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ASSESSMENT OF BUSINESS AND WOMEN'S ASSOCIATIONS

**INVESTMENT-TRADE & ASSOCIATION DEVELOPMENT
(I-TRADE) PROJECT**

March 2008

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ASSESSMENT OF BUSINESS AND WOMEN'S ASSOCIATIONS

HAITI INVESTMENT-TRADE AND ASSOCIATION DEVELOPMENT
(I-TRADE) PROJECT

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

AACCLA	Association of American Chambers of Commerce in Latin America and the Caribbean
ADIH	Association des Industries d’Haïti (Manufacturers’ Association)
AGD	Administration Générale des Douanes (Customs Office)
AGERCA	Alliance pour la Gestion des Risques et la Continuité des Affaires (Disaster Management Alliance)
AHTIC	Association Haïtienne pour le Développement des Technologies de l’Information et de la Communication (TCI’s)
AMCHAM	American Chamber of Commerce in Haiti
APB	Association Professionnelle des Banques (Banks’ Association)
APN	National Port Authority
APRONA	Association des Producteurs Nationaux
ATH	Association Touristique d’Haïti (Touring Association)
AUF	Agence Universitaire Francophone (Francophone Universities Agency)
CCIH	Chambre de Commerce et d’Industrie d’Haïti (Chamber of Commerce and Industry)
CCHCI	Chambre Canado-Haïtienne de Commerce et d’Industrie
CLED	Centre pour la Libre Entreprise et la Démocratie
CEO	Chief Executive Officer (i.e. Executive Director)
CFHCI	Chambre Franc-Haïtienne de Commerce et d’Industrie
CFI	Centre de Facilitation des Investissements
CIPE	Center for International Private Enterprise
CONATEL	Conseil National des Télécommunications (Telecoms Office)
CMO-HOPE	Commission de Mise en Oeuvre de la Loi HOPE
CSPCEF	Commsission Secteur Privé pour la Lutte contre la Contrebande et l’Evasion Fiscale
CSR	Corporate Social Responsibility
DGI	Direction Générale des Impôts (Tax Office)
EDH	Electricité d’Haïti
EU	European Union
FDR	Feuille de Route (Private Sector Roadmap, 2006)
GOH	Government of Haiti
HOPE	Haitian Opportunity
IADB	Inter-American Development Bank
ILO	International Labour Organization
ITC	International Trade Consultants
ISCOR	Impôt sur le Revenu
MCFDF	Ministère à la Condition Féminine et aux Droits des Femmes
MCI	Ministère du Commerce et de l’Industrie (Ministry of Commerce)
MEF	Ministère de l’Economie et des Finances (Ministry of Finance)

PADF	Pan American Development Foundation
PASIC	Partenariat pour une Stratégie Industrielle et Commerciale (PPP for an Industrial and Commercial Strategy, 1996)
PDT	Plan Directeur Tourisme
PPP	Partenariat Public/Privé
PRIMA	Programme
RUP	Reconnaissance d'Utilité Publique (organization directed to the public benefit)

EXECUTIVE SUMMARY

The following report is submitted as a contract deliverable relating to Result 2 on “More Robust Private Sector Associations and Chambers Contributing to Economic Growth” — Assessment of business associations and women’s associations; selection and justification of beneficiary associations, due March 2008.

BUSINESS ASSOCIATIONS

This report assesses the overall state of Haitian business associations at the outset of the I-TRADE project, which aims to enhance Haiti's investment climate by fostering dialogue between the private and public sectors. The findings will serve as a baseline for contract Result 2, “Strengthening Haiti’s Private Sector Associations and Chambers.” As stated in the 2008 I-TRADE Work Plan, this assessment will enable I-TRADE to select five strong organizations to be the project's strategic partners (SPs).

By end of April 2008, a set of specific institutional strengthening activities shall have been developed, in consultation with the SPs, and included in individual work plans to ensure that the selected organizations contribute significantly to the development of a more vibrant and robust private sector participating actively in job creation and sustained economic growth.

This assessment is based on meetings and informant interviews with the presidents, board members and executive directors in charge of association’s policy and daily management, which began in December 2007. A questionnaire was submitted and complementary documents and data were sought from associations to substantiate this report.

Baseline Assessment of Business Associations

Approximately fifty business associations appear to be established in Haiti, [See Annex 1 – List of identified associations]. These organizations vary in name, nature, size, and governance. Most organizations are called associations or chambers and are legally established as non-profit organizations. Some specialize either by industry (such as banking, manufacturing, or tourism) or by geographic region; or their mandate may be much broader and cover all trade and industrial services nationwide, such as for example, the *Chambre de Commerce et d’Industrie d’Haïti* (CCIH — Haitian Chamber of Commerce and Industry), Haiti's first business association, established in 1895. However, the majority of business associations were established in the 1980s or even more recently [See Annex 2 - Basic Information on a selection of business associations].

Haitian associations operate in a particularly difficult business environment. The daily crises business owners face managing businesses in Haiti's challenging environment make it hard for them to volunteer the time needed to keep business associations running, especially as board members. Among the obstacles and problems associations face are a lack of leadership, poor membership, limited resources and income-generating activities, poor services, and limited capacity to carry out advocacy effectively and professionally.

Despite these challenges, business association leaders are clearly aware of the importance of the private sector and know that policy makers and the international community at large expect it to play a leading role in helping Haiti develop economically.

Association leaders and managers, who, themselves, appear to be particularly alert and committed to their duties, indicate that they encounter major difficulties mobilizing members to participate in committees and recruiting new leaders because of their lack of time to devote to volunteer association activities. In spite of this, since 2007 nearly all of the interviewed associations indicated that they had held statutory general assemblies and board meetings on a regular basis (some associations hold regular weekly meetings). With the country's return to democracy, associations have made a significant effort to establish new rules, develop a vision, and seek out and adopt best practices.

Most associations have low membership. Many association leaders appear to be unaware of the universe of potential members. But those who have done the exercise describe the findings as challenging. The Chamber (CCIH) estimates its universe at 1,500. Its current membership is approximately 300. The *Association Haïtienne pour le Développement et la Promotion des Technologies de l'Information et de la Communication* (AHTIC) estimates its universe at 1,250, while its membership stands at 30. The Manufacturers' Association of Haiti (ADIH) estimates its universe at 150 while its actual membership is 80. The *Association Professionnelle des Banques* (APB) is the exception, with all nine of the country's banks as members.

Associations derive their revenue mainly from membership dues which, as a rule, are calculated so as to cover operating expenses such as staff salaries, rents, networking, and other petty expenses. Special events and functions are financed by sponsors and timely fundraising campaigns. There are nearly no paid services offered to members or to the general public.

Business associations in developed countries generally seek to differentiate themselves by offering a series of innovative services to their clientele (members, investors, suppliers, the media, universities, government, and the business community). They focus on developing sophisticated marketing strategies to anticipate corporate needs and thus capture valuable revenue. They provide economic information, surveys, reports and updates, newsletters, economic alerts, training opportunities, lobbying, matchmaking, trade missions, and so forth.

Haitian business associations offered an unprecedented number of training sessions in the second half of 2007, thanks in part to foreign technical assistance from a variety of donors, including PRIMA-E.U; PADF/USAID; Agence Universitaire de la Francophonie –AUF, and so on. The members' response to these partly-paid training activities was generally positive, as reflected by the high attendance of employees. Training services appear to be a dependable source of income for associations, owing to the fact that they respond to the need for firms to become more productive and more competitive.

Most organizations are aware that they offer little or no services to members and stakeholders. Current services are restricted to traditional lobbying and advocacy activities on issues of concern to their members. Bi-national chambers, like AmCham and the *Chambre Franco-Haïtienne*, offer visa facilitation programs to members that were negotiated with the foreign consular sections. The primary services associations provide to their members consist in representing the organization in meetings and interventions before public bodies such as AGD, CONATEL, DGI, MEF, MCI on issues connected with their mission or main line of activity. Associations sometimes join together to commission position papers of general business interest.

Associations are concerned about their lack of knowledge of members' evolving needs and expectations. They know that this lack hampers the association's capacity to respond to members' needs and makes it difficult for them to attract new members. They blame this on the lack of sufficient funds and of qualified expertise and human resources. They rarely get volunteer assistance and their hired representatives are constantly overburdened with work, last-minute functions, and responsibilities. As a result, they are very open to cooperating with I-TRADE and interviewees warmly welcomed this new USAID initiative.

Business associations say that their main needs include efficient internet access, computerized membership databases, Web site design and maintenance, the expertise to develop quality "Position Papers," new services for membership development; international networking; and developed matchmaking capacity to increase membership competitiveness and attract investors. Accordingly, I-TRADE will develop practical activities to meet these needs with the associations selected to be its strategic partners.

Another area associations are interested in improving is in their capacity to dialog effectively with government and public bodies. Such consultations could occur under the auspices of public-private partnerships (PPPs), in which private sector representatives become more proactive in their relation with the government of Haiti and state institutions. The PPP methodology, which has expanded globally since its inception in the 1980s, is a jointly funded government-private sector venture designed to promote a structured dialogue between the two sectors. The PPP model calls for enhancing institutional capacity, and improving and developing monitoring and assessment methodology for gains in public service delivery.

Given the circumstances that prevail in Haiti today, business associations need dedicated hired professional managers and qualified (paid or aid-provided) expertise to enhance their capacity to fulfill their mission and help their members grow.

Business Associations: Selections Process

In view of I-TRADE's objectives for business associations — institutional strengthening and capacity-building — a critical preliminary task is the identification of strategic partners qualified as "strong." Strong associations meet several criteria:

- Governance: operate regularly, have permanent or hired management;
- Representiveness: have been repeatedly or consistently regarded as representative of a segment of the private sector vis-à-vis the government, the international community or the community at-large;
- Leadership: have proved their capacity to mobilize the business sector;
- Commitment: have participated, including financially, in several private sector initiatives;
- Legitimacy: are among the organizations registered on the list the Chamber of Commerce uses to convene private sector organizations.

The five associations selected by I-TRADE are the Manufacturers' Association of Haiti (ADIH); the *Association Haïtienne pour le Développement et la Promotion des Technologies de l'Information et de la Communication* (AHTIC); the American Chamber of Commerce in Haiti (AmCham); the *Chambre de Commerce et d'Industrie d'Haïti* (CCIH); and, as a women's association, *Femmes en Démocratie*.

General information and some relevant details regarding the operations and activities of the first four business associations are as follows:

ADIH: Established in 1981, has had two female presidents and currently has 80 members. ADIH has collaborated with CIPE to develop a strategic plan that includes intensive networking; developing partnerships with the private sector; supporting PPPs, especially CFI and trade agreement negotiations to encourage new investment; establishing work groups with Customs, DGI, APN; advocating for more business-friendly laws and diplomacy; developing new services and communications to satisfy member needs and capture new members; building relations with the government of Haiti, the Haitian diaspora, and the community at-large; and promoting trade missions and round tables on industrial issues. ADIH reviewed its bylaws and developed an action plan for 2008, adopted in December 2007.

ADIH represents the industrial sector, including manufacturers for the domestic market — particularly since it merged with the *Association des Producteurs Nationaux - APRONA* in 2005 — and those who focus on exporting, especially the Textile Assembly manufacturers, who are beneficiaries of the HOPE Act passed in December 2006. ADIH's leaders and managers are aware of the need to develop membership, services, and communication tools. ADIH has the staff qualified to carry out the daily management of the association.

ADIH has often been part of initiatives to enhance or institutionalize the dialogue with the government, and is an active member of CFI, CMO-HOPE, *Commission Tripartite d'Arbitrage et de Conciliation*, the *Commission du Secteur privé pour la lutte contre la Contrebande et l'évasion fiscale*. It was represented in the *Commission Présidentielle pour la Croissance et la Modernisation Economique*; la *Commission Mixte Haïtiano-dominicaine*. ADIH is a member of the International Employers' Association (I.L.O.). ADIH has developed an expertise in respect of several of the issues I-TRADE seeks to work on: the movement of goods, trade agreements, investment, the legal framework, and

so on, and has worked in partnership with CCAA on the Port issue. ADIH leaders and managers have welcomed the I-TRADE project, which they participated in designing, and declare themselves committed to developing a true partnership.

AHTIC: Established in 2005, AHTIC currently has 30 members. It collaborated with CIPE to develop a strategic plan and review its bylaws. It has an ambitious action plan for 2008, with goals of enlarging its membership by 50 percent, developing services for members, organizing round tables, fairs, and conferences on ITCs, implementing participative processes to deliver policies, improving awareness of ICT challenges for businesses, policymakers, and officials, seeking technical assistance, and supplying surveys and data on ICTs.

AHTIC represents an important and growing sector: all the major telecommunications corporations, major taxpayers, and investors of the past three years are members of the association, giving the membership a diversified base. Leaders and managers are very enthusiastic about the challenge of membership development. AHTIC has already organized several workshops to engage in advocacy issues such as the modernization of the legal framework, promoting E-governance, and enhancing the public awareness of major telecom issues. It has also addressed more technical issues.

AHTIC is a young proactive, association, that has developed regional networks with sister associations, organized participation in fairs and conferences, and developed partnerships, locally, with state bodies such as CONATEL, universities, and training providers. AHTIC leaders are looking forward to cooperating and partnering with I-TRADE.

AmCham: Established in 1980, it has 80 members. AmCham is Haiti's first bi-national chamber. Its mission is to promote trade and investment between Haiti and the United States. It has benefited from CIPE assistance in its ongoing strategic planning, but is yet to finalize its strategic plan or its 2008-2009 work plan. Its newly hired executive director plans to offer more services to members and expand after having negotiated in 2007 an MOU with the US consular section to set up an expedited visa program for the business community, which was launched in early 2008.

AmCham has contributed actively to several PPPs and major private-sector joint initiatives. It has taken the lead on many advocacy issues and anti-corruption and anti-contraband campaigns, as spokesman of the major taxpayers (seven out of ten of the top taxpayers are AmCham members), and presides over the *Commission du Secteur privé pour la lutte contre la Contrebande et l'évasion fiscale*. It is also a member of CMO-HOPE. For the past five years, AmCham has been addressing a variety of issues of relevance, including trade agreements, for the business sector thanks to the Forum-AmCham.

AmCham is directly engaged in corporate social responsibility (CSR) activities and recently developed a disaster management and business continuity program in partnership with PADF. It engaged in the ongoing St. Martin Dialogue in partnership with

CONCERN WORLDWIDE/ GLENCREE (Concern is a non-profit organization, based in Ireland, which mission is to help people living in extreme poverty achieve major improvements in their lives. The Glencree foundation works worldwide on sustainable peace initiatives. They approached AmCham in 2006 to inform and mobilize the business sector in this peace process in Saint-Martin, Port-au-Prince).

AmCham is affiliated with the powerful Washington-based US Chamber of Commerce through its umbrella network of regional associations of American Chambers of Commerce in Latin American and the Caribbean (AACCLA), which are established to promote face-to-face interaction between business and government leaders in the Western Hemisphere.

AmCham leaders and managers are enthusiastic about the partnership with I-TRADE and are in the process of identifying the most appropriate areas of cooperation.

CCIH: Established in 1895, the *Chambre de Commerce et d'Industrie d'Haïti* (CCIH) is the oldest business association in Haiti. With 300 members, it connects the capital chamber in Port-au-Prince to the provincial chambers of commerce. It has developed a strategic plan with CIPE, which is being gradually implemented.

The CCIH has participated in nearly all PPPs and is currently a member of CFI, the *Commission Tripartite d'Arbitrage et de Conciliation*, and the *Commission du Secteur privé pour la lutte contre la Contrebande et l'évasion fiscale*. In addition, it seats on the Board of the *Electricité d'Haïti* (EDH). It was represented in the *Commission Présidentielle pour la Croissance et la Modernisation Economique* and the *Commission Mixte Haïtiano-dominicaine*. It has hosted the *Conseil d'Arbitrage et de Conciliation*, funded by PRIMA/EU and IADB, since 2007, and coordinated regular meetings of the *Assemblée des Présidents d'Associations* since 2004. It also participates actively in the initiative to address the insecurity issues of downtown Port-au-Prince.

CCIH often serves as the main interface with the public and international donors. Among its challenges now are to increase membership by providing new services, increase its income-generating activities, and develop communication tools and channels with its membership, the business sector, and the community at large.

With technical assistance from the EU and PRIMA, CCIH is finalizing a nationwide coverage with a network of departmental chambers, which coincide with Haiti's 10 administrative departments.

CCIH leaders and the newly hired management have not yet defined specific areas of collaboration with I-TRADE, but have already indicated an interest in improving capacity in communications and in membership development.

Conclusions

These four business associations can contribute significantly to the accomplishment of I-TRADE's seven objectives, owing to their expertise, leadership, and recent activities and strengths.

They engage in advocacy and are amenable to participating in PPPs on issues related to trade and investment (see Annex 3 – Involvement in Public-Private Partnerships); they have developed variable levels of expertise in lobbying; have proved their capacity to enhance investment; have encouraged and developed corporate social responsibility (CSR) activities; and have an obvious potential to develop their membership. Improving them can help ensure that Haiti benefits from a robust, vibrant private sector that contributes significantly to job creation and economic growth.

In accordance with its 2008 work plan and the commitments undertaken with other USAID projects, the next step will be for I-TRADE to settle on a list of activities with its strategic partners so as to include them in individual work plans and identify the key issues they shall commit themselves to advocate for.

WOMEN'S ASSOCIATIONS

I-TRADE had great difficulty identifying women's associations that have been involved in women-focused activities regarding entrepreneurship, trade, and investment—and the apparent lack of such organizations was confirmed in a meeting I-TRADE had with the minister of women's rights. *Femmes en Démocratie* appears to be the only institution to have developed programs in this field.

Femmes en Démocratie: Established in September 2000, it has 35 members in addition to a network of affiliate local organizations. The Foundation *Femmes en Démocratie* is part of a worldwide network of women leaders, called "Vital Voices." The mission of this non-profit organization is to empower women to perform in the areas of law, politics and entrepreneurship from the local level all the way up to the highest decision-making instances.

The organization is presided over by Mrs. Danielle Saint-Lot, former minister of commerce and former executive director of the chamber of commerce, and has eight board members. It has developed activities for women operating in both the formal and informal sectors of the economy, including: custom-made vocational and technical training (marketing, management, packaging, food-processing, e-commerce, and so on), access to credit, matchmaking activities, trade missions, and they focused on women entrepreneurship. Sessions were held in Port-au-Prince (including in "hot spot areas,") as well as in nearly all the geographic departments.

Femmes en Production is an annual tradeshow, started and organized by *Femmes en Démocratie*. Its fifth edition will take place in May 2008. It is a major event, one of the few regular quality tradeshow scheduled in Haiti, and it is dedicated to promoting the know-how and creativity of women entrepreneurs. Exhibitors include producers of handicrafts, interior design, fashion, jewelry, food processing, and so on. Last year, a

delegation of buyers including representatives from the Haitian Diaspora in Florida participated. This year major regional buyers are expected.

Femmes en Démocratie has sought technical assistance from local and international private and public donors, and has secured partnerships over the years with such institutions as ADIH, AmCham, CCIH, IADB, the European Union, USAID, Sogebank, and others.

It has recently developed a new strategic plan to expand membership and diversify its income-generating activities to ensure that the organization becomes financially self-sufficient and can afford to cover its operating expenses. Some legal reforms have also been identified to put forth and work with the new parliament.

As the only key player in women entrepreneurship and women-focused trade and investment, *Femmes en Démocratie* is a natural partner for I-TRADE. One proposal under consideration is to develop specific women-focused training activities with business associations, especially with the assistance of certain financial institutions, like Sofidhes, that have some concern and interest in women's economic development.

There are reports that two other organizations have recently been established to assist women entrepreneurs, but we have not yet located them. We hope to contact them soon.

Conclusions

Femmes en Démocratie, has the proven capacity, network, and expertise to develop significant activities for women entrepreneurs to contribute to job creation and lobby for economic policy reforms. They will be I-TRADE's main interface in the women's associative world for the time being.

ANNEX 1: LIST OF IDENTIFIED ASSOCIATIONS

NO.	Acronym	Full Name of Organization	Address	Area / City	President	First Name	E-mail address
1	AAH	Association des Assureurs d'Haiti	Angle rue du Peuple/Miracles, 131	C V - PAP	DE CATALOGNE	Fritz	capital@hainet.net
2	ADIH	Association des Industries d'Haiti	Rue Borno, 21	PV - PAP	SASSINE	Georges B.	georges@agtextilesb1.com
3	ADPAH	Association des Producteurs d'Artisanat Haitiens	c/o SHODECOSA	CV - PAP	TAGGART- LEBARBE	Ginette	ginettelebarbe@hotmail.com
4	AEA	Association des Entrepreneurs de l'Artibonite	Rue Jean-Jacques	GONAIVES	AUGUSTE	Pierre Robert	aegvef@yahoo.fr
5	AHE	Association des Economistes d'Haiti	5, Av Riviere	CV - PAP	PAULVIN	Jean-Claude	economistes_haiti@yahoo.com
6	AHEC	Association Haitienne des Entreprises de Construction	Rue Lambert, 108	PV - PAP	LEROUGE	Herve	association_ahec@yahoo.fr
7	AHTIC	Ass. Haitienne pour le Dev. des Technologies de l'Information & de la Comm.	Rue Moise, 18	PV	PEREIRA	Ralph	ralph@comphaiti.com
8	AHZOF	Association Haitienne des Zones Franches		PAP	BAKER	Jean- Edouard	
9	AIHE	Association Interamericaine des Hommes d'Affaires		PAP	TURNIER	Lionnel	lturnier@hotmail.com
10	AJEH	Association des Jeunes Entrepreneurs d'Haiti		PAP	DODARD	Jacqueline	
11	ALA	Association des Lignes Aeriennes		PAP	FORD	Peter	
12	AMARH	Association Maritime Haitienne	c/o Maison D'Adesky	Delmas - PAP	LEMKE	Wilhelm	wlemke@dadesky.com
13	AMCHAM	Chambre de Commerce Americaine en Haiti	Rue Moise, 18	PV	FILS-AIME	Bernard	bfils-aime@comcelhaiti.com
14	ANADIPP	Ass. Nationale des Distributeurs de Produits Petroliers	Dubois Shopping Center, 40	Delmas - PAP	THEODORE	Jean-Claude	anadipp@hainet.net
15	ANEM	Association Nationale des Exportateurs de Mangues	Santo 20, #5 -	Croix-des- Bouquets	BUTEAU	Jean- Maurice	jmbuteau@mango-haiti.com
16	ANIDPP	Ass. Nationale des Importateurs & Distributeurs de Produits Pharmaceutiques	Boulevard Harry Truman	CV - PAP	EDMOND	Ralph	rfjedmond@yahoo.com

17	ANMH	Association Nationale des Medias Haitiens	c/o Signal FM	PV - PAP	ISSA	Anne-Marie	amhhaiti@yahoo.com
18	APB	Association Professionnelle des Banques	Rue Faubert, 133	PV - PAP	CHARLES	Maxime D.	apbhaiti@hotmail.com
19	APP	Association des Producteurs de Pavés	Place Boyer, 1	PV - PAP	AUGUSTE	Claudine	apphaiti@yahoo.com
20	ASDEC	Association des exportateurs de Café	Rue Oge, 24	PV - PAP	ETIENNE	Julien	incahaiti@hotmail.com
21	ASHAV	Association Agences de Voyage	Etage Horizon Tours	LALUE	CHAUVET	Pierre	ashav@hainet.net
22	ATH	Association Touristique d'Haiti	Rue Moise, 18	PV	CHANCY	Maryse	athhaiti@yahoo.com
23	ATSEH	Association Touristique du Sud Est					
24	CCI GON	Chambre de Commerce et d'Industrie des Gonaives	Rue Favre Geffrard, 159	GON	DORVIL	Nahomme	dorvil0365@yahoo.fr
25	CCIBA	Chambre de Commerce et d'Industrie du Bas Artibonite	BP 026 HT - St Marc	ST-MARC	DERENONCOURT	Claude	claudederenoncourt@agrotechnique.com
26	CCIC	Chambre de Commerce et d'Industrie de la Croix des Bouquets	Rue Republicaine, 11	Croix-des-Bouquets	BRUTUS	Ericq	jjerrickbrutus@hotmail.com
27	CCIGA	Chambre de Commerce et d'Industrie de la Grand'Anse	Rue Eugene Margron 114	JEREMIE	SAINT-PIERRE	Jean-Ernst	erstpierre@yahoo.fr
28	CCIH	Chambre de Commerce et d'Industrie d'Haiti	Boulevard Harry Truman	CV - PAP	ARGANT	Jean-Robert	amecolink2@ameconet.com
29	CCIHC	Chambre de Commerce et d'Industrie Haitiano-Canadienne	c/o Visa Lodge	PAP	LIAUTAUD	Frantz	hacachamber@yahoo.com
30	CCIP Nippes	Chambre de Commerce, d'Industrie et des Professions des Nippes	Robsi Hotel	Miragoane	SINEAS	Marie-Carme	robsihotel@yahoo.fr
31	CCIPC	Chambre de Commerce, d'Industrie & des Professions du Centre	Angle Rue Claireheureuse & Batrville	Mirebalais	CLERVIL	Eliodor	e_clervil@yahoo.fr
32	CCIPN	Chambre de Commerce, d'Industrie et des Professions du Nord	Rue 13B, 115	CAP-HAI	DORVIL	Malherbe	mamadorvil@hotmail.com
33	CCIPNE	Chambre de Commerce, d'Industrie et des Professions du Nord-Est	Rue Toussaint Louverture	OUANAMIN THE	BOULOS	Rudolph	djosephfedgard@yahoo.fr
34	CCIPNO	Chambre de Commerce, d'Industrie et des Professions du Nord-Ouest	Rue Jean-Pierre, 2		MOISE	Jovenel	jomarmoise@yahoo.com
35	CCIPS	Chambre de Commerce, d'Industrie et des Professions du Sud	Rue du Port	CAYES	LEGER	Pierre	pleger22@yahoo.com

36	CCIPSEH	Chambre de Commerce, d'Industrie et des Professions du Sud-Est d'Haiti	Angle Rues Eglise & Bourbon	Jacmel	LARGE	Frantz	frantzlarge@hotmail.com
37	CCISTBA	Chambre de Commerce & d'Industrie de St Marc et du Bas Artibonite	B.P. 026 HT	ST-MARC	VIAUD	Roland	norberroland@yahoo.fr
38	CFHCI	Chambre Franco-Haitienne de Commerce & d'Industrie	Rue Goulard, 5	PV	BRANDT	Gregory	cfhci@yahoo.fr
39	CHDC	Conseil Haitien pour le Developpement des Relations avec la Chine	Rue Goulard, 5	PV	BAZIN	Dominique	
40	CLED	Centre pour la Libre Entreprise & la Democratie	2e Avenue du Travail, 9	PAP	VICTOR	Patrick	cledhaiti@direcway.com
41	F E D	Femmes en Democratie	Rue Calstroem, 10	L alue- PAP	ST-LOT	Danielle	vitalvoiceshaiti@yahoo.com
42	FAN	Federation des Amis de la Nature	Rue Camille Leon		LEMOINE	Laurence	
43	FNH	Fondation Nouvelle Haiti	Rue Borno, 14	PV - PAP	BERLANGER	Leopold	lberlanger@yahoo.com
44	FONDIH	Fondation des Industries d'Haiti	Rue Moise, 18	PV - PAP	ATTIE	Patrick	patrick.attie@esih.edu
45		Chambre de Commerce et d'Industrie de Gros-Morne			FORTIL	Andre	

ANNEX 2: BASIC INFORMATION ON A SELECTION OF BUSINESS ASSOCIATIONS

Name	Since	Members	Universe	Board Members	Board Women	Staff	E.D	Consultants	Committees	Budget 07 (\$)	Strategic Plan	Work Plan
ADIH	1981	80	150	17	3	6	1	1	2		Yes	Yes
AHTIC	2005	30	1,250	9	0	0	1	2	3		Yes	Yes
AMCHAM	1980	70		10	4	3	1	1	2	127,000	Shortly	No
APB	1987	9	9	5	0	3	1	3	3	78,000	Shortly	Yes
ATH	1951	54		11	4	5	1	6	5		Shortly	No
CCIH	1895	300	1,500	18	3	7	1	3	Ad Hoc		Shortly	Yes
CCIHC	2004			9			1				Yes	Yes
CFHCI	1987	98		9	3	4	1	0			Yes	Yes
CLED	1992	40		10			1	1			Shortly	Yes
TOTAL		681		98	17	28	9	17	15			

ANNEX 3: INVOLVEMENT IN PUBLIC-PRIVATE PARTNERSHIPS

PPP	ADIH	AHTIC	AMCHAM	APB	ATH	CCIH	CFHCI	CLED	CCHCI
CFI	Yes	No	No	No	Yes	Yes	No	No	No
CMO-HOPE	Yes	No	Yes	No	No	No	No	Yes	No
Commission Tripartite	Yes	N/A	N/A	No	No	Yes	No	No	N/A
CSPCEF	Yes	No	Yes	No	No	Yes	Yes	No	No
EDH	No	No	No	No	No	Yes	No	No	No
Com. Mixte Haitiano-Dominicaine	Yes	N/A	No	No	Yes	Yes	No	No	N/A
Commission contre la Contrebande (2005-2007)	Yes	N/A	Yes	No	No	Yes	No	No	N/A
Comité Facilitation Douane (1997-2000)	Yes	N/A	No	No	No	Yes	No	No	N/A
Commission Présidentielle pour la Croiss.(1996-2000)	Yes	N/A	No	Yes	Yes	Yes	Yes	Yes	N/A
PASIC (1996)	Yes	N/A	No	No	No	Yes	No	No	N/A
Table Sectorielle (1997/98)	Yes	N/A	Yes	Yes	No	Yes	Yes	No	N/A
Plan Directeur Tourisme	Yes	No	No	No	Yes	No	No	No	No
Dizaine TIC'S		Yes							
Mixed Trade Missions (2007)	Yes	Yes	No	No	No	No	Yes	No	Yes
Official Trips	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes
TOTAL	13	2	5	2	5	11	5	3	2