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# HAITI: I-TRADE BUSINESS SATISFACTION WITH THE INVESTMENT FACILITATION CENTER AND INVESTMENT CODE BASELINE REPORT

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# HAITI: I-TRADE BUSINESS SATISFACTION WITH THE INVESTMENT FACILITATION CENTER AND INVESTMENT CODE BASELINE REPORT



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Haiti Investment-Trade and Association Development (I-Trade)

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

### **DISCLAIMER**

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

## **DISCLAIMER**

This report tries to give a brief understanding of the private sector satisfaction with the work of the Investment Facilitation Center and the businesses' experience with Haiti's Investment Code. The report findings could be used as a basis for further understanding and learning about the businesses environment in Haiti. The views expressed in this report are from Management Systems International and do not necessary reflect the views of CHEMONICS International.

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We finally express our gratitude to the many private businesses who participated in the survey, the surveyors, the data entry clerks, and the AGRITECH consultants that have contributed to the success of this report.

To all these people, we reiterate our sincere thanks and acknowledge their respective contribution to this baseline report.

This report was written by Management Systems International, with critical inputs received from Mr. Marc Edy Martin, Odel Eleazard, Phanol Philippe, and Jose Webert, from AGRITECH.

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## **ACRONYMS AND ABBREVIATIONS**

DGI	Direction Générale des Impôts (Haitian Tax Authority)
IFC	Investment Facilitation Center
IHSI	Institut Haïtien de Statistique et d'Informatique (Haitian Institute of Statistics and Information)
I-TRADE	Investment-Trade and Association Development project
M&E	Monitoring and Evaluation
MSI	Management Systems International
SA	Société Anonyme (publicly-traded company)

## EXECUTIVE SUMMARY

Implemented by Chemonics, Investment-Trade and Association Development (I-TRADE) is a 3-year, USAID-funded project whose goal is to support the Haitian Government and private sector efforts to streamline Haiti's business regulation and investment environment, leading ultimately to increased investment in the Haitian economy. Management Systems International (MSI) is Chemonics's partner providing monitoring and evaluation (M&E) services to the project.

Consistent with this mandate, in September 2008 MSI hired a local firm, AGRITECH, to measure I-TRADE's impact through business surveys that seek to identify institutional and legal factors that hinder or facilitate doing businesses in Haiti, with specific reference to two areas of I-TRADE's work: the Investment Facilitation Center (IFC) and the Investment Code. The object of the present report is to present a baseline analysis of businesses' experience and interaction with these two elements, which I-TRADE can use to plan the specifics of its interventions.

AGRITECH and MSI carried out the survey during the period October 1, 2008 to January 30, 2009. Key stages in the survey project included: questionnaire design, building the sample frame and drawing a sample, testing the survey instrument, distributing and collecting self-administered questionnaires to sampled businesses, data entry, analysis, and reporting.

The survey consisted of four modules: (1) profile of businesses surveyed; (2) satisfaction with the work of IFC; (3) businesses' experience with Haiti's Investment Code of 2002; and (4) business registration. From a sample frame of 5,281 businesses, 243 were selected using a multi-stage sampling process based upon the businesses' legal status (publicly traded/private) and industry sector.

The survey team encountered several data limitations, including lack of information on businesses outside of the Port au Prince metropolitan area, lack of information on which businesses registered in 2008, and a low response rate. Therefore, overall trends, rather than specific pieces of data, should form the basis for decision-making based upon this report. The analysis contained in this report is consistent with this guidance.

Over half of the businesses that responded to our survey were a proprietary and more than two-thirds said they were engaged in commerce. Generally, the businesses were small (roughly half had 10 or fewer employees), fairly new (half were 10 years old or younger) and almost all were locally owned.

*Most of the businesses surveyed were not knowledgeable about IFC.* Only 76 percent of the businesses said they were aware of the IFC's existence, in spite of its objective to increase the ease of business entry and provide information to potential investors. Only five percent of respondents were aware of IFC's services, which none had used. The four businesses that had entered the market within the past year had not even heard of IFC. Companies that did know about IFC tended to be larger (more than 10 employees) and older. The latter finding is counterintuitive since IFC caters to new businesses.

*Businesses familiar with IFC liked the idea of it, but thought the organization could be improved.* Six of eight firms that responded to the question said they thought IFC's services are useful, but only one respondent out of seven said those services were completely satisfactory. The main grievances given were delays, lengthy procedures, a narrow sector focus, and inadequate human resources. IFC officials, on the other hand, pointed to other flaws in the business entry and investment system that are not under its control.

*Most of the businesses surveyed were not knowledgeable about the Investment Code, either.* Only 20 percent of the firms were familiar with the stipulations of the Investment Code. Again, larger and older

companies were more likely to know about the Code. Of the firms that knew the Code, six were eligible for its incentive advantages.

*Knowledgeable and eligible businesses said the Code facilitates investment, but respondents agreed that it could be improved.* Thirty-one percent of all respondents said that the Code facilitates business creation, including all eligible firms and all firms that had used it. Thirty-five companies that did not take advantage of the code mentioned lack of knowledge about or interest in it, the state's institutional weakness, and the high cost of loans. Companies identified the Code's weaknesses as institutional ineffectiveness (including insufficient human resources), excessive bureaucracy, and Haiti's poor economic and investment environment. Recommendations to help improve the Investment Code included information dissemination, loan provision, investor access facilitation, investment guarantees, tax reductions, and regulations enforcement, among others.

*Respondents said starting a business in Haiti is cumbersome.* Though the few responses to questions in this category make it impossible to draw statistically representative conclusions, the data confirm that the registration process remains burdensome. Overall, respondents said the total number of days to complete all registration steps averaged more than 286. Judging by the answers from different ages of companies, the ease of registering a business seems to have remained the same over time. Steps two (notarization), six (publication in legal journal), and nine (obtaining accounting books) were the most difficult to complete, according to three respondents. Although some respondents suggested eliminating or combining some steps, there was no consensus on which ones.

In light of the above, it is clear that an imperative is to increase awareness of the IFC and the Investment Code among eligible businesses, first by identifying the causes of unawareness. Size, age, and sector of companies make a difference but it is unclear why larger and older companies know more about IFC and the Code and the commerce sector knows less.

Investment facilitation is needed in Haiti and both IFC and the Investment Code are vehicles that can provide it. However, businesses say that both are currently plagued by the same problems they seek to address: lack of sufficient, qualified staff and long, cumbersome processes symptomatic of excessive bureaucracy.

Based upon these conclusions, we recommend conducting a combination of focus groups and interviews with business representatives, business associations, and chamber of commerce representatives to flesh out the findings of this report, and investigate the questions it raises. The methodology used for each group should be chosen carefully, according to the best way of making each respondent comfortable enough to provide thorough and useful information. Based on conclusions from this research, I-TRADE should help IFC to design and implement a communications strategy, and monitor the results to inform modifications. Finally, a larger assessment of causes and effects in the business registration and investment process in Haiti should be conducted to determine exactly where problems lie and develop potential solutions.

# INTRODUCTION

## Background Information and Objective of the Report

Implemented by Chemonics, Investment-Trade and Association Development (I-TRADE) is a 3-year, USAID-funded project whose goal is to support the Haitian Government and private sector efforts to streamline Haiti's business regulation and investment environment. Compared to other economies, the process to get a business launched and registered in Haiti is costly and time consuming. According to the World Bank, it takes an average of 202 days to register a business and as many as 1,179 days to obtain the necessary licenses and permits, complete the required notifications and inspections, and obtain a utility connection.<sup>1</sup>

I-TRADE's main objective is to address the underlying issues in the legal and regulatory framework and work with both the Haitian Government and the private sector to help improve the investment climate in Haiti, thereby attracting new investments, improving competitiveness, and creating more jobs. Specifically, the I-TRADE project aims to achieve the following results within a 3-to-5-year timeframe:

- Haiti's Business and Trade Environment Improves;
- More robust private sector associations and chambers contributing to economic growth;
- Administrative obstacles to doing business reduced;
- Legislation more conducive to modern business practices and international trade;
- Institutional capacity to support movement of goods strengthened;
- Government effectively conducting trade negotiations; and
- I-TRADE has leveraged other USAID activities and pursued opportunistic interventions.

While Chemonics is focusing on implementing the project, Management Systems International (MSI) is providing monitoring and evaluation (M&E) support to help ensure that I-TRADE remains on track to achieve its goals. At the end of September 2008, MSI hired AGRITECH, a local Haitian firm, to help track I-TRADE's impact through business surveys. The objective of these surveys is to identify institutional and legal factors that hinder or facilitate doing businesses in Haiti, with specific reference to two areas of I-TRADE work: the Investment Facilitation Center (IFC) and the Investment Code. (AGRITECH's scope of work is found in Annex I.) This report is the first of a series of three annual reports that will attempt to assess changes businesses' satisfaction with the work of the IFC and with Haiti's Investment Code resulting from I-TRADE intervention. The surveys provide data for two indicators in I-TRADE's performance management plan (PMP), as follows:

- Number and percent of surveyed, new and established, businesses that express improvement in their experience with the investment code
- The number and percent of surveyed formal private sector businesses that express satisfaction with the work of IFC

Therefore, the research questions this baseline report answers are as follows:

- To what extent are Haitian businesses satisfied with the work of the IFC?
- To what extent do businesses have experience with the Haitian Investment Code?

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<sup>1</sup> World Bank "Doing Business" report, 2009

## Methodology

### Timing, Roles and Responsibilities

The entire survey process, from developing the workplan to completing this report, lasted from October 1, 2008 to January 30, 2009. It involved a combined effort from AGRITECH, MSI, and I-TRADE. The primary individuals responsible for the work, along with their roles, were as follows:

- *Marc Edy Martin, AGRITECH*: Oversight of the survey process, client communications, hiring of consultants
- *Odel Eleazard, AGRITECH Consultant*: Management of the survey process, from questionnaire design to data entry and analysis; methodologist.
- *Jose Weber, AGRITECH Consultant*: Sampling and statistical analysis
- *Katharine Hoffman, MSI*: Oversight of AGRITECH's technical work, final data analysis and report writing
- *Thibaut Muzart, MSI*: Contractual management of AGRITECH, report writing, graphics
- *Marlene Sam, I-TRADE*: I-TRADE's primary link to AGRITECH and MSI, provided assistance with locating, contacting, and following up with companies, in addition to providing input into the survey questionnaire
- *Thierry Bungener, I-TRADE*: Chief of Party and therefore ultimate director of survey activity, provided technical input and guidance into survey questionnaire
- *Data Collectors and data entry specialists, I-TRADE Consultants*: Gathered business data, distributed and collected questionnaires.

The survey schedule worked out as follows:

**Table 1: Survey Schedule**

Task	Dates
Draft and finalize survey workplan	October 1 to October 17, 2008
Draft, revised, and finalize questionnaire	October 1 to December 5, 2008
Obtain business information from IFC, IHSI, DGI, Le Moniteur; create sample frame	October 7, 2008 to November 28, 2008
4 Data collectors hired and trained	October 27 to 31, 2008
Work on samples	November 3 to 7, 2008
Test and revise the questionnaire	November 5 to 7, 2008
Meet with lawyer, businessman, IFC to obtain input on the survey; revise questionnaire as necessary	November 19 to December 5, 2008
Draft, revise, and finalize sampling methodology	November 24 to December 5, 2008
Finalize samples	December 1 to 5, 2008
Distribute survey questionnaire and collect responses	December 9, 2008 to January 22, 2009
Data entry (as received)	December 16, 2008 to January 22, 2009
Data analysis	December 16, 2008 to January 28, 2009
Report writing	January 23 to 30, 2009

## Sampling Frame

### a) Sampling Frame for New Businesses

The initial intent was to create a sample frame comprised of all formal new businesses that completed the registration process during fiscal year 2008 in order to answer the research question about the IFC. The reason for doing so was that the IFC only began operating in 2008. AGRITECH hired data collectors to collect this information from “Le Moniteur”, the official state newspaper in which newly registered businesses must be listed. Overall, 209 new, private sector businesses were registered between October 2007 and September 2008. However, this sample frame was found to be very incomplete, as 95 percent of the businesses did not list an address or other contact information. It was obvious that this sample frame could not be used to generate a sample of new businesses that could be contacted for a survey. To address this situation, AGRITECH drew a single sample from the global population of businesses in Haiti to answer both research questions.

### b) Sample Frame for all Formal, Private Sector Businesses

This sample frame includes all private licensed businesses regardless of the type and the year of registration. First, AGRITECH collected data regarding private businesses that paid taxes during FY 2008 from Haiti’s Tax Authority (Direction Générale des Impôts, DGI). Second, AGRITECH gathered data regarding the private businesses that pay taxes more regularly from the Haitian Institute of Statistics (IHSI). Third, AGRITECH filled out the sample frame with data from the Ministry of Commerce. AGRITECH consolidated the three databases into a single database that constitutes a sample frame of 5,281 businesses operating in Haiti.<sup>2</sup>

Although this sample frame contains contact information for all businesses, it includes few businesses located outside of the Port-au-Prince metropolitan area (0.04 percent). Since a complete and reliable database of private businesses in Haiti does not exist, AGRITECH used its database of 5,281 businesses from which to draw its sample.

## Sampling

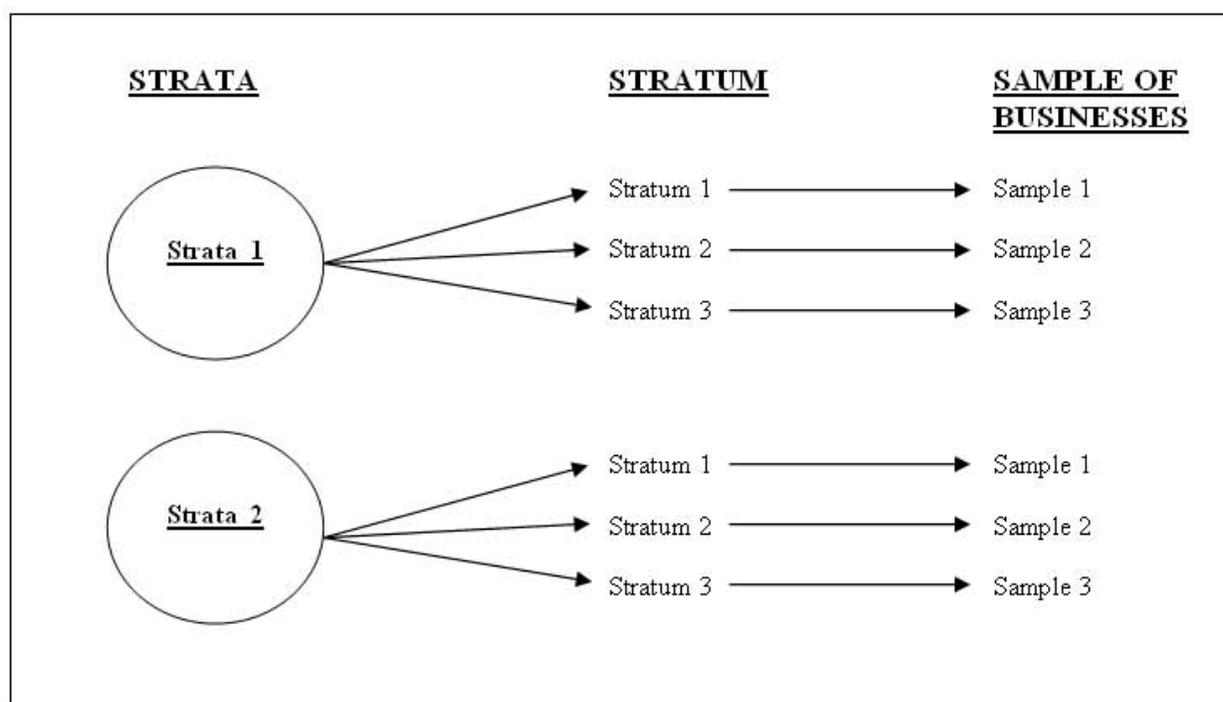
As with any survey, time constraints prohibited contacting the entire population of businesses. For the purposes of this survey, the sample unit (i.e., the entity that represents one data point) was one business.

We used a stratified sampling process to assess both businesses’ knowledge of the Investment Code in Haiti and businesses’ satisfaction with the work of the IFC. First, we divided the population into two homogeneous groups, or strata: Sociétés Anonyme (SAs, publicly traded companies) and non-SAs. We further stratified these groups into subgroups (stratum) according to business sector. From each stratum, we randomly selected a specific number of businesses corresponding to the proportion of that stratum in the population as a whole. This stratified sampling approach ensures that the selected businesses accurately reflect the characteristics of the population from which they are chosen. The figure below illustrates the sampling process used to select 243 businesses from the sample frame of 5,281 businesses.

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<sup>2</sup> Please contact I-TRADE or MSI to view the database.

**Figure 1: Selection of Businesses**



The *study sample* size was defined as the minimum required number of units that are needed to build sound statistical conclusions and inferences. The sample size for this business survey was based on the strata size, a 10 percent margin of error, and a 95 percent confidence level. Using the sample size calculator by RAOSOFT.com, we drew a sample of 84 S.A. enterprises and 95 non-S.A. enterprises. Since the surveys were self-administered, it was necessary to build an anticipated 35 percent non-response rate into the total number of businesses contacted, meaning we distributed questionnaires to 35 percent more businesses than we sampled. Doing so resulted in 114 S.A. enterprises and 129 non-S.A. enterprises to which we delivered questionnaires.

**Table 2: Sample number of businesses by stratum**

Strata	Stratum					Total
	Commerce	Industry Et Tourism	Agro-Industry	Service	Exportation	
SA Enterprises	210	79	46	180	107	622
SPSS Weight Factor	0.316	0.114	0.07	0.298	0.202	
Sample	36	13	8	34	23	114
Non SA Enterprises	3209	236	35	1135	44	4659
SPSS Weight Factor	0.612	0.070	0.008	0.302	0.008	
Sample	79	9	1	39	1	129

Once the sample size was calculated for each stratum, we chose the businesses to be interviewed randomly, using the random sampling function of SPSS 12.0. Annex II contains the complete list of selected S.A and non S.A enterprises for the survey.

## Survey Tool Design

For the design of the survey, we developed four modules corresponding to different question areas, as follows:

- Module 1: Business background details
- Module 2: Satisfaction with the functioning of the IFC
- Module 3: Experience with the Investment Code of 2002
- Module 4: Process of Forming SAs

For each module, we developed a number of questions that measure the businesses' knowledge and level of satisfaction relative to the various components of the main category investigated. Question types included a mix of open-ended, multiple choice, Likert Scale, and multi-level questions. Module 2 included a skip pattern that asked respondents who have no knowledge of IFC to skip the remaining questions in that module. All four modules included skip patterns designed to ensure only enterprises with relevant experience completed satisfaction-related questions.

The questionnaire passed through several iterations, incorporating input from I-TRADE staff to ensure the instrument captured the information most relevant to I-TRADE's decision making.

At I-TRADE's suggestion, AGRITECH met with IFC's General Director and two high level officials to obtain a better understanding of the organization, informing survey design. AGRITECH discussed with I-TRADE proposed changes to the questionnaire to reflect IFC's input, reaching agreement on exactly what changes should be made.

AGRITECH also met with a lawyer and a notary to obtain input into the questionnaire. They suggested some changes, particularly to Module IV, regarding the order of the steps in the registration process, and added an additional step.

## Pre-Testing the Survey Instrument

AGRITECH pre-tested the survey instrument to identify any shortcomings in the design. They chose the first 12 firms (two by sector in six different sectors—industry, commerce, agriculture, tourism, import-export, services) that appeared on the list of enterprises received from the Direction Générale des Impôts (DGI). Consistent with standard survey practice, these firms were not included in the survey analyses/results. Minor modifications were made to the questionnaire following the pre-test and the data collection began immediately after that. The final version of the survey tool is presented in Appendix III.

## Data Collection

Since the sample frame does not contain phone numbers for most of the businesses, a face-to-face interview with the businesses CEOs was conducted. Data collectors introduced themselves and handed a letter provided by AGRITECH to explain the reasons for the survey. A follow-up conversation with the CEO was held thereafter to thank him for his participation. The AGRITECH project manager oversaw the entire process of data collection, including the initial contact with the CEO, the follow-up conversation, and surveying the selected businesses.

When arriving at the business site, the interviewer asked for the CEO. If the CEO was not available at this time, the interviewer left the questionnaire and the presentation letter with the CEO Secretary, who was asked for the business' phone numbers and emails. If the CEO was available, the interviewer conducted the interview by following the question order in the questionnaire. Cell phones were used to assist good communication between the data collectors and the AGRITECH project manager. Furthermore, the

project manager met with the data collectors on a bi-weekly basis to debrief on the days' activities and make any adjustments to the plan.

The project manager ensured that each selected business was visited and interviewed by: 1) contacting the CEO after the completion of the survey; 2) keeping track of the businesses not yet surveyed or when follow-up visits need to be done; and 3) keeping track of the number of surveys completed for each sample group in each stratum.

The timing of the data collection proved difficult, as questionnaires were distributed just prior to the Christmas and New Year's holidays. Unfortunately, this situation could not be prevented because of a firm January 31st deadline for submitting the survey report to the USAID/Haiti Mission.

## **Data Entry**

Data entry clerks were hired to enter data into SPSS 12 as completed surveys arrived daily. A data specialist built and produced a database of all the collected surveys in a manner that allowed easy manipulation for analyses.

## **Data Analysis**

AGRITECH and MSI analyzed the collated data using frequency and cross-tab analyses of the various responses given for the various questions. The results of the analyses are presented in the following section.

## **Data Limitations**

Since the sampled businesses included only those in the Port au Prince metropolitan area, one cannot generalize the survey findings to include all businesses in Haiti. In addition, since we were not able to identify which businesses in our sampling frame were registered in 2008, the findings on business satisfaction with the IFC likely understate business experience with the organization among those businesses that would have had the opportunity to use IFC's services. (IFC caters to new businesses.)

Despite our best efforts and I-TRADE's support, we received completed questionnaires from only 67 companies, which translates into a 28 percent response rate. The low response rate makes it impossible to draw statistically relevant conclusions in many areas, as noted in the text below. Therefore, readers should make decisions based upon overall trends in the data, rather than using specific figures. The conclusions and recommendations in this report are consistent with this approach.

# **FINDINGS**

## **Profile of Private Businesses Interviewed**

The questionnaire asked businesses to provide some basic descriptive information about themselves, including legal status, business sector, number of employees (as a measure of size), ownership (domestic/foreign), and years in operation. In total, data were available for 67 firms.

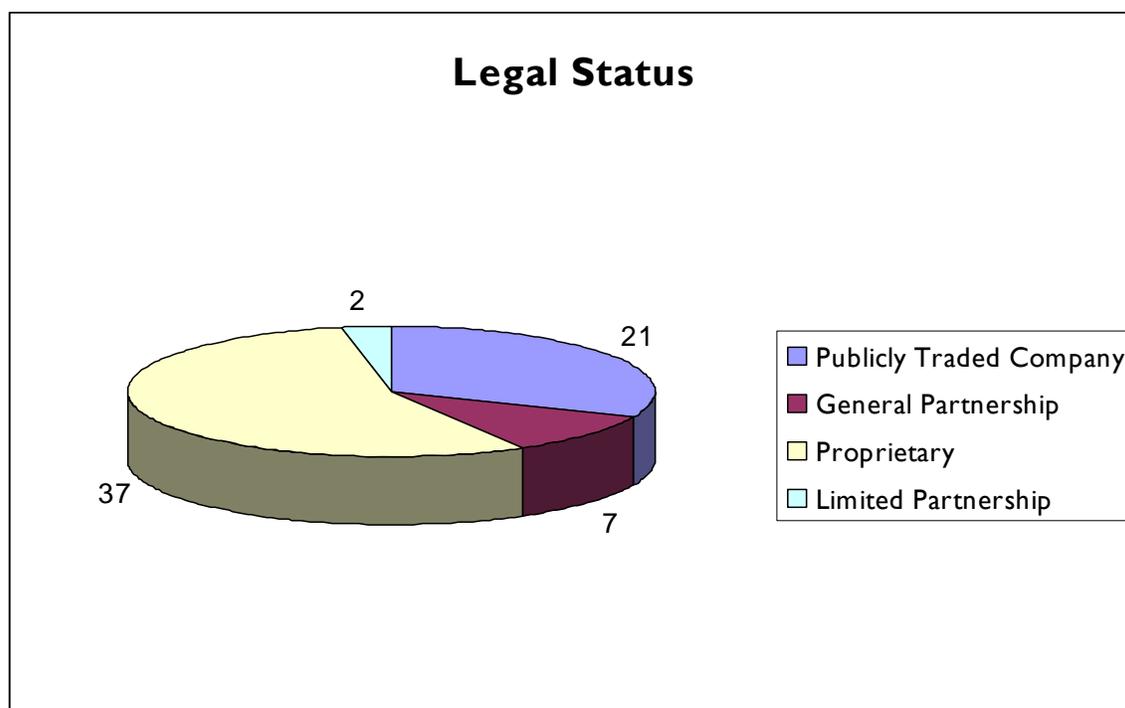
### Legal Status

Table 1.a shows that slightly over half of the firms surveyed (50 percent) were a proprietary and 31 percent were publicly traded companies (SAs). The remaining firms were general partnerships (10 percent) and limited partnerships (3 percent).

**Table 3: Legal Status**

Category	Frequency	Percent
SA	21	31
General Partnership	7	10
Proprietary	37	55
Limited Partnership	2	3
<b>TOTAL</b>	<b>67</b>	<b>100.00</b>

**Figure 2: Businesses' Legal Status**



Business Sector

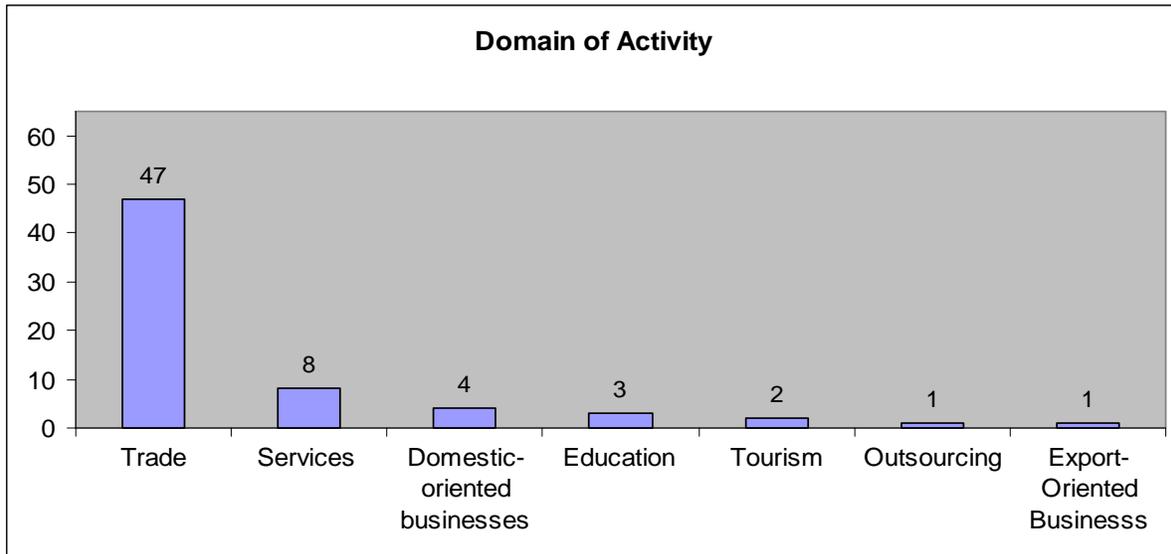
Commerce was the domain of activity of more than two-thirds (70 percent) of the firms surveyed. Of the remaining 20 companies, 12 percent were service businesses, and 5 percent were education businesses. Domestic-oriented businesses (businesses producing for the domestic market) accounted for 6 percent of all businesses surveyed, and 3 percent focused on tourism. The remaining 5 percent were equally split between outsourcing, construction, and export-oriented businesses.

**Table 4: Business Sector**

Category	Frequency	Percent
Trade/Commerce	47	70
Domestic-oriented business	4	6
Outsourcing	1	2
Export-Oriented Business	1	2
Tourism	2	3

Education	3	5
Construction	1	2
Services	8	12
<b>TOTAL</b>	<b>67</b>	<b>100</b>

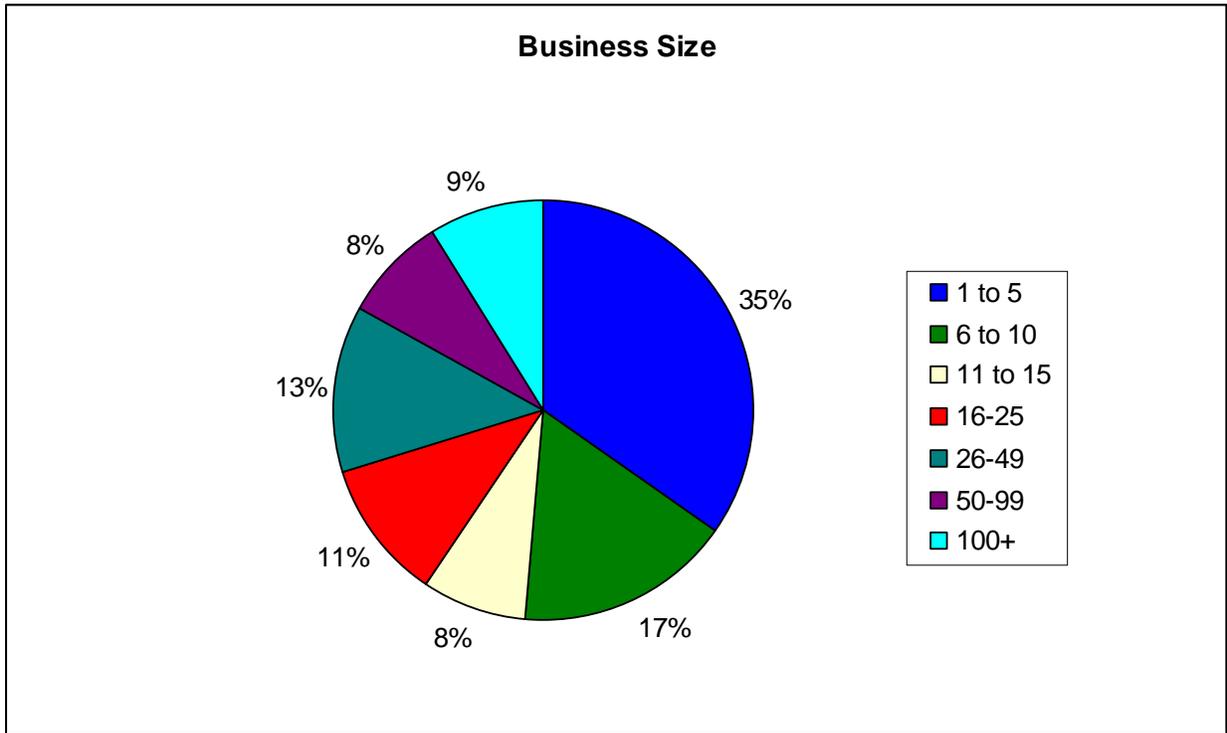
**Figure 3: Business Sector**



### Number of Employees

Small businesses accounted for the largest percentage of respondents. Fifty-two percent of respondents had 10 or fewer employees. The middle range (11 to 49 employees) claimed 32 percent of businesses, while larger businesses (50 or more employees) made up the remaining 16 percent of respondents.

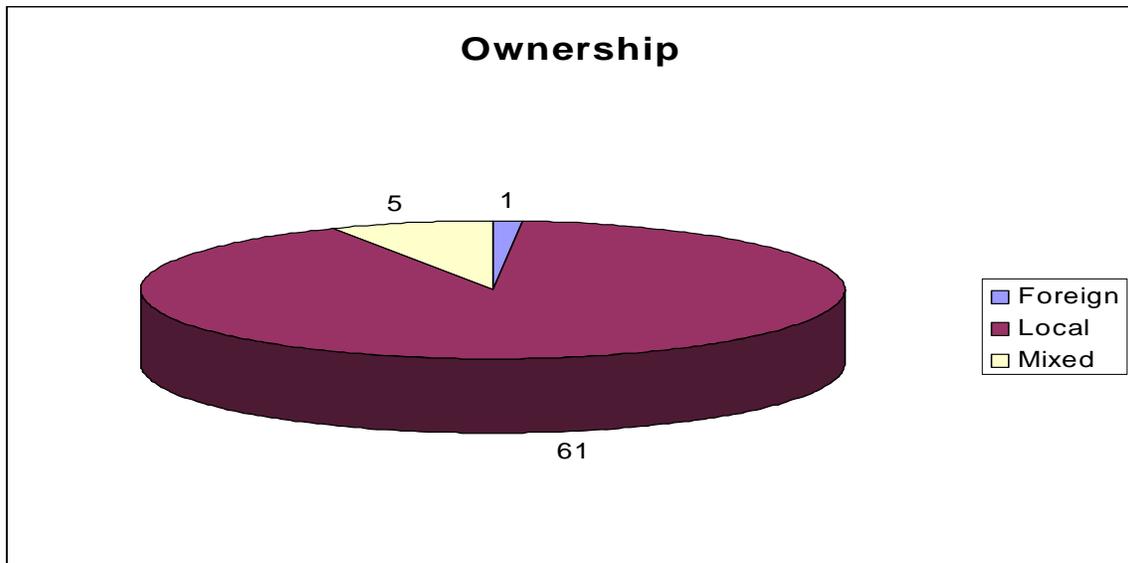
**Figure 5: Business Size**



Ownership

Most (91 percent) of the surveyed businesses were Haitian owned. Mixed ownership accounted for eight percent of the businesses, and only one business was exclusively foreign-owned.

**Figure 6: Funding Source**



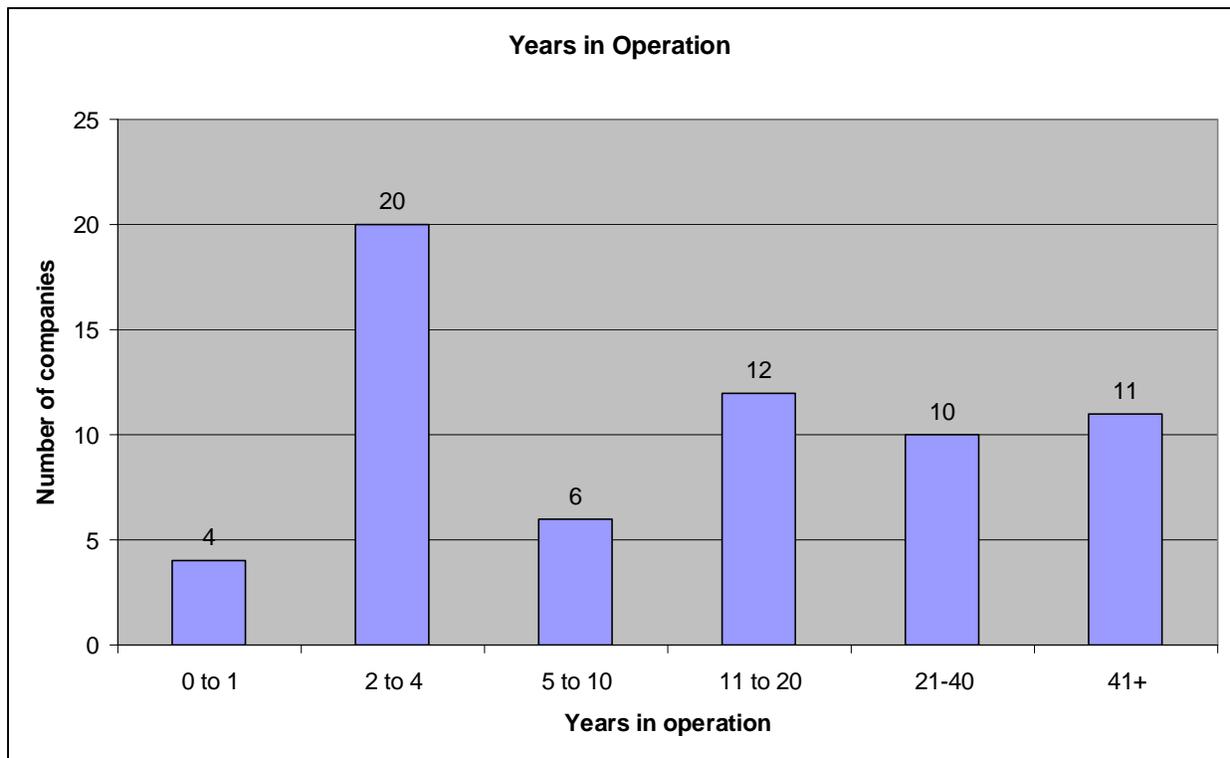
Years in Operation

Many of the businesses surveyed were new; 38 percent had been operating for less than 5 years, and 48 percent of companies had existed for 10 years or less. Seventeen percent of the businesses had been in operation for more than 41 years. While this latter figure seems high, it has been checked for accuracy. We assume that it results from the many family-owned businesses in Haiti that were established many years ago. All but one of the firms in this category said they are locally owned

**Table 5: Years in Operation**

Category	Frequency	Percent
0-1	4	6
2-4	20	32
5-10	6	9
11-20	12	19
21-40	10	16
41+	11	18
<b>TOTAL</b>	<b>63</b>	<b>100</b>

**Figure 7: Years in Operation**



Company Size (Number of Employees) and Ownership

All 23 of the businesses with fewer than 6 employees (see table 1.c) were locally owned. The only fully foreign owned company had more than 100 employees. Businesses with mixed ownership employed between 6 and 25 people.

**Table 6: Company Size and Ownership**

	Ownership			TOTAL
	Foreign	Domestic	Mixed	
Missing	0	1	0	1
26-49	0	9	0	9
100 +	1	5	0	6
11-15	0	3	2	5
16-25	0	6	1	7
1à 5	0	23	0	23
50-99	0	5	0	5
6-10	0	9	2	11
<b>TOTAL</b>	<b>1</b>	<b>61</b>	<b>5</b>	<b>67</b>

## Satisfaction with the Work of IFC

Created on November 16, 2005 and housed in the Ministry of Commerce, the Investment Facilitation Center seeks to reduce the number of procedures for starting a business in Haiti by serving as a one-stop-shop for all investment procedures. Eventually, IFC's services are to include investment promotion, an information center, studies aiming at analyzing and updating business and investment legislation, and a forum for public-private dialogue. As such, this organization is designed to meet the demands of the private business sector, which has advocated for more rapid development of domestic and international private enterprises. Specific reforms requested include: 1) simplifying the procedures that relate to ease of business entry and 2) making available all necessary information that a potential investor might need.

Through capacity building and technical assistance, I-TRADE aims to help IFC address these reforms, thereby leading to increased investment in Haiti. To frame the specifics of its assistance, I-TRADE needed to know whether businesses are even aware of the IFC, whether they have benefitted from its services, and what areas they identify for improvement.

The reader must keep in mind, however, that IFC only began operating in 2008 and has not yet begun to provide its full range of services. Its efforts have targeted only new businesses. As mentioned under Data Limitations above, the fact that we were not able to limit our survey to only businesses established in the last year (and could therefore be potential IFC customers) means that the data overstate the lack of awareness of and experience with IFC among potential beneficiary businesses.

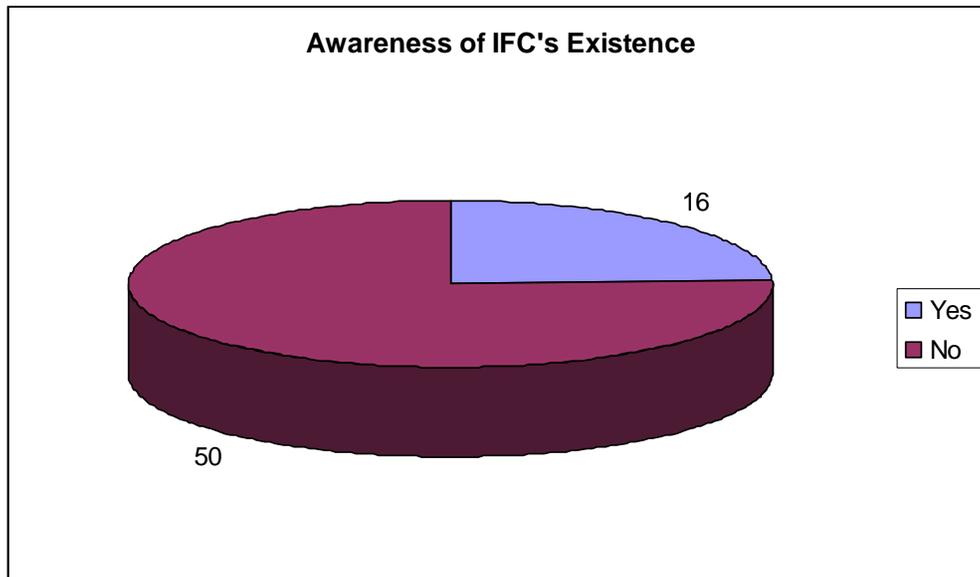
As shown in Table 7 below, 76 percent of businesses that responded to the questionnaire do not seem to be aware of IFC. Among the 24 percent that have heard about IFC, only 3 were familiar with the services IFC offers, amounting to 5 percent of all survey respondents. The percentage dropped to zero when companies were asked whether they have ever used IFC's services.

**Table 7: Businesses Familiarity and Experience with CFI**

	Frequency #	Percent %
<b>Have you ever heard of the IFC?</b>		
Yes	16	24
No	50	76
<b>Are you familiar with the services</b>		

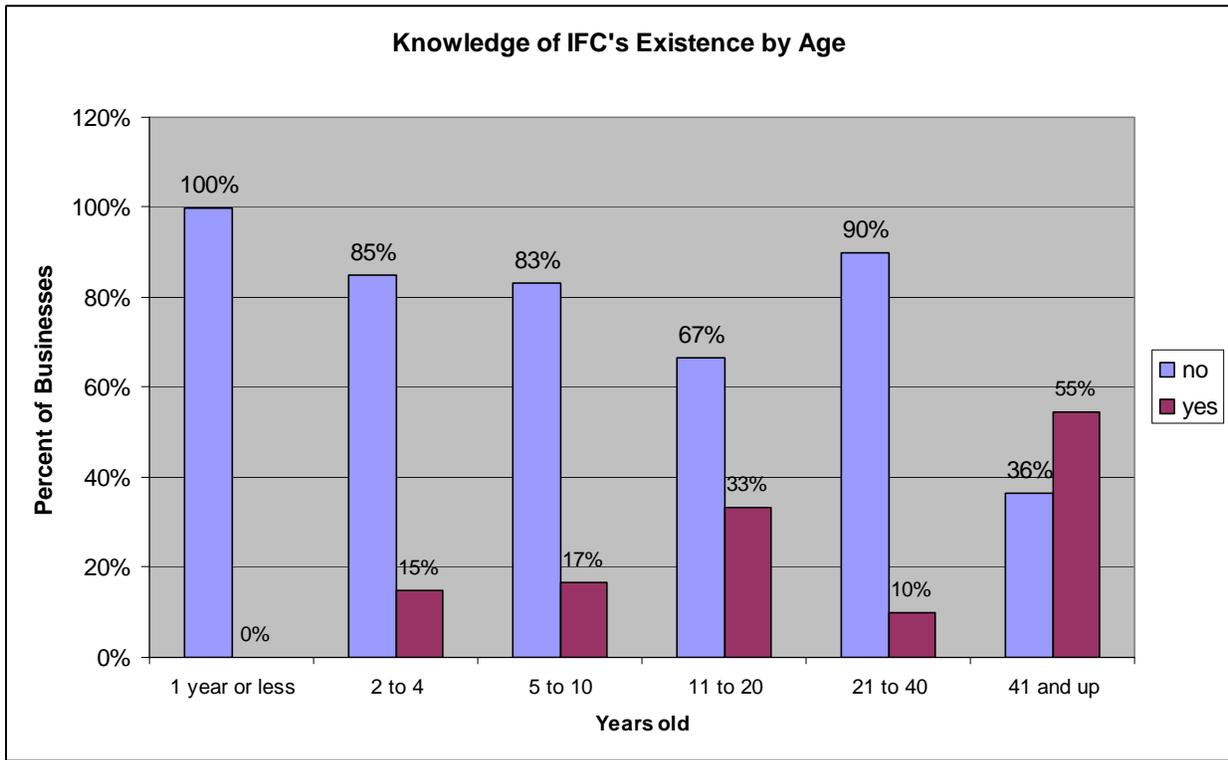
<b>offered by CFI?</b>			
Yes	3	5	
No	63	95	
<b>Have you ever used the services offered by CFI?</b>			
Yes	0	0	
No	66	100	

**Figure 8: Awareness of IFC**



There was no distinct pattern according to age, but surprisingly, firms 11 to 20 years old and those 41 years and older were more than twice as likely to be aware of the IFC as businesses younger than 5 years. None of the four firms a year old or less was aware of IFC, even though they represent IFC's target market.

**Figure 9: Awareness of IFC by Age of Company**

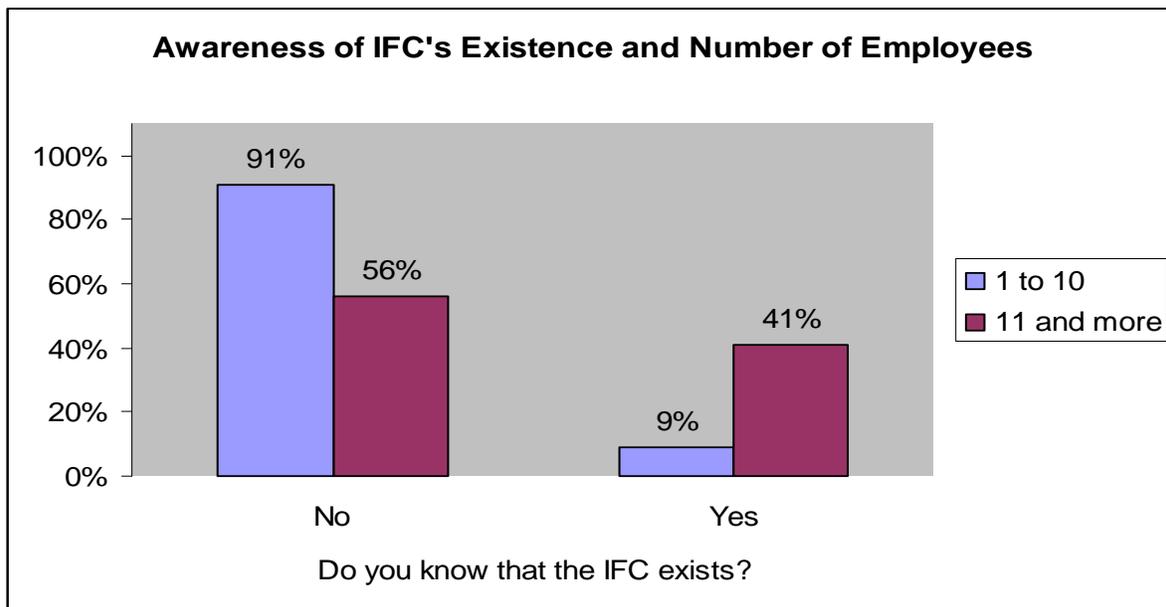


Familiarity with IFC

Only 29 percent of the SAs said they are aware of IFC. Twenty-two percent of non-SAs said the same.

Interestingly, smaller businesses were five times less likely to have heard of the Center than larger firms.

**Figure 10: Awareness of IFC by Size of Company**



Seven of the 47 (15 percent) firms engaged in commerce said that they are aware of IFC. The commerce-oriented firms made up 70 percent of the total firms that completed the questionnaire, thereby pulling the statistical averages in their direction. The firms in other sectors, by contract were generally better informed, with 45 percent aware of IFC.

IFC Services

Of the three firms that said they know about IFC’s services, one was an SA and the other two were non-SA firms. Asked to name the services they knew, each came up with a different response: (a) provides information necessary for establishing a business; (b) services for the textile industry; and (c) provides “benefits of certain fiscal advantages”.

However, none of the respondents said they had actually used IFC services. That fact did not stop eight firms from commenting on the usefulness of those services. Six firms thought IFC services are useful; only two did not.

The firm that knew of IFC’s provision of information on business creation thought IFC’s services were useful; the firm that mentioned fiscal advantages thought not.

*IFC services “are satisfying, but I don’t know what they do.”*

Two thirds of the firms that said IFC’s services are useful are less than 5 years old, possibly indicating that some newly established firms at least see the potential benefits of what a center dedicated to investment facilitation could offer businesses that are just getting off the ground. However, none of the firms a year old or less responded to this question. All of the firms that thought IFC’s services are useful are also SAs.

Four firms highlighted specific areas in which IFC could improve, as follows:

- Long delays
- Focuses only on the textile industry, but should focus on all businesses in Haiti
- Poor human resources, including slow service and lack of procedural knowledge

- Rigid procurement rules and lengthy process

The last bullet was an odd answer in the sense that IFC has nothing to do with government procurement, which shows that at least one firm is confused about what IFC is.

Of the seven firms that rated IFC’s services, only one said they are satisfactory. Not surprisingly, this same firm said that IFC’s services are useful. Four said services are moderately satisfactory, including the firm that complained about inadequate human resources. Only one firm said the services are not satisfactory, the same firm that noted long delays.

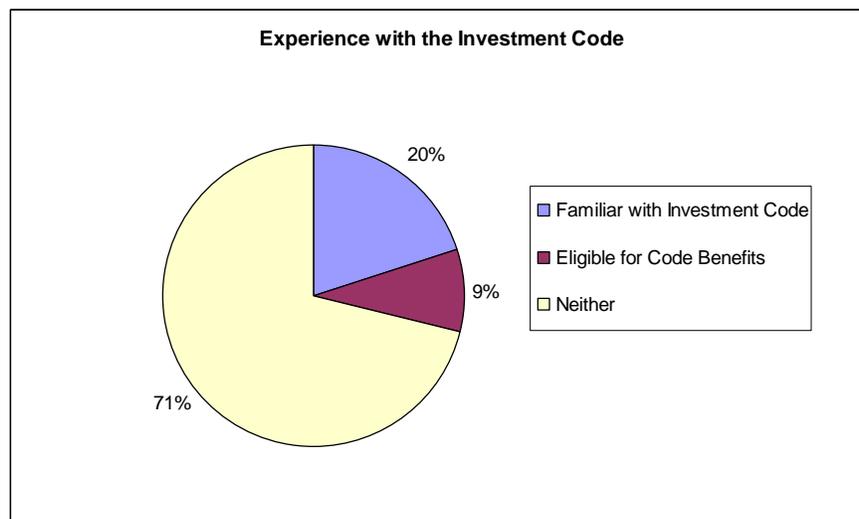
In compliance with their mandate, IFC should be the ‘entry door’ in the business registration process. However, IFC’s officials told AGRITECH before the survey began that at the moment, they do not have full control over the registration process because other departments within the Ministry of Trade have retained functions they should have devolved to the IFC.

In addition, IFC said that often, business owners hold IFC responsible for delays in the registration process, when in actuality the lawyer handling the registration is at fault, for example, not paying required taxes on time. IFC added that a few lawyers do not expedite the business registration process until they have received a substantial cash advance or have been paid in full.

## Businesses’ Experience with Haiti’s Investment Code of 2002

The survey respondents were no better informed about Haiti’s Investment Code. Twenty percent of the firms that responded to our survey said they were familiar with the stipulations of the Investment Code,<sup>3</sup> including four SAs and nine other businesses. Half of those SAs said they were eligible for Code benefits; four non-SA businesses said the same.

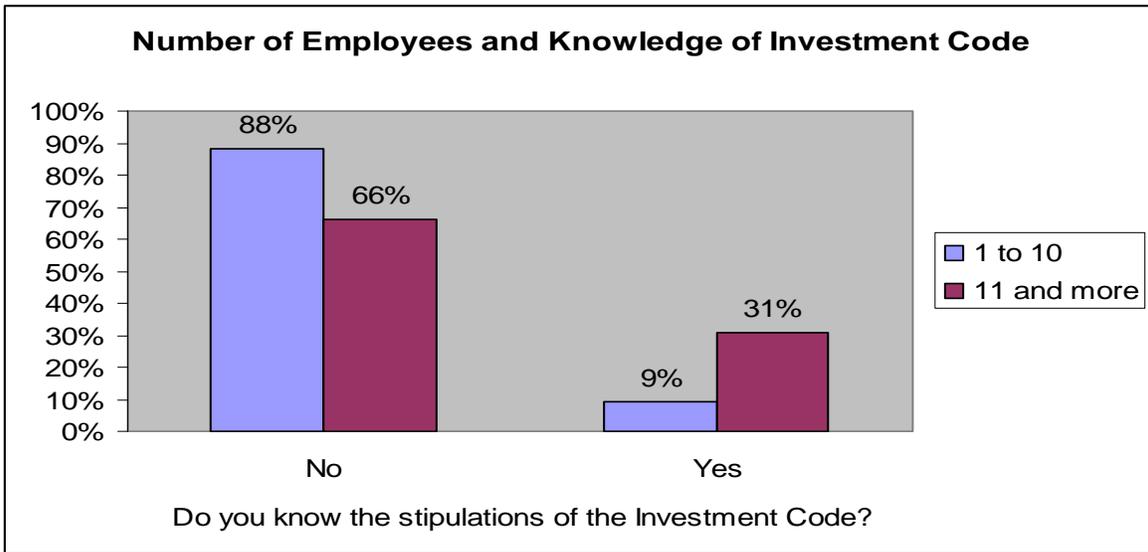
**Figure 11: Experience with the Investment Code**



Companies with 11 employees or more were more than three times likely to know about the Investment Code than those with 10 or fewer staff members.

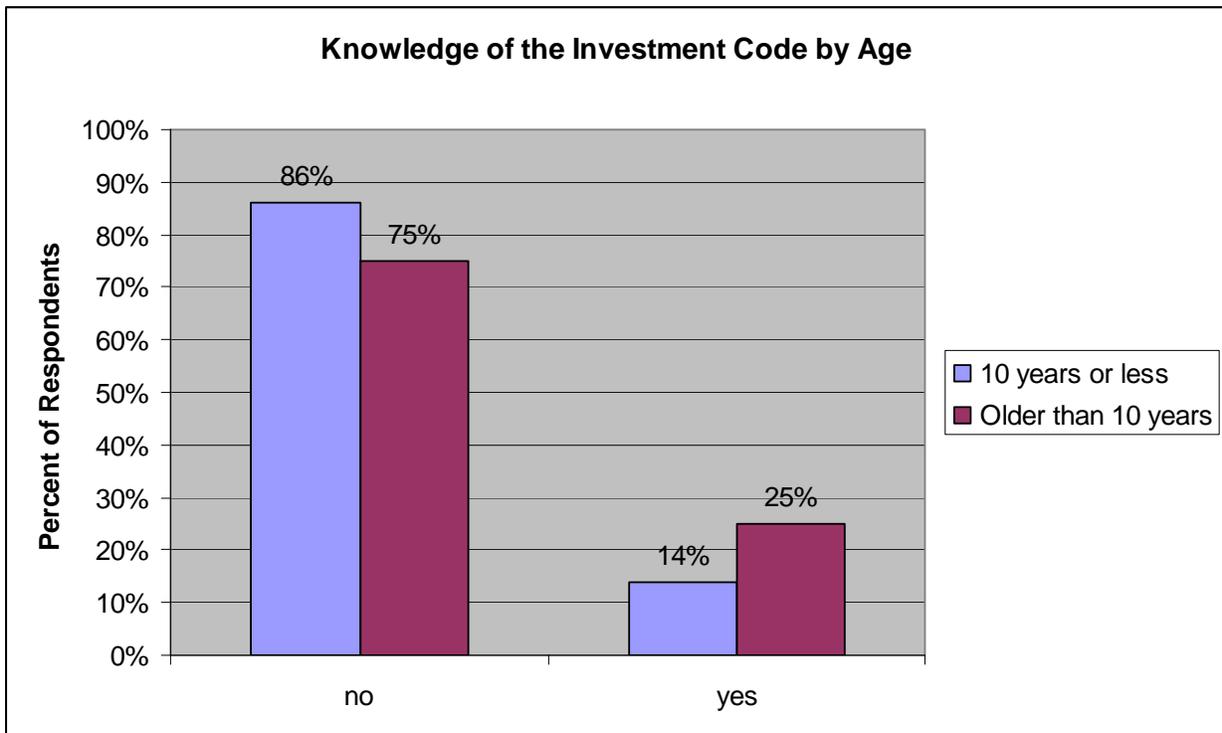
<sup>3</sup> Although our intention was to investigate the difference in responses between foreign and domestically owned firms, only one foreign firm responded to the survey, rendering its responses statistically insignificant.

**Figure 12: Knowledge of the Investment Code by Size of Company**



The number of years a firm has been in business also made a difference in terms of familiarity with the Investment Code. Firms older than 10 years were almost twice as likely to know the Code. Forty percent of the 10 firms 41 years or older said they are familiar with the Code. None of the four firms a year old or less knew about the Investment Code.

**Figure 13: Knowledge of Investment Code by Age of Company**



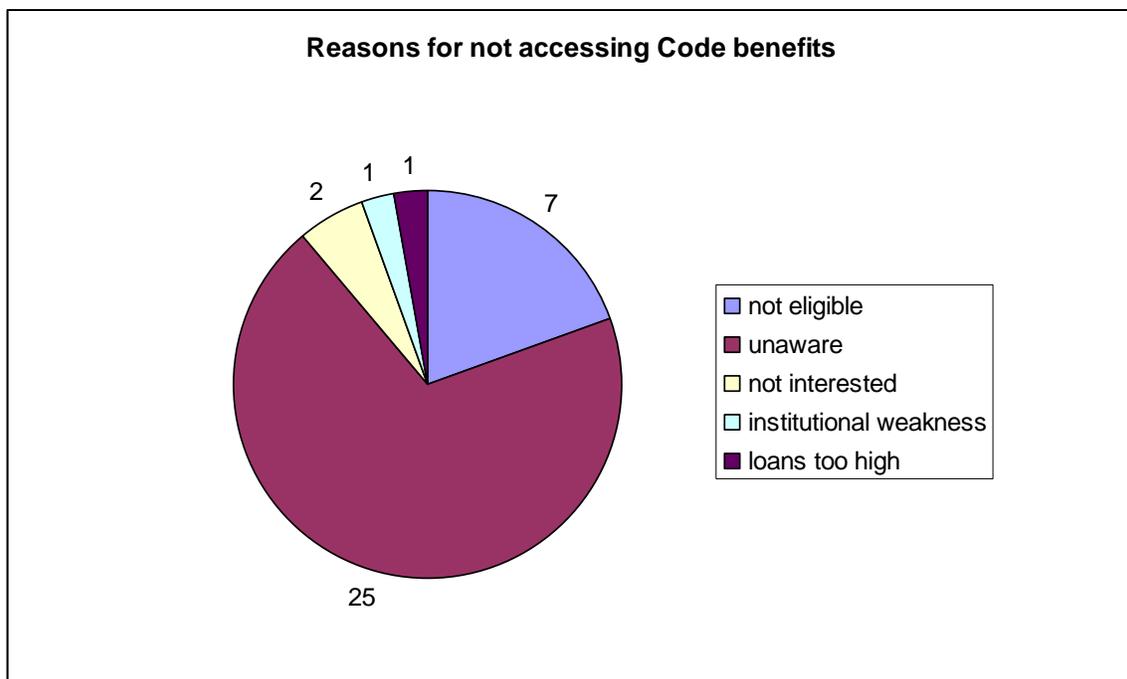
Of the 12 firms that know of the Code, half said they were eligible for the incentive advantages of the Investment Code. Of these six firms, two specified the benefits they have enjoyed, as follows:

- Customs and tax exemption (2)
- Income tax exemption (1)
- Exemption from deposit required by the customs code (2)
- Exemption from payroll and other internal taxes (1)

Another three of the six eligible firms said they have not benefited from the Code because they have not needed it (2) or “nonchalance on the part of the public sector.”

Thirty-five companies told us why they have not taken advantage of the incentives. In addition to the seven firms that said they are not eligible for these incentives, 25 (68 percent of those who responded to the question) said they do not know enough about the Investment Code. Two said the company’s leadership is not interested in benefitting from the Code. One company noted the institutional weakness of the state and another, evidently confused about what an investment code is, said the loans are too high.

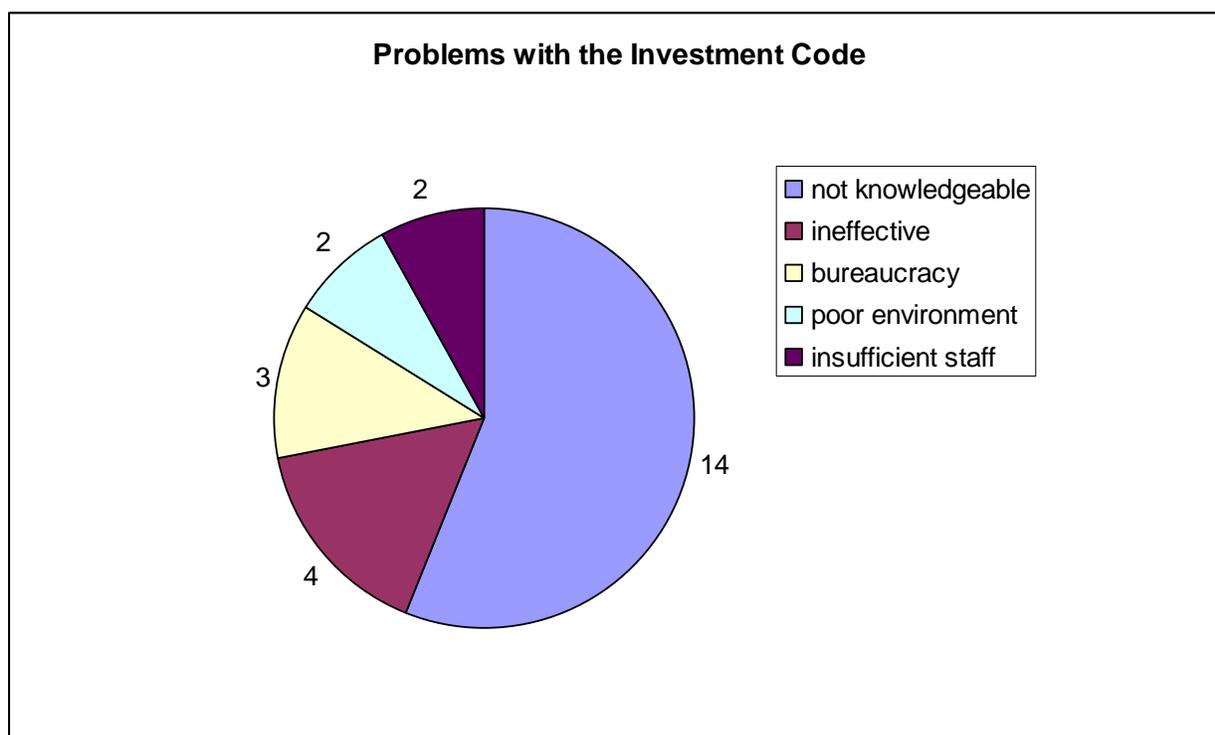
**Figure 14: Reasons for not Accessing Code Benefits**



Asked whether the code as it is currently written facilitates business creation in Haiti, 31 percent of respondents to the question said it does, 22 percent of which also said they are familiar with the Code’s contents. All four of the eligible firms that responded to this question said the Code facilitates business creation, including both of the firms that have actually taken advantage of the Code’s benefits.

Twenty-five firms identified what they think are the weaknesses of the current Investment Code. Fifty-six percent of them said they do not have enough information on the Code to answer the question. Four companies (16 percent) said the Code as it is currently written is simply ineffectual because it does not ensure that the government provides tax relief or guarantees investment; lack of basic services; difficulty of recovering capital; and non-enforcement of established standards, probably because of a lack of capable human resources. Two of the companies that have taken advantage of the code noted the latter weakness. Three companies complained that the process takes too long and involves too much red tape, including one of the companies that said it has benefitted from the code. Two more companies, including one that said it had benefitted from the Code, noted that the problem lies more in the poor economic and investment environment in Haiti overall.

**Figure 15: Problems with the Investment Code**



We asked survey respondents to provide some suggestions of ways the Investment Code could be improved, thereby providing specific input into I-TRADE’s work. Twenty-two respondents offered recommendations, of which, unsurprisingly, 55 percent said more information should be provided to prospective users so that they are aware of the Code and its contents. One also suggested conducting a survey along with the information broadcast to obtain input on what parts of the Code should be changed.

Six companies (27 percent) demonstrated their lack of knowledge about what in Investment Code is by saying that more should be done to encourage investors, specifically provide loans, facilitate access to investors, put the Code under the purview of IFC, reduce taxes, guarantee investments, open the market to foreigners, and provide customs clearance at a reasonable price.

Two other respondents noted need for enforcement of the existing regulations. One company asked that the “process” and obligations be made easier and another wished for better client relations. One person suggested redoing the Code entirely because there is currently too much red tape.

The table below displays the recommendations provided by the companies that noted specific weaknesses in the Code.

**Table 7: Investment Code Weaknesses and Recommendations**

<b>Investment Code Weaknesses</b>	<b>Recommendations for Improvement</b>
Slow process (2)	Improve the Process
Insufficient staff (2)	Inform the public about the Code, conduct a customer survey on possible modifications
Not effective	Reduce taxes, facilitate investment
Not effective	Enforce existing standards
Uninformed	Facilitate investment (3) Inform the public about the code (9)
Unfavorable economic and investment environment	Inform the public

## **Business Registration**

According to the World Bank, Haiti ranks 154<sup>4</sup> in the world as regards the “ease of doing businesses”. The number of procedures to legally register a business remains high at 13 (14 for foreign firms). As of this writing, IFC is exploring ways to establish a one-stop-shop facility that would centralize information on all regulations and procedures with which firms of all sizes are required to comply. It is hoped that these measures, if implemented in the near future, will positively impact the business environment by reducing corruption, creating more job opportunities, and reducing the number of unregistered firms.

Since both the Investment Code and the IFC can impact the business registration process, surveyors asked respondents about the current registration process, in the hopes of identifying specific areas where I-TRADE can make a positive difference through its policy and IFC work.

Though the few responses to questions in this category make it impossible to draw statistically representative conclusions, the data confirm that the registration process remains burdensome.

The survey asked businesses to note the number of days it took them to accomplish each step in the registration process, along with the amount of money they paid. Only nine companies provided any response at all to this question, and none offered information on every step. There was no consensus among the respondents on either the number of days or gourdes expended per step, with the number of days ranging between as few as 1 to as many as 90 for a single step. The total number of days to complete all steps averaged more than 286, higher than the 202 reported by the World Bank for 2007. The age of the company did not make any appreciable difference in responses, indicating that the ease of registering a business has not changed much over time.

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<sup>4</sup> World Bank “Doing Business” Report for 2009

**Table 8: Length of Business Registration Process**

No	Step	Average Number of Days	Amount Paid (in Gourdes)	Spread of days
1	Preparation of company statutes (Articles and Memorandum of Association) by a lawyer	37.75 (4 responses)	35,000 (1 response)	4 to 80
2	Notarize the company deeds and articles of association	16.33 (3 responses)	30,000 (1 response)	4 to 30
3	Deposit the legally required 25% of initial capital in the National Bank and obtain deposit evidence	23.67 (3 responses)	-	1 to 30
4	Pay the registration fee to the Direction Générale des Impôts (DGI) for submission to the MCI	3 (2 responses)	-	1 to 5
5	Registration with the Commercial Registry at the Ministry of Commerce and Industry and obtain the authorization of operations (Droit de fonctionnement)	22.5 (2 responses)	-	15 to 30
6	Publish act of constitution in official legal journal (Le Moniteur)	54.25 (4 responses)	-	7 to 90
7	Obtain the Tax ID number (numero d'identification fiscale -NIF) from the Tax authorities (DGI), pay fees, and obtain certificate of patente	30.5 (4 responses)	325 (2 responses)	1 to 90
8	Obtain the "Carte d'Identite Professionelle" from the Ministry of Commerce	27 (4 responses)	250 (1 response)	1 to 90
9	Obtain special commercial books (accounting books)	2.67 (3 responses)	-	1 to 5
10	Legalize the commercial books	4 (3 responses)	-	2 to 5
11	Notification to the Labor Ministry about hiring	1 (1 response)	-	-
12	Register for social security (OFATMA)	31 (3 responses)	-	1 to 90
13	Register for Retirement Insurance Office (ONA)	27 (4 responses)	-	1 to 90
14	Obtain residence permit (in the case of a foreign business)	5 (1 response)	-	-
	<b>TOTAL</b>	<b>285.67</b>	<b>65,575</b>	

Asked which of the 14 steps was the most difficult to complete, three respondents listed Steps 2, 6, and 9. Three respondents revealed that they had to pay an unexpected fee in order to speed up the registration process. Only one, however, noted which step it was—Step 6.

Four respondents believed that not all the steps of the registration process were necessary. However, there was no consensus on which steps should be eliminated or combined. Steps 1 to 6, 9, and 11 were voted out. One person suggested combining Steps 4 and 5 and another suggested merging 9 and 10.

## CONCLUSIONS

I-TRADE's biggest challenge at this point lies in increasing awareness among businesses of both the IFC and the Investment Code. With so few businesses having any experience with these two resources or knowing what they are designed to do, it is difficult to determine with any precision how to improve them. Addressing the lack of awareness and understanding will be the first step to determining what needs to be changed to improve their efficiency and effectiveness.

Size, age, and sector of companies make a difference, but it is unclear why. Larger (more than 10 employees) and older companies tend to be more aware of the Investment Code and the IFC. Start-up companies should be aware of IFC since it is designed to cater to their needs, but the data suggest they are not. The four start-up firms in the sample said they had never heard of IFC. Commerce-oriented companies are less likely to know about IFC than companies in other sectors, but there is no discernable reason for the difference. Approaches may be gleaned from each of these audiences to identify tools and techniques that can help spread the word about such assistance.

Investment facilitation is needed in Haiti and both IFC and the Investment Code are vehicles that can provide it. Potential users say they need their services and beginning a business in Haiti is clearly burdensome. However, businesses also say that both IFC and the Code are currently plagued by the same problems they seek to address: lack of sufficient, qualified staff and long, cumbersome processes symptomatic of excessive bureaucracy. On the other hand, IFC officials say they are not fully in control of the efficiency or effectiveness of the business registration process. More research and analysis need to be conducted to better identify the obstacles and barriers to business start-up and identify solutions.

It is unclear why so few companies answered the survey questions related to steps to start a business. Was it because that module was the last and they had lost interest in the survey by that point? Was it because many firms do not recall the details of each step they took in completing their registration? Was this subject sensitive because of informal requirements that might point to corrupt practices? Or are other factors involved?

## RECOMMENDATIONS

Conduct a mix of focus groups and interviews with business representatives, particularly with small/large businesses, to determine where they go for business-related information and how to reach them through an information campaign. Business associations and chambers of commerce could provide some valuable perspectives. I-TRADE's existing public-private dialogue meetings could be a useful arena in which to explore these questions. It will be critical to ensure that the methodologies used are considered sufficiently safe and confidential for the respondent to speak their minds.

Based upon the focus group/interview conclusions, help IFC design and conduct a communications strategy to inform businesses of both IFC and the Investment Code. In addition to the message, the messengers will also need to be carefully chosen. Utilizing a combination of IFC staff alongside leading entrepreneurs and other successful businessmen may result in a higher level of trust and confidence. Help IFC to monitor the success of their communications and refine their messages accordingly.

Conduct an in-depth study of IFC, the Investment Code, and business start-up in Haiti to identify causal linkages, gaps between business needs and support available, and determine what combination of policy and institutional strengthening reforms can facilitate business entry and investment in Haiti. I-TRADE has already conducted several assessments, and the results of these could be combined with this survey and

interviews with IFC, lawyers, notaries, and businessmen to develop a picture of problems, causes, and potential solutions in Haiti's business and investment environment.

# ANNEX I. SCOPE OF WORK FOR AGRITECH

## SURVEYS FOR I-TRADE

### 1. Background information

Managed by Chemonics, I-TRADE (Investment-Trade & Association Development) is a USAID-funded project designed to increase trade and investment in Haiti, yielding increased incomes and employment, resulting in more sustainable livelihoods for the Haitian people. The Project addresses the underlying issues in the legal and regulatory framework and provides comprehensive support across private and public sectors. Its success will help stimulate private sector competitiveness and business growth by removing significant obstacles to market access and streamlining cumbersome processes that defer investment. Moreover, by strengthening the institutions responsible for its smooth running, the Haitian economy will become more agile to respond to the ever-changing demands of the world economy.

In order to inform management decisions regarding the I-TRADE project, surveys will need to be conducted to capture changes in the Haiti business environment resulting from the project's work.

### 2. Work Statement

I-TRADE is recruiting for a Haitian data collection firm with the capacity to develop, implement, analyze, and report on qualitative and quantitative surveys, including:

1. Annual survey of a sample of formal sector private businesses, stratified by size and subsector, on the degree to which businesses are satisfied with the work of the IFC. Sample size to be determined collaboratively with the selected firm, based upon relative statistical power.
2. Annual survey of a random, stratified sample of new and established, Haitian and foreign, businesses regarding their experience with the Investment Code. A new sample of businesses will be drawn each year. Sample size to be determined collaboratively with the selected firm, based upon relative statistical power.

It is expected that there will be some overlap in the firms contacted for the two surveys and, therefore, questionnaires developed will need to be modular. Both surveys will be self-administered.

The activities the selected firm will be expected to conduct are as follows:

- In close coordination with the I-TRADE office and with short-term technical assistance, **design survey instruments** that respond to the two survey needs identified above. The instruments should be coded and include skip patterns (if useful).
- **Test the instruments** with a small sample of businesses, and **revise the instruments** accordingly.
- **Disseminate the instruments** to the sampled businesses, according to the data collection timeline below. Dissemination method to be discussed with the selected firm, but could include: web-based survey through email, attachment to email, fax, and (if necessary) mail/courier.
- **Remind** sampled businesses to complete the survey on time. Reminders should be at least weekly and could be done via telephone or email.
- **Collect completed surveys.**

- **Enter survey data** into whatever electronic database or software is appropriate—for example, SAS, SPSS, ACCESS Atlas, C-I-SAID, INTEXT, etc.
- **Analyze survey data**, according to agreed parameters.
- **Write an analytical report** by survey, for each data collection period, as well as cumulatively.
- **Submit**, according to established deadlines, the raw survey data, cross-tabulated survey data, and reports to I-TRADE. I-TRADE will have a period in which to provide comments to the selected firm to refine the report.

The Consultant can expect periodic visits from I-TRADE’s Technical Director for M&E, based in Washington, DC, to provide technical assistance, quality control, and expertise on an as-needed basis. The Technical Director and other I-TRADE team members will be especially involved in the development of the survey instruments.

### **3. Deliverables**

The products which the selected firm will provide include:

- Draft and final survey instruments
- Weekly progress report
- Draft and final survey reports
- Data collected

Payment will be based upon the timeliness and quality of deliverables.

### **4. Reporting Relationships**

The selected firm will report directly to the Technical Director for M&E, located in the company Management Systems International (MSI), based in Washington, DC. The Technical Director will approve all deliverables and invoices.

The firm will need to coordinate closely with the I-TRADE office in Haiti, specifically with Marlène SAM and project director Thierry Bungener. They will provide day-to-day oversight and guidance.

The firm can expect regular visits from the Technical Director for M&E to assist with instrument design, verify data quality, and provide overall guidance and direction.

## ANNEX II. SAMPLED BUSINESSES

### Sociétés Anonymes

Business Name	Address
JONTO S.A.	7, RUE CHARBONNIERE DELMAS 33
EUROCERAM PLUS S.A	AUTO RTE DE DELMAS ENTRE 17 ET
SOCIETE DE DISTRIBUTION ALIMENTAIRE	DELMAS 56,STELO PLAZA,
CARIBBEAN SUPERMARKET S.A.	DELMAS 95,
SOCIETE NATIONALE DE COMMUNICATION	10, AUTOROUTE DE DELMAS,
OFFICE ASSURANCE ACCIDENT DE TRAVAI	CITE MILITAIRE DELMAS,
HAITEX S.A	PARC INDUSTRIEL SONAPI,16
BENCO HARDWARE	ANGLE DELMAS 19 & RUE CARL BR
FH INTERNATIONAL S.A.	DELMAS 29, # 20,
TEAM MANUFACTURING S.A.	21, PARC INDUSTRIEL (SONAPI)
NABAT CO	COMPLEXE ACRA, DELMAS,
PHARMADIS S.A.	RTE DE DELMAS ENTREE KDIS,
CECOM CONSULTANTS	345 BIS RTE DE DELMAS,
SOTRAGEN S.A	#564, ROUTE DE DELMAS,
AUTO PLAZA, S.A	DELMAS 30, ROUTE DE DELMAS,
Epi d'Or S.A	Delmas 56, rte de Delmas
Medelec Industrie S.A	19, Delmas A1 mandersen@medele
L.G.L S.A.	RUE OGE PETION-VILLE,
LATIN AMERICAN SERVICES S.A	RUE FAUBERT & DARGUIN # 133 A
ESPACE S.A.	BOULEVARD 15 OCTOBRE, TABARRE.
ANTILLEAN CANNING S.A	HABITATION, BALE, CROIX-DES-BO
CARIBBEAN PRODUCE	SANTO 17,
J.C INTERNATIONAL S.A	138, RUE DES MIRACLES
ISHA FOODS CO	83, RUE CAPOIS, PORT-AU-PRINCE
ELECTRICITE D'HAITI	RUE JOSEPH JANVIER,
P.H.D.,S.A.	ANGLE RUES PAVEE ET MGR GUILLO
SOCIETE CARAIBEENNE DE BANQUE S.A.	138, RUE PAVEE.-PORT-AU-PRINCE
SOCIETE GENERALE HAITIENNE DE FACTO	14, RUE DES MIRACLES,
CAPITAL BANK S.A	ANGLE RUE PETION ET RUE DES MI
CAPITOL S.A	53, RUE LAMARRE / B.P. 112 /22
AIR FRANCE	ANGLE RUE CAPOIS AVE. DUCOSTE,
IMMOBILIER HAITIEN S.A.	11 RUE MARRON INCONNU (VAL.88
Agri Supply Co S.A	Rue du Centre
Les Ateliers Raymond Menos S.A	Rue St Cyr #12
EXPERT CONCEPT S.A	38, RUEELLE WAAG
FRANCOIS MURAT EXCELLENT S.A	173 RUE DU CENTRE
INTERFACE HAITI S.A	#14 RUE ROY
GARANT S.A.(LE)	156 RUE DU CENTRE
BESTECH S.A	11, RUE CHAVANES
INNOVATION,S.A.	RUE LAMBERT , TARIMEX.
SOCIETE DE TRAITEMENT D' EAU	ROUTE DE BATIMAT.
SOGEDIPA S.A	25, ROUTE BATIMAT
T & S TRADING CO. S.A.	13, ANGLE RUES NAZON ET CODADA
NATIONALE D'ASSURANCE S.A. (LA)	25.RUE FERNAND CANAPE-VERT
COMPAGNIE DE PECHE ANTILLAISE S.A	10, 3EME. RLLE RIVIERE - LALUE
ECOLE SUPERIEURE D'INFROTONIQUE D'H	29, 2EME RUEELLE NAZON, LALUE,

<b>Business Name</b>	<b>Address</b>
ALLIANCE DISTRIBUTION, S.A.	101, RUE LAMBERT,
LES MOULINS D'HAITI S.E.M.	BOURDON 357,PORT-AU-PRINCE.
MULTIPRESSE S.A. (RADIO VISION 200	184, LALUE,
CAPITAL CONSULT S.A.	32,RUE CHERIEZ,
SUNTEL S.A	51, RUELLE NAZON
HAITI - SECURITE ASSURANCES S.A.	352 AVE JOHN BROWN, BOURDON
Leather Craff S.A	14, rue Barbancourt / 2234-25
AXXIUM S.A	11, RUE JEAN BAPTISTE, C. VERT
SYNERGIE S.A	# 6 RUE CHERIEZ
ANGE GARDIEN S.A	8, RUE FERNAND CANAPE VERT
NATIONAL SECURITY S.A	80, AVE CHARLES SUMMER
ASSOCIATED FOOD DISTRIBUTORS S.A	3, RUE JUSTIN JUSTE RTE AEROPO
BRASSERIE NATIONALE D'HAITI S.A	RTE DE L'AEROPORT B.P.1334 /46
MULTIMED S.A.	BLVD.TOUSSAINT LOUVERTURE ( LO
ALTERNATIVE INSURANCE COMPANY	4, RUE JN. GILLES, ROUTE DE L'
FABRIQUE DE MOSAIQUES E. GARDERE S.	13, ROUTE DE L'AEROPORT- AVE H
HAITI BLOCS S.A.	ROUTE DE L'AEROPORT,
M & R LUMBER S.A ( PASTA HAITI ).-	#4, RUE JEUDY ( ROUTE DE L'AER
GAETJIMEX	3,RUELLE JEUDI,RTE AEROPORT(EN
DESBER S.A.	RLLE JEUDY RTE AEROPORT # 2,B.
HAITI INTERNATIONAL TRADERS S.A	ROUTE AEROPORT ZONE DHL ET CAF
DYNAMIC ENTREPRISE S.A	RTE DE L 'AEROPORT,
EDITIONS DES ANTILLES S.A (LES)	ANGLE RUE BERGERAC / AEROPORT,
CIE. DE TABACS COMME IL FAUT	RTE. DE L'AEROPORT / BP. 797 /
TOTAL HAITI S.A.-	BLVD. TOUSSAINT LOUVERTURE
CARIBE MOTORS S.A	33, ROUTE DE L'AEROPORT.
INTERNATIONALE DE COMMERCE S.A	4, RUE DEA NIMES BLVD T. LOUSS
Premium Apparel S.A	Route de l'Aéroport
One World Apparel S.A	Aéroport / 2250-1466 /67
ENTREPRISE D'AMENAGEMENT DE TERRAIN	3,RUE COLAS , PETION-VILLE.
KARIBE HOTEL S.A	JUVENAT, PETION-VILLE.-
HOTEL MONTANA, GAMANA S.A.	RUE CARDOZO PETION-VILLE /TEL:
CIMENTERIE NATIONALE SEM	FOND-MOMBIN (SOURCE MATELAS),
GLACE PINGOUIN S.A.	ROUTE NATIONALE #1, CAZEAU,
SOCIETE D'IMPORTATION DE PRODUITS A	RTE NATIONALE # 1,SHODECOSA
MAMA'S FOOD DEPOT SA	PARC CHODECO SA,# 33
GROUP SEHSA	SARTHE, RTE.NLE. #1,
SOCIETE DE DISTRIBUTION GENERALE S.	THOR LE VOLANT NO. 10, SHELL,
CEMEX HAITI S.A.	VARREUX, DERRIERE HASCO
ACIERIE D'HAITI S.A.	NATIONALE #1, VARREUX /BP.2493
Acierie d'Haïti S.A	Route Nationale #1
SOCIETE NATIONALE DES PARCS INDUSTR	AVE. HAILE SELASSIE RTE DES IN
MOURRA & FILS	21, RUE BONNE FOI,
HR ENTREPRISE	35, RUE DU QUAI,
PERFECTA S.A	234-236 RUE DU MAGASIN DE L'ET
DARBOUCO S.A.	87, RUE DU QUAI / BP.4,
MADSEN EXPORT-IMPORT S.A.	35, AVE MARIE JEANNE,
J H J ENTREPRISES	19, BLVD H.TRUMANN PORT-AU-
COMMERCIAL SERVICES INC.	197-201, RUE DU CENTRE / BP.12
D'ADESKY IMPORT-EXPORT S.A.	3, RUE TRAVERSIERE,B.P. 603
KAY CLAUDY S.A	52, BLVD J.J DESSALINES,

<b>Business Name</b>	<b>Address</b>
JEAN GEORGES MOURRA S.A	7, RUE BONNE FOI,
OPTIKA S.A.	129 MIRACLES/PEUPLE,
PHARMACIE SEJOURNE	136, RUE DU CENTRE,B.P. 113
DATACOMP	BLVD LA SALINE C/O R. SASSINE
HAT ENTREPRISES S.A.	69 RUES PAVÉE & DU PEUPLE
NASYONAL AIR S.A	50, RUE FOUCHARD
Les entreprises commerciales S.A	47, Rue des Césars
ETS J.B. VITAL S.A	Angle Rue Bonne Foi
GENERAL ELECTRICAL SUPPLIES S.A	19/27 ANGLE BLVD JN JACQUES DE
BOULOS MANUFACTURING CO S.A.	2 RUE SICOT VAL:91-92
TRANS-WORLD TRADING CO S.A.	85, RUE DU QUAI
TECHNO MOTEUR	RTE NATIONALE # 1, CAZEAU.
IMMOCARAIBES S.A	DROUILLARD ( ACIERIE ),ACIERIE
DEMURRAGE COLLECTION S.A.	30, RUE GAROUTE,
CARIBBEAN CENTER S.A. (MAIS. DE TRA	4, RUE COURTILIEU IMPASSE FLEU
BANQUE DE PROMOTION COMMERCIALE & I	ANGLE RUES GEFFRARD & JOHN BRO
ACRACEL S.A	3, RUE DR MARTELLY

## Non-SAs

Business Name	Address
LAFELINE AUTO PARTS & ACCESOIRES	91, BON REPOS RTE NLE #1
Les peintures Idéales	Delmas 31, SHAISA
DIRABEL CONSTRUCTION	7, DELMAS 19 RUE KOREBE
VESSOUE ARTICLES DIVERS	23, RUE ORCHIDEE DELMAS 65
LAVOUE'S SHOP	DELMAS 33 PROLONGEE
FURNITURE AND OFFICE SUPPLIES INC.	13, DELMAS 60
Parasol	Angle rue Grégoire et Moise
Hotel Brussels Apart	7, Delmas 99
LUNETTRIE PRINCIPALE	# 68, CHEMIN DES DALLES
SACRE COEUR DEPOT PROV.ALIMENTAIRES	12, MARCHE SALOMON ANGLE RUE
BIEN AIME DUME MARIE LOUIDJY DEPOT	32 , RUE DE L' ENTERREMENT
CHRIST EST LA REPONSE	78 , RUE DU CENTRE
TEREC CONSULTATION	164A , RUE MGR GUILLOUX ,2EME
CABINET BORGAT	6, IMP BARON AVE JN PAUL 2
CONSTANT A.KARENINE NADEGE	TERTULIEN GUILBAUD ET SALOMON
DIEU M' ATTEND BOULANGERIE	15, RUE MONSEIGNEUR GUILLOUX P
COEUR SACRE DE JESUS	1, IMP GARDERE AVE CHRISTOPHE
GRACE DIVINE PRODUITS COSMETIQUES	# 19 RUE DES CESARS
CEDET STORE	12, RUE CARUIS , MARCHE SALOMO
CONTINENTAL DEPARTEMENT STORE	125, RUE DU CENTRE
CHANTALE SHIOP	13, CROIX DESPREZ
TI MARCHE JACMEL	13, RUE LYSIUS SALOMON
GLAFA DEPOT	145, RUE DU CENTRE
LA SIRENA AUTO PARTS	15, RUE CHAMPS DE MARS
FATIMA SHOP	166 , AVE M. AMBROISE & FEQUIE
DANTHOR LE COIN DES AMIS	170, AVE CHRISTOPHE
ELCIE GOUIN STORE	193, RUE DE LA REUNION
CINDY FASHION	212, AVE CHRISTOPHE
V- STORE	217 , AVE MAGLOIRE AMBROISE
CHRIST CAPABLE	22 , RUE CHAVANNE
TRUCKS PARTS	245, RUE JOSEPH JANVIER
LAPATIENCE PRODUITS ALIMENTAIRES	307, RUE MGR GUILLOUX
JOSUE PRODUITS ALIMENTAIRES	32, RUE MGR GUILLOUX
COIN DES FLEURS (LE)	33 RUE O
PERSAGEF PROVISIONS ALIMENTAIRES	34, RUE CAMEAU
MES DEUX ENFANTS	41, RUE ALERTE
CARLINE DEPOT STORE	5, RUE FEQUIERE MARCHE SALOMON
DIEU AVANT TOUT PROV. ALIMENTAIRES	869, 5EME AVE. BOLOSSE
MICHEL BUSINESS ARTICLES DIVERS	87, RUE ALERTE
BAY FAN-M LE BRA	93, IMP BOLIVARD AVE N
VARISIONET MULTI SERVICES	96, AVE CHRISTOPHE
FERNANDE PRODUCTION	33, AVE MAGLOIRE AMBROISE
COLLEGE LES NORMALIENS REUNIS	1- PACOT
AMERICA ENGLISH SCHOOL & ENSPANAC	1ERE AVENU DU TRAVAIL #5
MON ECOLE	30, AVE LAMARTINIERE
NID D'ENFANTS	43 RUE ROY
BEATRICE KINDERGATEN & GARDERIE	6 RUE DU TRAVAIL
MONDIAL CARGO [LOUIS G. MOISE]	# 82, RUE PAUL VI
PHOTOCOPY CENTER	102, RUE OSWALD DURAND

<b>Business Name</b>	<b>Address</b>
STUDIO STEPHANIE LACROIX	202, RUE MONSEIGNEUR GUILLOUX
IMMACULEE GARAGE	29 , LAFLEUR DUCHEINE
IMAJ COMPUTER	38 , RUE PAUL VI ET DU CENTRE
PROSERC CYBER CAFE	50, AVE MAGLOIRE AMBROISE
CENTRE HOSPITALIER DE LALUE	43-45 , AVENUE JOHN BROWN
FIREWORKS & SERVICES	13 , 2EME RUELLE JEREMIE EN FA
ANSELME'S ACCOUNTING SERVICES	93 RUE ENTERREMENT
MARCELUS MOLIERE TRANSPORT TERRESTE	RUE DE LA REUNION #71
L & G	3 BIS , RTE DE CANAPE VERT
BUSSNESS JO BOUTIQUE	64, RUE RENAUD AVE MAIS GATE
LE SAVOIR FAIRE MAKETING	8, PUBLIC'S PLAZA
ABONDANCE AUTO PARTS	92, AVE MARTIN LUTHER KING
MAKAYA NET	5 A, RUE PABLO PICASSO TURGEAU
AIR NATIONAL HOTEL	77, RUE DU CENTRE
SKY BASKET ET MOORE	33, BOIS PATATE
MICROLAB	25,RUE BERNE
JOSEPH	147 AVE POUPELARD
JAGUAR MECHANIC & PARTS SUPPLY	108 RLE NAZON
DATILME SHOP PUB & DESIGNE	11, RUE SENGHOR NAZON
HAITI DUTY FREE S A	BLDG AEROPORT, G.P. 677
LA MAIN DE L'ETERNEL EST MA	298 ET 131 RUE MAGASIN DE L'ET
CARMEL MAISON D'ART	# 45, 1ERE AVE. BOLOSSE
DESRAVINES ERILIEN	180, RUE TIREMASSE
GEN BONDYE	7, RUE TRAVERSIERE
GRANDEUR DIVINE	741 BLVD J.J.DESSALINE
JEAN CHARLES MARIE MONA	82, MARCHE HYPPOLITE
REGILUS MARIE PAULA ALEXIS	TA 38 MARCHE HYPPOLITE
DIEU TOUT PUISSANT	# 86, BLV J.J. DESSALINES
J & C DEPOT	#19, RUE MASSILLON COICOU
LOVIA IMPORT - EXPORT	103, MARCHE HYPPOLITE
CLAUDINE SHOP	115, SG MARCHW HYPPOLITE
CAMI CERAM QUINCAILLERIE	12 , RUE L. SALOMON RUELLE ERI
L'ETERNEL EST MA BANIERE	144, RUE TRAVERSIERE
L'OM PA DYE	20 , RUE TIREMASSE
VOLONTE BONDYE	204 , GRAND RUE
NADINE STORE	22, MARCHE HYPPOLITE
DEPOT MERCI JESUS	26, RUE MACAJOUX ET RUE DU QUA
CHRIST EST LA REPOSE	28, RUE DES CESARS
A DIEU SOIT LA GLOIRE	39, RUE BONNE FOI
MAGDALA PIERRE LOUIS	43, RUE DES CESARS
BEA SHOP	44 , RUE MACAJOUX
BON ACCUEIL SHOP IMP-EXP	477, BLVD. J.J. DESSALINES
DON DE DIEU PRODUITS DIVERS	49, RUE TRAVERSIERE
NOTRE DAME DE FATIMA	526 BLVD JN J DESS.
CHRIST VIVANT DEPOT	56 , BLVD HARRY TRUMAN , CITE
SECOURS DE DIEU SHOP	57, RUE DES CESARS
COMPASSION BON DIEU	59, RUE TRAVERSSIERE
DIEU VIVANT SHOP TISSUS	6, RUE COURBE
M.S.R SHOP	63, RUE DU QUAI
JOCELYNE PROV ALIMENTAIRES	682, BLVD J J DESSALINES
CHRIST REVIENT DEPOT COLA	769, BLVD JN.J.DESSALINES

<b>Business Name</b>	<b>Address</b>
NERESTANT LUC	77 , RUE DES CESARS
M.B IMPORT EXPORT	77, RUE DES CESARS
B AND J SHOP	MARCHE HYPPOLITE
ALEXANDRE MARIE MITHELE	MSR 90, MARCHE HYPPOLITE
MARIE GERTHA PIERRE	RUE DU QUAI EN FACE THEBAUD
DIEU EST GRAND	SG 49 , MARCHE HYPPOLITE
T CELL	132, RUE DU MAGASIN DE L'ETAT
LIBRAIRIE ET PAPETERIE MR ET MME	117, RUE DU PEUPLE
FIERTE BAR RESTAURANT	196, RUE DE LA REUNION
GOELAND VOYAGE	35, AVE MIE JEANNE
L J PHOTOGRAPHIE ET VIDEO	29, RUE VILGRAIN
BLAISE DARLENE	70, RUE PAVEE
HAI FAST	121, RUE DU QUAI
IMMACULEE JEUX DE HASARD	14, RUE COURTE
UNION ELECTRO MECANIQUE	# 146,RUE MAGASIN DE L'ETAT
TECHNOVISION MACHINE SHOP	2, CITE DE L'ETERNEL MARTISSAN
MYRIAM STUDIO DE BEAUTE	34, FONTAMARA 29
DIEU TOUT PUISSANT BOUTIQUE	75 FONTAMARA 27
LA PATIENCE ORFEVRE	168, FONTAMARA 31
ORIGINAL CYBER CAFE	9 , MARTISSANT 23
MAISON D'AFFAIRES NO PROBLEME	24 MARTISSANT 7
LA MAIN DIVINE	83, MARTISSANT 1
Hotel Land Sur Vert	27, Mahotièrè 77
Dorcely, St Vil Jusme et Cie	38, Ruelle Porcelaine
VORBE ASSURANCES	15 BIS AVE PIE XII
NOUVEAU STYLE EBENISTERIE	4, RUE RIODIN EN FACE
PHENIX BAR RESTAURANT	19, RUE CHARLEMAGNE PERALTE
LES ENTREPRISES FUNERAIRES	24, RUE JEANNOT PROLONGEE
L'ELAN CENTRE DE FORMATION	4, RUE ARMAND HOLLY TURGEAU

# ANNEX III. SURVEY QUESTIONNAIRE

## Questionnaire d'Enquête

### INSTRUCTIONS

Ce questionnaire s'adresse aux entreprises établies en Haïti et vise à recueillir des informations sur :

- a) Le degré de satisfaction des entreprises par rapport au fonctionnement du Centre de Facilitation des Investissements (CFI)
- b) Les opinions et expériences des entreprises en ce qui concerne le Code des Investissements de 2002.
- c) Le processus de formation des Sociétés Anonymes en Haïti

Les réponses fournies seront gardées confidentielles et utilisées aux seules fins de l'enquête.

**Pour chaque question, SVP veuillez cocher une seule réponse.**

### MODULE I: IDENTIFICATION DE L'ENTREPRISE

[1a] Nom commercial de l'Entreprise : \_\_\_\_\_

[1b] Son statut juridique : Entreprise Individuelle  En nom collectif  Société Anonyme (SA)

Société en commandite simple  Société en commandite par actions  Société Coopérative

Succursale d'une société étrangère

[1c] Branche d'Activités : Commerce  Industrie tournée vers le marché local

Industrie tournée vers l'exportation  Industrie de sous-traitance  Tourisme

Agriculture  Artisanat  Autres  Si autres, préciser \_\_\_\_\_

[1d] Adresse de l'entreprise \_\_\_\_\_

[1e] Email : \_\_\_\_\_ [1f] Téléphone : \_\_\_\_\_

[1g] Nombre d'employés: 1 à 5  6 à 10  11 à 15  16-25

26-49  50-99  100 et plus

[1h] Actionnaires: Locaux  Etrangers  Mixtes

[1i] Temps de fonctionnement : \_\_\_\_\_ Années \_\_\_\_\_ Mois

**MODULE II: SATISFACTION PAR RAPPORT AU FONCTIONNEMENT DU  
CENTRE DE FACILITATION DES INVESTISSEMENTS (CFI)**

[2a] Connaissez-vous l'existence du Centre de Facilitation des Investissements (CFI)

Oui  Non  **SI NON, PASSER À MODULE III**

[2b] Avez-vous connaissance des services offerts par le CFI ? Oui  Non

[2c] Si oui, citez quelques services offerts par le CFI \_\_\_\_\_  
\_\_\_\_\_

[2d] Avez-vous eu l'occasion d'utiliser les services du CFI ? Oui  Non

[2e] Est-ce que selon vous les services offerts par le CFI sont utiles ? Oui  Non

[2f] Avez-vous des suggestions en terme de certains changements à apporter ? Oui  Non

[2g] Si oui, quels sont ces changements ?  
\_\_\_\_\_  
\_\_\_\_\_

[2h] Comment qualifiez-vous les services fournis par le CFI ?

Très satisfaisants  Satisfaisants  Moyennement satisfaisants  Insatisfaisants

[2i] S'il vous plait, expliquez votre réponse. \_\_\_\_\_  
\_\_\_\_\_

**MODULE III : EXPERIENCE AVEC LE CODE D'INVESTISSEMENT  
ACTUEL DE 2002**

[3a] Avez-vous connaissance des prescrits du Code des Investissements ? Oui  Non

[3b] Si oui, votre entreprise est-elle éligible aux avantages incitatifs du Code? Oui  Non

[3c] Si oui quels sont les avantages dont votre entreprise a déjà bénéficié ?

Franchise douanière et fiscale  Exonération d'impôt

Dispense de dépôt de garantie prévu au code douanier

Exonération de la taxe sur la masse salariale et autres taxes internes

Autres (Préciser) \_\_\_\_\_

[3d] Si votre entreprise n'a jamais fait l'expérience de ces avantages incitatifs, d'après-vous quelles en sont les raisons ?

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[3e] D'après-vous est-ce que le code d'investissement actuel facilite la création d'entreprise en Haïti?

Oui  Non

[3f] D'après vous quelles sont les faiblesses du code d'investissement actuel ?

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[3g] Quelles sont les améliorations que vous souhaiteriez voir apporter à ce code ?

## MODULE IV: PROCESSUS DE FORMATION DES SOCIETES ANONYMES

[4a] Pour chaque étape de la formation de la Société, prière de fournir les informations suivantes : nombre de jours pour compléter le processus et les frais encourus.

No	Etape	Nombre de jours	Montant déboursé (en Gourdes)
1	Préparation des statuts de l'entreprise par un avocat		
2	Notarisation des avoirs et des statuts de l'entreprise		
3	Dépôt de ¼ du capital initial obligatoire requis à la Banque Nationale de Crédit et obtention de la fiche de dépôt		
4	Paiement des frais d'enregistrement à la DGI pour soumission au MCI en vue d'enregistrement		
5	Demande d'enregistrement au registraire commercial du Ministère du Commerce et de l'industrie pour obtenir le droit de fonctionnement		
6	Publication de Statuts au journal officiel (Le Moniteur)		
7	Obtention du Numéro d'Identification Fiscale (à la DGI)		
8	Obtention de la Carte d'Identité Professionnelle du Ministère du Commerce		
9	Obtention des livres spéciaux de commerce (livres comptables)		
10	Légalisation des livres commerciaux		
11	Notification du Ministère du Travail à propos des processus d'embauche		
12	Enregistrement à l'OFATMA		
13	Enregistrement à l'ONA		
14	Obtention de Permis de Séjour s'il s'agit d'entreprise étrangère		
	<b>TOTAL</b>		

[4b] Parmi ces étapes quelles sont les quatre (4) plus difficiles à franchir et pourquoi?

1) Etape : \_\_\_\_\_ Pourquoi ? \_\_\_\_\_

2) Etape : \_\_\_\_\_ Pourquoi ? \_\_\_\_\_

3) Etape : \_\_\_\_\_ Pourquoi ? \_\_\_\_\_

4) Etape : \_\_\_\_\_ Pourquoi ? \_\_\_\_\_

[4c] Avez-vous eu à faire un paiement non prévu pour accélérer le processus      Oui       Non

[4d] Si oui à quelles étapes \_\_\_\_\_

[4e] Pensez-vous que toutes les étapes du processus sont nécessaires?      Oui       Non

[4f] Si non, citez d'après vous deux étapes qui ne sont pas tellement nécessaires

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[4g] Quelles sont celles qui devraient être combinées? \_\_\_\_\_

[4h] D'après-vous quels sont les problèmes majeurs du processus d'enregistrement d'entreprise en Haïti ?

Trop de temps  Coût trop élevé  Les rapports avec les avocats

Les rapports avec les notaires  Aucun

Autres  Si autres, préciser: \_\_\_\_\_

[4i] D'après vous le processus de création d'entreprise en Haïti au cours des 3 dernières années :

a grandement amélioré  a amélioré  est resté le même

a détérioré  a grandement détérioré

Questionnaire rempli par : \_\_\_\_\_ Date \_\_\_\_\_

Nom de la personne interviewée \_\_\_\_\_

Fonction dans l'entreprise \_\_\_\_\_