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CIVIL SOCIETY ADVOCACY (CSA) IN HAITI

**Final Technical Report (from August 15, 2007 to November 30,
2009)**

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TABLE OF CONTENTS

I.	Executive Summary	3
II.	Background.....	7
III.	Key Achievements by Objective	
	a. Component One: Civic Education and Community Initiatives.....	9
	b. Component Two: Civil Society Advocacy.....	37
	c. Component Three: Communications and Media.....	44
	d. Component Four: Civil Society Organizations Capacity Building.....	60
V.	Lessons Learned	67
VI.	Recommendations.....	70
VII.	Monitoring and Evaluation (M&E).....	71
ANNEX I.	Success Stories.....	79
ANNEX II:	Pact Subgrantee Information.....	85
ANNEX III.	IC Accomplishments.....	87
ANNEX IV.	IC Projects 2007-2009.....	89
ANNEX V:	Map of Initiative Committees by Commune.....	93

I. Executive Summary

In August 2007, Pact signed a three-year cooperative agreement award with the United States Agency for International Development (USAID) in Haiti focusing on the Democracy and Governance sector. The program was called “Civil Society Advocacy” (CSA). The program was implemented through a consortium of INGOs composed of Pact, NDI and Internews, with USAID’s support, over a period of two and a quarter years.

Most notably, the program focused on civic education and community initiatives, civil advocacy, media and communications and capacity building of local organizations. Unfortunately, due to limitation of funds, the program ended earlier than scheduled. The official end date of this program was November 30th, 2009.

Over the course of the two- year period, the most important impact of the CSA program was to change the mindset of local communities toward the existence of CSOs who are often portrayed as opponents of the government. A striking example is the statement made by the Prime Minister, Michèle D. Pierre-Louis, during the third OCAPP public debate, when he said: “the Haitian Civil Society and the Government are no longer in opposition against each other; they now walk side by side to discuss key policy issues”.

Pact achieved significant success in helping civil society advocacy groups increase their access to information, ability to engage in constructive dialogue with decision-makers, and supporting concrete follow-up commitments to hold government accountable for its actions. The primary vehicle for this success was a combination of training, brokering of opportunities for such dialogue at high-level conferences and debates, and subawards to civil society organizations to engage in various activities connected to advocacy on targeted thematic areas.

The following is a snapshot of the results achieved:

- Pact supported the Citizen Watch Dog Group “Observatoire Citoyen de l’Action des Pouvoirs Publics” (OCAPP) to organize two key debates, a debate on judicial Reform with the representatives of the Ministry of Justice, the Parliament along with members of the Civil Society which resulted in the signature of a MOU between OCAPP and the Minister of Justice; and a second one with the Minister of Agriculture and the Secretary of State for animal production to discuss strategies on how to increase Haiti’s national production. The debates created a neutral space between civil society leaders and state officials from the three branches to share freely and openly views about policy issues.
- In November 2008, the project organized the first civil society international conference in Haiti. About 300 organizations took part at this event. It was an opportunity for Pact to encourage Haitian CSOs to create platform and to conduct advocacy campaign on key policy issues.
- In August of 2009, two organizations funded by Pact Initiative, Societe Civile (ISC) and Groupe Croissance (GP) were the two civil society organizations that participated actively at a Senatorial hearing regarding the 2009-2010 budget, advocating for a budget

process that is more participatory and transparent. The two organizations made several recommendations to the Senate.

- With the local NGO *Agropresse*, the advocacy coalition against the insect infestation in the North consolidated their convening power by presenting a documentary film on the infestation to government ministries with the goal of raising national awareness of this issue.
- Pact awarded large and small grants to approximately 40 Local NGOs to address issues of civic interest, including but not limited to good governance, service delivery, civic education, policy reform, equal access to legal services, transparency, women's empowerment and engagement.
- Pact organized two advocacy capacity building activities; one was a one-day introduction to Advocacy and the second was a two-day TOT workshop; both events were very successful in the sense that they helped lots of CSOs to understand what the term "advocacy" really means.
- In May 2009, La Fondation Nouvelle Haiti, a civil society organization who received training and grant from Pact negotiated during several months with the Ministry of Justice to find solutions regarding the issue of birth certificates in St. Marc.
- A total of 2,110 participants, including 431 women, or 20 percent of Civic Forum program participants, improved their leadership and conflict resolution capacities through their participation in 213 conflict resolution workshops.
- Seven local organizations were assisted to train and support citizens to observe elections that took place in April 2008.
- The Capacity Building component of the CSA program conducted 55 workshops (45 workshops in the OCA process and 10 workshops in the Training process) across the country with the grantees, the ICs, the CRS networks and the journalist associations as well as other CSOs with a total of 611 participants (454 men and 157 women)
- A total of 38,617 students and 52 schools implemented the Democracy for All program in the Artibonite, North and West departments from 2007 to 2009.
- As a result of the DFA (2008) sessions, students advocated for more transparent use of funds in the Lycee Alexandre Petion. Students requested that the school director explain how a recent \$10,000 donation would be used. Following the students' intervention, the director explained how the school expected to spend the donation for school improvements and supplies.
- Numerous trainings and workshops for journalists and radio stations centering around accounting, budget management, and income generation for radio stations resulted in significant capacity gains among radio journalists.

- Two General Conferences of the RAMAK CRS Network were supported.
- In Terre-Froide in Fonds-Verrettes, intervention by IC groups stopped an escalation of violence and encouraged community members to continue peaceful conflict resolution. In late February 2008, as a result of a fight between two students, one student in the Center for Modern Studies (*Centre D'Etudes Modernes*) was seriously injured. While the school intervened to stop additional fighting, once outside school grounds, the conflict escalated to the point that family members of both students confronted each other with machetes and knives. Fearing wide-spread violence, the local community quickly called two members of the local IC, who are well-respected in their community, to try to resolve the conflict. Both individuals participated in NDI sessions on conflict resolution and, using their skills from these sessions, spoke to both groups. The groups agreed not to fight and reached an agreement to not take further action against each other.
- Through 853 facilitated meetings with local civil society and government representatives, IC members strengthened their capacity to engage in civil life by building relationships with key community actors at a communal section, communal and departmental level.
- Through 34 community assemblies, 2,179 IC members and citizens, including 538 women, demonstrated citizen commitment to actively participate in civil life and internal democracy by agreeing to represent community groups in IC structures.
- Through 16 town hall meetings, 1,804 citizens, including 478 women, participated more actively in their civic life by interacting with their elected officials and holding them accountable for promises they made.
- More than 40 civic and business groups came together to form broad based coalition to implement an advocacy campaign for tourism as development.
- In Marigot, one of the communes most affected by the 2008 hurricane season, DFA students and teachers worked to restore the now deforested terrain in their communes. The students raised funds and sought donations of seeds and saplings to start a nursery for the project.

The close of this program comes at a time of economic hardship and political uncertainty in Haiti. At its end, an historical presidential election was scheduled in 2011. There remains an acute need for civic education among the general population and many CSOs still struggle with poor organizational capacity. To prevent widespread apathy in upcoming elections, Haitian citizens must understand their rights and responsibilities as citizens and be encouraged to actively engage in the electoral process.

Shortly after the end of this program, Haiti was struck by a devastating earthquake, killing tens of thousands and badly damaging Port-au-Prince. The earthquake claimed the lives of several devoted members of civil society, injured and killed staff and family members of the Consortium teams and their partners, and badly disrupted many key civic functions central to Haitian daily life. Aside from the obvious disruptions in preparing this final report, the earthquake was a

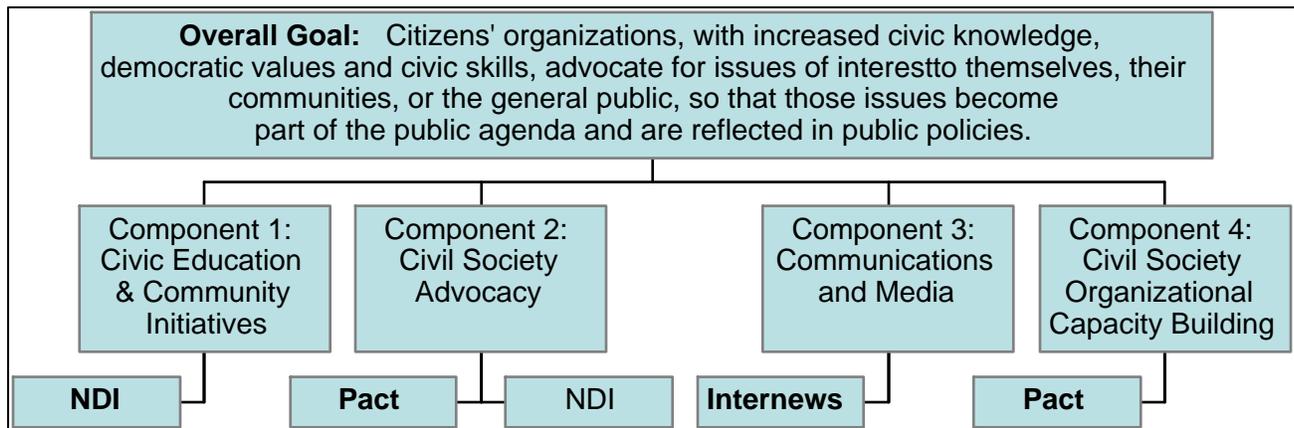
reminder of the continuing need to build capacity throughout Haitian society to engage in discourse over issues such as transparency in rebuilding and engagement over allocation of resources by decision-makers. It was also a reminder of the fragility of any society, and the Pact Consortium extends our condolences to the families of all those lost in the tragedy.

II. Background

Haiti’s recent history is rife with factors that contribute to state weakness – internal conflict, systemic and corrosive corruption, and economic collapse have all contributed not only to the hollowing of state institutions into parasitic shells (or in some cases, their outright disappearance), but to the weakening of the country’s social fabric. The latter may present a greater danger ultimately, as civil society can serve as a stabilizing factor to mitigate sources of conflict, and a medium for transmitting and moderating relationships between citizens and their government. Civic advocacy – understood as citizens exercising their right to organize around, engage with, and influence government policy on critical issues – is a pillar not only of democratic governance, but of stable societies. Without citizens capable of identifying, disseminating and lobbying their interests in a coherent, organized manner, democratic institutions such as legislatures and judicial systems are likely to atrophy. Advocacy at the grassroots and national levels represents the constant renegotiation of relationships between citizenry and the state, as it can be both a challenge to state power (as in citizens’ watchdog campaigns) as well as a partner (in terms of mobilizing resources to achieve a common developmental goal).

The objective of the Civil Society Advocacy (CSA) program was to empower CSOs for effective advocacy, strengthening their institutional capacities and for opening channels for CSOs inputs into the policy reform.

Pact and its consortium achieved these objectives through interventions including: technical assistance; sub-grant mechanisms (supporting both national and sub-national advocacy campaigns); advocacy training; and organizational development.



Key objectives of this program focused on:

- ◆ Component 1: Civic Education and Communities Initiatives. Activities under this component will promote civic education on democratic norms and values, and seek to act upon those values through the promotion of community-driven initiatives.
- ◆ Component 2: Civil Society Advocacy. Activities under this component will strengthen the ability of civil society organizations – be they at the national or sub-national level – to

identify, articulate, defend and promote citizens' interests, thus positively impacting policy elaboration and implementation by the government.

- ◆ Component 3: Communications and Media. Component three envisions a range of activities that will increase the relevance, quality, and reach of community radio stations and provide support to regional journalists' networks.
- ◆ Component 4: Civil Society Organizational Capacity Building. Activities under component four will focus on improving the institutional effectiveness of CSOs to ensure that their ability to engage in advocacy increases and that their actions are not consumed by the effort in "one-off" exertions.

III. Key Achievements by Objectives

Component One: Civic Education and Community Initiatives

Program Result 1.1: Citizens are more aware of their rights, responsibilities, key public issues and the workings of local and national government bodies, including the judiciary.

Program Activities

Building on the successes and achievements of its ten-year Civic Forum Program, NDI implemented this component of the Civil Society Advocacy program by extending the civic education component of the program to other areas of Haiti, including the Port-au-Prince area and the southwestern parts of the Central Plateau department. The DFA program was also expanded to 39 schools in six departments.

Program activities under this objective included the Civic Forum component; the creation of Initiative Committees; NDI's tailored technical assistance to ICs, including their evolution and activities; and the Democracy for All component focused on youth. Overall, program activities benefitted the majority of communes in nine of Haiti's 10 departments, reaching hundreds of civic organizations representing tens of thousands of Haitians.

Civic Forum

The Civic Forum program provides citizens with the knowledge, skills and encouragement to participate in the democratic process and engage their local officials in areas of common concern.

In October 2007, NDI began consulting with local government officials and community leaders to develop an inventory of civil society organizations. NDI met with local grassroots organizations to assess and invite these groups to participate in its civic education or Civic Forum activities in the Dessalines, L'Estère, and Montrouis regions of the Artibonite department and in the Petit-Goâve and Port-au-Prince region of the West Department. The information taken from these meetings and from the previously developed inventory was used to select civil society organizations to be invited to take part in the program and learn about democratic institutions and practices, as well as the rights and responsibilities of citizens. The inventory also contributed to the first selection of schools for the 2008 DFA program.

A total of 121 organizations were assessed, of which 72 were invited to participate in the Civic Forum program, based on their commitment to participate, presence in the community and adherence to democratic principles.

Table 1 : Number of Assessed and Participating Organizations in Dessalines, L'Estère, Mont Rouis and Petit-Goâve

Commune	Number of Assessed Organizations	Number of Participating Organizations
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Dessalines	20	15
L'Estère	30	16
Mont Rouis	31	20
Petit-Goâve	40	21
TOTAL	121	72

In January 2008, NDI began to conduct sessions on the Civic Forum modules in the Dessalines, l'Estère and Montrouis regions of the Artibonite department and the Petit Goâve region of the West, as well as the Port-au-Prince region. Over the course of this component of the program, NDI completed all 12 modules with participating organizations (see Table 3). Through the civic education topics covered in the guide, Haitian's learned about a myriad of topics from Haiti's geographic size and population, to a definition of government and how Haiti's different branches of government function. Participants were given a basic foundation to understand how Haiti is formed as a nation and to more thoroughly understand the principles and practices of democratic institutions.

Table 2: Civic Forum Module Sessions, January – June 2008

Location	Sessions	Participants (Women)
L'Estère & Dessalines	92	2,248(757)
Montrouis	119	2,522 (776)
Petit-Goâve	125	2,475(624)
Bel Air	56	863(224)
Cité Soleil	42	1,358(395)
Martissant	103	2,836(541)
TOTAL	537	12,302(3,317)

For many participants, these sessions were the first time they had exposure to information on how their government functioned. As a result, participants had a better understanding of the ability of Haiti to address its own challenges. Participants eventually began to include locally elected officials, such as communal section administrative councils (*Conseil D'Administration de la Section Communale*, CASEC), and communal section assemblies (*Assemblée de Section Communale*, ASEC), who particularly benefited from the modules on government.

Table 3: Civic Forum Module Topics

Module	Topic
1: State and its Territory	Participants learned the location and size of the Haitian territory, as well as the link between the environment, food production and health.
2: Population	Participants learned about the growth of population in Haiti and the meaning and effects of migration.
3: Government	Participants learned a basic easy-to-understand definition of government and democracy.
4: Citizenship	Participants learned who is allowed to vote and the meaning of good citizenship with references to the current Haitian constitution.
5: Branches of Government	Participants learned about the balance of power between the legislature, executive and judicial branch.
6: Legislative	Participants learned about the Chamber of Deputies and Senate and those members'

Power	roles and responsibilities, especially regarding their representation of citizens.
7: Executive Power	Participants learned about the functions of the President and Prime Minister.
8: Judicial Power	Participants learned about the different types of judicial tribunals, including departmental and civil courts, and the role of judges.
9: Local Government	Participants learned the roles and responsibilities of CASECs and ASECs, and commune and departmental government; given that communities often have the most government interaction with CASECs and ASECs, the module is useful in helping citizens understand the duties and appropriate role of local government.
10: Political Parties	Participants learned the basic components of a political party, its interaction with citizens, and its function inside and outside of government.
11: Constitutional Independence	Participants learned the duties of the Permanent Electoral Council (<i>Conseil Electoral Permanent</i>), Superior Court for Accounts and Administrative Functions (<i>Cour Superieure des Comptes et du Contenieux Administratif</i>), and the Office of Citizen Protection (<i>Office de Protection Du Citoyen</i>).
12: Elections	Participants learned the function of elections, key characteristic of democratic elections, role of electoral authorities and democratic electoral campaigns.

Given the high population density in the Port-au-Prince neighborhoods of Bel Air, Cité Soleil and Martissant, the Civic Forum program divided these neighborhoods into a total of 29 blocs. Within these designated blocs, NDI identified a total of 414 local organizations capable of and willing to participate in the program. As before, NDI chose the organizations based on their commitment to participate, presence in the community and adherence to democratic principles. In these areas NDI facilitated sessions per bloc with all participating organizations¹. In these neighborhoods, NDI conducted a slightly modified version of the Civic Forum modules. Based upon NDI's Citizen's Guide and other NDI training tools, NDI developed four general modules to address the need for targeted the civic education in these areas. These modules are: Citizen Participation, Group Management, Coalitions, and Advocacy/Organizing.

The 2008 April food riots caused delays in the Civic Forum program, and staff had difficulties accessing certain areas, especially in the Port-au-Prince region. However, NDI continued to conduct sessions on the Civic Forum modules in all program target regions. The civic forum component of the CSA program was successfully completed by all participating organizations by June 2008. Armed with the tools to effectively identify the needs of their communities, most participants decided to take the next step and form *Initiative Committees*.

Creation of Initiatives Committees

The Initiative Committees (ICs) or Bloc Committees (BCs) are community action coalitions whose membership represents a diverse set of civil society actors, including individuals from religious, youth, women, farmer and teacher associations. ICs and BCs seek to encourage communities to work together to prioritize and address community issues. In several communities, IC members have become elected officials and often serve as a key resource for ICs. They also strive to promote increased community activism from all sectors of society for

¹ In other geographic zones, NDI facilitated sessions per communal section with all participating organizations. Given the population density in the Port-au-Prince region, NDI decided to divide geographic zones for sessions through blocs, not communal section.

positive change in communities. At the end of the program in September, 2009, there were more than 170 ICs in Haiti. For a more detailed list and geographical representation of the ICs, please see Annex I and II. A number of Initiative Committees had already been created under NDI's previous USAID-funded civic forum program. NDI continued to support the creation of new IC's under this program. The IC activities discussed in this section refer to those created after the start of the Pact/ CSA program.

By the end of 2008, the program's efforts in the areas of Dessalines/L'Estere, Montrouis, Petit Goâve and Port-au-Prince region (Bel-Air, Cité Soleil and Martissant) had evolved from civic education (based on Civic Forum modules) into civic action through the creation of new initiative committees (ICs) and bloc committees (BCs), and technical assistance to recently-formed ICs and BCs to facilitate their first actions in their communities. NDI provided technical assistance that resulted in the formation of 37 new ICs in target areas in the last quarter of 2008.

The creation of new ICs in the West and Artibonite departments followed after the completion of NDI's 12 module *Gid Sitwayen* or Citizen's Guide. ICs were composed of 11 members. BCs were composed of nine members; given the urban setting and bloc distribution of neighborhoods, NDI determined that a nine-member BC was more manageable yet still representative of those neighborhoods. IC or BC members were chosen at the community forums. All members must be Haitian citizens, participate in community activities, be a resident of the community, and not hold publicly elected office. ICs and BCs adopt the same statutes, including on the following areas: membership criteria; roles and responsibilities of members; election process; term limits (2 years); meeting requirements; required member participation; and a framework for collaboration with other groups.

Table 4: ICs and BCs formed (April-December 2008)

Location	Number of ICs formed	Number of BCs formed
Dessalines	10	
L'Estere	6	
Montrouis	2	
Petit-Goâve	9	
Bel Air		6
Cité Soleil		6
Martissant		13
Saint Marc	7	
TOTAL	34	25

NDI's initial activities with the new ICs began as soon as one month after they began forming and focused on providing them with the tools to organize and to begin civic action, including workshops on leadership and community organizing techniques. Activities in August and September 2008 were significantly disrupted by hurricanes during that period. Despite these challenges, NDI continued to provide technical assistance to some of the ICs. As part of these activities, NDI conducted meetings with 448 IC members to discuss teamwork and IC/BC development in order to improve their ability to address community issues and represent civil society. The first two community assemblies were conducted in Petit Goâve and Port-au-Prince. NDI noted that tensions between the community and locally elected officials increased in

September 2008 in Cité Soleil largely over the community's perception of the lack of government responsiveness following the hurricanes. While NDI still worked in the region, it had to reduce its travel to Cité Soleil for meetings with BCs for security reasons during this time.

Table 5: IC/BC Development Activities (July-December 2008)

Location	Meeting/Workshop/Community Assembly	Participants (Women)
Bel Air	12	57 (13)
Cité Soleil	3	19 (5)
Martissant	26	284 (45)
Petit-Goâve	17	278 (37)
Dessalines	1	8(0)
L'Estere	1	10(2)
Port-au-Prince	2	323(80)
Saint Marc	1	10(0)
TOTAL	63	989(182)

Technical assistance to ICs (Workshops and Meetings)

Throughout the program, NDI provided technical assistance to ICs in the form of workshops, meetings and more specific assistance based on each IC's progress. Many of these workshops were attended by local elected officials. IC/BC members then replicated these workshops in their respective communities. As such, these workshops served as a catalyst to community action in many localities. Workshops resulted in the mobilization of resources that would contribute to road repair, financial support from community donors to conduct projects to help the homeless and other projects that benefited their community's infrastructure, health services, education services and environment. In addition to concrete projects that IC members developed with the skills learned from their meetings with NDI, they also contributed to local policymaking by meeting with their local officials and making suggestions on how to improve life in their commune.

Although the initial IC/BC activities with NDI centered on workshops to provide them with organizational and mobilizing skills, beginning in 2009, NDI implemented a series of leadership and conflict resolution workshops. The leadership workshops focused on skills-building including assessing approaches to leadership and establishing effective leadership structures within ICs or BCs. The conflict resolution workshops were designed to build on leadership workshops and provide ICs and BCs with the skills to peacefully resolve conflicts within their communities. Each section covered topics including the nature of conflict, conflict resolution techniques and negotiating strategies. Workshops were conducted by locally based NDI field coordinators using an NDI guide. These workshops ended in July 2009, when NDI conducted two evaluation sessions to complete the modules. During these session participants discussed their initial perceptions of conflicts and how these perceptions had changed through the course of the modules.

Table 6. Conflict Resolution Workshops (January - September 2009)

Location	Workshops	Participants(Women)
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West department (Bel-Air, Carrefour, Bolosse, Mon repos, Fontamara, Martissant, Bastia, Petit Goâve, Vareux, Port au Prince, Cité Soleil, Charlotin)	167	1,752(380)
Artibonite department (L'Estere, Dessalines, Saint Marc, Montrouis, Déluge)	45	390(66)
Center department (Hinche, Lospalis)	1	29 (2)
TOTAL	213	2,171(448)

In the last three months of the program, NDI supported ICs in organizing several workshops to identify and prioritize the most pressing community needs, find strategies to respond to them and promote civil society/government exchanges and coordination to solve these issues. IC members were also exposed to the concepts of community leadership, the importance of community organizations and responsible citizen participation. As the funding situation became uncertain, NDI had to reduce the number of workshops it conducted.

Table 7. IC Workshops: Artibonite and West Departments (July-September 2009)

Town, Department	Workshops	Participants Total (Women)
Saint Marc	2	19 (2)
Dessalines	1	10(2)
L'Estère	1	9(0)
Port-au-Prince	3	48(14)
Petit Goâve	1	101(10)
TOTAL	8	187(27)

Issue-based Community Assemblies



Petit Goâve Community Assembly

As ICs and BCs matured in their organization and community standing over time, NDI helped them organize community assemblies that brought together officials from the municipality, communal section administrators (CASECs) and community members to discuss specific community development priorities and concerns. Very often, the assemblies were the first opportunities citizens and even CASECs/ASECs had to speak to their elected officials to express their concerns. Community assemblies covered a myriad of different topics and sometimes resulted in the creation of a project to benefit the community; more often though, communities of Haitian citizens experienced the

opportunity to fortify their relations with their locally elected officials. The assemblies also benefited the elected officials, as they were presented with the rare opportunity to speak one on one with their constituents. Over the course of the program, the issue-based community assemblies carried out by the newly developed ICs improved citizen relations with their local officials, and helped create a better informed and more civically responsible citizenry. During the program, NDI supported seven issue-based assemblies that reached 1, 273 citizens, including 271 women.

Table 8. Issue-based Community Assemblies

Location	Community Assembly	Highlight
Carrefour	1	<ul style="list-style-type: none"> • Citizens improved relations with their local mayor, who encouraged them to consult his office regularly on their proposed projects for the community.
Petit Goâve	2	<ul style="list-style-type: none"> • Citizens successfully persuaded their local mayor to participate in a radio broadcast to explain his policy decisions. • IC members capitalized on their convening power to organize an event to commemorate international Women's day. Citizens also learned more about the functioning of the executive and legislative branches of government and their role in a democratic system.
Cité Soleil	2	<ul style="list-style-type: none"> • Citizens improved their relations with their local eputy by addressing the increasing crime rate in the community.
L'Estère	1	<ul style="list-style-type: none"> • Citizens consulted with their local Mayor and strengthened their relationship with him by presenting their ICs and their work.
Martissant	1	<ul style="list-style-type: none"> • Relations between Haitian citizens and their local deputy improved and became more sustainable as a follow up committee was created to check in with the local deputy on the issues that concerned the community.

Creation of Communal Coordination Committees

As ICs developed their organizational capacity and standing in their communities, they began to take on larger projects and coordinate action with other ICs. To improve their coordination on a larger geographic scale, ICs came together to create Communal Coordination Committees (CCCs) and Departmental Coordination Committees (DCCs). Beginning in 2009, the newer ICs from the West and Artibonite departments began to create CCCs for their areas.

NDI helped ICs create the CCCs by conducting preparatory and planning meetings, holding community assemblies to present the CCCs to the community and assisting ICs in working in coalitions. After their creation, CCCs would often take charge of conducting larger scale community assemblies and town hall meetings. From January to April 2009, NDI provided technical support to ICs to hold four meetings and four community assemblies with 332 people, including 41 women to create their CCCs and present them to their communities.

Table 9: Communal Coordination Committee Formation (January-April 2009)

Location	Meeting/Assembly	Total Participants (Women)
L'Estère/Saint Marc	5	149(14)
Dessalines	1	91 (8)
Couche Tard Ciné	1	87 (19)
Petit Goâve	1	98 (12)
TOTAL	8	332 (41)

Democracy for All (DFA)

The DFA program was a condensed and concentrated version of the Civic Forum program, with students generally completing the coursework in one year. NDI organized the program in schools during the academic terms in 2008 and 2009 (January to June and September to January). The program was implemented incrementally with the aim of expanding to the national level over the planned three-year program. Due to the sudden loss of funds in September 2009, NDI only implemented years one and two of the program. Students who took part in the DFA program became more involved in concrete initiatives to strengthen democratic culture and improve the life in their communities. Over the course of the program, students engaged in advocacy, community service and civic education projects that directly affected members of their communities. Moreover, the DFA program had a multiplier effect since students were encouraged to discuss civics lessons at home and involve family members in community activities.

At the start of the program in 2007, NDI met with the Quisqueya Christian School to discuss the possibility of conducting *Democracy for All* training in English. School officials expressed preliminary interest. NDI began discussions with Street Law², the developers of the *Democracy for All* modules, to conduct an English-language training session in Haiti with interested schools where English is the language of instruction.

Following these preliminary meetings, NDI facilitated workshops on implementing the *Democracy for All* (DFA) secondary-school civic education and organizing program with a total of 52 teachers in the Artibonite, North and West departments. Teachers received an overview of the DFA curriculum and materials, teaching methodology, ways to facilitate interactive

² Street Law is a nonprofit headquartered in the Washington D.C. area whose mission is to provide practical, participatory education about law, democracy and human rights. Founded in 1985, it began its *Democracy for All* program, upon which NDI's *Democracy for All* program is based, in South Africa. Currently, Street Law has programs that teach human rights and democracy-building in more than 30 countries around the world, including Algeria, Ghana, Macedonia, Mongolia and the United States.

discussions and non-traditional teaching methodology, and means to extend impact of the program outside the school room.

In total, 39 schools committed to implementing the *Democracy for All* program in the Artibonite, North and West departments. Of those schools, 12 were located in the areas of l’Estère, Gonaives, Montrouis, and St. Marc. In addition, the UNION school in Port-au-Prince also implemented the *Democracy for All* program. This was the first time the program was implemented in a traditionally upper-class, English-language school in Haiti.

NDI organizers, as well as the CSA program coordinator, visited 11 partner schools to motivate teachers and assist them in program implementation, though certain schools remained behind schedule in terms of the presentation of modules to students. Different exam schedules and Carnival season caused some delays for DFA activities. In addition, the food riots in April 2008 postponed several DFA activities, although most DFA sessions continued, and students took the final DFA test in mid-to late June. NDI continued to visit implementing schools to work with teachers to motivate their efforts as well as find additional means to support the implementation of the program, though staff time and resources were limited.

As a result of the 2008 DFA sessions, students advocated for the more transparent use of funds in the Lycee Alexandre Petion. Students requested that the school director explain how a recent \$10,000 donation would be used. The director explained how the school expected to spend the donation for school improvements and supplies.

The 2007/2008 DFA program ended in June 2008. A total of 2,030 students from the Artibonite, Grand’Anse, North and West departments participated and passed the final DFA exam on the fundamentals of democracy for that academic year. As a result of the program, those students increased their knowledge on: the meaning of democracy; responsibilities of government and citizens in democracy; democratic systems of government; human rights; elections; and appropriate means for citizen participation in democracy.

The commencement of the 2008/2009 DFA program, planned for September 2008, was delayed due to changes to the academic calendar as a result of hurricane damage. For the 2008/2009 academic year, the DFA program was implemented in a total of 79 schools: 40 in the West and Grande’Anse departments and 39 in the Artibonite and North departments. By early November 2008, all participating schools had begun classes and administered the pre-test to 2,030 students under the DFA program.

Table 10: Geographic Zones of 2008/2009 DFA Program Implementation

Community	Number of Schools Implementing DFA Program (2008/2009 academic year)
West & Grand’Anse departments	
Bel Air	6
Carrefour	4
Cité Soleil	7
Jacmel	3
Jeremie	14

Marigot	3
Petit-Goâve	3
Subtotal	40
Artibonite & North departments	
Dessalines	3
Cap-Haitian	3
Gonaives	3
Hinche	3
Lascahobas	3
L'Estere	3
Maissade	3
Milot	9
Mirebalais	3
St. Marc	6
Subtotal	39
TOTAL	79

In 2009, DFA classes in some areas were interrupted due to teacher protests for salary back payments and better work conditions, gang-related violence and Carnival. Nevertheless, NDI continued to conduct classes on chapters one, two and three of the DFA manual in nearly all partner schools of the program. The program ended successfully in (July 2009 with students taking a final assessment exam. For a detailed list of participating schools in the 2007/2008 and 2008/2009 programs, see Annex III and IV.

Other Activities

Through the initial assessment to identify organizations to participate in the Civic Forum program, NDI made several new contacts with civil society organizations in the Port-au-Prince region. As a result of these contacts, on March 8, 2008, NDI assisted the League of Women in Cité Soleil (*Ligue des Femmes de Cité Soleil*) to conduct a workshop with 94 women and 6 men on the role of women in Haiti and the need for greater inclusion of women in decision making. During the event, the League discussed the history of International Women's Day and highlighted the significant role of women in Haitian political life through concrete examples. In addition, the League presented its seven priority areas to increase the decision making and status of women in Cité Soleil: improving access to health services; improving access to justice to counter violence against women; improving access to microcredit; describing the programs and projects financed in the name of Cité Soleil; creating a professional training center for women in Cité Soleil; committing to ensure that 40 percent of all enterprise projects in Cité Soleil be allocated to women; and including women's voices in all decision-making related to Cité Soleil. NDI assisted the League to develop a one-page brochure on these priority areas, the history of International Women's Day, and the role of women in Haitian democracy. The brochure was distributed to all participants, as well as other community members.

Program Result 1.2: Citizens participate more actively in civic life

Program Activities

Under this program result, NDI provided in-depth technical assistance to selected ICs to help them increase their organizing and advocacy efforts; consolidate their standing in their communities; improve their relationship with local elected officials; and increase their convening power.

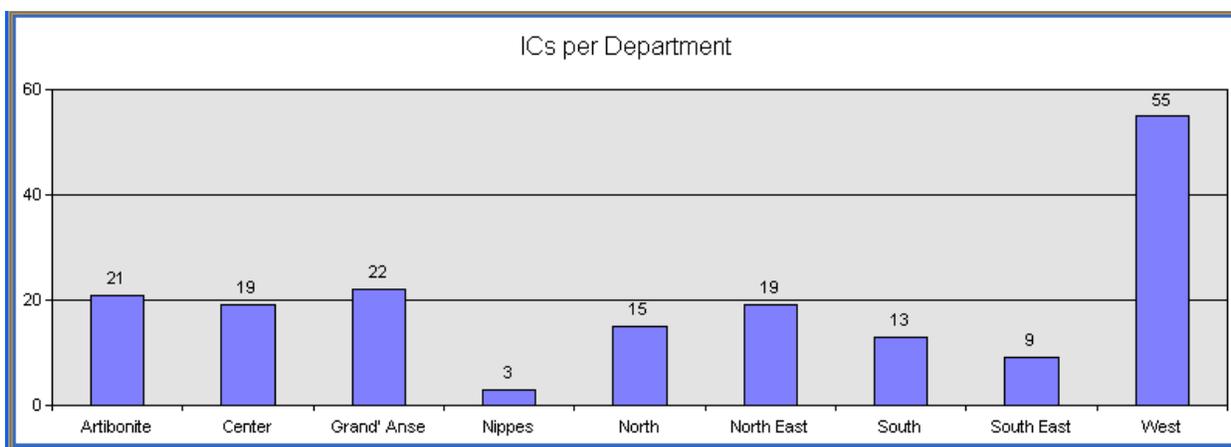
Initiatives Committees (ICs)

In the last quarter of 2007, NDI selected 86 already existing ICs from the previous Civic Forum program to receive technical assistance in organizing and advocating for development initiatives to benefit their communities as a way of building on its previous Civic Forum program. NDI evaluated approximately 180 groups and ultimately chose ICs with active members and positive working relationships with other civil society organizations and the government. As part of efforts to implement activities in new geographic areas, NDI conducted various internal workshops and meetings during this period. At the beginning of October, NDI facilitated a meeting in Port-au-Prince with the CSA field staff to present the new program and review aspects of the program that differed from the previous Civic Forum program.

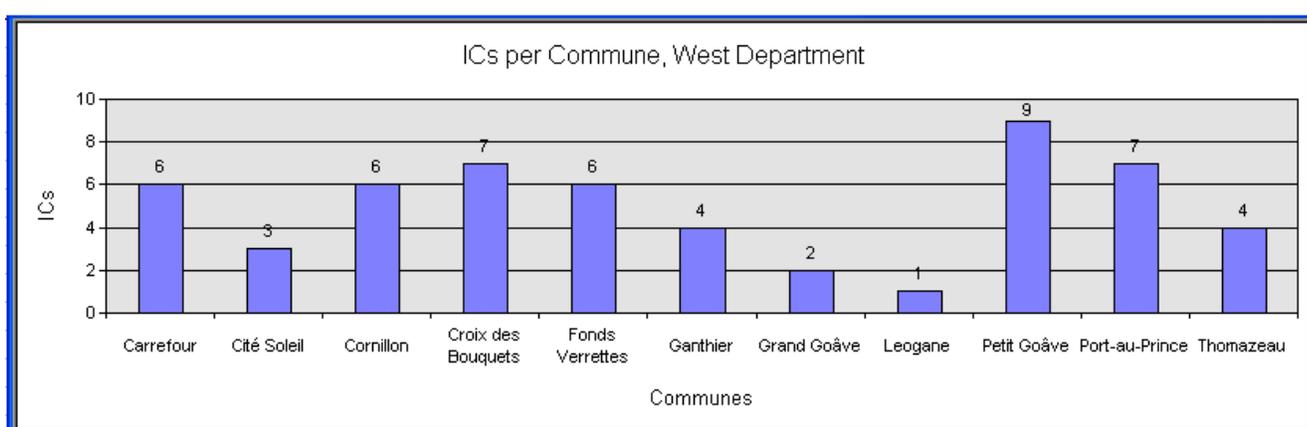
In early November, Aaron Azelton, director of NDI's global Citizen Participation team, traveled to Haiti to assist the CSA team in planning and implementing the program. During his visit, the CSA team reviewed the workplan and activities needed to reach program objectives, as well as the methodology to be used in implementing the advocacy component of the program.

NDI's work with ICs from January to March 2008 included helping them to conduct their internal elections for members whose terms were ending. The first elections took place in March and April in community assemblies and included the participation of local grassroots organizations whose members were allowed to vote for IC members. The participation of a wide-range of social actors and transparent methods of these elections, which are mandated in IC regulations, allowed ICs to gain legitimacy and organizational support from a wide range of social actors. While elected officials could not be named as IC members, their observation of the election process helped ICs build a network of support that became a vital resource for future activities and outreach.

Over the course of the program, a total of 176 ICs and BCs were created. At the end of the program on September 30, 2009, 144 ICs remained active.



The majority of ICs were created in the West department. Within that department, the majority of ICs were located in Petit Goâve and Croix des Bouquets.



IC members conducted various activities with technical support from NDI and developed projects independently using the skills learned through NDI's assistance. These activities can be divided into the following categories: IC meetings, the visioning process, community assemblies, town hall meetings, the creation of communal and departmental coordination committees and finally other miscellaneous public works projects carried out by IC members and other members of their community.

IC Meetings

In the first quarter of 2008, and with NDI's assistance, ICs conducted 219 meetings with local organizations and/or elected officials to encourage their participation in IC elections, explain the election process and the role of ICs, and inform participants of the date and location of the elections. In addition, these meetings allowed community members and the government to understand the importance and need for collaboration in the development of local communities.

Table 11: IC Meetings January-March 2008

Location	Meetings
Capotille/Ouanaminthe	20

Cayes	12
Fonds-Verettes	13
Ganthier/Thomazeau	26
Gonaives	8
Hinche/Maissade	35
Jacmel	13
Jeremie/Moron/Chambellan	7
Limbé	23
Milot	17
Mirebalais/Lascahobas	9
Pestel	20
Trou du Nord/Fort Liberté	16
TOTAL	219

In late March 2008, Aaron Azelton, director of NDI’s global Citizen Participation team, Miranda Dugi, NDI’s senior program assistant for Haiti, and Lauren Coletta, Common Cause international director, traveled to Haiti to assist the CSA team in designing and implementing program activities, as well as to train staff on community visioning and the Common Cause approach to organizing.

Over the course of two days, the team conducted workshops with NDI organizers to teach them how to implement and facilitate community “visioning” and “mapping” with local ICs and other community groups, as well as provided basic approaches to organizing drawn from Common Cause’s effective campaigns. “Visioning” is the process by which community members chart the future they want and begin to plan the types of development activities and political outreach needed to achieve that vision. “Mapping” is the process by which communities identify available domestic and international resources and areas where resources are lacking. This training laid the foundation for organizers to facilitate community “visioning” and “mapping” processes with ICs and other local groups as part of their efforts to increase the capacity of local groups to organize their communities to advocate for change. See the “Visioning Process” section below for a more detailed synopsis of this important component of the program.

Despite heavy rains and food riots that began in April 2008, NDI continued to work with ICs to conduct their internal elections for members whose terms ended at that time. ICs conducted 561 meetings with local organizations and/or elected officials to encourage their participation in IC elections and, following IC elections, to begin outlining the community visioning process. NDI staff faced serious challenges in reporting their activities with the usual level of accuracy during this time due to Haiti’s instability. As such, the following table represents aggregated figures for participants in both IC meetings and Community Assemblies (see relevant section).

Table 12: IC Meetings and Community Assemblies, April-June 2008

Location	Meetings	Community Assemblies	Participants(Women)
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Capotille/Ouanaminthe	40	12	970 ³
Cayes	52	12	1,782(418)
Fonds-Verrettes	40	12	1,485(613)
Ganthier/Thomazeau	37	11	1,491(494)
Gonaives/St. Marc	73	14	1,544*
Hinche/Maissade	51	13	1,619*
Jacmel	61	21	3,078(1,143)
Jeremie/Moron/Chambellan/Pestel	32	1	282(65)
Limbe/Cap-Haitien	59	12	1,149*
Milot	38	7	1,654*
Mirebalais/Lascahobas	35	12	816*
Trou du Nord/Fort Liberte	43	20	1,683*
TOTAL	561	147	17,553(2,733**)

From January to March 2009, NDI facilitated IC meetings to organize a variety of activities to support their community's larger goals as outlined during the visioning process. To this effect, during this period NDI facilitated 23 meetings in 11 different communes with the participation of 217 citizens, including 43 women.

Table 13: IC Meetings January - March 2009

Location	Meetings	Participants (Women)
Cap- Haïtien	2	9 (2)
Limbe	1	13(3)
Milot	1	11(1)
Trou Du Nord	3	27(7)
Fort Liberté	2	18(2)
Ouanaminthe	2	9(2)
Capotille	1	6(1)
Hinche	1	60(8)
Maissade	1	7(0)
Mirebalais	4	14(4)
Gonaïves	5	53(13)
TOTAL	23	217 (43)

From April to June 2009, most of the meetings organized by ICs sought to plan activities, gather and share information and develop strategies for action. Some of these meetings focused on motivating IC members to implement community visioning plans. During this period, NDI facilitated 46 meetings in seven different departments that reached 683 citizens, including 141 women. With the community visioning process underway in several regions, ICs focused their attention during this period in developing their internal organizational statutes, evaluating their progress thus far to identify areas for improvement (Northeast) and in some areas, to review their visioning process thus far (North). Other ICs in Artibonite and the Northeast conducted meetings

³ Gender breakdown not available. (Denoted in an * thereafter). However, based on gender breakdown at similar events, NDI has estimated that approximately 1,800 additional or 31 percent of participants were women

** Figure does not include additional 31 percent estimated participation of women.

to discuss public works projects that included building public water tanks in Fort Liberté and implementing a culinary lake project (artificial lake for fish breeding/production) in Gonaives. ICs continued to show their maturity and convening power through their ability to call upon important elected officials such as senators, mayors and departmental officials.

Table 14. IC Meetings April-June 2009

Location	Meetings	Participants (Women)
Northeast (Trou du Nord, Fort Liberté, Ouanaminthe, Acul des Pins, Savane au lait, Capotille, Haut Madeleine)	12	294 (45)
Artibonite (St Marc, Montrouis, Gonaives, Calabois, Bassin Mangman)	9	114 (26)
North (Milot, Haut du Cap, Limbé)	8	40 (4)
South (Cayes)	2	108 (31)
Centre (Hinché, Maissade, Savane Grande)	9	49 (14)
Grand Anse (Chambellan, Moron)	3	40 (12)
West (Croix des Bouquets, Port au Prince, Thomazeau, Ganthier)	3	38 (9)
Total	46	683 (141)

Despite the uncertainty of remaining funds during the last months of the program, NDI continued to support ICs to organize activities to improve their planning and organizational capacity, plan larger assemblies; mobilize community support; ensure follow-up meetings on community initiatives and establish contact with possible future partners for collaboration on development projects. ICs' consolidated standing in society and convening power allowed them to call on important officials of the United Nations Stabilization Mission in Haiti (MINUSTAH), Oxfam International Mayors and Deputies to attend their meetings. From July to September 2009, NDI facilitated four meetings in three different departments that reached 52 citizens, including three women.

Table 15: IC Meetings July - September 2009

Location	Meetings	Participants(Women)
Torbeck	1	15(0)
Gonaives	1	20(2)
Cayes	1	11(0)

Acul de Samedi	1	6(1)
TOTAL	4	52(3)

Visioning Process

Visioning is the process by which community members chart the future they want and begin to plan the types of development activities and political outreach needed to achieve that vision. NDI worked with ICs in hurricane-affected communities to chart a vision of how their communities can be rebuilt in the short and long-term. Through these efforts, ICs worked to engage citizens in addressing the immediate needs of the community while also striving to link short-term recovery to longer-term community improvement efforts.

Following elections and community assemblies conducted between April and June of 2008, NDI assisted ICs in eight different departments to begin their community visioning process. In June 2008, NDI conducted regular planning meetings with ICs to develop their community visioning plans. At these meetings, NDI encouraged ICs to include locally elected officials and community groups in their development of a community vision plan to ensure widespread buy-in; ICs worked to engage citizens to participate more actively towards achieving the community vision. As part of these efforts, NDI worked with ICs to facilitate internal IC discussions on the key issue areas of their communities: infrastructure, environment, education, health, and agriculture. Various ICs conducted informal meetings with locally elected officials and civil society members to discuss their draft community visions; these informal meetings informed key community members of IC activities as well as built confidence and trust in ICs to engage community members in efforts to improve their communities.

The four hurricanes that affected Haiti in late August and early September of 2008 resulted in a delay of some planned activities, particularly in Gonaives. However, NDI continued to meet with ICs to assist them in conducting visioning activities as possible and appropriate, including meetings and activities to understand and monitor the recovery and rehabilitation efforts of the government and other actors. In October 2008, NDI began working with ICs who had advanced past the initial stages of the visioning process. This involved conducting activities to consult the broader community on issues of concern. Over the course of the visioning process program, NDI facilitated fewer meetings with fewer participants as compared to the earlier stages of the program. Toward the end of 2008, NDI began to tailor its technical assistance to ICs' particular needs based on their progress in the visioning process. For example, ICs in Ganthier combined their visioning documents into a community action plan, while ICs in Cayes continued to conduct workshops on selected topics from the NDI's civic education manual, the *Citizen's Guide*. In Thomazeau, different representatives from ICs of this commune finalized their visioning documents. Finally, in December, ICs throughout the Artibonite region organized debates with local elected officials and experts on a range of topics, including healthcare, education and infrastructure.



Marigot IC representative presents visioning document to Deputy Mayor Délouis Félix during a community assembly

By the end of 2008, ICs in Marigot had advanced furthest in the visioning process. They met regularly to harmonize their visioning documents, analyze data collected from their communities to draft community

action plans, and organized a community assembly to present their final visioning statement to elected officials.

In 2009, NDI continued to facilitate the visioning process through several workshops and meetings to continue creating and disseminating the visioning documents. In particular, NDI facilitated internal IC discussions on key issues identified by ICs in their communities as they engaged in efforts to create and finalize visioning documents, which included addressing difficulties that their municipalities face. At the onset of 2009, progress on the visioning program varied from region to region. In the West department, visioning documents were completed and awaited revision. Half of ICs of the Artibonite region also finalized the visioning documents and in Thomazeau and Ganthier, visioning documents were synthesized and made ready to present to elected officials. ICs of Jacmel, on the other hand, had just recently started gathering this information. ICs of Cayes were also still at the beginning of the process at this time and had just made preliminary contacts to conduct visioning activities in Chantal, Port-Salut, Camp Périn and Torbeck. Generally, the North, Northeast and Artibonite departments completed the visioning process the fastest, while other departments such as the South needed more time to draft their visioning documents.

At the end of NDI's CSA program, out of the 96 total ICs that participated in the visioning process, 83 had completed their visioning statements. These statements reflected the direct needs of municipalities and communes and would serve as a basis for open communication between Haitian citizens and local elected officials. For example, the Visioning documents of ICs of Limbé focused on education, health and environmental reform, whereas ICs of Gonaives expressed more of a concern with the agriculture and education sectors.

Table 16: Visioning Meetings: April 2008-September 2009

Location	Meetings	Participants (Women)
Northeast		
Trou du Nord/Fort Liberté	36	753(199)
Capotille/Ouanaminthe	26	194(33)
South		
Cayes	19	374(127)
Chantal	1	13(1)
Monséjour/Morisseau	2	25(4)
West		
Fonds-Verettes	11	108(40)
Ganthier/Thomazeau	13	335(64)
Artibonite		
Gonaives/St. Marc	32	236(59)
Center		
Hinche/Maissade	18	214(67)
Mirebalais/Lascahobas	11	64(13)
South East		
Jacmel/Marigot	28	509(168)

Grand'Anse		
Jeremie/Moron/Chambellan/Pestel	6	65(10)
North		
Limbé/Cap-Haitien	51	312(63)
Milot	24	203(34)
TOTAL	278	3405(882)

Creation of Communal and Departmental Coordination Committees

As ICs developed organizational capacity and standing in their communities, they began to take on larger projects and coordinate their actions with other ICs in the area. To increase the effectiveness and impact of their activities, ICs came together to create Communal Coordination Committees (CCCs) to address commune-level issues and Departmental Coordination Committees (DCCs) to address issues affecting the entire department. Initially, the first ICs to create such structures were those that were established during the previous Civic Forum program. However, over the course of the CSA program, the newer ICs reached the same level of organizational capacity and created their own CCCs and DCCs.

The first ICs to begin this process were in the South department in Cayes. They created two CCCs and one DCC by the end of September 2007. From October to December 2008, the North, Northeast, Artibonite, Center and Grand'Anse departments quickly followed suit by creating CCCs of their own. Also during this period, IC members in the Artibonite, North and Center departments began discussions for the creation of DCCs in their respective departments. Once a CCC was created, the members met regularly with local elected officials, including CASECs and ASECs, to discuss common priorities and challenges. CCCs were also heavily involved in the visioning process; as they took steps to encourage more participation in the visioning process in their communities. Over the course of the program, CCCs implemented activities in conjunction with their corresponding ICs; which included hosting Town Hall meetings and conducting Community Assemblies which will be detailed below.

By the end of the program, in September 2009, IC members had successfully created CCCs in the Artibonite, Center, Grand'Anse, North, Northeast and South departments; over half of the departments where ICs were initially present. Through their respected standing in their communities, IC members conducted assemblies to present their DCCs and CCCs to their fellow citizens. Benefitting from their extensive contacts, ICs successfully convened elected officials, other NGO and CSO members and international representatives, such as from MINUSTAH, to be present for such assemblies. Additionally, several CCCs and ICs that experienced lags in the previous months began to focus their efforts on restructuring and reinvigorating participation in their communities.

IC/CCC Restructuring

During the last three months of the program, many ICs in the Artibonite, West and Northeast departments conducted meetings to restructure and reinvigorate their committees with technical assistance and expertise from NDI. Restructuring often entailed holding elections to replace IC members after their terms were expired and reassessing the role of IC members,

internal rules and membership fees. However, some of these meetings went further and discussed the challenges ICs faced in carrying out their activities, and discussed new strategies ICs could adopt to increase their outreach to their communities and local NGOs. Some ICs determined that absenteeism was a big challenge due to the distances between members. Other ICs identified a lack of resources and the need to establish a stronger network of contacts. As a result, ICs of these departments underwent significant structural changes in order to better meet the needs of their communities. NDI facilitated nine meetings to this effect with a total of 250 people attending, including 100 women. Present at these meetings were elected officials such as Mayors and CASEC and ASEC members. These meetings resulted in several former dormant ICs being reinstated and integrated into their respective CCC.

Table 17. Restructuring Meetings

Location (Department)	Meeting/Assembly	Participants(Women)
West	2	168(81)
Artibonite	4	58(14)
Northeast	3	24(5)
TOTAL	9	250(100)

Community Assemblies

Community Assemblies brought together officials from the municipality, communal section administrators (CASECs) and community members to discuss the community's development priorities and concerns. Very often, the assemblies were the first opportunities citizens and even CASECs/ASECs had to speak to their elected officials to express their concerns. Unlike other issue-based assemblies mentioned earlier in this report, these assemblies were open to the entire range of pressing community concerns.

Over the course of the program, NDI helped facilitate 34 community assemblies in five departments that reached 2,179 citizens including 538 women. These assemblies often had larger attendance records than other IC activities. Assemblies also took longer to plan since often elected officials and other important representatives were invited to attend these events. Generally, Community Assemblies began to be implemented as early as April 2008, as ICs increased their community standing and acquired necessary contacts to put together such an activity. Because of the particularly devastating hurricane season of 2008 and the April food riots, initial implementation of community assemblies started out strong (see IC meetings section) but soon experienced a lull as communities struggled to recover from the damage both incidents caused. By the end of 2008 (October-December) ICs continued their regular implementation of community assemblies.

During the last quarter of 2008, Assemblies focused on issues surrounding the damage caused by hurricanes. In particular, IC members met with local elected officials to hold them accountable for funds promised to go to reconstruction efforts after the hurricanes. Other assemblies covered the issue of potable water projects and the delivery of goods and services. During this period, NDI facilitated five community assemblies, which were attended by a total of 496 people, including 205 women.

Table 18. Community Assemblies (April 2008-September 2009)

Location	Community Assemblies	Participants(Women)
Milot	1	26 (16)
Cap-Haitien	4	390(80)
Ganthier/Thomazeau	2	312(77)
Mirebalais/Lascahobas	1	123 (106)
Hinche	4	316 (71)
Milot	1	15 (1)
Ouanaminthe	9	171 (33)
Saint Marc	1	39(13)
Grand Goâve	1	72 (6)
Capotille	3	174(46)
Fort Liberté	3	195(32)
Cayes	2	161(22)
Aquin	1	150(25)
Gonaives	1	35(10)
TOTAL	34	2,179(538)

Assemblies between January and March 2009, and particularly in the North department, continued to focus on road rehabilitation and potable water projects. ICs during this period exhibited advanced organization skills, as they began to create committees to follow up on projects and issues brought up during the assemblies. Once again, the presence of local elected officials such as CASECs and ASECs were frequent, as well as mayors, ministerial officials and advisors to the president.

Community Assemblies organized during the last six months of the program (April-September 2009) transitioned from the traditional assembly implemented by ICs to larger-scale meetings implemented more generally by CCCs. These larger assemblies were conducted in the North, Northeast, Artibonite and South departments, while the newer ICs in the Center department implemented more issue based community assemblies on their own (see Objective 1). This reflects the general organizational advancement of ICs in these departments. The six assemblies organized during this period raised once more issues of road repair, access to potable water, and political issues such as the debate over the approval of the minimum wage law, which dominated the political arena during this period. In addition, toward the end of the program issues of citizen and food security and agricultural topics such as the effects of free range husbandry on land were prominent. In addition to local elected officials, representatives of local CSOs, MINUSTAH and the National Police also participated in these assemblies.

Town Hall Meetings

In contrast to the more narrow geographic and issue focus of community assemblies, a town hall meetings brought together national and local elected officials and the broader community of which IC members are one part. They were organized by more advanced ICs in collaboration with SUNY (State University of New York)/ARD and NDI's USAID-funded Political Party Development Program (PPD), and culminated in the creation of a follow-up

committee to maintain contact between the community and elected officials.⁴ Elected officials took advantage of these meetings to provide information on their accomplishments and also receive information on community needs. These activities also served to build consensus on needs and priorities to benefit the community as a whole.

The first town hall meetings began in January 2008, and were organized by ICs and CCCs. As these events were organized on a larger scale and required more planning and design, only one town hall meeting was organized during the period of January-March 2008 and none at all were conducted from April to June 2008 because of the food riots and hurricane season. The first town hall meeting in January facilitated coordination between local citizens and the Ministry of Public Works to advocate for greater oversight of the Ministry's programs.

In the aftermath of the several hurricanes that affected the country during the summer of 2008, NDI's CSA and PPD programs, in collaboration with SUNY/ARD, organized eight town hall meetings to encourage citizens to hold elected officials at all levels accountable for communities' reconstruction efforts. These meetings were designed to create greater space for discussion between elected officials and citizens, create opportunities for parliamentarians to discuss their initiatives to respond to citizens' needs and facilitate citizen participation in shaping recommendations and solutions for community needs. These meetings represented a significant advance in constituents' relations with elected officials, by providing a rare opportunity to discuss community needs.

The town hall meetings were attended by parliamentarians, mayors, communal section council members (CASECs), communal section assembly members (ASECs), civil society organizations and political party members. As a result of NDI's technical assistance, follow-up committees were created in most areas to continue future communication with elected officials and to organize future town hall meetings.

In 2009, NDI facilitated seven town hall meetings in four departments. During this period, ICs consolidated their convening power and status within communities and could easily invite on different members of society to participate in their meetings that successfully involved the public in the policy and decision making process of Haitian elected officials. In most instances the town hall meetings raised awareness of the network of ICs and their corresponding CCCs and DCCs within the department or commune. The town hall meetings were also a space to discuss current political issues, such as the minimum wage law that was passed in August 2009. The town hall meetings in 2009 continued to be attended by important locally elected officials such as CASECs, ASECs, deputies and mayors, but they were also attended by local CSO representatives and even other international NGOs and other organizations such as OXFAM and MINUSTAH. The last town hall meeting held in Mirebalais in August 2009 was attended by political party representatives and was implemented in collaboration with NDI's USAID-funded PPD program. This was an important step for ICs assembling capabilities as their

⁴ The CSA program's contribution to this process focused on working ICs to facilitate these meetings, recruit participants from local elected officials, CSOs and the general citizenry, and to facilitate follow-on communication for the follow-up committees. The PPD program's contribution was focused upon the national-elected officials, both providing for their transportation needs as well as teaching them effective communication techniques for such a meeting, if required.

neutrality and credibility in a heated political environment became evident through the invitation and attendance of representatives from six different political parties. The town halls in particular showed the mobilizing power of IC network in Haiti.

Table 19: Town Hall Meetings January 2008 – September 2009

Location	Town Hall Meeting	Participants (Women)
Jacmel	1	123(9)
Hinche	2	352(94)
Cité Soleil	1	147(150)
Dessalines	1	165(37)
Delmas	1	65(15)
Saint Marc	1	119(19)
Mirebalais	2	168(42)
Cayes	1	87(25)
Ganthier	1	130(24)
Carrefour	1	94(22)
Fort Liberté	1	110(13)
Anse-a-veau (Nippes)	1	145(19)
Milot	1	99(9)
TOTAL	16	1,804(478)

National Forum of Initiative Committees

The National Initiative Committees (IC) Forum was held on September 30, 2009 in Port-au-Prince. More than 128 people, including 18 women, attended. This important activity brought together representatives of all IC Departmental Committees in the country: North, Northeast, Center, Artibonite, West, South, Southeast and Grand'Anse.

In addition to CSA program staff participating in the event, NDI's President, Mr. Kenneth Wollack, and the Regional Director of the Latin American and Caribbean team, Mr. Jim Swigert, traveled to Haiti to attend this event. Representatives of various international organizations, NGOs and local Haitian organizations were also in attendance.

During the forum, IC members had the opportunity to meet their fellow network members as they were asked to introduce themselves to the audience. For many IC members, this was the first opportunity they had to witness the extent and reach of the national IC network. This introduction provided an overview of the extended geographical coverage of ICs.

Jean Pierre Gabin, CSA program director, presented the objectives of the meeting, which included presenting the ICs'

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| <p>IC National Forum Guests</p> <ul style="list-style-type: none"> • Isabel de Goussancourt, EU • Allen Henry, Executive Office for EU Development Funds • Marc Nteturuye, MINUSTAH • Karl Jean Louis, PACT • Louise Brunet, Internews • Phillippe Allouard, Internews • Esdras Fabien, Deputy of Carrefour • Charles Guerdy, Ministry of Internal Affairs • Eroc Junio Vilmont, Office of Modernization • Louis Noisin, founder, Université Roi Christophe • Kenneth Wollack, President NDI • Jim Swigert, Director LAC Team, NDI |
|---|

approach to community-building, sharing their experiences and achievements with participants, and proposing other actors, including the international community and the government, a new model for structuring communities nationwide. Jude Jeudy, an advocacy consultant and ex-coordinator of the CSA-NDI program presented his experience with communities and presented the concept behind Initiative Committees and their methodology.

IC members were then divided between five thematic workshops to share their experiences. Topics included IC statutes ; the mission of ICs, CCCs and DCCs ; the relationship between ICs and grassroots organizations; the interactions between ICs, CCC and DCC; and the IC movement and its sustainability.

According to the participants, the main role of ICs is to participate, and encourage other community members to participate, in all the social, political and economic decisions for the development of the community at local, communal and departmental levels as well as at a national level. Participants also shared examples of how ICs have maintained relationships based on respect, and have exercised their leadership to facilitate coalitions, resolve conflicts and strengthen their communities. With regards to the interrelations between ICs, CCC and DCC, participants spoke of developing a common vision on development for each department, and the possibility for communicating and sharing information among committees in the same department. Participants also stated they believed that the IC movement should be expanded to all the communes in order to make the national network of ICs more effective and to allow the country to have a more active civil society.

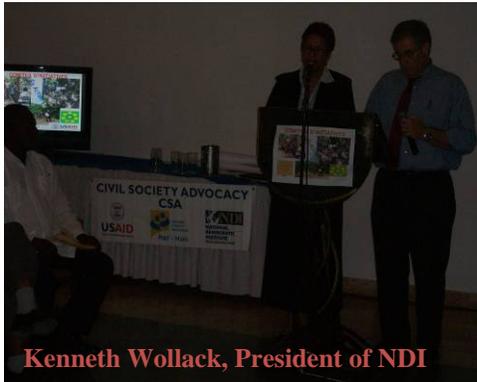
A mapping tool showing the growing number of ICs across the country and their geographic location by department, commune and communal section was also presented at this forum. (See Annex I)

Five important case studies on achievements were presented by members of the ICs:

- Préal Duperval of the North DCC and Limbé CCC presented an advocacy campaign for the improvement of the National School at Ravines des Roches, a project undertaken by ICs in the first section of Ravine des Roches in Limbé.
- M. Ronès Marcelus of the Departmental Coordination of the Artibonite and the CCC of Gonaïves presented examples of the leadership and mobilizing capacity of IC of the 2nd section of Gonaïves.
- M. Gabriel Louis from the DCC of the Northeast and the CC in Trou du Nord-Est and du Nord presented a case study on social justice and conflict prevention, a project that allowed workers on a conservation project to receive their salaries in the Roche-Plate communal section in Trou du Nord.



- Jocelyn Gracia from the Cap Haitien CCC, and member of the tourism development advocacy campaign presented on the successful results of strengthened relationships between the three larger sectors of the Cap Haitien community.



Kenneth Wollack, President of NDI

- M. Auberne Jean Julien from the DCC of the Southeast and the Marigot CCC presented the development of a visioning document for Marigot, a process that allowed Marigot’s civil society to develop and strengthen their community dynamics to start afresh after the hurricane devastation of 2008.

Mr. Esdras Fabien, a deputy for Carrefour, discussed how the role of the communal coordination committee in his circumscription has allowed him to get closer to his constituents. NDI Haiti Director Gérard

Latulippe emphasized the importance of the visioning process, the increased transparency and accountability brought about by IC leadership in the different communities and the potential of the IC network to significantly impact citizen participation and overall development in the country.



Dana Beegun, USAID

NDI’s President Mr. Wollack talked about the importance of an active civil society able to participate in political life and to influence decision-making through democratic processes. He emphasized that sustainable economic and social development cannot be achieved without politics and that politics requires citizen participation and engagement. Lastly, USAID’s representative Dana Beegun expressed her satisfaction at witnessing the extent to which ICs have succeeded in so many communities. She mentioned the two advocacy campaigns that NDI supported in the North department and how they have contributed to a change in people’s mentalities and approach to public policy-making.

IC Projects

As ICs matured over the course of the program, they carried out various projects independently that resulted in improvements to their communities. These activities were separated into the following seven categories: infrastructure, economic livelihood, community organizing, education and awareness, environmental protection, health and sanitation, and public accountability. Over the course of NDI’s program, ICs in all nine departments where NDI conducted programming carried out activities that fell into each category. As a result of their activities and small scale projects, the ICs in Haiti accomplished several improvements to their communities. For a detailed summary of projects completed and accomplishments by ICs over the course of the program, see Annex V and VI.

Advocacy Efforts

As a first step to begin developing the framework to support advocacy and organizing efforts in Haiti, in early June 2008, NDI and Common Cause staff traveled to Haiti to assist the CSA team to plan and implement the local level advocacy components of the program. During the visit, the CSA team reviewed local-level capacity to implement activities, including how to select and effectively provide technical assistance to groups. The CSA team also learned how to advocate for ethical and accountable government, remove barriers to voting and increase civic participation by collaborating with other groups and working at a state and local level. The CSA team traveled to the North region to meet with representatives from two regional advocacy campaigns: an insect infestation in Limbé and tourism development in Cap Haitien. Local groups indicated that they had already begun to engage local elected officials to address these issues but wanted to engage other actors to help address this problem. The CSA team also met with artisans and small business owners to discuss a potential advocacy campaign to include local citizens in recent tourism development in Labadie, a beach close to Cap Haitien. The community groups expressed a strong desire to be involved in the project but required greater knowledge of the current tourism plans. These two main advocacy issues became the foundations of the advocacy component of the program.

NDI Haiti CSA staff members provided continued support to both advocacy campaigns over the course of the program, and received specialized assistance to enhance their skills to accompany the coalitions throughout their advocacy processes. In early September 2008, NDI Haiti CSA staff⁵ traveled to Chicago, Illinois to witness examples of organizing activities which can serve as models to actively engage citizens in their communities in Haiti. They reviewed the framework for how to plan and implement organizing efforts including: defining campaign goals; telling the story of the campaign; identifying actors; building coalitions; organizing at the grassroots level; direct lobbying; developing messages; researching needs; and evaluating campaign achievements. This exposure helped CSA staff members to provide in-depth technical assistance to ICs and citizens seeking to engage in both advocacy efforts. Activities conducted under each campaign are described below.

A. Advocacy Campaign on Insect Infestation

NDI began its support to the advocacy efforts of the Communal Coordination Committee (CCC) of Limbé, which represents all ICs in the Limbé area, by facilitating a series of meetings between leaders of the Limbé/Plaisance communities and local officials in April 2008. The Limbé/Plaisance and the Moron/Chambellan communities faced a significant insect infestation that destroyed crops and injured the sick, elderly, and children. NDI helped to organize meetings with the minister of agriculture on several occasions to inform him of this destructive insect infestation in the North region. The visit by the minister of agriculture represented one of the few



Victim Emmanuel Dorsainvil shows his scars from the ants' acidic secretions.

⁵ Jude Jeudy (CSA program director), Gabin Jean Pierre (CSA advocacy program officer), Theodore Pascal (CSA regional director), and Martial Marcellus (CSA regional director).

times that national government authorities have met with local community members in response to citizens' requests.

Over the course of the program, NDI provided technical assistance to key organizers in the Limbé area to help them identify the infestation problem, its causes and its consequences; identify and engage key stakeholders; define the campaign goal; define the campaign message; and develop a campaign plan. NDI also worked with local groups to determine if funds in the current budget could be allocated to resolve the problem and, if not, to organize efforts to advocate that the government modify the approved budget to include funds for the ant infestation problem.

By the end of 2008, NDI had helped the CCC of Limbé and other civil society partners to form a coalition to advocate for a solution to this infestation. Pact and NDI supported this coalition to draft a campaign plan, raise local awareness about the area's insect infestation, and launch a tailored advocacy campaign to address the problem. The coalition reached out to other sectors throughout the area to incorporate their input into the campaign plan; conducted



Arrold Paul addresses participants at an awareness-raising event.

media outreach; successfully expanded its membership; and pressured the government to take concrete steps to address the insect eradication. As a result of the coalition's work, the Ministry of Agriculture provided 63 ant eradication devices to address the infestation in the communes of Limbé and Bas Limbé. While this satisfied some residents of these areas, a much larger distribution would be necessary to make meaningful progress in addressing the infestation in the affected areas. NDI continued to help coalition members to review the campaign plans and to capitalize on the current momentum behind the issue.

Pact and NDI continued to provide assistance to coalition members in Limbé on topics such as media and organizational strategies, targets, objectives, potential allies and budgets for future activities. Pact linked the coalition with key allies with which it was working at the national level. Through this assistance, the coalition was successful in getting the Ministry of Agriculture to provide additional eradication devices, increasing the number of devices to a total of 80 outdoor and 15 indoor devices per communal section in both communes, though these devices were still insufficient to end the infestation. Through the coalition's advocacy, the Bureau of Agriculture put two individuals in each communal section of Limbé in charge of depositing eradication devices in the affected areas. The Ministry of Agriculture also documented its actions and recorded information on the number of hectares of affected land in the commune, the material necessary to eradicate the infestation, and the material that had already been used.

In advance of a February visit by a parliamentary delegation to three communal sections of Limbé, NDI shared with coalition members techniques for providing target audiences a "narrative" of the problem and its impact on the individual sections including testimonies from citizens on their personal encounters with the insects. Some 30 members of community organizations met with the delegation to discuss the impact of the infestation and urged them to serve as spokespeople for the campaign to pressure the government to take the necessary measures to eradicate the problem. Also, the coalition decided to appoint a delegation to visit the

National Assembly in Port-au-Prince to raise awareness on the need to eradicate the insects. Closely coordinated with Pact partners, the visit reached key decision-makers and demonstrated the need to address the infestation as a broad social problem. After this visit, parliamentarians allocated funds for eradication in the 2008-2009 budget.

In the last few months of the program, the coalition focused its efforts on raising awareness of the issue and discussing strategies to solve it, as well as engaging a larger part of the population in their advocacy campaign. Monitoring activities were undertaken to evaluate the impact achieved by the distribution of a limited number of insect eradication devices among the communities. With support from NDI and the local NGO *Agropresse*, the advocacy coalition made a documentary film on the infestation with the goal of raising national awareness of this issue. The film was designed to be shown to citizens, elected officials and members of the Haitian diaspora but screening was postponed pending a response to complaints put forth by the Department of Agriculture that the film put the ministry in an unfavorable light.

B. Promoting an inclusive Tourism Development Plan in the North Region

In July 2008, NDI determined that the community-identified priority issue of tourism development was one in which civil society needed assistance to conduct advocacy efforts due to the initial advocacy members' desire to acquire better mobilization and advocacy skills. NDI worked with actors across various sectors to assess the type of advocacy campaign that would be most appropriate to engage to address this issue.

As a first step, NDI conducted informal with key members of civil society and the private sector. NDI found that residents in the Bande du Nord region, where the beach of Labadie is located, were dissatisfied with the management of the site; currently tourism development is focused heavily on the Labadie beach region through cruise ships and fenced beaches with limited access by local community members. NDI also found that there was significant lack of communication between local authorities and citizens on a government-proposed tourism development plan for the region. This plan would serve as a framework for the development of the region. Given this, NDI determined that it would focus its initial organizing efforts on working with local groups to give members of civil society increased access to the tourism development plan, and facilitate dialogue between members of civil society and the private sector. These activities would include the participation of representatives from the Ministry of Tourism and would allow different groups to determine if a common vision on the most appropriate plan could be reached, as well as seek to identify steps to advocate for the implementation of that plan.

NDI provided assistance to tourism coalition members to facilitate meetings between the Ministry of Tourism, local IC members, tourism development groups and the local CASECs and ASECs in the Cap-Haitian region. NDI helped to establish a coalition of organizations to address the issue by facilitating communication between ICs, artisans' organizations and hospitality industry groups. Once the coalition was established, NDI shared advocacy strategies with the members and helped them reach out to other groups such as



CBO advocacy workshop on December 20.

the Haitian Tourism Association (*Association Touristique d’Haïti*, ATH) to ensure that the campaign can ultimately settle on promoting a single, unified and inclusive tourism plan to ensure that all sectors of the population potentially benefit economically.

NDI conducted several workshops and meetings between campaign and private sector representatives from the region, including the president of the Chamber of Commerce of the North and the Tourism Association of Haiti (*l’Association Touristique d’Haïti*, ATH) to increase awareness of the objectives and potential benefits of the advocacy campaign. NDI also provided support to prepare the campaign in advance of a parliamentary delegation visit to Cap Haitien in mid-February. During this visit, members of the campaign committee presented their plan for the North Region, and ATH argued for the immediate adoption of the coalition’s tourism plan. Following this meeting, coalition members agreed on activities to raise awareness on the issue.

With NDI’s support, the coalition also engaged in dialogue with other organizations of Bande Du Nord and Milot to launch a movement to advocate for the construction of a road to connect the beach resort locations of Milot and Labadie, to Cap Haitian, the department’s main city in order to increase tourism in this area. Coalition members developed a proposal urging the government to repair roads and create an education program for the population.

The coalition continued to garner support and held a first-ever meeting with an official delegation including representatives of key ministries including the ministries of: justice, tourism, Haitians living abroad, public security, interior, justice reform, finance and members of the Cap Haitien Chamber of Commerce. The role played by the coalition in promoting tourism as a plan for development was officially acknowledged by the tourism minister who committed to maintaining permanent contact with the advocacy coalition leaders. Chamber of Commerce members in Cap Haitien who were present at this meeting also committed to working closely with the advocacy coordination group.

Component Two: Civil Society Advocacy

Program Result 2.1: Civil Society advocacy groups at both the local and national level are more effective in influencing change in public attitudes and policies on key issues in targeted thematic areas, including 1) improved access to justice, promotion of human rights, 2) protection of women and children from violence and 3) cross-cutting issues such as women's rights, improved access to social services (health and education) and an improved climate for economic opportunities and growth

Pact achieved significant success in helping civil society advocacy groups increase their access to information, ability to engage in constructive dialogue with decision-makers, and supporting concrete follow-up commitments to hold government accountable for its actions. The primary vehicle for this success was a combination of training, brokering of opportunities for such dialogue at high-level conferences and debates, and subawards to civil society organizations to engage in various activities connected to advocacy on targeted thematic areas.

Activity 2.1.1: Increase the Issue Advocacy of Sectoral and Marginalized Groups and Activity 2.1.2: Small Advocacy Subgrants

Pact with its consortium helped partner groups organize and take political actions to improve their overall welfare and quality of life. It is recognized, however, that empowering citizens requires more than encouraging participation or providing opportunities for participation. It is for that reason that Pact decided to work with marginalized groups through small grants. The small grants program selected recipients based on meetings with potential partners and direction provided by the USAID AOTR. Partners also received training and mentoring by Pact staff.

The partner groups included:

FHAIPH

This organization provided training on advocacy techniques to a network of associations for the handicapped throughout the country. Twenty-five institutions actively advocating to protect the rights of handicapped people attended the training that took place on February 13, 2009. Once trained, these participants held training sessions in their respective areas with their own members.

Ligue des femmes de Cité Soleil

This small grant contributed to a reduction of poor sanitation that could harm children, women and men in the community of Cité Soleil. The *Ligue des Femmes de Cité Soleil* made large metal garbage disposal bins available in specific zones and educated the community into the habit of disposing all trash in the garbage which were then picked up by trucks. Pact assisted with procurement costs of these materials.

Program Result 2.2: Haitian citizens, NGOs, and professional organizations vigorously promote improved justice policies and practices through research, public information campaigns and advocacy efforts.

The activity under this Component was to give support for processes of local government advocacy and engagement by civil society organizations. Pact issued these grants through a transparent and open selection process. Two APS's were released for large and small grants to support local organizations to translate their strategies into concrete action. These actions included targeted local campaigns to raise awareness, to seek additional resources to solve pressing problems in service delivery, and to further dialogue with local government officials.

In January 2009, Pact Haiti organized two advocacy capacity building activities. The first was a one-day Introduction to Advocacy seminar and the second was a two-day TOT workshop. Both events received positive feedback from participants. The proceedings of these two activities are described below.

In addition, PACT contacted a multidisciplinary team to design and organize training and awareness sessions on citizenship responsibility and civil society. These trainings and awareness-raising sessions were prepared, planned and organized from March to July 2008 in four cities: Cap Haitian, Petit-Goave, St Marc and Gonaives. A total of 266 Haitian citizens, representing 103 civil society organizations, local authorities, religious leaders, women's organizations, political parties, human rights organizations, private businesses, and educators attended these four sessions. Most of the municipal administrations have agreed to support this activity by offering free display banners in the streets. Many media outlets offered to widely broadcast awareness spots for free after discussions with Pact staff.

Participants expressed the need for Pact to continue these workshops across the country to increase awareness of the roles and responsibilities of Haitian Citizens.

Activity 2.2.1: Improved Justice Advocacy Campaign Subgrants

Under this activity, Pact provided subgrants and support to enable CSOs with a demonstrated track record of institutional access and ability to affect policymaking on a national level. These advocacy campaigns included but were not limited to: collecting, analyzing and distributing information; network building; raising the awareness of the public at large; providing legal services where the government falls short; taking action to influence policy; and monitoring implementation once a policy decision has been made.

Key grantees for this area and their activities included:

- The Citizen Watch Dog Group “Observatoire Citoyen de l’Action des Pouvoirs Publics” (OCAPP), with Pact support as well as cooperation in planning and organization, co-organized an international conference on November 25 and 26, with the objectives of introducing to local organizations the concept of Civil Society and of sharing with participants diverse international experiences. The conference also was an opportunity for Haitian citizens and 177 local CSO organizations to share information and ideas among themselves. It aimed to allow stakeholders to identify best practices and come up with an advocacy plan for 2009 to reinforce the Haitian civil society. The targeted audience was represented by 177 Civil Society Organizations working mainly in the areas of: Justice,

health, education environment and economy. The conference was opened by the Director of USAID/Haiti with several parliamentarians and international organizations were represented. About 300 participants took part in the conference during the two days. The national press was fully represented and several reports on television and newspapers were broadcast on national television during and after the conference. The expected outcomes of the conference were reached, whereby the conference enhanced the understanding of the wider audience on the Civil Society concept; it also enhanced awareness among Haitian civil society organizations about their role and function; and it

increased coordination efforts and networking among Haitians in Civil Society organizations. This conference, a first of its kind, opened up an opportunity for civil society organizations to launch together several national and local advocacy campaigns throughout the country. A technical report was elaborated and several recommendations from the conference are already being implemented by the citizen watch dog group as a follow up to the conference.

- Barreau de Gonaives/ Legal assistance program: Pact awarded a \$20,000 grant to Barreau des Gonaives to execute a project aimed at providing free legal assistance to disadvantaged people mainly juvenile and women in pre-trial detention. In less than 3 months the Bar associations reviewed more than 60 cases and about 20 poor prisoners were freed thanks to the program.

<p>Program Result 2.3: Haitian citizens vigorously promote anti-corruption policies and practices through research, public information campaigns and advocacy efforts</p>
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Activity 2.3.1: Anti-Corruption Advocacy Campaign Subgrants

Corruption in Haiti is systemic and endemic – a major difficulty for the country in regards to economic development, stability, and trust in governmental institutions. Moreover, although there have been some successes in setting up and building the capacity of institutions within the Haitian Government to fight corruption, the government as a whole still lacks the capacity to conduct effective investigation and enforcement and could still be subject to political

manipulation in carrying-out those actions. Pact and its consortium supported several activities focusing on anti-corruption through the following: the development of strategic and action plans for organizations involved in fighting corruption; public events that promoted discussion and action on positions and issues; watch-dog functions; promotion of the adoption of openness and transparency policies, especially as they pertain to budgeting and financial management; and activities that build relationships among segments of the broader constituency.

The primary Pact partners in this effort were LFHH and OCAPP. LFHH is a non-partisan organization that seeks to curb corruption and promote accountability in Haiti. LFHH is a private, non-profit, non-partisan foundation in Haiti that is dedicated to fighting corruption and promoting transparency, accountability and good governance. LFHH received two large grants from Pact to implement anti-corruption activities.

LFHH organized several training presentations on, “Corruption in the Health Sector,” at a colloquium held by Unité de Lutte contre la Corruption (ULCC). LFHH also participated in a training organized on “The Fight against Corruption” for 30 parliamentary staff members and civil society representatives, by the Canadian Parliamentary Center/World Bank Institute. Recently, LFHH conducted a training presentation on “Corruption, Dirty Money and Dysfunctional Governance” for 26 public agents at a training workshop organized by the Basel Institute of Switzerland and the World Bank Institute.



OCAPP Debates

The Citizen Watch Dog Group “Observatoire Citoyen de l’Action des Pouvoirs Publics” (OCAPP) organized two public debates. These represented novel opportunities for citizens to interact directly with government decision-makers and greatly increased transparency in their respective areas. The first debate focused on judicial reform, and built off of the foundation of the conference described in the previous section. It included high-level Ministry officials as well as numerous representatives of the media and civil society.

Among its key results, an MOU was signed between OCAPP and the Minister of Agriculture following the success of the March 2009 Judicial Reform debate featuring representatives from the Ministry of Justice, the Parliament and several civil society organizations. The Citizen Watch Dog Group “Observatoire Citoyen de l’Action des Pouvoirs Publics” (OCAPP) organized a second debate on April 4th focusing on strategies to increase Haiti’s national agricultural production. More than 250 participants representing local and international NGOs communities, universities and the private sector attended the debate.

Another debate was held on June 6th on Risk Management and Natural Disasters, featuring as guest speakers Prime Minister Michèle Pierre-Louis as well as the Ministers of Environment, Agriculture, and Public Safety. Due to the great amount of public interest in the subject, this debate lasted more than two hours.

These debates were the first of their kind in Haiti and gave citizens the opportunity to ask questions directly to government and elected officials. Likewise, the events were an opportunity for the government to inform its citizens about its risk management and natural disaster action plans.

Follow up activities

Soon after the conference, organized with the technical assistance of Pact, OCAPP signed 2 MOUs: one with the Ministry of Justice and another one with the Ministry of Agriculture. It was the first time in Haiti that ministers had ever signed MOUs with CSOs, allowing them to monitor the ministry's performance and giving access to all government institutions.

Members of OCAPP analyzed and commented on the *roadmap* ("*feuille de route*") of both Ministries of Justice and Agriculture. Comments and recommendations were shared in writing and presented officially to both Ministers. OCAPP members organized several field reports. Members visited the *Ecole de la magistrature* and the National Penitentiary.

OCAPP representatives at the Ministry of Planning continue to participate at the National civil society commission responsible for monitoring the implementation of the Poverty Reduction Plan. Due to their presence, a member of OCAPP was invited to participate in international conferences to represent civil society.

Pact provided a grant to LFHH to co-organize in August a debate together with OCAPP on Corruption in Haiti. The purpose of the debate was to invite senior level representatives of state entities fighting corruption such as UCREF, ULCC, and BAF to participate at a debate to discuss what has been accomplished in the past few years in the fight against corruption in Haiti. Unfortunately, the debate had to be cancelled due to the early close of the project.

Elections Advocacy Coalition

With support from Pact, several civil society organizations monitored both the first and second rounds of Haiti's Senatorial elections on April 19 and June 21, 2009 respectively. The following six organizations (that had been previously selected through last year's APS) observed and monitored the first round of elections in April: CNO, ISC, FOCUJH, MOFKA, CERESS, and JURIMEDIA. Five of these six organizations received additional grants from Pact to continue their work in the second round of elections in June. A total of \$309,467.00 was awarded for these activities (1st and 2nd rounds).

The five additional civil society beneficiaries of Pact funds formed a coalition and together raised awareness among citizens and promoted dialogue within the electoral commission for a

more transparent electoral process.

CNO: This organization is known for its expertise in electoral observation, regularly deploying over 2000 observers for each election. Pact financed the participation of 500 of these observers during the first election.

FOCUJH: Trained 40 young people to observe the first round of elections in the areas targeted by the project: Savanne Pistache and Descayette in Port-au-Prince. For the second round of elections, FOCUJH organized two large public events aimed at reaching out the population by highlighting the importance of voting. They estimated 2,000 attendees to be at the voting centers on June 21. Three town hall meetings were geared specifically towards young people in each of the targeted areas, with about 200 people taking part in each event. Fifty percent of the participants were women. Six strategically-placed banners and hundreds of printed flyers reached an estimated 40,000 to 50,000 people over the course of the awareness campaign. 38 trained observers participated in the second round of the elections.

ISC: This organization worked in partnership with CNO for the electoral observation, training 300 people to observe the first Senatorial elections on April 19. ISC's awareness campaign and training in the targeted areas (South-east and Grand'Anse departments) reached approximately 100,000 people, emphasizing the importance of each vote. ISC deployed 273 observers during this second round, 70% of whom were men and 30% of whom were women.



MOFKA: Trained and deployed 50 observers (many of whom were women) during the first round of the Senatorial elections. The organization distributed 5000 pamphlets throughout Carrefour and Gressier (in the West Department). During the second round, MOFKA deployed 156 observers (130 in Carrefour and 26 in Gressier), distributed 10,000 pamphlets and reached an estimated 10,000 young people. A traveling van and loudspeaker reached an estimated 217,539 people. 13 community meetings were organized and 3900 participants attended these meetings, among them 1,200 men and 2,700 women.

JURIMEDIA: JURIMEDIA produced and distributed posters, banners, brochures and T-shirts. In all, the organization produced 4,000 posters, 12 large banners, 150 t-shirts and 20,000 pamphlets featuring messages and information about the importance of participatory democracy and electoral integrity. One of the most successful and best-received components of the public awareness campaign was JURIMEDIA's radio broadcasts. The first of these was a promotional spot broadcast three times a day for two weeks on 8 local radio stations and heard by 150,000 listeners. The close and impartial observation of pre-election and election-day activities was undertaken by a team of 80 trained monitors who were deployed to 9 districts, 55 polling centers and 68 local election offices.

CERESS: Through its participation in this project, CERESS has reached CSOs in the Nippes department through radio spots, election awareness brochures, conferences (reaching about 600 community leaders). CERESS trained 90 election-observers and its public awareness campaign reached 29 organizations in Baradère and 35 in Petit Trou de Nippes. CERESS was also a member of the elections coalition. During the second round of elections in Haiti, CERESS encouraged its partners to create a coalition to promote a national advocacy agenda aimed at:

- Creating a channel of communication with the CEP
- Sharing errors identified during the first round
- Encouraging the CEP to launch a dialogue with civil society organizations and political parties
- Encouraging citizens to vote during the second round of the election

With Pact's technical assistance, 5 grantees (FOCJH, ISC, JURIMEDIA, MOFKA and CERESS) signed an MOU. This new platform worked as a coalition to achieve the above objectives. Members of the coalition met with the political parties, the President and General Director of the CEP and organized several meetings with other CSO's working on election-observations. The coalition deployed about 3000 observers throughout the different target areas and was responsible for an estimated 20 banderoles, 2200 election-day flyers and a series of radio spots broadcast on community and commercial radio stations.



Component Three: Communications and Media

Over the course of two years of program implementation, Internews Network accomplishments included:

- A comprehensive assessment of the 41 Community Radio Stations (CRS) of the RAMAK network;
- Production of a technical report on the CRS;
- Equipment procurement and build-out of Internews Networks radio production studio;
- Technical interventions to repair 7 Community Radio Stations after devastating storms;
- Conducting a series of journalism trainings;
- Conducting a women's leadership workshop;
- Conducting workshops centering around accounting, budget management, and income generation for radio stations;
- Conducting First General Conference of the RAMAK CRS Network;
- Conducting Second General Conference of the CRS;
- Conducting workshops centering around Internet research and fact based reporting;
- Providing Technical Support to the CRS; and
- Conducting mentoring sessions for journalist associations.

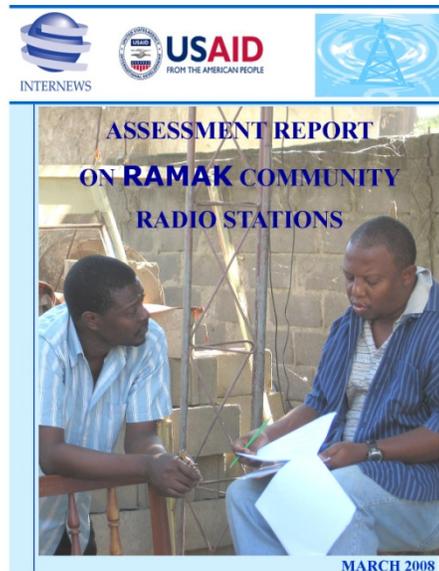
Program Result 3.1: Media are more independent and professional

Activity 3.1.1: Journalism Training and Professional Development and

Activity 3.1.2: Support for regional journalist associations

1. ***Conducting a comprehensive assessment of the 41 Community Radio Stations of the RAMAK Network.*** During this program, Internews Network conducted a comprehensive assessment of the 41 station RAMAK Network. To complete the assessment, two teams traveled throughout the country from January 29 to February 13, 2008, to gather data, which included: status, precise location (GPS) and reach, programming, staff composition and capacities, resources and budget, management, state of the equipment, energy supply and links with the local community. The information collected was aggregated in a data bank with more than 150 different entries that allowed Internews

Network to calculate percentages, verify trends, and generally draw a clear portrait of the ensemble, in which each station has its own data sheet that will be continuously updated during the course of the project. This information served as a baseline for the duration of the program.

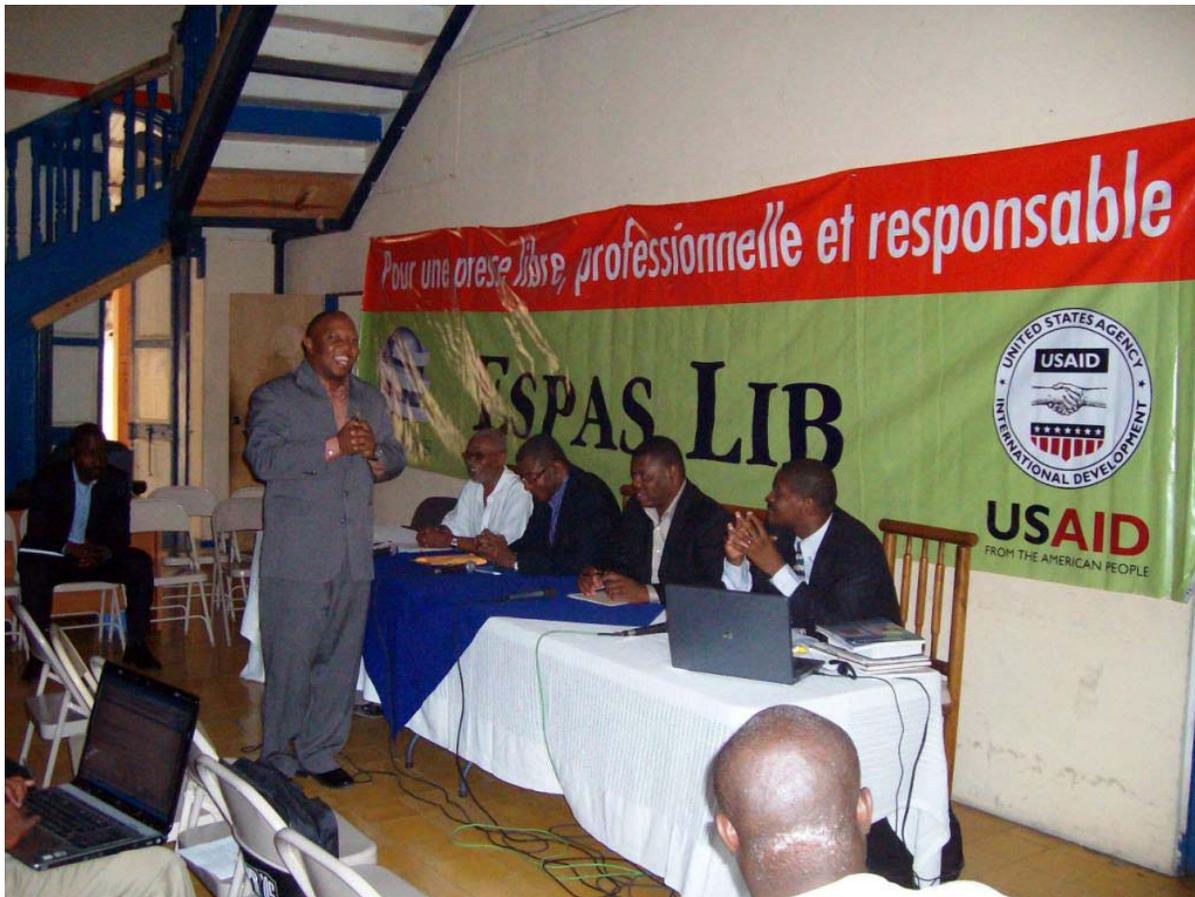


2. ***Production of a technical report on the CRS.*** A community radio expert also surveyed the CRS, the geographic conditions and the availability of communications systems in order to assess their technical status and evaluate the options for developing interconnectivity within the network.
3. ***Equipment procurement and build-out of Internews Networks radio production studio.*** The Internews Network studio was equipped with a state of the art recording boot, two sound engineering and editing desks, complete with mixer, tape deck, computer, editing software, etc (one for trainer, one for trainee), and 42 flash recorders for news gathering /editing to be distributed to each station after the journalism training workshops. The studio was located in the Port au Prince office, managed by a resident sound engineer/editor. The studio was used for all training workshops on fact-based reporting, talk show host training, and workshops on how to produce a youth magazine programs.
4. ***Technical interventions to repair 7 Community Radio Stations after devastating storms.*** During the second quarter of program implementation, Internews Network purchased batteries and inverters for the CRS, all of whom were in desperate need of energy. Seven CRS were attended in the Northeast, Northwest, Artibonite and West departments. Internews Network also took this opportunity to upgrade the stations' electrical systems, and install lightning conductors.



Installation of equipments for the community radio stations

5. ***Conducting Mentoring Sessions for Journalist Associations.*** This project has seen interesting developments in the advocacy initiatives that the journalists associations have started to carry out with Internews' support. Since the beginning of April 2009, the committee representing the 16 associations that we work with has distributed 120 press cards in various regions of the country. The initiative is the result of their concerted efforts to foster the adoption of a universal press card to regulate and promote the journalistic profession in Haiti.



The panel members of the *Espas Lib* Conference organized at the Haitian Journalist Association headquarters in Port-au-Prince (April 29, 2009)

Regarding another issue that Internews has been working on with the journalists associations - a possible revision of the legislation on the press – Internews Network organized what turned out to be a very heated debate on April 30, 2009, in Port-au-Prince. The event took the format of our usual “Espas Lib” and was organized in close collaboration with the Association of Haitian Journalists (AJH). The panel, composed of journalists, Government representatives and media owners associations, confirmed the reluctance of the owners to support new media legislation which triggered a several hour long debate. Journalists have been struggling with this very important issue some time. The current legislation, adopted under dictatorship, is obsolete and rarely applied. It does not reflect the current developments on the media scene, particularly with regards to new technology, and includes certain clauses that could be used to censor the press.

The event helped better define the scope of the debate and presented an opportunity for all sides to reflect on what new legislation should encompass. Internews was solicited to organize a larger event, possibly a conference bringing together the major stakeholders to discuss the issue thoroughly and adopt a resolution



Espas Lib Conference organized at the Haitian Journalist Association (AJH) headquarters in Port-au-Prince (April 29, 2009)

6. **Conducting Journalism trainings.** Internews launched the three types of trainings that constituted the basis of our journalistic support over the duration of the project. In each case, we contracted experts to conduct the trainings (including one training-of-trainers in the case of Internet research); developed in concert with them the curriculum and documentation for each course; selected topics and identified participants related to each topic to be developed in class; and worked with the CRS management on the selection of the proper candidates for each type of training, with emphasis on inviting women journalists. The three trainings are as follows:

a. Debate and talk-radio

The training aims to increase the participation of the community in the various programs aired by the CRS, capitalizing in part on the recent but extensive growth in the number of cellular phones in Haiti. It also seeks to extend the impact/outreach of advocacy campaigns, civic education, and health and gender programming by fostering more public debates, questioning, and feedback through open-line programs. Last but not least, the training works to develop stronger journalistic ethics among radio animators, particularly in the context of debates, conflicts, and political campaigns: we train them to remain as objective and neutral as possible and to avoid at all costs fanning the flames.

The trainees are taught techniques for managing open-line interventions and

conflict-producing debates, as well as how to conduct different types of interviews. Topics that are prioritized in the media component program are chosen to illustrate each sort of interview, with individuals not related to the program invited to be interviewed. In this first round of trainings, we invited two politicians to debate one another, one rape victim to testify, and one gender specialist to provide information on women's rights. The trainer is a well-known Haitian journalist, anchoring his own radio open-line programs.

b. Community-based reporting

This training seeks to provide a toolkit to the CRS and other radio journalists which can be used for reporting in their communities. The quality in general of Haitian radio is very poor in terms of its reporting, and CRS are particularly so. In most cases, CRS journalists conduct one-man shows without ever leaving their tiny studios. They have neither the equipment nor the capacity to report on their community stories or on larger issues that also affect or interest their communities

This training is the most demanding of all. Reporting is difficult, it requires the acquisition of a variety of techniques – researching, recording, interviewing, script-writing, and editing – and a fairly good capacity to process information and conceptualize and produce a good story. An international expert journalist has conducted a first session for nine participants (all men) on the theme of gender-based violence, with the combined help of a specialist on the subject and the studio engineer, all under the supervision of our training coordinator.

c. Research on Internet

In a country where documentation, archives, and resources available to journalists are practically nonexistent, the training on Internet research aims to give them the capacity to successfully navigate the most readily available and largest information source in existence. While Internet use is still very limited in Haiti, it is nonetheless developing quickly. The training will also contribute in its small way to bridge the technological gap that exists between Haiti and the developed countries. The training has been given as a complementary activity to other trainings, but we will offer single trainings as well. In addition, we will seize every opportunity that requires research, e.g. the work of the journalist associations to develop a press council, for fostering Internet use among program beneficiaries.

<p>Program Result 3.2: Community radio stations are less politicized, more financially stable, have greater geographic reach and promote citizens' involvement in community affairs</p>
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Activity 3.2.1: Increase Capacity of Community Radio Stations

Activity 3.2.2: Support for the development and exchange of programming and talk radio format at community radio stations

Activity 3.2.3: Broadcasts supporting civil society interventions in targeted areas

7. ***Conducting Women leadership workshops.*** In CRS, women are scarce. At the time of Internews Network's CRS assessment (February 2008), they represented a mere 12.21% of the collaborators, while 33% of the CRS had no women at all on their staff. The situation is not much better in the newsrooms of commercial media. It is an important goal of Internews Network to foster a larger participation of women in our project in particular and in the Haitian media in general. In addition to continuous efforts to sensitize CRS and media managers to the issue, Internews Network thought it is necessary to reinforce the capacity of women to take their own rightful place in the media. A first two-day leadership workshop was organized in September with 15 women journalists from CRS and commercial media, was very successful. The objective was to identify the primary obstacles to their participation, and propose efficient strategies to overcome them. Role models such as a woman senator and one of the very few women news editors were invited to share their experience. A support network was thus created among women journalists. For Internews Network, the workshop constituted an excellent opportunity to identify future candidates for our trainings and we were happy to observe that most of them had very good aptitude for journalism.



Women journalists attending a two-day workshop on Leadership

8. ***Conducting workshops centering on accounting, budget management, and income generation for stations.*** In order for the CRS to achieve financial viability, which was one of the major concerns of the Consortium, Internews Network developed some strategies allowing the CRS to become more financial sustainable. One of the strategies

came in the form of workshops centering on accounting, budget management and income generation for the stations. The workshop objectives were:

- a. Understanding of basic accounting techniques: recording income, expenses, assets, and liabilities; how to interpret them
- b. Understanding cost management
- c. Setting guidelines for income-generation activities
- d. Brainstorming ideas for income-generation activities
- e. Encouraging the participants to regroup and/or work together in order to establish activities that generate income with an eye to attaining a certain level of financial autonomy
- f. Developing the sponsoring project for the network, particularly the aspect of distribution, and discuss interconnectivity

Upon the completion of the workshops, the participants were able to:

- a. Understand the process of bookkeeping
- b. Think about and identify new sources of income they might develop in their communities
- c. Develop some management tools regarding their assets
- d. Develop a distribution circuit for sponsoring and program sharing and began reflecting on the creation of hubs of connectivity in their region.



Training on Accounting and Budget Management

9. **Conducted First General Conference of the RAMAK CRS Network.** Internews Network held a General Conference bringing together for the first time senior representatives of all CRS (non-state media outlets) on April 24-26 to establish a common understanding of the program and give each station the opportunity to learn about and buy into a common strategy. It was the first time all of the CRS in RAMAK

had met after the closing of the previous USAID project in October 2006. This was a critical moment for Internews Network, as it was the best opportunity to establish a sound working relationship with the CRS for the duration of the project. This, in our point of view, was accomplished. Internews Network shared the information compiled in the RAMAK CRS Assessment Report – conducted in February 2008 by Internews staff – with all the stations assembled at the Conference and drew the lessons learned together with them. Thus the CRS approved the ensuing program strategy and main components. We also reached an agreement on modalities and obligations of Internews and RAMAK, respectively. Consequently, an MOU has now been signed or agreed to by all CRS, in which the stations commit to broadcasting more educational and informative programming for their communities in exchange for trainings, material, and support provided by Internews Network. At Internews Networks request, the assembly of CRS appointed a four-member National Committee to act as representatives of RAMAK to Internews until the Network has solidified its legal standing and elected official representatives. Since then, Internews has worked on a regular basis with the National Committee to coordinate activities. Internews Network helped each of the four members build RAMAK’s capacities in different areas: income generation and sponsoring; organizational development; legal status and legislation; and interconnectivity. Finally, Internews Network offered the station directors the first trainings and awareness-raising sessions: energy management (an issue of the utmost importance for radio stations currently); promotion of women’s participation on the air (extremely difficult in Haiti); and basic skills and techniques related to community radio missions and programming

10. Conduct Second General Conference of the CRS. On November 22-24 Internews Network organized a Second General Conference to measure what had been accomplished during the last 7 months, and to discuss pending issues and get the CRS to buy-in to the Internews action plan for the following year. The Conference produced six important results:

- a. ***A strengthened relationship, based on transparency.*** When Internews Network first met the CRS, they had never heard about Internews. They had mixed experiences and opinions about the previous RAMAK project. Above all, they were eager to obtain as much technical support and equipment as possible.



Mr. Clarens Renois, a key speaker at the Second General Conference of RAMAK Community Radio Stations

In the following months, the MOU was signed by all CRS but one (due to an internal conflict in the management of the station) and we launched most of our activities; However, throughout the implementation of the various project activities (trainings in journalism, finance and budgeting; technical repairs, replacements and improvements, etc.) station managers were not always fully aware of the work done, the methodology used and the targets of specific activities. In a situation where resources, both financial and human, are limited, each station was also competing with the others to get our full attention. Choices had to be made (which station to repair as a priority, which trainees selected for the first community-based reporting trainings, etc.).



The 2nd General Conference of RAMAK CRS : equipment maintenance training

- b. ***A common plan of action.*** As Internews Network assessed what had been done, we also looked at what is planned for the year 2009. A plan of action which had been previously discussed with USAID was submitted to and approved by the CRS, in a much more knowledgeable way than the first plan presented at the First General Conference. Station managers now understand better the various elements of the program and share its objectives.
- c. ***The first income.*** We distributed the first checks issued as income for the newly developed sponsoring program. Again, we presented the calculations in great detail and transparency. The amount was not very high in most cases – the program is just beginning - but some of the stations had never received sponsoring money before. The main result of the distribution is a stronger confidence in the program itself. More importantly, it produced a stronger confidence in using the strength of the Network to improve the situation of each CRS individually.
- d. ***Democracy and governance.*** When we held the First General Conference, most CRS managers identified the word “RAMAK” with the previous USAID support project, not in the least with a network composed of all of their stations. Some embryos of regional sub-networks did perceive themselves as a group, but as a whole, the RAMAK network remained to be defined, legalized and put to work. As a consequence the group had never had representatives before we requested them to appoint a first Committee. They had never held elections and had never actually worked as a group. Political tensions, competition and ideological

differences oppose several CRS. In addition, they have limited knowledge – and limited experience – of normal democratic procedures. In the months following the appointment of the Committee, we worked closely with the four delegates to develop the network and to build their capacity as groups leaders. They presented their own summary of activities at the Second General Conference and this led to many discussions. While not all CRS approved of their work, the group respected its appointed representatives and renewed their mandate: a step forward in the “difficult exercise of democracy”. A draft of a legal status document was also presented by the Committee. It was not adopted, but a new committee was appointed to work solely on refining the status and have them adopted by all CRS by the targeted date of January 31, 2009.

- e. ***Trainings and CD distribution.*** We took advantage of the Conference to deliver four trainings/workshops to the CRS improving radio programming; how to recruit and manage volunteers; how to develop an income generation project; and a brief workshop on equipment maintenance. We also distributed four CDs of new programming to each CRS.



CRS managers working together during the radio programming workshop held at the Second General Conference of RAMAK

11. Conduct Workshop on Internet research and Fact Based Reporting. In Haiti, journalists rarely perform research on any given subject. There are many reasons for this: the absence of documentation, the working conditions, the level of capacity, the lack of proper training in journalism, and the local modus operandi of the media, which prioritize press conferences and declarations over reporting and analysis. As a result, the information is often inaccurate, lacking both context and historical memory. The journalist fails to thoroughly contextualize and analyze the issue at stake.

Obviously the possibilities of researching a subject in the remote and underprivileged areas where most of the CRS are located are even more scarce and the capacity level of the volunteer journalist lower than that of his professional colleague from the capital. However, Internet is slowly, but surely gaining ground in Haiti. If most journalists do not own a computer, they usually can access Internet at their workplace or at a cybercafé. But they use it mainly for messaging and chatting. Once they are taught how to navigate the Net in order to research information, they marvel at the unlimited possibilities that the media can offer them. Most are stunned by the amount of information on Haiti which is readily available on Internet.



Kettia Marcellus, our coordinator assistant, providing training to CRS member on Internet research (Jacmel, SouthEast)

12. Conduct Additional Technical support: Phase II. During the first year working with the CRS, Internews Network's priority had been to repair, replace and generally improve the electrical and transmission equipment of the stations, many of which had been taken off the air because of technical failures.

However, phase II witnessed:

- a. Repairing or replacing the audio equipment
- b. Purchasing and distributing computers
- c. Implementing a connectivity strategy for the network



Chandler Aimable, our Radio Engineer, installing solar panels for the CRS

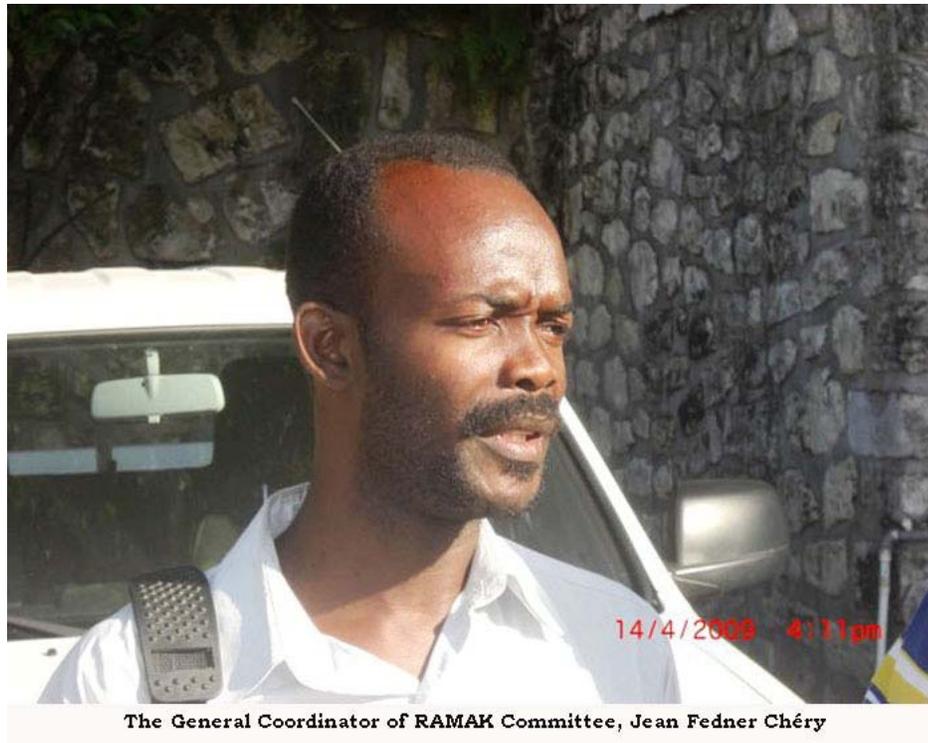
Program Result 3.3: Journalists and community radio station operators include coverage of important topics identified by community members including HIV/AIDS, health and gender-based violence.

Activity 3.3.1: Increased availability of programming on HIV/AIDS as well as capacity to produce this programming among community radio stations and

Activity 3.3.2: Training and mentoring programs for radio journalists

1. ***Community-based reporting.*** As part of the community-based reporting training (see above) and follow-up mentoring, the support for journalists engaging with issues and people in their community took into account the need to address HIV/AIDS and more specifically Prevention of Mother To Child Transmission and People Living with AIDS in Haiti. Through such training, HIV/AIDS stories became more salient and more accurate.
2. ***RAMAK network reinforced.*** Following the Second General Conference of the CRS in November 2008, the process of reinforcing RAMAK unfolded at a very good pace. The Committee appointed by the Assembly to finalize the by-laws of the association completed its work at the end of January 2009. The document produced contains fifty-four (54) articles, eight (8) chapters, and eleven (11) headings, governing the general

principles, and presenting the new vision of RAMAK as an organization. Based on this document, six (6) regional networks each regrouping a certain number of community radio stations, will constitute the membership of RAMAK. Their goal is to make the community media a true development tool for the country and a promoter of democracy and human rights by strengthening the network of partner radio stations. The by-laws of the organization were adopted by all constituting regional networks and will be deposited at the Ministry of Social Affairs for the legalization of the association at the beginning of April 2009. RAMAK will also help the regional associations who have not yet obtained their own legal status prepare their by-laws.



The organization appointed a Board of Administrators, composed of the nine (9) delegates appointed in the last Assembly, each with a particular responsibility in the organization. An executive office has also been appointed. The BA then proceeded to develop a plan of action for the year 2009-2010, taking into account the support provided by Internews in its own work plan. The plan was later discussed with Internews and we agreed to develop a number of projects in close collaboration. Among these, the interconnectivity project, a sponsoring plan, the development of the RAMAK website and the legal status of each CRS. Internews Network also agreed to provide more intensive capacity building and financial support to help RAMAK conduct its activities. We have started to cover the expenses of their regular meetings, and offered clerical and logistical support. We will contract a consultant to help build the capacity of the organization. One training session on good governance and leadership was provided to them in collaboration with Pact and we hope to complement with a session on project management. Internews Network was very satisfied with the progress accomplished by RAMAK, its reinforcement being one of the main objectives of our program. Building on

this achievement, we will work hand in hand with the RAMAK representatives on the implementation of all program components related to the community radio stations. This will ensure greater ownership on the part of RAMAK and increase the sustainability of the program.

Component Four: Civil Society Organization Capacity Building

Program Result 4.1: Haitian NGOs and CSOs are more effective and sustainable

Activity 4.1.1: The Organizational Capacity Assessment Phase and

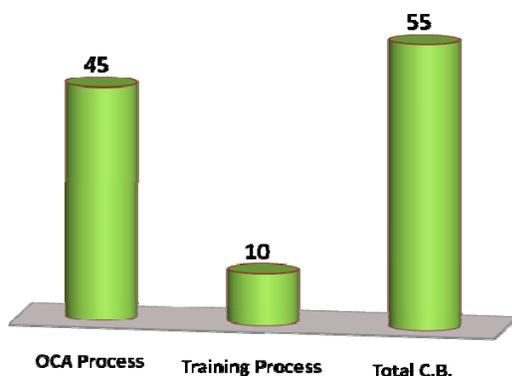
Activity 4.1.2: Designing and Implementing an Appropriate Capacity Building Response

The Capacity Building process was based on the continuous and integrated action of two processes: i) The OCA (Organizational Capacity Assessment) process implemented in the first phase of the Project with the participant organizations. ii) The Training & Technical Assistance process, two elements operated simultaneously, both are supplemented among themselves.

The process of strengthening organizational capacities of civil society organizations involves the provision of training and technical assistance in order to transfer knowledge and expertise to leaders of targeted organizations. The objective is to build the capacity of these leaders to address their problems and to provide support so that their organizations can be more effective, especially in their advocacy initiatives.

The Capacity Building Process implemented by Pact in the CSA/Haiti Project was directed mainly to the organizations that worked with Pact (National NGOs and other CSOs) and to the beneficiaries of our partners in the CSA consortium: NDI (Community Based Organizations) and Internews (Journalists' Associations and Community Radios Networks).

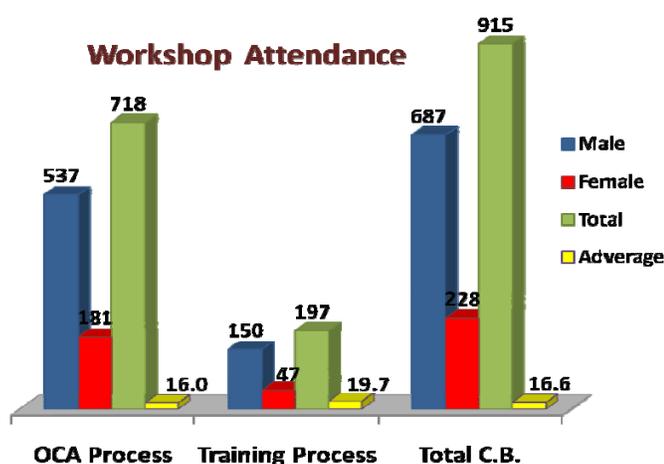
Type & Number of Workshops



The Capacity Building component of the CSA program conducted 55 workshops (45 workshops in the OCA process and 10 workshops in the Training process) across the country with the grantees, the ICs, the CRS networks and the journalists associations and others CSOs.

611 participants (454 men and 157 women) 26% of them women, from 18 Journalists Associations, 4 Regional Networks of Community Radios (41 Radios); 8 Networks of Community Based Organizations (39 Initiative Committees); and 18

local NGOs and CSOs, grantees of the Project benefited from these workshops. In terms of attendance, 915 people (687 men, 228 women) attended these workshops with an average attendance of 16.6 people per workshop.



A. The organizational Capacity Assessment (OCA) process

The OCA process is methodologically structured around three modules: i) The OCA design, ii) The OCA application, and iii) The OCA debrief, and was applied specifically to each group of beneficiary organizations (NGOs & other CSOs, CBOs, Journalists Associations and Community Radio Networks).

As a result of the first module, four OCA tools were designed by participants (1 for each group) containing an average of 70 indicators and taking into consideration the follow organizational key factors: Mission and objectives, Community work, Credibility, Leadership and Governance, Financial Management, Networking and etc.

The OCA tools were used by each organization and within each cohort to assess themselves and to initiate through facilitated dialogue, a process of organizational learning. Thirty seven (37) personalized OCA application reports (1 for each organization within the 4 groups), and one summary were prepared by the Capacity Building team.

During the third module, each organization was able to analyze the results of the assessments (strengths and weaknesses) and to start creating action plans for capacity building. Organizations selected indicators in which they were weak and created actions plans / initiatives to correct them.

OCA Workshops by type of Organizations

Type of Organization	OCA Design	OCA Application	OCA Debrief	Total
Networks of CBOs	1	11	1	13
NGOs & other CSOs	1	8	1	10
Associations of Journalists	1	14	1	16
Community Radio Networks	1	4	1	6
TOTAL	4	37	4	45

B. The Training and Technical Assistances (T.A.) process

Based on the OCA process and results, the Training and the Technical Assistance are integrated and are the second part of the Capacity Building process of PACT/CSA. Four Training themes were chosen in order to respond to the needs of the organizations regarding their capacity of management

The themes individually represent a module of learning on one aspect of the organizational management. Globally they represent an integrated package of knowledge in order to assess together with participants the weaknesses in the management of their organizations. The choice of the themes is based strictly on the necessities identified during the OCA process:

Module 1: Organizational Management

Module 2: Advocacy Techniques

Module 3: Project Management

Module 4: Financial Management & Sustainability

To implement the training and T.A. process, the capacity building team worked with consultants hired for the training and T.A. execution in several meetings. The teamwork built and adjusted the curriculum for training sessions dedicated to the four (4) groups on four (4) specific themes.

To date, ten (10) training workshops and more than fifteen (15) T.A. sessions were conducted to the four (4) target groups:

B.1. Training's Process

B.1.1. Three (3) Training Workshops on Organizational Management

The objectives of the workshops on Organizational Management are to increase the levels of knowledge and expertise of participants and to strengthen their capacity to better manage their organizations/ associations. The training also aims to familiarize participants with the objectives of Pact through the Civil Society Advocacy (CSA) project in Haiti.

In terms of results, through the workshops participants: i) will have a better understanding of the principles, concepts and key tools of leadership, good governance, teamwork, conflict management and organizational strengthening and ii) will be empowered to apply the concepts learned to benefit their respective organizations.

The Organizational Management module is divided into six sessions of three (3) days each.

No	Type of Organizations	Place	Date	Attendance	
				F	M
1	Community Radios Network (group I)	Hotel Visa Lodge - PauP	Jan. 15 to 17	0	24
2	Community Radios Network (group II)	Internews Office - PauP	Jan. 29 to 31	2	14

3	NGOs & Other CSOs (grantees)	Pact Office - PauP	July 02 to 04	2	12
TOTAL				4	50

B.1.2. Three (3) Training Workshops on Project Management

The Training workshops on Project Management have the objective to support Haitian organizations that want to develop, manage and secure funding for their projects in a systematic way.

In terms of results, the workshops will help organization leaders to: i) Increase their confidence and capacity ii) prepare and manage their projects in a more systematic way, and iii) identify and negotiate the necessary funding for their projects

Each Training workshop on Project Management contains six sessions, and had a duration of three days.

No	Type of Organizations	Place	Date	Attendance	
				F	M
1	CBOs	Cap-Haitien	Feb. 12 to 14	4	20
2	Journalists' Associations	AFPEC - PauP	Feb. 26 to 28	4	14
3	NGOs & Other CSOs (grantees)	AFPEC - PauP	April 16 to 18	5	13
TOTAL				13	47

B.1.3. Two (2) Training Workshops on Advocacy Techniques

The Objectives of the Training workshops on Advocacy Techniques is to increase the levels of knowledge and expertise of the participants and to reinforce their capacity to elaborate and to execute advocacy actions in a systematic and effective way.

The results to reach in these workshops are: i) The participants will have a common understanding of the principles, concepts and key tools of advocacy; ii) The participants will be skilled to apply the tools of advocacy in the setting of their work.

The Advocacy Techniques module contains six sessions, and had duration of three days.

No	Type of Organizations	Place	Date	Attendance	
				F	M
1	Journalists' Associations	AFPEC – PauP	Dec. 18 to 20	2	15

2	NGOs & other CSOs (grantees)	AFPEC - PauP	April 23 to 25	10	13
TOTAL				12	28

B.1.4. Two (2) Training Workshops on Financial Management & Sustainability

The workshops on Financial Management (two modules) had the general objective to strengthen the capacity of the organizations regarding the financial management of their activities. In terms of specific objectives these workshops intended: i) to help organizations to understand the regulations in terms of financial management, and ii) to guide the organizations in practical application of those regulations to have a better management of funds.

Each module was delivered in three (3) days and contains three (3) sessions. Since financial management has been an area of particular interest to our beneficiary organizations, these workshops were delivered as a pilot program to 18 partner organizations working all around the country and serving first, to reinforce their existing strengths and second, to introduce basic principles of management and provide necessary tools for their success. At the conclusion of these workshops, each participant organization received a financial management manual containing information and tools that could be customized to their organization specific needs.



Training Workshop on Financial Management – Module 2 with Grantees

No	Type of Organizations	Place	Date	Attendance	
				F	M
1	NGOs & other CSOs (grantees)	AFPEC - PauP	May 7 to 9	10	14
2	NGOs & other CSOs (grantees)	AFPEC - PauP	June 25 to 27	8	11
TOTAL				18	25

An important result of those training workshops is that each organization's representative signed a letter of commitment, which contained a list of three activities or initiatives that they would apply in the short-term (around 5 months) in their organization. The Capacity Building team then monitored and offered recommendations in support of the execution of these activities.

The following chart shows some examples of the initiatives of the organizations' participants in the training courses:

Initiatives planned by the organizations
Plan advocacy activities about the theme "violence against women and children" in the North department
Identify and plan on an advocacy theme
Plan advocacy activities about the "children rights"
Repeat the training for the staff of the organization
Plan advocacy activities about the "children in domesticity"
Organize a reforestation campaign
Organize a training workshop about the theme "Education for citizenship"
Develop monitoring Indicators for our projects
Consult the web site devdir.org to prepare a repertoire of potential donors
Organize a workshop training on Project Planning
Organize "on the job training" for our staff on project management
Prepare a project proposal on reforestation
Apply what we have learned during this training workshop about project implementation, monitoring and evaluation in a professional training program for a group of 350 youth in Martissant
Plan and execute an Income generating project for the organization
Prepare a functioning budget for the organization
Realize an internal audit to be prepared for an external audit
Prepare an administrative and financial manual for the organization
Prepare financial tools
Train the staff on accounting
Prepare an assets disposition or inventory of the organization

B.2. Technical Assistance (T.A.) Process

Technical Assistance is a direct service provided to each organization, taking into account the conditions and specific characteristics of each of them. The T.A. responds to the needs and aspirations identified in the OCA process and the execution of the initiatives assumed during the training.

The objective of the T.A. is to improve from a practical, useful, and flexible way the management capacities of the partner organizations of the CSA project, specifically in the

aspects in which weaknesses were identified. The T.A. strengthens and complements the training process.

The Technical Assistance is a tailored service, carried out by PACT staff and external consultants, according to the necessities and aspirations identified by each organization in the follow-up phase. The organizations with bigger grade in the execution of their commitments are prioritized.

The Capacity Building Team carried out several sessions of Technical Assistance with different civil society organizations like “Solidarite des Femmes Haitiennes Journalistes” – SOFEHJ, the “Association des Volontaires MUCI and the «Observatoire Citoyen de l'Action des Pouvoirs Publics» (OCAPP) and other PACT grantees. Below is a summary of some of the Technical Assistance Sessions conducted:

Organizations	Place	Theme
Haiti Solidarite Internationale (HSI)	P-au-P	Review of advocacy proposal
FOCUJH	P-au-P	Financial Report preparation
MOFKA	P-au-P	Budget Planning
FHAIPH	P-au-P	Financial Report preparation
COHFEL	P-au-P	Budget Planning
Coordination Committee of Journalists' Association in Haiti (AJH with others)	P-au-P	Advocacy techniques to achieve a national press card and a national legislation to govern the Media in Haiti

The Capacity Building team also prepared an important document about the design and development of Training and Technical Assistance processes in September 2009. This document contains all the philosophical, conceptual, methodological, strategic, programmatic, operational, and other technical elements integrated into the capacity building process. This document summarizes the second year of our experience in the CSA/Advocacy project in Haiti

IV. Lessons Learned

Challenges

- During the implementation of the project two prime ministers were impeached, causing a major riot to take place.
- From its inception, the cost of living in Haiti tripled during 2008-2009, which substantially impacted the budget.
- The country has suffered from three major hurricanes which hindered the implementation of the project to some extent.
- Although the security atmosphere has improved, at the beginning, the number of kidnappings in Port au Prince was alarming.
- Communications within the Consortium partners at the beginning was a major issue. The presence of three large international entities with different cultures and internal systems hindered the communication between the consortium partners. For example, while Pact's managerial system is decentralized, allowing the Chief of Party to make most key decisions, both NDI and Internews have a more centralized system whereby key decisions come from Washington. This imbalance did not facilitate communication and swift implementation of project activities, and was remedied only through new communication systems introduced slowly over time.
- With limited budget it was difficult for the program to cover all 5 targeted geographic areas. Strengthening civil society in Haiti is an enormous task that requires resources and a long term commitment. Limited financial resources created frustrations because local partners' commitment to and support for the program was strong and genuine.
- In terms of capacity building, the challenge was to combine the social energy present in civil society with the needed organizational capacity. For this to happen, the work of capacity building in Haiti needed to be a sustained processes that is continued into the long-term. It is important to align this process of capacity building with Haiti's development objectives and international donors' contributions and assistance.
- Installing, maintaining, repairing, updating, and optimizing the technical status of 41 radio stations spread throughout all 10 areas of a country with extremely poor infrastructure. This task became ever more challenging with the spate of tropical storms.
- Although Internews Network was continuously raising awareness among CRS managers as to the necessity of having more women in trainings, and despite their own efforts to bring women to our classes, their number is still very limited. The reason is largely cultural: women are traditionally kept away from public debate, particularly in rural zones.

- The abrupt halt to funding for the program, at a time when incremental funding for a third year of activities was expected and planning to capitalize on the opportunities generated by the first two years was underway, was also a significant challenge. The disruption to the planned timetable and resourcing of the project undercut much of the momentum of project achievements. The short notice on which the project was halted (in August 2009, the expectation remained continued funding; notice was delivered in September 2009 that funding expected that same month would not be forthcoming) dictated an immediate switch into close-out of project activities and offices, with no opportunity to transition workstreams toward longer-term sustainability or local ownership beyond that already achieved, nor to coordinate with other donors and implementers to build on the foundation laid by the CSA project.

Other Implementation Lessons Learned for Future Programming

- The launching of periodic APS to solicit proposals was a successful approach; however, for the hot spot areas, requesting unsolicited proposals is more feasible due to the fact that CBOs in the hot spots areas do not have access to information and do not have the skills to present proposals.
- If financial resources are available, an APS should be launched outside of Port au Prince. This would require the establishment of a logistical structure that would facilitate the collection and reviewing process of the proposals. Encouraging local partners to use technology would be very helpful and could be cost effective. Organizations should be able to download all information related to the APS from the program’s website.
- The concept of “Advocacy campaign” is new in Haiti. Civil Society organizations are eager to know more about the techniques of advocacy. The program success came from the eagerness of the partners to learn the techniques and use them immediately.
- Building the capacity of local organizations is crucial. Trainings, workshops, and on-going technical assistance provided by Pact during the last 2 years shows that some local organizations can strengthen their managerial and financial structure if monitored and supported along the way. However, this effort can be time consuming and costly. To build trust among institutions and the people of Haiti, three factors must not be overlooked:
 1. Communication: It is important to have a strong public relations reach in order to inform the stakeholders what the program is about and how and why they should take ownership of the program initiatives.
 2. Transparency: The implementation of the project must be done in a transparent way so that all partners feel they are treated equal.
 3. Inclusion: Due to the social cleavage existing in the country, the project must be open to working with all social groups, and treatment must be standard and well managed.

- The concept of “Civil Society” is still new in Haiti. However, with Pact/CSA ordinary Haitians were able to feel that they could contribute to strengthening this sector. A diverse, responsible and dynamic civil society was the cornerstone of the Pact/CSA program. This was well received in Haiti because of the program’s willingness to innovate, to be inclusive, and to encourage citizen responsibility.
- Through more than 20 years in Haiti, NDI has learned that flexibility is critical to achieve program objectives. Over the course of this program, NDI found that different groups had varying degrees of capacity and therefore required individualized technical assistance. For example, some ICs quickly made progress in the development of their community visioning documents while others required more time to convene community members and effectively move forward with the visioning process. Given these differences, NDI tailored its assistance to allow for more support to those ICs that needed additional guidance and time.
- Civic education is an important component of any civil society program, as it gives participants the foundation to build on their knowledge and affect change. Through their education in the civic forum program and subsequent conflict resolution workshops, IC members acquired the necessary tools to design and implement activities of their own, adding sustainability to this model.
- Establishing mechanisms to determine the issues and challenges that concern citizens the most is a critical aspect to the success of an advocacy campaign. NDI’s initial assessments of the ICs with which to continue and expand civic engagement at the beginning of the program ensured a systematic approach to this task. Furthermore, in working closely with the ICs to establish those mechanisms within their own structures, the Institute was able help the ICs garner a broad base of support for their advocacy campaigns. Capitalizing on its experience in country, NDI helped the ICs design and implement high visibility program activities that reflected the initial assessments at the beginning of the program.

VI. Recommendations

Short-term programs create frustrations

During the past 2 years the program focused its resources on building trust between Haitian officials and citizens. The program has successfully reached this goal by mobilizing and encouraging officials and citizens of Haiti to discuss government policy implementation and performance. Pact, with the CSA program, has mobilized CSOs to monitor and denounce the government's lack of transparency, cases of mismanagement of public funds and lack of service delivery to the population. However, to consolidate advances made in strengthening civil society engagement, a long-term commitment to building dialogue and trust between civil society and government actors needs to be made.

Strengthening civil society organizations is a long-term process

The success of the Pact/CSA program is mainly due to the implementation of OCA, providing on-going technical assistance and small grants to organizations conducting advocacy. This methodology has proven to be a good approach for strengthening Haiti's civil society sector.

Building on Initiative Committee concept

As illustrated by the program's impact and results, the Initiative Committee component of the program has reached an important level of maturity and has made them a well-recognized citizen participation mechanism in Haiti. During the program, and even after closing, various ICs have received funding and support from other international donors and organizations, and continue to be a sought-after resource for engaging local elected officials. Overall, the governing capacity of local elected officials has been strengthened through their constructive work with ICs in a country lacking government presence in the interior.

In light of what this achievement represents in the Haitian context of a generalized lack of trust and transparency public policymaking, NDI considers that more intensive efforts must be devoted to support the work of ICs across the country. A significant investment to support IC activities has the potential to trigger improved and more effective development from the bottom-up. Conversely, the lack of additional support to ICs would erode the impact of a 10-year USAID investment in developing a national network of community action groups producing real improvements in the lives of everyday Haitians.

VII. Monitoring and Evaluation (M&E)

Since the inception of the project in August 2007, the M&E section at Pact-Haiti has developed and implemented tools that can accurately report the results of the project. Indeed, Pact-Haiti launched a house-hold survey in five geographic departments in Haiti, established a database to report the various activities of the project, and provided technical assistance to the grantees to enable them to build and consolidate their information systems.

Prior to the close-out phase of the CSA project, the challenge for Pact-Haiti was undertaking activities with great impact and publishing its successes and lessons learned. Therefore, during the last quarter of the fiscal year, the M&E team set out, to review all systems and tools in order to better capture all these efforts and measure the impact of project activities in Haiti in general and on civil society in particular. The following activities were conducted:

- Finalizing the FY10 M&E work plan
- Preparation and submission of FY10 M&E budget
- PMP and PIRS review

However, in September 2009, the donor notification of lack of funding led to an immediate suspension of these activities, to enable a focus on closing the Civil Society Advocacy Project in Haiti. At this sudden announcement, the M&E section had to switch from planning mode to close-out mode. The FY10 work plan and revised PMP and PIRS are therefore incomplete, with efforts refocused on the following close-out activities:

- Meeting with the grantees;
- Securing, organizing and packing all files (both electronic and hard copies), to be forwarded to Pact-HQ.

PMP Results

INDICATOR	2009 TARGET	ACTUAL (FOR THIS QUARTER)	ACTUAL YEAR TO DATE	% ACHIEVED TO DATE
Component 1: Civil Education and Community Initiatives				
Result Statement: Citizen are more aware of their rights, responsibilities, key public issues and the working of local and national government bodies				
Implementing partner: NDI				
1.1.1. Percent increase in participants' knowledge of democratic practices and institutions during the civic education phase	40%* <i>In September 2009 NDI suggested that this indicator be changed to a number rather than percentage, as monitoring post and pre-tests was not feasible. As the program has ended, NDI suggests to modify this</i>	N/A	2,110	N/A

INDICATOR	2009 TARGET	ACTUAL (FOR THIS QUARTER)	ACTUAL YEAR TO DATE	% ACHIEVED TO DATE
	<i>indicator to reflect how many people graduated from the civic education phase into more sophisticated workshops like Leadership and Conflict Resolution, this figure can be measured against Indicator 1.1.2</i>			
1.1.2. Number of men/women in target areas who participate in Civic Forum	Male: 4000 Female: 1500	Male: 1,641 Female: 538	Male: 8,985 Female: 3,317	224%
1.1.3. Percent increase in students' knowledge of democratic practices and institutions during the civic education phase.	As NDI was not able to conduct a pre-test for this indicator, in September 2009 the Insitute suggested that at the end of the school year it will administer a test to determine the knowledge of democratic practices and institutions that those students participating in the DFA program have acquired. These results will be compared to the results from a control group of students who did not participate in the program. The difference in the mean score of each group of students will represent the percent increase in knowledge.	N/A	NDI found that students that completed the DFA program scored on average 25 (average 70%) points higher than the control class (average 45%)	N/A
1.2.1 Percentage of CSA participants which involve in Civic Initiative activities in targeted areas	N/A* <i>* In September 2009 NDI suggested that this indicator definition be clarified to measure the number of CSA participants who engage in Civic Initiative activities by joining, attending or supporting IC's activities and those who participate in youth civic activities, as tracking a percentage would not be sufficiently accurate.</i>	N/A	52	18,505
1.2.2. Number of communities developing Community Action Plans (CAP)	15	N/A	83	553%
1.2.3. Number of new students who	1500	2,193	6,574	438%

INDICATOR	2009 TARGET	ACTUAL (FOR THIS QUARTER)	ACTUAL YEAR TO DATE	% ACHIEVED TO DATE
participate in DFA Sessions				
1.2.4. Number of advocacy campaigns conducted at regional level	3	2	2	67%
1.3.1. Number of CSOs involved in advocacy campaigns	8	N/A	47	588%
Component 2: Civil Society Advocacy				
Result Statement: Civil Society advocacy groups at both the local and national level are more effective in influencing change in public attitudes and policies on key issues in targeted thematic areas, including 1) improved access to justice, promotion of human rights, 2) protection of women and children from violence and 3) cross-cutting issues such as women's rights, improved access to social services (health and education) and an improved climate for economic opportunities and growth				
Implementing partner: PACT				
Number of disadvantage people to have greater access to legal services	50	66	66	132% The situation of the prison in Gonaives has exceeded all expectations. Moreover the performance of students assisted by the Bar has treated more cases than planned.
Number of CSOs involving in Advocacy Campaigns	15	4	22	146%
Number of CSOs that advocate for legal and judicial reforms, including reforms leading to greater judicial independence and broader access to justice	2	1	3	150%
Number of CSOs that monitor and report on the degree to which justice is applied fairly and impartially, especially in the areas of human rights and rights of minorities or disadvantaged groups	2	2	4	200%
Number of CSOs that advocate for policies and practices that promote anti-corruption policies	1	1	2	200% CTO concurrence has been provided for Group Croissance that will lead a project that promotes anti-corruption policies. Therefore

INDICATOR	2009 TARGET	ACTUAL (FOR THIS QUARTER)	ACTUAL YEAR TO DATE	% ACHIEVED TO DATE
				the target will be achieved by the end of this fiscal year.
Number of Civil Society Organizations using Pact's support to Promote Political Participation	1	0	6	600%
Number of CSOs that advocate for reducing violence against women and children	2	1	2	100% CTO concurrence has been provided for FHAIPH that will implement a new advocacy campaign to reduce violence against disabled women in Gonaïves. Therefore the target will be achieved by the end of this fiscal year.
Number of networks of civil society organizations at the community level received small grant to build their effectiveness	8		1	12%
Number of USG Assisted Civil Society Organizations that engaged in advocacy and watchdog functions (F Indicators)	15	4	22	146%
Component Three: Communications and Media				
Result Statement: Media are more independent and professional				
Implementing partner: Internews				
3.1.1. Percent of support expressed by journalists for the principles of professional journalism and fact-based reporting	N/A			
3.1.2. Number of media civil society organizations that complete the OCA process with PACT	15	0	16	107%
3.1.3. Media civil society organizations advocacy activities on behalf of the journalistic profession have greater impact	Yes	Yes	Yes	<i>Press card distribution and debate on press legislation</i>
2.4.2.3. Number of Journalists trained with USG Assistance (F Indicators)	120 <i>Male: 100 Female: 20</i>	7 <i>Male: 4 Female: 3</i>	159 <i>Male: 135 Female: 24</i>	132.5% People are accounted once notwithstanding the number of trainings received.

INDICATOR	2009 TARGET	ACTUAL (FOR THIS QUARTER)	ACTUAL YEAR TO DATE	% ACHIEVED TO DATE
2.4.2.5. Number of Media Civil Society Organizations and/or Support Institutions Assisted by USG (F Indicators)	10	16	16	160%
Component Three: Communications and Media				
Result Statement: Community radio stations show increased sustainability and promote citizens' involvement in community affairs				
Implementing partner: Internews				
3.2.1. Number of CRS operators who receive technical training and mentoring	40	17	41	102.50% <i>41 CRS received tech. training at 2nd Gen. Conference of CRS. 11 CRS received technical mentoring in the field 10 received in-depth training in diagnostic and repair (4 received both the training and a field visit. Therefore 17 CRS have received either a field visit or training or both.)</i>
3.2.2. Number of CRS not operational	3 CRS	2 CRS	2 CRS	<i>Radio Zantray + RadioVwa Peyizan Abriko (Port-à-Piments will be repaired when the management settles the problem with the station premises)</i>
3.2.3. RAMAK CRS network is reinforced	Yes	Yes	Yes	<i>Internal meetings are regular, steps taken towards shared activities, better internal management; progress on legal status.</i>
3.2.4. Increase in percent of airtime quantity devoted by CRS to civic education	8 %	8.8 %	8.8%	110% <i>Emissions were produced but most are not aired yet. Increase is therefore not significant this quarter and will be shown with next</i>

INDICATOR	2009 TARGET	ACTUAL (FOR THIS QUARTER)	ACTUAL YEAR TO DATE	% ACHIEVED TO DATE
				<i>quarter results</i>
3.2.5. Increase in percent of airtime quantity devoted by CRS to news coverage	12 %	10.8%	10.8%	90% <i>Emissions were produced but most are not aired yet. Increase is therefore not significant this quarter and will be shown with next quarter results</i>
3.2.6. Increase in percent of airtime quantity devoted by CRS to gender issues	2.8%	2.34%	2.34%	84% <i>Emissions were produced but most are not aired yet. Increase is therefore not significant this quarter and will be shown with next quarter results</i>
3.2.7. The quality of news reports and/or programs produced by CRS, either on civic education, social or health issues, is improved	Yes	N/A	N/A	
3.2.8. Percent increase in number of citizens reached by civic education programming (estimated)			<i>Women: 32% Men: 36% 15-24: 37% 25-49: 27% 50+: 24%</i>	
2.4.2.1. Number of Media Outlets that Received USG supported Training to Promote Financial Sustainability (F Indicators)	40	38	38	95%
2.4.2.2. Number of Non-State News Outlets Assisted by USG (F Indicators)	40	41	41	102.50%
Component Three: Communications and Media				
Result Statement: Journalists and CRS journalists include coverage of important topics identified by community members, including HIV/AIDS, health and gender based violence				
Implementing partner: Internews				
3.3.1. Number of journalists trained in fact-based reporting to cover issues related to HIV/AIDS, gender issues and health.	32	8	33	103 %

INDICATOR	2009 TARGET	ACTUAL (FOR THIS QUARTER)	ACTUAL YEAR TO DATE	% ACHIEVED TO DATE
3.3.2. Quantity of radio broadcast on issues related to HIV/AIDS or/and gender issues or/ and health by CRS journalists who have been trained in fact-based reporting	96	11	85	88.5%
3.3.3. Per cent increase in number of persons, including women and youth, who are aware of important topics for the community members, including behavior changes that can prevent HIV/AIDS infection and gender-based violence, and promote health.			<i>Health</i> <i>Women: 28%</i> <i>Men: 37%</i> <i>15-24: 34%</i> <i>25-49: 26%</i> <i>50+: 29%</i> <i>HIV/AIDS</i> <i>Women: 30%</i> <i>Men: 28%</i> <i>15-24: 30%</i> <i>25-49: 30%</i> <i>50+: 21%</i> <i>GBV</i> <i>Women: %</i> <i>Men: %</i> <i>15-24: %</i> <i>25-49: %</i>	
Component 4: Civil Society Organization Capacity Building				
Result Statement: Haitian NGOs and CSOs are more effective and sustainable				
Implementing partner: PACT				
Number of Civil Society Organizations that have received training from Pact to improve their organizational capacity	25	19	80	320%
Number of civil society organizations builds more effective networks or coalitions and extend their geographic reach.	5	0	9	180%
Per cent increase in capacity organizational of the CSOs and NGOs assisted by the CSA project.	10%	-	-	Pact-Haiti has planned to measure this indicator during last year i.e FY10
Number of NGO and CSO operations and stated goals are more systematic and transparent	25	0	1	4%
PROGRAM ELEMENT: ANTI-CORRUPTION REFORMS				
Implementing partner: La Fondation Héritage pour Haïti (LFHH)				

INDICATOR	2009 TARGET	ACTUAL (FOR THIS QUARTER)	ACTUAL YEAR TO DATE	% ACHIEVED TO DATE
2.4.1 No. of people affiliated with non-governmental organizations receiving training	500 Male : 300 Female : 200	74 Male: 45 Female: 29	155 Male : 106 Female : 10	31%
2.4.2 No. of people affiliated with governmental organizations receiving training	300 Male : 200 Female : 100	46 Male: 40 Female: 6	46 Male: 40 Female: 6	15%
2.4.3 No. of mechanisms for external oversight of public resource use	3	1	2	66%
2.4.4 No. of USG supported-anticorruption measures implemented	2	1	1	50%

Annex I. Success Stories

Pact

OCAPP Debates

The Citizen Watch Dog Group “Observatoire Citoyen de l’Action des Pouvoirs Publics” (OCAPP) organized two public debates. These represented novel opportunities for citizens to interact directly with government decision-makers and greatly increased transparency in their respective areas. The first debate focused on judicial reform, and built off of the foundation of the conference described in the previous section. It included high-level Ministry officials as well as numerous representatives of the media and civil society.

Among its key results, an MOU was signed between OCAPP and the Minister of Agriculture following the success of the March 2009 Judicial Reform debate featuring representatives from the Ministry of Justice, the Parliament and several civil society organizations. The Citizen Watch Dog Group “Observatoire Citoyen de l’Action des Pouvoirs Publics” (OCAPP) organized a second debate on April 4th focusing on strategies to increase Haiti’s national agricultural production. More than 250 participants representing local and international NGOs communities, universities and the private sector attended the debate.

Another debate was held on June 6th on Risk Management and Natural Disasters, featuring as guest speakers Prime Minister Michèle Pierre-Louis as well as the Ministers of Environment, Agriculture, and Public Safety. Due to the great amount of public interest in the subject, this debate lasted more than two hours.

These debates were the first of their kind in Haiti and gave citizens the opportunity to ask questions directly to government and elected officials. Likewise, the events were an opportunity for the government to inform its citizens about its risk management and natural disaster action plans.

Local Plea for the Modernization of the Vital Statistics System in Saint-Marc

Bernadette « nana » Joseph is an 84 year-old great-grandmother with a body weary from long years of hard work, living in the 4th communal section of Saint-Marc. Moreau has a bright smile on her face for she soon will have the document attesting her place of birth.

As part of its project PASADEC, in September 2008, the FNH, through a massive awareness campaign in Moreau, informed the population about the advantages of having a birth certificate: 1) recognition as an Haitian citizen; 2) proof of identity to register for basic services; 3) access to other registering acts of civil life such as marriage, possession of properties, and the right to inherit. This project also informed that each person of the town of Saint-Marc who did not have a birth certificate due to lack of declaration or due to loss could make a statement in order to obtain it one day and enjoy all privileges that it provides.

Nana didn't hesitate to go to this registration day, so she said later on to some representatives of the FNH. "I've never had a birth certificate before. At 84, my name will be registered in the national archives to prove my birth and to testify that I've been on this earth, in this country, and that I've participated in its construction. I can't wait to come back to claim my certificate." It was a unique opportunity that she had to seize since the project was taking care of the registration fees and was taking the civil status officers to her town to gather the information.

Nana isn't the only inhabitant of Saint-Marc who doesn't have her birth certificate. In 2005, 30,000 inhabitants of Bas-Artibonite did not own a birth certificate for various reasons such as the hassle of declaring one's birthday, the ignorance of the advantages that the certificate offers, or the loss of the certificate during recent floods that hit the country. This is the case for a lot of Haitians in the 10 departments of the country who have never been declared to the vital statistic authorities.

In view of this situation, the FNH with financing from Pact-Haiti, took mission to run a pilot project in Saint-Marc in order to promote and modernize vital statistic system by making the population aware of its existence, but also by taking steps with the Ministry – in this case, Ministry of Justice and Public Security (MJSP) – raising the issue of more than 5,000 birth certificates in the locality of Saint-Marc.

This project was launched through strong awareness campaigns for the population. The FNH representatives had to deal with about 9,000 statements, of which 55% were more complex and needed immediate intervention from the local law offices. There were issues such as the sales of a stock of birth records, or the absence of a stamp on birth certificates or the duplication of copies of birth certificates which were distributed to various persons. The necessary steps were taken immediately by authorities, MJSP in particular, to find a solution to this crucial problem. In the plea to the MJSP, the FNH brought a pledge from the Civil Clerks of Saint-Marc to hasten the registration in agreement with local law offices to reduce their judgment fees. The Ministry shared its non-objection on the agreement, which became a national law.

In June 2009, an agreement was signed between the MJSP, the FNH and the National Office of Identification (ONI) to resolve problems of Vital Statistics.

NDI

When the Community Comes Together

In response to several complaints concerning acts of violence, abuse of power and other forms of injustice on behalf of the Police Superintendant and certain police officers of the Thomazeau police station, the Initiatives Committee (IC) members decided to get together and demand the removal of these individuals from the police force. To address the problem, they met with an NDI organizer, who advised that they first discuss the problem with other members of the community to verify that it is a legitimate problem affecting the community and that they target the individuals who may have authority over the issue.

On October 19, 2008, members of the IC met with several representatives of civil society organizations and local authorities of the community and on October 28, they sent a delegation to

the town mayor, where they were able to effectively make him aware of the acts of injustice caused by the police officers of the commune. The IC members also led marches to attract further attention to the cause. As a result, on December 22, 2008, the police force was replaced by another, marking a grand victory for the inhabitants of Thomazeau, who have come to understand their own power when they get together and get organized to demand that the local authorities keep their demands and rights in mind.

The Leadership and Mobilization Capacity of an Initiative Committee

According to the local authorities of Gonaïves, the communal sections were not affected by the natural disasters that have hit the town. However, the 2nd section of the commune was so affected that a former dirt road got flooded by a river that divided the Magnan and Colonne zones, causing a great deal of accidents on the route.

The Initiatives Committee (IC) of the 2nd Section took the initiative to invite local authorities to address the situation and to find a solution. The authorities did not respond, despite the fact that they had been invited twice. Thus, the IC invited the base organizations the Bassin Integral Development Program (*Programme pour le Développement Integral de Bassin*, PRODIB), the Association of Young Farmers in Bassin (*Association des Jeunes Planteurs de Bassin*, AJPB) and the Coordination of Bassin Development Organizations (*Coordination des Associations pour le Développement de Bassin*, CADEB) to organize a meeting, which took place on January 1, 2009, with 8 participants. Their strategy consisted of amassing a large part of the population for an awareness campaign; over 120 people, 78 men and 42 women, of all professions, answered the call. Together, they decided to collect funds to purchase fuel. The local priest led marches to find a donor. When they acquired the necessary funds, 400 people, including 260 men and 140 women, worked with great effort to repair the route. They adopted a slogan while repairing the road: « Bassin is ours, just like our life is ours, so we must work hard to guarantee a better quality of life. »

According to the IC members, they should not have to give up when the State refuses to take responsibility of its duties. They demanded a meeting with local authorities, which took place on January 14. The local authorities came to recognize and acknowledge that they were also members of the community and vowed to use their knowledge, leadership, and resources so that the communal section may be stronger and more united.

Civic Tools to Affect Justice

In the Marie-Louise communal section of l'Estere, Civic Forum participant Mr. Fritzlor Mesidor indicated that the Civic Forum education helped him appropriately challenge the false arrest of a community member. According to Mr. Mesidor, a community member was falsely arrested but Mr. Mesidor was able to calmly explain the case to a judge using the knowledge learned through NDI education. The judge ruled the arrest illegal.

Network of Young Educators in Human Rights

Every Sunday afternoon in the Grand'Anse department in Haiti, more than 450 youth from various organizations as well as their civic education professor meet to discuss the challenges to

establishing rule of law in Haiti and other problems that youth and women must face. These discussions are followed by a cultural component where the youth approach the issues of human rights through group songs, poetry and short plays.

This initiative, called **Youth Space** is one of the activities of the Network of Young Educators in Human Rights (Réseau des Jeunes Éducateurs en Droits Humains, REJEDH). REJEDH was born from the efforts of Peronald Jacquet to validate and sustain the skills learned from the Democracy for All (*Démocratie pour Tous*, DFA) program in the Grand'Anse department. This organization offers youth the necessary space to develop concrete plans using the skills and general knowledge gained from the DFA program.



Members of REJEDH in a group discussion with Peronald Jacquet

“REJEDH’s mission is to promote human rights and to work toward creating a culture of human rights in Haiti with respect to the democratic values conveyed in the DFA,” stated Peronald. This program’s mission is to build a **Collective Youth Leadership** that allows a group of young men and women to take ownership of the future of their communities. Youth Space is a place where youth of different backgrounds can come to organize, relax and engage with each other.

These youth have already achieved many things:

- They partake in debates on the importance of human rights. They are putting knowledge about this issue gained from the debates and from their DFA classes into songs and small plays.
- Due to the awareness these youth have of being more involved in the process of promoting human rights; some members have carried out an investigation on the conditions of prisoners in the prison of Jeremie.
- Youth from different communities and social status have been able to form a solidarity network that spans across ages and social classes.

In the course of the coming months, REJEDH hopes to extend this program out to other communes in the department of Grand'Anse. The issue of human rights and democracy is critical to fostering a sustainable culture of democracy. These youth constitute one of the fundamental

pillars of such an endeavor. To this effect, fundamental steps such as these cannot be ignored. In fact, at the heart of these steps is the need to build a Haitian society capable of effectively participating in social and political processes, something that will require a complete change of mentality.

“The creation of REJDH was a memorable event for the region. It consolidated my desire to continue to work and fight for the creation of a culture of human rights around the world,” concluded Peronald Jacquet.



Youth alumni of the DFA program meet every sunday

For three years REJEDH has trained many generations of youth in civic education and human rights and had regularly organized monitoring missions with commissariats, prisons and tribunals in the department of Grand’Anse in order to have a better idea of the status of human rights in these institutions. REJEDH is currently active in eight communes of the Grand’Anse department and includes 870 registered members.

Successful Conflict Resolution

In Terre-Froide in Fonds-Verrettes, intervention by IC groups stopped an escalation of violence and encouraged community members to continue peaceful conflict resolution. In late February 2008, as a result of a fight between two students, one student in the Center for Modern Studies (*Centre D’Etudes Modernes*) was seriously injured. While the school intervened to stop additional fighting, once outside school grounds, the conflict escalated to the point that family members of both students confronted each other with machetes and knives. Fearing wide-spread violence, the local community quickly called two members of the local IC, who are well-respected in their community, to try to resolve the conflict. Both individuals participated in training sessions from NDI on conflict resolution and, using their skills from these sessions, spoke to both groups. The groups agreed not to fight and reached an agreement to not take further action against each other.

Hurricane Relief

In Marigot from January to March 2009, one of the communes most affected by the 2008 hurricane season, DFA students and teachers worked to restore the now deforested terrain in their communes. The students raised funds and sought donations of seeds and saplings to start a nursery for the project.

Annex II: Pact Subgrantee Information

During its two years of activities, 26 organizations and platforms have received financial support from Pact to help them achieve their advocacy campaigns. The following lists show, annually, the organizations that have made their advocacy campaigns with PACT support.

FOR FY09: NUMBER OF CSO ENGAGED IN ADVOCACY BY THEME

- ***Advocacy against ant's devastation in Limbé***
 4. Institut Mobile pour l'Éducation et la Démocratie (IMED)
- ***Watchdog group to monitor the government policies***
 2. Observatoire Citoyen de l'Action des Pouvoirs Publics et Para public (OCAPP)
- ***Advocacy to reduce violence against women***
 3. Ligue des femmes de Cite Soleil (LFCS) through a campaign to reduce violence against women
 4. PHARE NATIONAL (Petit Goave)
- ***Advocacy for electoral awareness and observation***
 5. Initiative de la Société Civile (ISC)
 6. Conseil National d'Observation (CNO)
 7. Foyer Socio-Culturel de la Jeunesse Haïtienne (FOCUJH)
 8. JURIMEDIA
 9. Mouvman Fanm Kafou (MOFKA)
 10. Centre d'Éducation, de Recherches et d'Action en Sciences Sociales et Pénales (CERESS)
- ***Advocacy for legal and judicial reform***
 11. Fondation Nouvelle Haiti (FNH) through a campaign of birth registration and certificate in the commune of Saint-Marc
 12. Barreau des Gonaïves legal assistance to disadvantaged persons
 13. HIS - Haiti Solidarité Internationale (Petit Goave)

- *Advocacy for youth citizen participation in the communes of Cap-Haitian and Carrefour-Feuilles*
 - 14. Fondation Avenir (FA)
- *Advocacy on anti-corruption*
 - 15. La Fondation Heritage pour Haiti (LFHH)
 - 16. Group Croissance (Gonaives, Cap-Haitian, Petit Goave, Saint-Marc, Carrefour)
- *Advocacy for the inclusion of disabled persons into society*
 - 17. Fédération Haïtienne des Associations pour l'Intégration des Personnes Handicapées - FHAIPH (Port-au-Prince)
 - 18. FHAIPH (Gonaives and Saint Marc)
- *Advocacy (International Conference)*
 - 19. PRODEV
- *Contribution to the advocacy on public policies (recommendations of OCAPP and AFPEC) and the promotion of the poverty reduction plan (DSNCRP)*
 - 20. AFPEC
 - 21. Imprimerie Alvarez
 - 22. Printing Plus

FOR FY08: NUMBER OF CSO ENGAGED IN ADVOCACY BY THEME

(Excluding those whose advocacy has continued in 2009)

- *Civic Action*
 - 1. Radio Tele Ginen
- *Advocacy for legal and judicial reform*
 - 2. Association Nationale des Huissiers d'Haïti
- *Economic Growth*
 - 3. Chambre de Commerce et d'Industrie d'Haïti (CCIH)
- *Human rights/rights of minorities and disadvantaged groups*
 - 4. Coalition des Femmes Leaders (COHFEL)

Annex III. IC Accomplishments

- The CCC of Chambellan created a mobile clinic that allowed more than 250 people to receive consultation and medication at a reduced price.
- Petit Goâve: members of the IC of the 3rd section of Trou Chouchou led a big reforestation operation that successfully planted more than 1500 plants.
- Members of the IC of Lacise, in the 6th communal section of Jeremie created a mobile clinic with the participation of 4 doctors and 4 nurses. Two-hundred fifty people, including 145 women were able to receive necessary care and medicine at a price of 50 gourdes (approx \$1.26). The ICs obtained funding from the organization Citizens in Action.
- The ICs of Lavoute, implemented a goat acquisition project along with Concern Worldwide, an Irish charity. One hundred families benefited from this initiative as they received 200 goats that to be distributed to families, two for each family respectively.
- The ICs of 5th and 6th section of Lavoute successfully raised funds in their community to improve 10km of road between the Berat and Lacroix communities.
- Through the skills acquired from technical training with NDI, the ICs of Bande du Nord successfully applied for funding from the Cooperative Housing Foundation (CHF), to implement a program to prevent the rivers in the community from flooding after each rainfall.
- Following the hurricanes of 2008, the CCC of Chambellan distributed 50 kits containing food and toiletries to 50 victims of the hurricanes.
- The ICs of Mirebalais repaired roads in their community through the mobilization of volunteer workers.
- The ICs of Narang, in partnership with the Sirouel Grassroots Movement (MPDS) and several community members, implemented a new road construction project.
- The ICs of Lascahobas implemented a reforestation campaign with donations of hundreds of fruit tree seeds from the community.
- The ICs of Maissade constructed public bathrooms near the community's marketplace
- The ICs of Jeremie implemented a road rehabilitation project to connect the road between Calas and the 8th section of Fond Rouge Dayere
- The ICs of Fort Liberte applied the skills learned from NDI technical training and successfully submitted a road rehabilitation project to the regional office of PAM (World Food Program) to build 10km of road
- The ICs of Gens de Nantes successfully obtained 1,850,000 gourdes from FAES for a goat breeding project that benefited 300 families.
- The ICs of Grand Boucan worked with the Ministry of Health to train employees and grassroots organizations on health procedures.
- The ICs of Lahoye restored the town's water spring, their main source of potable water.
- The ICs of Aguahedion de Rive Droite implemented a reforestation and irrigation project; they successfully planted over 500 trees.
- The ICs of downtown Hinche, in collaboration with their local government, conducted a project to mark the names of streets in their community.
- The ICs of Mirebalais constructed a tree nursery for their community after successfully implementing a small reforestation project.

- The ICs of Madame Joa rehabilitated more than 300 meters of road and built a drainage canal in concrete to help with water circulation.
- The ICs of Pestel planted 1,000 plantlets, most of which are fruit trees, in the canal port region as part of its reforestation project

Annex IV. IC Projects 2007-2009

Community Organizing and Advocacy

The IC of Chabotte or fourth communal section of Limbé organized a peaceful demonstration on February 11, 2008 to draw attention to the poor condition of a bridge at the Bois-de-Chaine section of National Route 1. Representatives from a wide range of groups participated in this sit-in at the bridge. The bridge is located on a major road, and community members stated that they feared it would collapse, especially given the level of truck traffic in the area. Typically this type of activity had been criticized and repressed by the local government, and participating individuals had been previously harassed as a result of similar action. Despite this fact, there were a significant number of participants at this demonstration, including youth, journalists and police officers. As a result, the Limbé Commissioner of Police stated that a representative from the Ministry of Public Works would come to evaluate the bridge.

Following a meeting with the IC of Ravine des Roches in Cap-Haitien in January 2008, the Communal Coordination Committee of Cap-Haitien made a formal request to the government to resolve an ant infestation problem that resulted in government commitment to help the community. Crops in the area were being eaten by ants which could cause significant food shortages and loss of income. In addition, the insects were a significant health hazard, especially for children and the elderly, who were frequently bitten by the ants. As a result, the IC of Ravine des Roches met with locally elected officials to express their concern with this problem. Approximately 130 people attended this initial meeting. The IC then met with the Communal Coordination Committee of Cap-Haitien which agreed to petition local authorities and other organizations to resolve this issue. In discussions with the secretary of agriculture, it appeared that a project had been developed to resolve the ant problems but this project would cost 150,000 gourdes or approximately \$4,054 to implement. The office still needed an additional \$2,702 to implement the project. The office stated that once they had these funds, they would implement the project. The Communal Coordination Committee continued advocating for action to resolve this problem with local government and other organizations.

The 8th BC of Carrefour conducted an evaluation of the hurricane damage. As a result of the assessment, BC members planned a meeting with the communal council to discuss the severe damage caused by the hurricanes on a bridge that serves as a key transportation route.

The 8th BC of Martissant evacuated community members from at-risk zones. The BC also obtained permission to use a local private building to house individuals who were without shelter as a result of the hurricanes.

In late October, 2008 the IC of the first communal section of Ganthier collaborated with Lamardelle in Action (*Lamardelle En Action*, LEA), one of the zone's most influential organizations, to organize an event for community members and civil society organization representatives to discuss the problem of mismanagement of a local community-run slaughterhouse's revenues.

In December 2008, the regional NGO Citizens in Action (*Citoyens en Action*) recognized the CCC of Chambellan as a prominent and reputable community representative, by entrusting it with the duty of distributing kits containing food and toiletries to 50 hurricane victims.

Infrastructure

In April of 2008, IC of Lavoute (South-East) organized a road repair project on the Lavoute-Lafond road. The community agreed to contribute fuel for the equipment needed for the repair, as well as provide food for individuals who volunteer to repair the road.

Between July and September of 2008, with NDI's technical assistance to strengthen internal capacity and outreach efforts, the Bande du Nord IC submitted a proposal to CHF International (Cooperative Housing Foundation) for eight million gourdes or approximately \$200,000 for the development of watertanks in their community; CHF approved the proposal and engaged in discussions with the IC regarding the specific means to provide the funds. The community has significant problems with landslides that cause damages to homes, roads and crops following heavy rains. The watertanks would help to resolve this community-identified issue.

In 2008 in Jacmel, an IC participated in the clearing of the national highway in downtown Marigot and in Pérédo.

With technical and financial (1.2 million gourdes) support from the mayor and minister of agriculture, the CCC of Chambellan launched a project to clean and repair canals that contributed to flooding after the hurricanes. The CCC began the process of creating nine 15-person teams to work on the project during this period.

In 2009, in Dessalines, (Artibonite Department) the ICs from the 5th and 6th sections led an effort to involve the citizens of these communities to obtain financial support from the Ministry of Interior (*Ministère de l'Intérieur et des Collectivités Territoriales*) to carry out a road repair project to repair 10km of the road between Berat and Lacroix. The ICs organized several meetings to raise awareness of this issue and finally met with the CASECs to seek their support in conveying this request to the ministry. Eighty people participated in this advocacy effort and the ministry provided the support which led to the successful repair of the road.

A highlight of the visioning process meetings organized in April-June 2009 in Fort Liberté (Northeast) is the partnership established by the ICs and the environmental research group GREB (*Groupe de recherche de la biostasie- Research Group in Biostasie*) to work together to implement a project on clean water aiming at building 40 reservoirs of 35,000 gallons each in Fort Liberté and to find the much needed community support to move forward with this initiative. This achievement came about through a series of three meetings that took place on April 16, 18 and 29, and brought together citizens, ICs, CASECs, the deputy Liolin Charles Pierre, several grassroots organizations, and the Communal Coordination for a total of 108 participants, of which 38 were women

Environmental Protection

With assistance from NDI, the Popular Organization for Change in Drouillard (*Organisation Populaire pour le Changement de Drouillard*, OPDC) organized a meeting to engage citizens in

protecting the environment with 175 participants, including 50 women. Deforestation is a significant problem for the community and the organization stated that it would discuss the issue at the IC community assembly.

In the Artibonite region in 2008, the third section of Aguahédion de Rive Droite conducted a tree distribution project in an effort to reforest the area.

Economic Livelihood

The 3rd/4th BC of Martissant found temporary housing for 60 individuals who were without shelter as a result of the hurricanes. Among those 60 individuals were five pregnant women and approximately 30 children. The BC mobilized the local CASEC Samuel Saint Jean to assist the BC in finding temporary housing for those individuals.

The IC in Gens de Nanges helped to manage a Social and Economic Assistance Fund (*Fonds d'Assistance Économique et Sociale*, FAES)-funded goat distribution and breeding project (Genetic Improvement for Goats, *Amélioration Génétique de Race Caprins*). The IC's role in facilitating a more effective distribution process has also served to increase its standing in the community.

In Jacmel on March 29, 2009 the IC of Lavoute, along with CASEC member Raymond Jovin, implemented a goat donation project in conjunction with Concern Worldwide, an Irish charity. Some 100 families benefited from this initiative as they will receive 200 goats, two for each family. This project was the result of advocacy efforts of the ICs with NDI support, coupled with the support of the CASEC.

In Marigot, the ICs of downtown Marigot prepared and presented a water catching project through the Association of Citizens of Marigot along with the United Nations Development Program (UNDP) to provide Marigot with potable water. The UNDP agreed to finance the project. NDI facilitators assisted the IC with the planning meetings, project design, and follow-up.

Health and Sanitation

The 5th BC of Carrefour conducted two meetings with local ASECs to discuss problems with the sewage system that put the health of the community at risk. As a result of the meetings, the BC prepared a sewage prioritization plan that outlined their most pressing needs, which were presented to ASECs for their consideration in determining possible government intervention.

With financial and technical assistance from the organization Citizens in Action, members of the IC of Lacise, the 6th communal section of Jeremie, organized a mobile health clinic in mid-April with the participation of four doctors and four nurses. Some 250 people, including 145 women and 105 men were able to receive care and medicine for 50 gourdes (approx \$1.26). An NDI facilitator supported the ICs through the process of carrying out this initiative along with other participating organizations.

Education and Awareness

In April, 2009 representatives from the MINUSTAH in the Grand'Anse department asked the NDI field coordinator to facilitate two forums with locally elected officials, delegates, deputy delegates, financial controllers and community leaders on the topic of citizen participation and local governance. Municipal council members, CASECs and ASECs also attended these forums. These activities aimed to strengthen relations between local authorities and citizens and to encourage citizen participation in the management of the communities. Participants hoped to carry out other similar forums in the future.

Public Accountability

In the Marmont communal section of Hinche (Central Plateau), local officials had previously refused to meet each other largely because of partisanship and personal disagreements. However, after numerous discussions with the NDI organizer in the region, they agreed to attend the IC community assembly and indicated that they realized that they needed to work together to address the needs of citizens.

In the Angoman communal section of Hinche (Central Plateau), as a result of a community assembly, the CASEC and vice delegate agreed to work together to help the community enforce local livestock regulations. Community members indicated that there was limited control of livestock in large part because local authorities were not taking an active role in overseeing and enforcing livestock regulations.

In the first communal section of Thomazeau (West), participants advocated for transparency in public expenditures with locally elected officials. In the past, there had been wide-spread speculation about the inappropriate use of public resources to purchase equipment for the water piping system. At a community assembly, community members told locally elected officials that all public expenditures should conform to the law and that they should share information about public expenditures with community members. While it is unclear if locally elected officials will comply with this request, community members appeared committed to continue pressuring government for accountability in spending.

In the Lavoute communal section (West), the IC, CASECs and ASECs presented a joint request to the local deputy to receive information about use of government funds for Flag Day celebrations. While they are still awaiting a full report on the use of public funds, this initiative represents a positive collaborative effort to increase government accountability.

Annex V: Map of Initiative Committees by Commune

