHRC-approved programme funded by the World Bank, IDB, and the American Red Cross, implemented by the International Organization for Migration and the government's civil protection authority.
- The OSE initiated a rapid multi-hazard analysis in collaboration with the World Bank, IDB, UNDP and the United Nations Educational, Scientific, and Cultural Organization. This

analysis produced maps of flood, wind, tsunami, landslide and earthquake risks in the affected areas to guide the safe positioning of transitional shelters and to support longer-term recovery efforts. The information was widely circulated and all data was shared with national institutions.

- After the earthquake, the World Food Programme (WFP) agreed to purchase the entire supply of Love 'N Haiti recycled fuel briquettes as a fuel source for preparing meals in schools and temporary relocation sites. This proven model, which was established before the earthquake, can be replicated in urban centres throughout Haiti. One such additional installation is already completed in Port-au-Prince and a second is underway.
- The OSE and the Clinton Foundation worked closely with Professor Jim Lyons and the Yale Forestry School to organize the Environmental Stewardship and Sustainable Livelihoods in Rural Haiti Workshop in May 2010. The OSE and the Clinton Foundation facilitated the participation of Haitian government officials including Agriculture Minister Joanas Gue and Environment Minister Jean-Marie Claude Germain. The OSE and the Clinton Foundation also reached out to the private sector in Haiti and abroad to ensure the comprehensive participation of agribusinesses and forestry companies.
- The OSE initiated a high-level visit to Haiti of the SRSG for Disaster Risk Reduction, Margareta Wahlstrom, in the aftermath of the earthquake. The SRSG briefed representatives of the Government of Haiti, donors and international partners, and identified specific priority actions regarding disaster risk reduction: integrating disaster risk concerns into the recovery portfolio; engaging with the Interim Haiti Recovery Commission; and prioritizing preparations for the upcoming hurricane season, focusing on vulnerable groups.
- The OSE has worked closely with the Solar Electric Light Fund (SELF) to identify needs and opportunities for solar power in Haiti. The OSE and SELF worked with Solar Outdoor Lighting to introduce solar street lighting to Port-au-Prince directly after the earthquake to provide security around the temporary settlement locations, and also to determine the best handheld solar products for use in Haiti. With experience in the installation and use of solar panels and solar-powered drip irrigation in 20 countries, SELF is committed to applying its knowledge of innovative solar solutions to the recovery efforts. SELF is expanding its existing work in Haiti to provide solar technology for health clinics throughout the Central Plateau: clinics in Hinche and Cerca la Source have received solar units, and five additional solar installations are in the planning phase.
- With the support of Andrew White (see also "Pre-Earthquake Achievements"), the OSE, the Interministerial Committee for Territorial Planning (CIAT), IDB and other partners held a national workshop on watershed management that took place in June 2010. The workshop has informed the document establishing new guidelines for watershed management in Haiti, to be issued by CIAT in early 2011.
- The OSE supported the United Nations Environment Programme (UNEP), in concert with the Directorate of Energy of the Ministry of Public Works, to establish:
 - ▶ A working group led by the government for the exploration of the use of efficient stoves to diminish or eliminate the consumption of charcoal or firewood.
 - ▶ A working group for the large-scale introduction of liquid propane gas, with the participation of the private sector.

- ▶ Promotion (in collaboration with Brazilian NGO VivaRio) of biogas projects fueled by human waste.
- ▶ Preparation of a project for the IHRC for the institutional strengthening of the Ministry of Public Works to oversee private sector investments in energy.
- The OSE participated in the evaluation and revision of environmental components of projects submitted to the IHRC. Three projects for environmental recovery in southern Haiti were approved in the October 2010 IHRC meeting—one each for UNEP, IDB and UNDP. The UNEP project, in which Norway, Catholic Relief Services, and Columbia University are also partners, was launched on 4 January 2011 in Port-Salut. It will be implemented over a period of 20 years, and aims at the recovery and sustainable development of severely degraded land and marine areas. Ten communes, with a total population of 205,000, will benefit directly from the programme, which will include reforestation, erosion control, fisheries management, mangrove rehabilitation and small business and tourism development, as well as improved access to water and sanitation, health and education.
- The OSE, in coordination with the South-South Cooperation Unit of UNDP, is working on the creation of a workstation, or small office, for the promotion of micro- and small enterprises in Haiti. The workstation will be within the OSE's own field office in Port-au-Prince. UNDP is currently recruiting a coordinator to run the workstation, which will promote market-driven technology transfers.
- The OSE, UNEP, and the International Organization for Migration are testing a set of 20 portable toilets donated by Separete of Sweden to contribute to the search of solutions for sanitation and safety. As these toilets are portable, they can be placed inside houses or tents, thus providing greater safety for women and children. Further, these toilets use a biodegradable bag, which can go to a collection site where it can be safely discarded or used for compost.



BUILDING BACK BETTER

“Building back better” is a common catch phrase in post-crisis situations. It has many literal interpretations: the reconstruction of homes, roads, and infrastructure, with an eye toward minimizing risk exposure; and less tangible ones: improving education, governance, and other critical capacities. In the context of Haiti, the OSE aims to help build back better in the broadest sense, inclusive of all these applications of the concept.

One key principle in this effort is that of “**accompaniment**”—working side-by-side with the Haitian government to improve its capacities.

Budget support—channeling aid money to pay the government’s most vital expenses—is another critical part of building back better, especially since the earthquake, which decimated Haiti’s already small tax base. **Job creation** and **local procurement** together constitute a third priority, and adherence to **decentralization**—disseminating economic and political power throughout the country—is a fourth. Soliciting the input of all levels of Haitian society and thereby ensuring community participation is another important plank, as are **green energy**, **gender equality**, and **disaster risk reduction and preparedness**.

At the time of this report’s publication, the OSE is pursuing the following objectives:

- **Holding donors accountable to commitments:** Advocate that donors act upon their pledges from the April 2009 Washington, DC, and March 2010 New York conferences in accordance with principles of aid effectiveness and best practices. (The OSE has a comprehensive knowledge base of donor portfolios in Haiti and well established relationships with key donors in capitals and the missions in New York.) The OSE will do this by advocating that donors adhere to strict targets for disbursement; ensuring that the Government of Haiti’s targets for budget support are met; and improving donor coordination with Haitian ministries and non-state providers.
- **Highlighting humanitarian gaps:** Identify gaps in the humanitarian and early recovery response to the earthquake and cholera, and support hurricane planning and preparedness. With a presence on the ground, the OSE is positioned to identify critical gaps in the response and use the convening authority of the Special Envoy and his deputy to mobilize donors, NGOs, UN entities and the private sector to help fill them.
- **Promoting “building back better” in the transition to long-term recovery:** Advocate the application of “building back better” in the transition to the longer-term recovery effort, with special emphasis on disaster risk-reduction and the environment (e.g., watershed management and clean energy). The OSE will do this by positioning experts to aid the IHRC in ensuring that proposals across all sectors incorporate and respect the principles of disaster risk reduction and environmental responsibility; promoting the legislation and codification of risk management and environmentally sound policies; advocating for the implementation of a watershed management programme (that could potentially employ tens of thousands); and encouraging the Government of Haiti to continue efforts to “green” Haiti’s energy base.
- **Enhancing NGO impact, philanthropic engagement, and civic participation:** Strengthen the capacity of the Government of Haiti to regulate large NGOs and enhance civic participation and inclusion of smaller community organizations. The OSE will do this through its partnership with the IDB on the NGO portal and by providing private foundations and philanthropists with regular policy guidance regarding their investments in Haiti; and channeling support to local, community-based and grassroots organizations that often go overlooked.



THE WAY FORWARD

In addition to the ongoing support described above, the OSE foresees the following activities in 2011:

- The OSE will continue to support the work of the IHRC, which will be an institution of critical importance for reconstruction during Haiti's period of transition and political uncertainty. The OSE will continue to provide critical support to the IHRC and help reinforce linkages with other key partners.
- In 2011, the OSE will continue to accompany the Government of Haiti on its path towards recovery, in particular the Ministry of Health, Ministry of Women's Affairs and the Ministry of Planning.
- Work with various UN funds and programmes will continue both at UN headquarters in New York and on the ground in Haiti to strengthen reconstruction efforts. The OSE is planning a meeting with top officials from key UN institutions to revisit strategic objectives and ways to further the accompaniment approach.
- The OSE has recently hired two Port-au-Prince-based staff: a shelter advisor, and an economist who has been seconded to the IHRC. The OSE is also in the process of recruiting a national programme officer. Together, this team will constitute a steady presence in-country, and its members will serve as local representatives of the Special Envoy and Deputy Special Envoy.
- The OSE will continue to hold donors accountable for the pledges made to Haiti by ensuring that there is publicly available real time information on donor funding. In collaboration with the IHRC and UNDP, the OSE will transition its work in gathering, analyzing and communicating information about donor funding to the Haitian Ministry of Planning and External Cooperation in the first six months of 2011.
- In 2011, the OSE will call on donors to make more coordinated investments, and to invest more in Haitian institutions to create a more robust government, a more vibrant civil society, and a healthier private sector. The OSE is planning a meeting of major donors in the first quarter of 2011 to address these topics.
- The OSE is also advancing an initiative to develop coalitions of funders along with "anchor organizations" to work in partnership with local government and other local stakeholders in two-to-three micro-regions (areas with a population of 100,000-200,000) in Haiti, with a minimum commitment of ten years. A number of funding organizations including the Kellogg Foundation and the Open Society Institute-Haiti are already committed to the programme. The OSE is working closely with these foundations to identify other lead members of the micro-regional coalition. In partnership with the UN Foundation, the OSE organized an exploratory meeting in October 2009, and is currently working with Philanthropy New York, a membership

organization for all New York-based private funders) to organize a follow-up meeting in mid-February 2011. Approximately one dozen interested foundations are expected to participate with the goal of further developing the micro-regional coalition concept and agreeing on next steps to select micro-regions for the project. UN agencies and foundations and philanthropists in Europe and Latin America will also participate in the project once it is further developed.

- In addition to its regular updates on aid to Haiti, the OSE will add new tools to its website to better illustrate the status of funding pledged by donors at the New York conference. These tools will include simple and interactive graphics that will enable users to explore aid to Haiti by donor and by sector.
- The OSE, in collaboration with the clusters and the government's civil protection authority, will support the UN Office for the Coordination of Humanitarian Affairs (OCHA) efforts to update the multi-risk contingency plan for 2011, including not only storm-related risks, but seismic and political risks.



Deputy Special Envoy Paul Farmer
and Special Envoy William J. Clinton

CONCLUSION

The Special Envoy, the Deputy Special Envoy, and their staff in the OSE have sought to adhere to the precepts of accompaniment, with the goal of helping Haitians to place their country on a path to stability and prosperity. “Aid as usual” has not worked in Haiti, and it is critical that all donors and actors in the Haitian context proceed with that lesson in mind. Giving money is not enough, and an international partner acting alone is counterproductive. Donors must pair their generous funding with generous time, attention, and sharing of experience; and no single actor will succeed in effecting change in Haiti without an array of Haitian partners at its side. It is only by acting together, with an agreed set of principles, that the members of the international community and their partners in Haiti will make improvements in the lives of the Haitian people.

Internationals must extend one hand to the government, while the other reaches out to civil society. This approach may take longer, but in the end, when the friends of Haiti look back a few years hence, they will have helped build a strong Haitian society, with a healthy and productive dialogue between the government and the governed.

Only this approach can give Haiti the hope of shedding the hackneyed superlatives of impoverishment. It is through accompaniment that Haiti will gain a new distinction as a country that fought back against circumstance, and won.

ACRONYMS

AERT	Advanced Environmental Recycling Technologies, Inc.
CGI	Clinton Global Initiative
CIAT	Interministerial Committee for Territorial Planning
CSO	civil society organization
HUEH	Hôpital Université d'État l'Haïti (State University Hospital of Haiti)
IDB	Inter-American Development Bank
IHRC	Interim Haiti Recovery Commission
MINUSTAH	Mission des Nations Unies pour la Stabilisation en Haïti (United Nations Stabilization Mission in Haiti)
NGO	non-governmental organization
OCHA	UN Office for the Coordination of Humanitarian Affairs
OSE	United Nations Office of the Special Envoy for Haiti
RCCL	Royal Caribbean Cruise Lines
SEDF	Soros Economic Development Fund
SELF	Solar Electric Light Fund
SRSG	Special Representative of the Secretary-General
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme



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