



BUSINESS AS MISSION
GLOBAL THINK TANK

REGIONAL GROUP REPORT

Business as Mission in Haiti

BAM Think Tank
Regional Group Report

Business as Mission in Haiti

Case Studies and Insights from Business as Ministry at the Base of the Pyramid

Report by the Business as Mission Think Tank
Haiti Regional Group
January 2014

bamthinktank.org

Report Editors

Daniel Jean-Louis
Jacqueline Klamer

Group Contributors

Evelien de Gier
Ralph Edmond
Daniel-Gérard Rouzier
Lara Baldauf
Dave Genzink
Roxanne Addink de Graaf
Jacqueline Klamer
Daniel Jean-Louis

Acknowledgements

Partners Worldwide – Extra special thanks for the blessing of partnership in the work in Haiti and for releasing people and resources to make this report possible.

Jason Benedict – For allowing us to use his interview with Daniel Jean-Louis in the Appendices.

Daniel Jean-Louis and Jacqueline Klamer – For the excerpt from their upcoming book in the Appendices.



**BUSINESS AS MISSION
GLOBAL THINK TANK**

Executive Editors

Jo Plummer and Mats Tunehag

Reports in this Series

BAM Think Tank Issue Group Reports

Papers will be available on the following topics†:

Your Kingdom Come, Your Will Be Done... in Business: Biblical Foundations for Business as Mission

Business as Mission and the End of Poverty: BAM at the Base of the Pyramid

A Business Takeover: Combating the Business of the Sex Trade with Business as Mission

Business as Mission Franchising: Replicating Proven Businesses

A Dangerous Calling?: The Challenge of Business as Mission in Hostile Environments

Business as Mission and Church Planting: Fruitful Practices for Establishing Faith Communities

How Are We Doing?: Measuring the Impact and Performance of BAM Businesses

Scholars Needed: The Current State of Business as Mission Research

Planting, Watering, Growing: God's Creative Design... Incubation

No Water... No Fish: Funding is Vital to Business as Mission Success and Sustainability

Recruiting, Training and Deployment of Business as Mission Practitioners: Successes and Challenges

Fishing in a Bigger Pool: Marketing, Messaging and Engagement in Business as Mission

Mission Agencies: Challenges and Opportunities for Business as Mission

Business as Mission is Closer Than You Think: The Opportunity of BAM in Near Places

Macro Impact Still on the Horizon: Transformation Through BAM Has Not Reached the City, Nation, or Cultural Level... Yet!

Strategic Considerations: Business as Mission in the Coming Decades

BAM Think Tank Regional Group Reports

Papers and/or case studies will be available on BAM in or from the following countries or regions†:

Korea	China
Mongolia	Indonesia
Singapore	India
Bangladesh	Central Asia
Iran	Turkey
East Africa	Nordic Countries
Netherlands	Haiti
Latin America	North America

† Preliminary list as of October 1, 2013

Table of Contents

Foreword	1
Executive Summary	3
Business as Mission in Haiti	4
Introduction.....	4
Introduction to Haiti	4
Purpose of the Group	5
Three Business Cases from Haiti	6
Laboratoires Farmatrix	6
Maxima S.A.	6
E-Power S.A.....	6
The Challenges and Opportunities of Business in Haiti.....	7
The need for further integration between faith and business	7
Mindset transformation	7
The importance of networking.....	8
Advocating economic transformation.....	8
<i>Trade versus aid.....</i>	<i>9</i>
<i>Focus on job creation</i>	<i>9</i>
Conclusion	9
Recommendations and Action Plans	10
Networking opportunities	10
Buy Haitian	10
Faith integration and training	10
Business as Mission in Haiti Resources	11
Appendices	13

Appendix A – Business Profile: Laboratoires Farmatrix	14
Appendix B – Business Profile: Maxima S.A.	20
Appendix C – Business Profile: E-Power S.A.....	25
Appendix D – Article: Aid That Doesn’t Aid	32
Appendix E – Book Excerpt: Transforming Aid to Trade.....	35
Appendix F – Introduction to 100,000 Jobs Initiative	37

Foreword

The Global Think Tank on Business as Mission has opened up a unique forum for collaboration among practitioners and leaders from around the world. When we began this second Think Tank initiative, we focused on a key word: *invigorate*. The purpose of the Think Tank has been to invigorate the global business as mission movement, to equip and encourage those who want to serve God and the common good in and through businesses—among all peoples.

To that end we launched over 30 national, regional and international working groups. Some of these groups focused on a particular issue in the BAM movement, and others were concentrating on BAM in and from a particular region or country.

The objectives for these groups were to listen, learn, share and connect. We developed tools and templates for the working groups to effectively collaborate through virtual meetings, as well as face-to-face consultations. Each group has produced materials, including papers, analyses, case studies, tools and resource directories, as a result of this dialogue.

To enable a meaningful and constructive conversation in and between groups, we have used the following working definition of business as mission:

Business as mission is:

- Profitable and sustainable businesses;
- Intentional about Kingdom of God purpose and impact on people and nations;
- Focused on holistic transformation and the multiple bottom lines of economic, social, environmental and spiritual outcomes;
- Concerned about the world's poorest and least evangelized peoples.

This definition emerged from the first Think Tank on BAM, which among other things produced the Lausanne Occasional Paper on Business as Mission, as well as the BAM Manifesto: http://www.lausanne.org/docs/2004forum/LOP59_IG30.pdf.

The Think Tank project has resulted in a massive global gathering of both intellectual and social capital for the BAM movement. As well as the written materials, we have built networks and have gathered together in person at the working group Leaders Forum and at the Global Congress on Business as Mission, both held in Thailand in April 2013. The intention is to now share and disseminate these gathered resources as widely as possible.

This report is one in a series of papers from the 30 plus working groups. Hundreds of leaders in the BAM community, from every continent, have contributed to these reports. Additional Think Tank reports may be found at <http://bamthinktank.org/reports>.

In 2014 we will publish a comprehensive BAM 2.0 paper, a follow up to the Lausanne BAM Paper of 2004.

These reports are not the end or the final destination of the BAM Think Tank, but should rather be seen as important reflections by BAM practitioners and other leaders who will continue to journey together. We need to continue to grapple with issues, and address needs and gaps. Some groups will continue and new initiatives will emerge. The BAM movement is on the move!

It has been a privilege to facilitate this unprecedented and global collaboration over the last two years. Looking back we can see that at times we have achieved less than we have hoped and planned for. But we have also witnessed that God is able to do more than we could have ever imagined.

Our sincere thanks goes to all those who have co-laboured with us to bring the Think Tank initiative to fruition. We want to especially thank the Steering Group, the Issue and Regional Group Leaders, the Support Team and our spouses Mark and Jennifer for their steadfast support.

We pray that these papers, case studies, tools, recommendations and resources would go out widely, and encourage and equip you as well as invigorate the global BAM movement.

“Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen.” (Eph. 3:20-21, NIV)

Jo Plummer & Mats Tunehag

September 2013

Co-Chairs

chairs@bamthinktank.org

Executive Summary

Business as Mission in Haiti Case Studies and Insights from Business as Ministry at the Base of the Pyramid

Christians in Haiti have been in business for centuries, yet, within the last decade, have come to see that there is no dichotomy between their vocational calling to business and their Christian faith. According to data and interviews collected from many entrepreneurs in the Partners Worldwide network and other networks, entrepreneurs throughout Haiti now sense an affirmation to allow their Christian faith to guide every part of their lives, including their businesses.

The main difference is in the daily ways businesspeople live out their faith. Business as mission (BAM) practices have tremendous influence in a culture where voodoo, mystics and irrational thinking prevail and negatively affect the workforce. Businesspeople and other stakeholders in a business sector are able to join force to utilize BAM practices that reflect the life of Jesus Christ and can influence societal and individual transformation through the direction and empowerment of the Holy Spirit.

Ralph Edmond, Evelien de Gier and Daniel-Gérard Rouzier are among these inspiring businesspeople living out their faith in Haiti. Although they have practiced Christianity throughout their lives, they have very rarely been affirmed—and oftentimes even been criticized—when they tried to see the direct connection between their Christian faith and their sphere of influence: their business and community. This is all undergoing transformation today, especially as they are now affirmed by other Christian believers to follow their calling from God to be in business.

Through the affirmation of business as ministry in Haiti, the BAM movement is bridging the gap between the church and business, by bringing Christian entrepreneurs and business professionals to a new affirmation and deep understanding of their sphere of influence they have always had, yet never recognized before. As a result, the BAM movement is moving throughout the country and region. This affirmation encourages and equips businesspeople to bridge the gap between business and the global church, and to humbly, faithfully, and practically follow their calling as Christians while serving God with the talents of their business skills. To God be the glory!

Business as Mission in Haiti

Case Studies and Insights from Business as Ministry at the Base of the Pyramid

Introduction

Introduction to Haiti

Haiti is a Caribbean country full of opportunities, yet holds a history filled with both entrepreneurship and slavery, independence and instability. Throughout its history, Haiti has endured many wars and political corruption, including recent decades when there were clear governmental tensions which undermined businesses and the justice systems needed to grow a country. More recently foreign aid has begun supplying goods and services, instead of businesses, undermining the local business sector and reducing the opportunities for job creation for everyday Haitians.

For a long time, Haiti has been known as the poorest country in the Americas and one of the poorest in the world (with a GDP per capita of \$671 USD in 2010), with significant needs in basic services. Over half of its population of 10 million lives on less than \$1 USD per day, and approximately 80% live on less than \$2 USD per day. It is also one of the most unequal countries, with a GINI coefficient of 0.59 as of 2001.¹

The challenges were exacerbated due to the January 2010 earthquake, in which Haiti lost over 200,000 citizens, that led to personal and emotional trauma as well as huge economic loss and massive reconstruction needs that will take years if not decades to recover.

Yet, in spite of the enormity of the task, just under four years later, reconstruction is gaining momentum with tangible results on the ground:

- Camps and temporary shelter programs are making way for neighborhood repair and reconstruction programs.
- 60% of the 11 million cubic meters of debris has been removed, making most of Port au Prince's roads passable again.
- Schools have reopened, with 900,000 children attending school this year without having to pay tuition and 2 million children receiving a hot meal every day as part of a national school feeding program.

See Figure 1 for further statistics on Haiti from the CIA World Fact Book on Haiti.

Although tremendous challenges have slowed the country from progressing toward stability and growth, there are also significant efforts and hope among the business sector to lean in to new opportunities and overcome barriers. Progress has been made in terms of leadership within the government who are today orienting Haiti towards greater business development, most recently running a campaign with the slogan "Haiti is open for business." As a result, within 2013, the foreign direct investment in Haiti has grown to 225 million USD, mainly in the tourism industry, construction and infrastructure, and other sectors including restaurants and retail. In addition, the government and non-profit sectors are moving toward new focus on business development. For example, in the northern

¹ World Bank Haiti Overview <http://www.worldbank.org/en/country/haiti/overview>

region, the government and NGOs are partnering to set up an industrial park in which private Haitian businesses and foreign companies can rent manufacturing space, especially in textile production. This initiative is estimated to create over 65,000 new jobs in the coming year. The Haitian government has also been investing significant funds towards education to build a new generation.

HAITI
Composition Demographic: black 95%, mulatto and white 5%
Languages:
French (official), Creole (official)
Religions:
Roman Catholic 80%, Protestant 16% (Baptist 10%, Pentecostal 4%, Adventist 1%, other 1%), none 1%, other 3%
<i>note:</i> roughly half the population, particularly in rural regions, practices voodoo
Population:
9,893,934 (July 2013 est.) country comparison to the world: 88 th in population size <i>note:</i> estimates for this country explicitly take into account the effects of excess mortality due to AIDS; this can result in lower life expectancy, higher infant mortality, higher death rates, lower population growth rates, and changes in the distribution of population by age and sex than would otherwise be expected
Age structure:
0-14 years: 35.3% (male 1,732,645/female 1,725,313)
15-24 years: 21.4% (male 1,048,621/female 1,051,833)
25-54 years: 34.4% (male 1,674,790/female 1,692,603)
55-64 years: 4.9% (male 230,192/female 254,092)
65 years and over: 4% (male 174,483/female 217,092) (2012 est.)

Figure 1: Haiti statistics from The World Factbook, CIA²

Purpose of the Group

The purpose of the BAM Issue Group Haiti was not only to present the challenges and opportunities of operating businesses in Haiti today, but also to give a voice to the Christian businesspeople within the country and share how they approach these challenges on an ethical foundation and with sustainable strategies.

Daniel Jean-Louis, a Haitian entrepreneur, business professor, and co-chair of The 100,000 Jobs in Haiti Initiative led by Partners Worldwide facilitated and reviewed the research process in the formation of this report.

² Haiti in The World Factbook, CIA at <https://www.cia.gov/library/publications/the-world-factbook/geos/ha.html>
Haiti Regional Group Report – January 2014

Ralph Edmond, owner of Laboratoires Farmatrix, Evelien de Gier, co-owner of Maxima S.A., and Daniel-Gérard Rouzier, owner of E-Power S.A., served as key contributors through their case studies as well as advisors within the country through their direct experience in the Haitian business sector.

Lara Baldauf, short-term volunteer with Partners Worldwide in Haiti, conducted interviews and wrote significant portions within this report. Partners Worldwide staff members Dave Genzink, Roxanne Addink de Graaf, and Jacqueline Klammer served as advisors within the research and editing process.

The main findings of this research paper were key aspects of affirming Christians in businesses, as well as the direct business practices of Haitian businesspeople using their faith in the marketplace. Prior to researching, it was unclear to us as a group how or if Haitians use their skills and resources as a means to glorify God. This research concludes that for a growing number of Haitian business people, their biblical worldview is the lens through which they operate their businesses and are affirmed in God's calling to do business—and do it well.

Three Business Cases from Haiti

We researched and documented three cases of Christian businesspeople using their faith in the marketplace of Haiti. Our main observations and conclusions are drawn from these three stories and also our own experiences of doing business in Haiti.

Each of these cases present some important experiences and lessons learned that are summarized here. The business profiles for each of the three companies can be read in full in Appendices A, B and C.

Laboratoires Farmatrix

Within the company, Laboratoires Farmatrix, owner Ralph Edmond has used sustainable business strategies to achieve success and growth in the midst of competition with foreign aid and donated imported products. By adhering not only to higher quality standards within the medical field, but also a servant-leadership demeanor within the community, Laboratoires Farmatrix is making significant impact on the impoverished country of Haiti. In addition, Edmond accounts for his own personal transformation through the affirmation that Christians are called to business.

Maxima S.A.

Maxima S.A. is an example of a for-profit business born out of mission-related intentions, but adapted to the marketplace in which it operates. The company has adapted without compromising their ethics and intention to improve the community through job creation and local production of high-quality product. Co-owner Evelien de Gier describes how Christian businesspeople in Haiti, including foreign owners investing in the country, can pursue opportunities for impact through innovation.

E-Power S.A.

E-Power is a compelling example of business as mission that has invested in big ideas, with a servant-leader's mindset, resilience, and the faith that all good work is for the glory of God. Founder Daniel-Gérard Rouzier shares his testimony about how God has guided him through the challenges of launching and succeeding with a private electricity company in Haiti, and the faith he has needed to operate an ethical business in that nation.

The Challenges and Opportunities of Business in Haiti

Haiti is one of the most difficult countries in which to do business today, 174th of 183 countries assessed within the *Doing Business 2012* rankings of economies according to the World Bank³. Struggles come in all areas: spiritual, economic, social, and environmental.

Although Catholicism is the most prevalent religion within the country at 80% and Protestant Christianity at 16%, Haitian Vodou is also widespread and has pervaded the life of the population, their beliefs, culture, customs and values for over 200 years. With significant overlap of religions, over half of the Haitian population also practices elements of the Vodou religion, including rituals and worship toward multiple spirits. This has led to a belief system that does not align with a Christian worldview nor the market economic system based on rational and individual decision making.

Despite these challenging conditions, Haitian businesspeople still vow to commit their faith and integrate their values in the marketplace as they interact with people within their sphere of influence: suppliers, distributors, employees, customers, competitors, investors, banks, and their community.

The need for further integration between faith and business

The business as mission (BAM) movement is highly relevant today, especially among practicing Christians within Haiti, and this number continues to grow among both Catholics and Protestants. However, many existing Christian businesspeople in Haiti do not yet recognize the alignment of using their faith in business as they see no common ground between the two. The BAM movement helps build the bridge of faith and business by providing new ways and tools to connect with their all stakeholders through their faith.

Businesspeople have a unique opportunity to be the salt and light of the earth. In order to do so they need to exemplify an attitude of servanthood that is pleasing to God. Many people around the globe have a preconceived notion about interacting with businesspeople (proven or theoretical)—they think businesspeople are selfish and simply pocketing profit by exploiting the poor. However, when Christian businesspeople demonstrate faith, for example by reaching out to the poor through job creation, other people start noticing the difference and a broader platform opens up allowing more of the gospel to be preached.

Business owner Daniel Gerard Rouzier shares, “I’m not trying to convert anybody. I’m trying to do what Saint Francis of Assisi said: ‘Preach the gospel always, and when necessary, use words.’ Right now, too many of us need to stop talking, and have to start doing.”

Mindset transformation

Partners Worldwide introduced the BAM concept in Haiti in 1999. Never before was this call to action heard: *Business as ministry for a world without poverty*. Since then, hundreds of entrepreneurs have realized that their business is a mission to reinforce positive change and bring God’s glory to this nation. However, this has often involved a complete transformation of their mindset.

³ Doing Business 2012 Report by the World Bank – <http://www.doingbusiness.org/reports/global-reports/doing-business-2012>

Ralph Edmond, an innovative, driven CEO in Port-au-Prince, describes his own transformation when he was first affirmed in his calling to business, “Before I attended the Partners Worldwide conference, my relationship to God was such that God was not present in my everyday life. [...] Life was very compartmentalized. God was in church on Sunday, and He was only present in church. [...] God had nothing to do with my business.”

For Ralph Edmond an important realization was that he can do business by letting God be involved. When asked how this has impacted his life he responded, “It has changed how I worship God.”

Business owner Evelien de Gier shares that when she first started her business, she and her husband didn’t seem to fit into the Christian missionary community nor the Haitian business community. She remembers overcoming the dichotomy she saw between the church and businesses, especially as she felt criticized about her role as a businessperson committed to reaching out and employing the poor. “After feeling guilty about not being ‘real’ missionaries and not needing our sponsoring church’s money, and spending 20 years struggling with not fitting in anywhere in both the missionary community as well as the Haitian business community, we now feel confident in our role and find understanding and respect among others.”

In a country with unemployment rates over 70%, Evelien saw the direct connection between consistent income for employees and the call of business people to facilitate that social, economic, and spiritual transformation. To her, providing employment is the most obvious and effective way a Christian can care for the poor. Today, she better understands that there is no dichotomy between “traditional ministry” and business.

The importance of networking

A national network of Christian business people in Haiti is also gaining momentum, enabling Christ to shine through individuals lives and through ethical business practices within this impoverished country.

Ralph Edmond, for instance, now meets once a week with a core group of “business guys” who hold each other accountable for applying a Christian worldview and calling to every aspect of life, including their businesses. “We ask each other the hard questions,” shares Ralph. He has learned not only to depend on his Christian peers as they together discern their faith and calling, but to do his work for God and to depend upon Him.

The two strategic initiatives facilitated by Partners Worldwide—The 100,000 Jobs in Haiti Initiative and the Buy Haitian, Restore Haiti networking conferences—mentioned below equip networks of Christian businesspeople in Haiti to connect and grow together.

Advocating economic transformation

In an upcoming book on the opportunity for economic transformation of Haiti and other underdeveloped and emerging market-based economies around the globe, authors Daniel Jean-Louis and Jacqueline Klammer advocate for an opportunity-based economic development strategy. For countries like Haiti, this means the realignment of the non-profit sector's purchasing power to the market-based economies in which they operate.

International intervention in Haiti, through foreign governments and NGOs, has been a powerful economic force in the local market—and is tremendously misaligned. Of the 2.25 billion dollars of US government spending in Haiti within the first year following the January 2010 earthquake, merely 1.6 percent of those funds

were spent locally (Associated Press). Almost none of the goods and services introduced into the Haitian market were purchased in-country. [...] Haiti, while poor, is a market-based economy, and must be treated as such for any sustainable progress to take hold. True partnership and balanced transactions hold the key to Haiti's economic future as a truly developing nation—not just as the Republic of NGOs." (*Transforming Aid to Trade: The Case for Haiti* by Jean-Louis and Klammer)

In the aftermath of the earthquake many well intended actions of relief organisations or NGOs actually caused unintended long-term harm.

The first responders prioritized food and shelter, as they should have, but by the second month following the earthquake local commerce was trying to rebuild. We had a food industry; we had a bottled water industry. However, the NGOs didn't change their strategy. They kept purchasing the food and water outside Haiti and shipping it in to distribute for free. This undermined local businesses that couldn't compete with the flow of free goods. Businesses were dissolved and jobs lost. For example one organization began shipping peanut butter in by the container loads. This was well intentioned, but our local peanut farmers and peanut butter manufacturers went out of business. A couple of decades ago we produced 80% of our own rice, now we import 80%. (Daniel Jean-Louis, Interview with Jason Benedict, see Appendix D).

To begin to counteract such disruption to the local economy, subsequent initiatives have focused attention on the need for job creation and buying locally, emphasizing "trade versus aid".

Trade versus aid

Since 2010, Partners Worldwide has facilitated three "Buy Haitian, Restore Haiti" networking conferences. These successful events have provided opportunities for NGOs, the key buyers within Haiti's economy today, to connect and purchase products and services from Haitian businesses locally.

Focus on job creation

Job creation is the most advanced indicator of economic progress. With jobs created, it means that businesses have been growing profitably, providing a sustainable salary or income to families within the community.

Since 2012, The 100,000 Jobs Initiative has helped equip and connect networks of businesses and NGOs in the 40 largest cities in Haiti with the aim of creating 100,000 new jobs by 2020. Partners Worldwide and all partnering networks and organizations provide businesses faith-based business training, mentoring, access to capital and advocacy needed to grow their businesses and create jobs within a challenging business environment.

Conclusion

Haiti is one of the most challenging countries in which to do business around the world. Businesspeople who are making tough business decisions have to manage their employees and other stakeholders, while also integrating their faith into their everyday business environment. Many business people in Haiti are at a pivotal point of their life. How do business people help the most impoverished country in the Western Hemisphere with the unique talents God has given them?

According to the stories shared above, businesspeople are affirmed through business as mission to be intentional about living out their faith. They make it their calling to integrate faith as a core element in their business management and interactions with different stakeholders. Business is a mission, a mission to further advance the kingdom of God in this world by transforming all elements of society: economic, social, environmental, and spiritual.

Recommendations and Action Plans

Networking opportunities

Continue to network and partner with Partners Worldwide as a channel to further the BAM movement throughout Haiti, especially with the following strategic initiatives:

- The 100,000 Jobs Initiative: Equip and connect networks of businesses and NGOs in the 40 largest cities in Haiti to create 100,000 new jobs by 2020. Faith-based business training, mentoring, access to capital and advocacy needed to grow their businesses and create jobs within a challenging business environment. Read more information in Appendix F and visit www.100kjobshaiti.org to become directly involved.
- Buy Haitian, Restore Haiti: Network and build partnerships between NGOs and businesses—buyers and suppliers—through conferences and trade networks facilitated through Partners Worldwide.
- Exploring Investment Opportunities in Haiti: In addition, Partners Worldwide is encouraging and connecting investors (both foreign and national) with qualified Haitian businesses within the upcoming conference in Port-au-Prince, January 2014.
- Join sector-specific monthly calls: Join businesspeople and organizational leaders from throughout Haiti to discuss business opportunities in tourism, construction, food, agriculture and more, facilitated by Partners Worldwide staff.

Buy Haitian

Find local suppliers and businesses throughout Haiti to meet your product and service needs, and thereby support the growth of the Haitian economy and through it, jobs created to lift people out of poverty. Use the resource 'Buy Local, Build Haiti' from Peace Dividend Trust and the Haitian Ministry of Commerce and Industry: <http://haiti.buildingmarkets.org>.

Faith integration and training

Increase the intentionality of equipping for faith integration through business training. Utilize tools such as Partners Worldwide Small Business Curriculum that highlights three chapters on the integration of faith and business, as well as specialized sessions on accounting, marketing, management and more.

- Read the forthcoming book, provisionally titled "Transforming Aid to Trade: The Case for Haiti" by Daniel Jean-Louis and Jacqueline Klammer, coming in Summer 2014 (see Appendix E for book excerpt)
- Start every meeting with prayers and dedication of the country to God.

Those wishing to communicate with the author or the contributing group regarding these Recommendations and Action Plans may do so at info@100kjobshaiti.org or info@bamthinktank.org.

Business as Mission in Haiti Resources

Organizations

Partners Worldwide has a vision statement of "Business as ministry for a world without poverty." The global network of business people works to achieve this vision through their mission to "Engage, equip, and connect business and professional people in global partnerships that grow enterprises and create sustainable jobs, transforming the lives of all involved."

- Focus: SME and value-chain development for job creation, poverty alleviation, and transformation.
- Website: www.partnersworldwide.org

Peace Dividend Trust / Building Markets: Through an online directory of business suppliers in Haiti, Building Markets assists business matchmaking to increase connections and contracts between local suppliers and international buyers. In addition, Building Markets works with local suppliers to improve and register their business, and create online business profiles to market their product or service.

- Focus: Networking and capacity-building within the Haitian business sector
- Website: haiti.buildingmarkets.org

Fonkoze Microfinance Institution: Offering both financial and development services. Fonkoze provides a comprehensive approach to poverty alleviation through business development.

- Focus: Capacity-building, solidarity groups, and microfinance for female entrepreneurs.
- Website: www.fonkoze.org

The 100,000 Jobs in Haiti Initiative: This nationwide initiative founded by Partners Worldwide connects business groups, institutions, NGOs, and churches with the shared vision to create 100,000 new jobs in Haiti by 2020.

- Focus: Networking and capacity-building of the business sector and the non-profit sector to increase partnerships and create local jobs.
- Website: www.100kjobshaiti.org
- Email: info@100kjobshaiti.org

Research Publications and Articles

- Doing Business 2014. Economy Profile: Haiti. International Finance Corporation / The World Bank. <http://www.doingbusiness.org/data/exploreeconomies/haiti/~media/giawb/doing%20business/documents/profiles/country/HTI.pdf?ver=2>
- "Haiti: Where Has All the Money Gone?" The Center for Global Development, CGD Policy Paper 004, May 2012. Vijaya Ramachandran and Julie Walz, Center for Global Development, Washington DC. http://www.cgdev.org/files/1426185_file_Ramachandran_Walz_haiti_FINAL.pdf

- "Invasion or Infusion? Understanding the Role of NGOs in Contemporary Haiti". The Journal of Haitian Studies, Vol. 13 No. 2 © 2007. Mark Schuller, University of California, Santa Barbara. <http://www.hrdf.org/files/schuller-invasion-or-infusion.pdf>"
- Has Aid Changed? Channeling assistance to Haiti before and after the earthquake". United Nations Office of the Special Envoy for Haiti, June 2011. New York, NY. <http://www.lessonsfromhaiti.org/> or http://www.lessonsfromhaiti.org/download/Report_Center/has_aid_changed_en.pdf

Books

- "Poor Economics" by Abhijit Banerjee and Esther Duflo
- "Entrepreneurial Solutions for Prosperity in BoP Markets" by Eric Kacou
- "My Business, My Mission: Fighting Poverty through Partnerships" by Douglas Seebeck and Timothy Stoner

Websites

- International Finance Corporation / The World Bank. Doing Business: Measuring Business Regulations. <http://www.doingbusiness.org/data/exploreeconomies/haiti/>

Appendices

Appendix A – Business Profile: Laboratoires Farmatrix.....	14
Appendix B – Business Profile: Maxima S.A.....	20
Appendix C – Business Profile: E-Power S.A.	25
Appendix D – Article: Aid That Doesn’t Aid.....	32
Appendix E – Book Excerpt: Transforming Aid to Trade	35
Appendix F – Introduction to 100,000 Jobs Initiative	37

Appendix A – Business Profile: Laboratoires Farmatrix



Business Contact Information

Laboratoires Farmatrix

Email: info@labfarmatrix.com

Website: www.labfarmatrix.com

Primary Contact:

Ralph Edmond: Redmond@labfarmatrix.com

Background

History

Laboratoires Farmatrix SA (Farmatrix) was established in May 1989 as a partnership with Ralph Edmond and Alain Vincent. The company, with 5 people employed at the time, originally started producing pharmaceutical products including ointments for muscular pain and antiseptics for wounds.

By 1992, Farmatrix moved into new premises and started to produce products for internal use such as anti-anemic, multivitamin, mineral and antacid suspensions.

Today, Farmatrix manufactures over 50 specialties and employs 83 people. Their products are sold to pharmaceutical distributors authorized by the Ministry of Public Health throughout the country of Haiti.

Faith background

Ralph Edmond, the proprietor, was raised in the Catholic Church; yet, until he attended a conference of Partners Worldwide in 1999, he had always seen his business as something separate from his faith. “Before I attended the Partners Worldwide conference, my

relationship to God was such that God was not present in my everyday life,” Ralph says. “Life was very compartmentalized. God was in church on Sunday, and He was only present in church. [...] God had nothing to do with my business.”

Prior to attending the Partners Worldwide conference, he was also skeptical of events like these, and convinced that evangelicals were using them as a ploy to convert non-Protestants. Yet, not long after returning to Haiti, he decided to take his faith seriously and became a committed follower of Jesus. Since then, his faith in Christ has encompassed every aspect of his life, and he and his family are active members of their Catholic congregation.

What has transformed the mindset of this innovative and driven CEO is the realization that, “You can do business by letting God be involved.” When asked how this has impacted his life he responds, “It has changed how I worship God.” He now meets once a week with a core group of “business guys” who hold each other accountable. Ralph has learned not only to do his work for God and to depend upon him, but to depend on his brothers as well. “We ask each other the hard questions.”

“Letting God be involved” has also changed how Ralph runs his business. Beyond providing a fair wage to his employees, he has chosen something even more unusual for a country steeped in mystery, shadow, and under-the-table payments. He has embraced a philosophy of transparency. There are no secrets. Those with a genuine need to know can get all the financial information they request, and it will be complete and accurate.

Besides being treated fairly, Ralph’s employees receive a benefit few enjoy on the island: health insurance. They also receive on-the-job professional development opportunities. “We get them involved in managing the business. We are working on decentralization—delegating responsibility. We are teaching them responsibility and accountability,” says Ralph. Farmatrix is clearly a corporation that is setting the national standard for how to run your business right.

Professional background

Ralph Edmond studied Pharmacy at the Haiti Faculty of Medicine and Pharmacy where he graduated in 1984. He furthered his studies in the United States and in 1989 obtained a degree in management with honors Magna Cum Laude from Baruch College in New York.

In late 1999, Ralph Edmond and two other leading business owners established Haitian Partners for Christian Development (HPCD), the first Haitian affiliate of Partners Worldwide. What attracted Ralph was the commitment to bridging the gap between the rich and poor. “In Haiti, these groups never meet,” he says. “HPCD created a platform for rich and poor to connect by placing all of us on the same level. We were all primarily entrepreneurs, whether rich or poor.”

Strategy and Vision

Purpose

Farmatrix is committed to producing and distributing quality medicines and nutritional supplements at affordable prices for customers. The manufacturing of these products is in full conformity with international standards. While safe and effective, they also have the advantage of being well-branded and well known throughout the country. The Farmatrix label is synonymous with quality and security for the patient.

Values

Values are evidenced in the internal structure as well as the product line and distribution of the company.

Farmatrix contributes to improving the living conditions of the population by offering products of high quality that are accessible to the local population. These products are manufactured from raw materials that conform to pharmacological standards in force and follow procedures that respect international good manufacturing practices (GMP).

Contrary to many business owners in Haiti, Farmatrix and its personnel pay all taxes required by the government. “If we don’t pay our taxes, then who stole first,” Ralph questions, “We can only hold them accountable if we pay the taxes due them.”

Business objectives

Farmatrix aspires to fulfill its role as a leader in the development of the country by offering a new business model. They are a fully registered and established in Haiti, and as such, have a direct responsibility to society and to their partners. “We believe it will be difficult or impossible to achieve our business and financial objectives long term if we do not participate directly and concretely in the social life of the people by meeting their expectations.”

They meet their fiscal and social obligations and cherish the dream of giving an example of a modern company, where open information flows in real time and where transparency is law.

Farmatrix is currently in the process of building a manufacturing plant in Haiti to increase the line of products to fulfill all hospital needs in the country.

Additional facts and statistics

- Founded May 1989 with \$2,000 USD, two dual owners, and 3 additional employees
- 83 employees now, grossing about \$3 million USD annually.
- New projects in near future are likely to result in 30 more jobs created directly, and an additional 100 indirect jobs.

Haiti is the poorest country in the Western Hemisphere, often characterized by its issues with natural disasters, cholera and other illnesses, domestic violence, child labor, poverty and food crises. In 2010, it had a 7% infant mortality rate and a life expectancy of 62. “In a country whose per capita income is about two dollars per day, [Farmatrix] is a high-flying business”(Seebeck and Stoner, 2009).

“It is very hard to keep hope alive here,” Ralph says. “It is so much easier to leave and work in the United States. I don’t want to run from the problem—I want to be part of resolving it. Even though I may have only ten business people who will stand with me, we will stand together as part of the solution for Haiti.”

Farmatrix products are sold primarily in local pharmacies, to health clinics and hospitals, as well as some contracts with non-profit NGOs. A small percentage of the products may be sold on the streets in local vendor-market practices.

BAM Experiences

Lessons learned

Following the earthquake in Haiti in January 2010, Farmatrix lost many contracts with its existing client-base, due to the massive influx of free aid and donated pharmaceutical products from NGOs, non-profit organizations, and foreign governments. The company has recovered since because the funding for free aid is diminishing. Farmatrix also realizes its weakness is that it doesn't offer enough products to meet the needs of all the demands in the country, so it has plans to complete construction of a larger state-of-the-art plant to increase its capacity.

Despite participating in numerous discussions in the national and international community among business people as well as fellow Christians, Ralph has not experienced as much success as he would like in influencing others in the more advanced Haitian business community. He also mentions that in Haiti it is the lower-class that more easily professes their faith openly.

However, he is not going to give up impacting the business community as he leads by example. "It is easier to reach people with my skills in business, rather than approaching as a priest or a pastor because people will easily dismiss me. Rather, I explain my behavior in business, and my values are passed on in this. I can reach people more efficiently."

Farmatrix aims to create good jobs—middle manager jobs, because Haiti really lacks opportunities for the middle-class. Paying taxes is crucial to the ethical and economical growth of businesses in Haiti, but this is a problem among all businesspeople. "Paying taxes and taking care of your employees is a way to bring your faith into the business. So much of Haiti prefers to cut corners," says Ralph.

"The role of the community is in the well-being of its individuals. We have to accept that we are needed to make sacrifices for the improvement of the community, but we will do so out of love, not because we will be beat with a stick."

Impact and success

"Success, business-wise, is to be able to reach our financial goals at a particular time while at the same time moving toward our vision. Secondly, we need to be a good actor in the community, living out our example as Christians. Thirdly, we need to fulfill our God-given gift."

Success for Farmatrix means creating quality jobs from the growth of the business, being able to meet demand with its wide variety of products, and its ability to impact the larger community of Haiti by serving as a model for others to emulate—paying taxes, maintaining accountability and mentoring others. However, he says he is no longer interested in whether or not Haiti is changed. "Now what I realize is that if what I am doing changes others, I will be changed. Whether Haiti is changed is God's issue."

Social Impact: Farmatrix contributes to the creation of middle-class jobs, and influences other business owners to operate ethically. No bottom-line figure can be determined on the number of people who have witnessed Ralph's testimony, and engaged with him in discussions regarding social and moral responsibilities to Haiti.

Economic Impact: Farmatrix is making an impact on the economy of Haiti with its locally-manufactured products, some of which are also exported. Seventy-eight jobs have been created, and upcoming plans will contribute to approximately 30 more direct jobs, and at least 100 indirectly through the construction project. Its 3 million USD in annual sales ripple throughout the economy, increasing the amount of local transactions. Also, by paying taxes in a country that sees little tax revenue, they are contributing to rebuilding efforts in infrastructure and social welfare.

Environmental Impact: Farmatrix adheres to international environmental standards. The construction of its new building project is being carefully supervised by an experienced group of German engineers to guarantee it is in compliance both environmentally and seismically.

Spiritual Impact: Ralph is a member of a strong Christian businessperson prayer group which provides an opportunity for critical feedback and spiritual advice to each other. Through his leadership in the business community, Ralph has made a considerable impact on the lives of others through setting an example for others, mentoring youth, and by sharing his testimony at conferences, nationally and internationally. His own kingdom-focused business does not intentionally convert employees or clients to the Christian faith, but it operates with deep-seated Christian values.

Farmatrix SA is successful as a Haitian-owned proprietorship due to the characteristics of its CEO, Ralph Edmond. By adhering to not only higher quality standards, but also to a servant-leadership attitude towards the community, this business is making a great impact on the impoverished country of Haiti. Currently, Ralph Edmond serves on a number of boards, including Haitian Partners for Christian Development (HPCD), as well as Partners Worldwide Haiti, and devotes time to mentoring youth in urban settings, other entrepreneurs, and meeting with a group of other Haitian Christian businesspeople for fellowship in the Christian faith. This is his personal system of accountability in his spiritual journey, and he attributes this to his ethical conduct within his business. He is firm in stating that people come to him first because of his identity as a businessperson, and once he has shared his business skills, he is able to share his values and faith.

Conclusion

Ralph's solution to deal with poverty is not through charity or relief work, but rather through investment in Haiti's resources and, most importantly, investment in its people. The charities help with the much-needed infrastructure, but Ralph believes his country needs to first "construct the Haitian men on a human level."

Non-Governmental Organizations (NGOs) who work in Haiti often import goods needed to provide their services. Ralph persuades them to buy locally and use Haitian resources already available.

He encourages private investors and business people to come to Haiti, and also wants the churches to shift from charity relief work to direct investments in the country.

"I think business as mission is important, but it has to be business first. You should never confuse business for anything else than business. The result of these business principles applied, is to be profitable, and you may use this profit as mission."

Sources:

Interview with Ralph Edmond- September 20, 2012 – by Lara Baldauf (Partners Worldwide Intern)

Stoner, Timothy & Doug Seebeck. My Business, My Mission: Fighting Poverty through Partnerships “*Ralph Edmond: Community Builder*”. <http://partnersworldwide.wordpress.com/2010/03/11/ralph-edmond-community-builder/>. Produced by Partners Worldwide in Grand Rapids Michigan.

Laboratoires Farmatrix SA: Website- www.labfarmatrix.com/aproposfarmatrix.htm

Stukkie, Heidi. “Edmond: Transforming Walls to Bridges.” <http://therapidian.org/edmond-transforming-walls-bridges>. 1/25

Appendix B – Business Profile: Maxima S.A.



Business Contact Information

Maxima S.A.

Email: Evelien@MaximaSA.com

Website: www.MaximaSA.com

Primary Contact:

Mrs. Evelien de Gier, co-owner, Maxima: Evelien@MaximaSA.com

Background

History

Maxima SA grew from a small export business started by a Dutch Christian businessman in 1983, recognized as an openly Christian business named Joshua. It endured struggles acclimating into the Caribbean business climate, and after restructuring its image, it evolved into a privately-owned industrial business operating in the local Haitian marketplace.

Business focus

Maxima SA started as a casket manufacturer for the high-end local Haitian market, competing against luxury-imported caskets. Over time, Maxima innovated and added a cabinetry line. Today, Maxima is an innovative Haitian woodworking company, specialized in commercial furniture (store furnishings, displays, call centers, hotel furniture, etc.) and residential furniture and cabinetry (kitchen, bathroom, and bedroom). Maxima is also well recognized for its response to the 2010 earthquake by reshaping its production at the time to include transitional housing units that now house thousands of families in Haiti.

They have also established a Christian charitable organization, Fondation Maxima, dedicated to helping underprivileged Haitians reach a self-supporting, quality lifestyle. The organization provides education, professional training and helps Haitians find employment.

Faith background

The three owners of Maxima SA are all professing Christians, one from a Catholic background, one from a Dutch Reformed Church, and one from a Brethren/Baptist background.

Out of a strictly missionary mindset, two of the three, spouses Evelien and Kees DeGier, felt “called to Haiti by God” to create jobs in a business setting. Their co-owner, Stefan Vervloet, came to Haiti originally as an expatriate working with a Belgium diamond processor, and later Nestle corporation, and shares the vision of business as mission. According to Evelien, “After feeling guilty about not being “real” missionaries and not needing our sponsoring church’s money, and spending 20 years struggling with not fitting in anywhere in both the missionary community as well as the Haitian business community, we now feel confident in our role and find understanding and respect among others.”

The 2010 earthquake was a major turning point. Maxima earned respect as shelter suppliers of over 7,000 housing units for the homeless. They were the only business in Haiti that was organized on an industrial level of this product line, and the status of their workers was noticed because they were able to get back on their feet immediately after the quake. They also grew from employing 62 at the time of the earthquake to employing over 250 employees within the first year following the quake.

“Our faith is foremost a moral guide in our business. Although we mention at times that we are Christians, we do not publicize it, nor do we do Bible studies, work floor prayer, etc. At times we wonder if that is a good thing.”

Professional background

None of the three owners originally had business training: two were from a strictly technical background, one was a physical therapist. Through years of practice and numerous failures, the owners finally realized it was their responsibility to become educated in business, rather than “waiting for the Lord to miraculously bestow business sense on us.” The business owners read and studied, while still operating their business, and Evelien recently completed her MBA.

Strategy and Vision

Purpose

Maxima’s mission is to:

Manufacture quality cabinets in an innovative, efficient and safe operation where people are proud to work.

Provide customer solutions through the convenience of designing, manufacturing and installation.

Values

- “Raise the standard” of Haitian furniture.
- Be a socially responsible and respectable company in Haiti.

- Top management should be Christian.
- Top management seeks personal satisfaction in ways of working and products made.
- Seek happy employees and provide quality jobs at all levels.
- Bridge the gap between low-skilled “cheap” labor who cannot grasp the technology within products, and the high-skilled, high-pay labor who typically/culturally do not do work on the floor. Seek to educate middle class people for the “middle class jobs.”
- See our Business as our Mission, as we see it being part of the solution to Haiti’s poverty.
- Want to bridge the gap in “business thinking” of NGOs, Missionary projects and missionaries in general.
- See advocacy of the above as our duty to Haiti and to those who have helped Maxima in the past (passing on the blessings received).

Business objectives

- Cabinetry/Casework of core material of wood and complementary materials such as granite. (Note: “casework” is not understood in Haiti, so “cabinetry” is used as the term, yet includes casework and panel processing).
- Production can also be included on areas “around casework” (doors, roofs).
- The business will remain industrialized with mass-production and mass-customization corner (no hand-carved special-sized casket).
- The aim is to be “manufacturers” rather than “traders of manufactured goods”.
- Certain imported items will be used if there is a demand for it and/or adds value (e.g. metal caskets).
- As a “One-stop Shopping place”, Maxima provides customers the convenience of “taking care of it all”, from designing, to manufacturing, to installing. This service aspect of the operation makes up its core being.
- Be the “best”, and seek to do that by being a modern, organized manufacturer with a history in wood, yet still innovative enough to learning about new products and techniques and sharing these techniques with the local work force.
- Maxima operates using a Resource-Based Strategy.
- Maxima makes it a goal to help Haiti, creating an “intelligent learning environment” by 1) using modern equipment, 2) manufacturing quality parts, 3) innovative design and innovative manufacturing solution, 4) maintaining a safe and productive work environment, and 5) hiring “middle class” people whom are then educated and trained in the corporate culture and mindset, thus providing “intelligent jobs”.

Additional facts and statistics

- Started in 2004
- Currently has 120 employees
- Customers include funeral homes, individual home owners, commercial customers (hotels, stores, companies, and offices)
- Sales: from \$150,000 USD in 2004 to \$9 million in 2011

- Gross Profit: around 45%
- Bottom Line: around 5%
- The business serves the need for upscale and high-quality casework, cabinetry, or furniture which otherwise would have to be imported. It can only exist because of the highly educated upper management who had studied internationally.

BAM Experiences

Maxima SA started in 1983 as an export business with a Christian name, Joshua, openly proclaiming their affiliation as Christian businesspeople without any formal business education or business experience. It failed on all accounts, and harmed their testimony.

Evelian explains, “In 1985 we started all over again, without mentioning the Christian aspect at all. Only when we were asked why we did what we did, and why we stayed in Haiti despite all the hardships, we would share our faith. We have now become respected businesspeople in Haiti, and our business contacts know where we stand although we don’t aggressively mention our being Christians.”

After the 2010 earthquake, sales declined for high-end caskets and cabinetry, so Maxima adapted to fabricating transitional housing shelters, and succeeded in growth from 60 to 260 employees. Today, Maxima continues to adapt to the needs of the market in order to balance their production capacity and capabilities with the ever-changing environment in which they operate.

Lessons learned

Evelien shares some of the principles she has learned through her experience:

- Be good in business in the first place. BAM is not a cover-up, nor an excuse to poor business.
- See business as good in itself: it is using your God-given talents, but also providing jobs and dignity, making goods and services available for a fair price, and helping the economy.
- Part of the struggle we have is that as business people, we need to be focusing on what we do best to make the best impact, not being side-tracked to have discussions about business as mission. Rather DO your business, and it IS your mission, and don’t waste your time on the theory of it.
- We have to build confidence in our businesses. International organizations don’t know the capabilities we have so why should we be surprised that they come here with their foreign contractors? We need to get the word out. We need to show that industrial practices can happen here.

Impact and success

Economic: Be profitable and self-sustainable; pay taxes

Social: Provide a safe work place where people are happy to work. Will now strive to contribute financially to social causes

Environmental: Recycling, protecting workers against toxic materials (fumes, inhalation). Doing well for Haitian standards, but could do much more by international standards.

Spiritual: Praying at Board & Management meetings.

Examples of impact

Social Impact: In building the reputation of the business as a quality business, they are now able to share their testimonies of faith in a way that does not harm their credibility, and engage in social and community initiatives to assist others. Also, by providing 120 jobs, they are impacting at least 120 families, and working to build up the “missing-middle” class by training employees and hiring at the mid-level management range. By supplying products through contracts with NGOs that have undertaken housing and shelter initiatives, Maxima has contributed to putting at least 7,000 families affected by the earthquake into sturdy homes.

Economic Impact: By making \$9 million in sales in just 2011, they have increased the amount of currency filtering through the poor economy of Haiti by that much, instead of seeing that go to overseas exporters. Through the taxes they pay, they are contributing their part to assist government programs.

Environmental Impact: This is a low-impact business on the environment that makes a conscious effort to adhere to environmental standards. Lumber and raw materials are imported, therefore they are not producing a negative effect on the issue of deforestation in Haiti.

Spiritual Impact: While they do not take intentional steps to converting others into believers within their company, they see their role in business as part of the larger Kingdom, and see value in the Christian testament they share with others about their mission in job creation.

Conclusion

Maxima is an example of a business that was born out of mission-related intentions, but adapted to the marketplace in which it operates without compromising their ethics and intention to improve the community through job creation and locally produced, quality items. Despite ongoing development efforts in infrastructure and investment, Haiti is not an easy environment to set up a business, but the owners of Maxima remain committed and innovative, because they are aware that their business provides a positive impact for their employees and clients. The business is a direct extension of the proprietors, who often wonder what more can be done in the name of business as mission, and the growth of the business coincides with their own growth as Christians operating the business. The employees see opportunities for advancement and are living out dignity in their work and providing for their families. Evelien states. “Business in itself is a God-given thing. The book of Genesis describes that—man was created to till the earth. That was his role, to work, and businesspeople are making that happen.”

Sources:

Direct Response and Interview with Evelien de Gier, Maxima SA Co-owner – by Lara Baldauf (Partners Worldwide Intern).

Hills, Josh. “*Maxima, S.A. – Building a Better Haiti, Literally*”.

<http://buildingmarkets.org/blogs/blog/2011/06/07/maxima-s-a-%E2%80%93-building-a-better-haiti-literally/>

Photo Credits: Partners Worldwide, Maxima SA.

Appendix C – Business Profile: E-Power S.A.



Business Contact Information

E-Power S.A.

Email: dgrouzier@gmail.com, admin@epower.com.ht

Website: www.epowerhaiti.com

Primary Contact:

Daniel-Gérard Rouzier: dgrouzier@gmail.com

Background

History

E-Power began as an electrical utilities project conceived and proposed by Daniel-Gérard Rouzier in 2004 during a convention of foreign and Haitian government officials who were seeking solutions to Haiti's most pressing issues. One of these four priority issues was the lack of electricity available throughout all sectors of the small island nation. It took seven long years of negotiations with foreign and local investors before ground was broken. The construction of the \$50M USD, 30-megawatt plant coincided with the earthquake of 2010, as well as fears of the widespread cholera epidemic a short time later. These events caused even greater obstacles in the logistics of construction.

On January 13, 2011, a year and a day after the earthquake, E-Power finally came to fruition. The plant is located in the infamous and poor suburb of Port-au-Prince known as Cité Soleil. It currently operates under a 15-year contract with state-owned EDH (Electricité d'Haiti).

Business focus

At E-Power, the long term aspiration is to improve the competitive positioning of the communities served by becoming the leading provider of energy in Haiti and in the Caribbean region using competitive and environmentally-friendly technologies managed and operated by a motivated and competent local staff.

Faith background

Daniel-Gérard Rouzier was brought up in the Catholic Church, and explains that he can never excuse poor actions for not knowing any better. “I’ve been graced by the presence of Jesus Christ from the very beginning.” He meets regularly in a prayer group with other Christian businesspeople (including fellow BAM practitioner, Ralph Edmond of Laboratoires Farmatrix), where they share their own daily concerns and success with each other, remaining accountable in their faith and family lives. Daniel states, “I am to be a decent Christian, a loving husband and father, and a servant leader.” It is only strong faith and a commitment as a servant-leader that has made E-Power a possibility, given all the obstacles faced during its lifespan.

Daniel’s strong beliefs were briefly targeted in the Haitian media when he was nominated by President Michel Martelly for Prime Minister of Haiti in 2011. The reaction was not always positive when criticizing his open statements regarding his spiritual beliefs and values. He received hostile letters admonishing him for his public declarations of faith. In a letter to the people of Haiti during his brief nomination for Prime Minister, he included the following statement of faith, “Our good God has planted a dream of love and excellence for all in my heart and He has allowed me to understand that to do my best is normal and that to go beyond my abilities is a challenge. Where my abilities end, my faith begins. A strong faith sees the invisible, believes the incredible and receives the impossible.”

Daniel-Gérard Rouzier is also well known for organizing the proper Christian burial for thousands of earthquake victims buried in mass graves at St. Christophe in Titanyen.

Professional background

E-Power S.A. founder, Daniel-Gérard Rouzier was raised from a higher-class family in Haiti where he attended Catholic School. He received a Bachelor’s degree of Arts abroad in Business Management, and returned to Haiti where he founded a tire distribution company with his brothers. After two years, he returned to school in the United States, where he received a scholarship to attend Georgetown University, obtaining his Master’s Degree in Accounting, and followed up with an MBA from Dartmouth.

After working in Washington D.C. for two years, he took a position with the government sector in Haiti, working for the Ministry of Finance. During political unrest in the country, he returned to the private sector, starting up Sun Auto, one of Haiti’s largest automobile dealership. Seven years ago, Mr. Rouzier was motivated by a speech of then Prime Minister Latortue, and met at a convention of the Haitian Government, IDB, World Bank, and IMF, where he made a commitment to provide electricity for Haiti. E-Power was born from this commitment, and underwent numerous obstacles until its launch date in 2011.

Through a transparent and competitive procurement process, E-Power has a signed commitment to Haiti’s state-owned electric company to sell electric power for the next 15 years.

In addition to his business, Mr. Rouzier is the Chairman of the board of Food for the Poor, a Christian non-profit organization, and has served on other Boards including SOFIHDES

(the leading Haitian Finance Company for Development), the American Chamber of Commerce in Haiti, the Center for Free Enterprise and Democracy (CLED) and Promo Capital, the first Haitian-American Investment bank. Daniel-Gérard Rouzier also serves as honorary consul of Jamaica since 2010, and has written three books, "Vision or Illusion" (2000), "The Power of Ideas" (2002) and "Believe, Love and Hope" (2006).

Strategy and Vision

Purpose

E-Power was conceived as a private-sector solution to the severe lack of electric power at a reasonable cost in Haiti. On a social, economic and spiritual level, E-Power represents a hope that the poorest of the poor communities will be impacted by faith in God and investment in world-class infrastructure. The purpose of E-Power is to produce an additional source of thermal energy, sell it to the state-owned utility EDH, increase local business competitiveness and encourage investment in the community in which it operates.

Values

E-Power's core values are: integrity, empathy and excellence. The company's philosophy is based on the responsible operation of the business within a framework of high ethical standards, world-class safety standards, strong financial control, environmentally sound practices, servant leadership, and clear strategic priorities.

Business objectives

At E-Power, the long term vision is to improve the competitive positioning of the communities it serves by becoming the leading provider of energy in Haiti, using competitive and environmentally-friendly technologies managed and operated by a motivated and competent local staff.

E-Power is intentionally located in Cité Soleil, a very poor and densely populated commune within metropolitan Port-au-Prince, and hopes to attract further investment in these areas, creating jobs and improving the economy in that community. As Daniel explains, "The only way to fight violence is to build, where poverty and exclusion are the harshest, modern infrastructure that will allow the country to compete effectively with its neighbors. Employment and wealth creation for all will come to the community where the best means of production are located. In addition, when you lead by example and engage the community with the proper Judeo-Christian values, our Good God does the rest and peace naturally follows."

Additional facts and statistics

- E-Power employs 90 people directly
- E-Power provides 30mW of continuous supply to the state owned utility and covers about 1/3 of the electricity currently delivered to the metropolitan area of Port-au-Prince (2011).
- E-Power made a substantial investment in a complex and costly legal structure with more than 41 contracts (almost 1,500 pages of legal literature and legal fees of nearly U.S. \$ 1.7 million to meet the expectations of foreign direct investors and lenders).

- E-Power saves \$20 million USD annually to the Haitian treasury which amounts to more than a 40% economic return to the country.
- E-Power is built to respect the United States Environmental Protection Agency's Standards.
- The project is the first private-sector generator project in the country selected on the basis of an international tendering process undertaken with the help of the World Bank. Currently, the country relies largely on other independent power producers who own and run Light Fuel Oil ("LFO") diesel facilities. Being a HFO diesel facility, E-Power is significantly more cost-competitive than the existing LFO facilities at a total electricity cost of about USD \$.23 per kWh as compared with USD \$.39 per kWh for the LFO facilities at about a crude oil price of about USD \$110 per oil barrel.⁴
- Officially, only 12.5% of the country receives access to electricity, with the best-served areas receiving on average a maximum of 8 hours of electricity a day. This figure is closer to 25% of Haiti's population, when unlawful connections are considered. E-Power supplies electricity to the state-owned utility, EDH (Electricité d'Haïti) under a 15-year power purchase agreement.

BAM Experiences

In 2004, upon approaching Citibank to discuss financing the project, Mr. Rouzier was told it would be nearly impossible to accomplish this in Haiti, and he would need to raise a preliminary investment of US \$5M. Reaching out to his network of primarily Haitian friends, Mr. Rouzier returned a week later with the sum requested. He then met with a World Bank, Interamerican Development Bank (IDB) and Citibank officials in Washington DC.

A first proposal was made to the government in 2004. However, representatives of that government then left office without ever signing a contract. The incoming Préval government then rightly demanded a competitive procurement process. It took more than a year to complete the tender process intended to select the most competitively priced firm, and another year and a half after the contract was awarded for a signed contract to be agreed upon and signed by the parties.

In 2008-2009, Citibank was affected by the sub-prime financial crisis, and was not able to come through with a financing plan. E-Power was then left with a contract, and no financing. At this point, Hyundai, who was manufacturing the physical plant overseas, threatened to pull the project out of its schedule production line unless a down payment was received. E-Power advanced \$4M to Hyundai without a dime of financing.

After a short period, Rouzier rounded up the needed amount of total financing through a consortium of local banks and about 40 investors. Soon after, E-Power's largest investor, a Dominican firm, ran into trouble and pulled out of its commitment. The IFC then gave him a deadline of 45 days to replace him. 44 days later, Mr. Rouzier was in Korea drawing up an agreement with that country's largest electric utility, Korea East-Power Company Ltd.

The first phase of construction required leveling the site, building a perimeter wall and driving 450 piles into the ground, because the site was unequipped to handle the load of the facility. As soon as the wall was finished, the earthquake of 2010 hit, destroying most

⁴ IFC—World Bank Group. Summary of Proposed Investment. <http://www.ifc.org/ifcext/spiwebsite1.nsf/0/7B5D48107710B263852576BA000E2D06>

of the port where the incoming plant would be received. The operator of the ship at first refused to deliver to Port-au-Prince, but rather wanted to unload the 16,000-ton plant in the Dominican Republic, and to carry it by land across the island of Hispaniola. Daniel-Gérard Rouzier then contacted the harbor master in Port-au-Prince, a committed Christian, to explain the situation. This dynamic led to the successful delivery, and henceforth the construction on time and as planned within budget, meeting all quality expectations. As Daniel concludes, “All of this was nothing short of a miracle. If it wasn’t for the grace of Jesus Christ, I don’t know how we would’ve done it.”

Lessons learned

Daniel-Gérard Rouzier’s faith and assurance that this was God’s plan is the motivation that kept this project alive throughout its seven-year journey. At one point, Daniel Rouzier faced quite a trial during the kidnapping of his own wife in Haiti. He shares, “At a point in my life, I felt that being born in Haiti was a burden, a curse. It felt like a heavy cannonball tied to my ankles. However, I soon realized that living in Haiti was a blessing. It was an opportunity to see and touch the face of Christ every day, in the person who did not have a house, in the mother who could not feed her children, in the AIDS patient who did not have access to his medicine...”

Daniel admits that there was a period of six years that his other business would barely sell to the government, because the people doing the purchasing were expecting a kick-back in return. In that sense he realised, “You always have to choose [between your business and your faith], but you keep your eyes on Him and He shows you the way.”

Impact and success

If we are truly successful in serving the community of Cite Soleil, we will show to others that wealth can be generated at the bottom of the pyramid while still meeting decent returns for all.

Ultimate success to me has little to do with financial achievement. Ultimate success will be reached when in the end, God calls me home and asks: ‘Did you feed me when I was hungry? Did you clothe me when I was naked? Did you come visit me when I was in prison?’ I only hope to be able to answer that I did. (Daniel-Gérard Rouzier)

E-Power has primarily gauged its success by its ability to overcome obstacles, and generate stellar financial results as a start-up venture in a challenging business climate. Although Rouzier readily admits that E-Power is very profitable, he is concerned by EDH’s ability to remain an on-going entity because it only collects 18¢ of every dollar of electricity that it sells. He constantly lobbies the authorities very hard and hopes to encourage them to entrust EDH’s reins to competent professionals via a management contract awarded competitively.

E-Power’s success is contingent upon its primary client’s (Electricite d’Haiti) ability to be successful. EDH will be successful if it can provide affordable electricity to Haiti and collects all that it sells to its clientele. “With the proper microclimate in the electricity sector, industries will work more efficiently, entrepreneurship will flourish at all level of the economic pyramid, public lighting will increase security, nightlife will come back and children from all walks of life will be able to study and move into the 21st century as they gain universal access to the internet”, explains Daniel.

Social Impact: Local and International economists, financial analysts and investors all agree: This US\$59 million project will play an important role in Haiti's recovery as it creates jobs, stimulates local investments and develops infrastructure that will improve the quality of life of the Haitian people while boosting economic development (www.epowerhaiti.com).

The impact of this investment on the local energy sector and economy are expected to be very positive, especially for the small and medium-sized enterprises. (Jurgen Rigterink, Chief Investment Officer of FMO)

Half a million dollars from revenue is devoted for afterschool care for children in Cite Soleil.

Economic: E-Power has already spent over \$600,000 to train Haitian technicians to take over the management of the plant. As of today, the Korean company who originally operated the plant has turned it over to the plant's local personnel. In addition, E-Power is investing \$400,000 every year in social projects in and around Cité Soleil. Since it started, E-Power's ability to attract foreign investment has continuously increased and it regularly receives more investment proposals than it can handle.

E-Power is contributing to restoring economic growth in Haiti as it is providing the reliable electricity service needed for the expansion of industrial production and commercial activities. Through operational efficiency and resulting fuel savings, the project saves between US\$20 to US\$30 million every year to the Haitian treasury, an economic return in excess of 40% compared to hard investment costs of around US \$60 million.

Environmental: The plant is designed to meet IFC Performance standards on social and environmental sustainability and US Environmental Protection Agency (USEPA) standards. As with any fuel-burning power plant, gas and carbon emissions are issues of concern, but the plant takes precautions to safeguard its employees and the community in which it is constructed.

Spiritual: Through its social projects, E-power is reaching the most vulnerable children of God with the gospel, and is giving them a new definition of wealth creation. Daniel-Gérard Rouzier's testimony to his faith in business is a corporate philosophy that reaches all levels of his workforce, providing opportunity for spiritual impact at a personal level. "I'm not trying to convert anybody. I'm simply trying to do what Saint Francis of Assisi said: 'Preach the gospel always and everywhere, and when necessary, use words.' Right now, too many of us need to stop talking, and have to start doing."

Future Plans

When allowed by the authorities, E-Power plans to expand throughout the country and will target the lowest-income areas. As revenue is generated, the company will increase its social activities in the communities it serves. "The single biggest recipe for success in business is to treat your neighbor as you'd want to be treated", says Daniel, "Teach kids the values of marriage, commitment, self-sacrifice, love of God, love of neighbor and you will set solid foundations for strong families. Strong families beget strong communities, strong communities beget strong cities, strong cities anchor a strong country."

Through Food for the Poor's housing and other development programs, Daniel hopes to empower Christian moral authorities of all denominations to reach the poorest of the poor and teach them the best biblical principles. He believes that the chaos that exists in Haiti starts in the lack of Christ-centered family units. Too many kids are raised in single-parent homes.

Conclusion

E-Power is a compelling example of Business as Mission practiced by pursuing investment in ideas bigger than oneself with a servant-leader's mindset, resilience, and the faith that all good work is for the glory of God, as expressed in Daniel-Gérard Rouzier's testimony. As a member of Haiti's elite and armed with a network of influential business peers, Daniel comes from a background that makes him more capable of accomplishing a large investment project. He has greater access to government authorities than the average Haitian entrepreneur, but he has also been subject to the issues faced by the elite in a tense class-based system.

He sees his duty as a Christian servant-leader to improve the lives of the poor communities in his nation. While some BAM practitioners question how their faith impacts the workplace and peers through spiritual testimony, Mr. Rouzier has found success in weaving his spiritual life and Christian values with his skills in business, and openly declaring that it is only possible by the grace of God. Obstacles and delays were expected during the creation and implementation of his last project, but the resilience in accomplishing the goals of the business is attributed to the committed faith and servant-attitude of its founder. E-Power is a successful business that has turned a profit in its first year of operation.

Haiti has seen an increase in energy delivery in Port-au-Prince following a new Public Private Partnership with E-Power, which is distributing energy to the Haitian Energy company: Electricite d'Etat d'Haiti (EDH). Companies here have figured out how to overcome the challenges of energy, telecommunications, land, human resources; they have adapted to doing business here that does not eat away at profit margins." (Haiti Business Week. "Haiti, the land of opportunity - An interview with Philippe Saint-Cyr. Executive Director of American Chamber of Commerce, Haiti" published 9/3/12)

Sources:

Partners Worldwide Interview with Daniel-Gérard Rouzier – by Lara Baldauf (Partners Worldwide Intern)

IFC Report: <http://www.ifc.org/ifcext/spiwebsite1.nsf/0/7B5D48107710B263852576BA000E2D06>

E-Power website: www.epowerhaiti.com

Defend Haiti news site: www.defend-ht.com

Tuck Today—Dartmouth Alumni News: <http://www.tuck.dartmouth.edu/today/news/daniel-rouzier-t86/>

Appendix D – Article: Aid That Doesn't Aid

Aid that Doesn't: Good Intentions Gone Awry Following the Haiti Earthquake

Interview with Daniel Jean-Louis of Port-au-Prince, Haiti by Jason Benedict

Source: Regent University: Center for Entrepreneurship

<http://www.regententrepreneur.org/resources/interviews-2/aid-that-doesnt-good-intentions-gone-awry-following-the-haiti-earthquake>

Jason: Daniel, I had the pleasure of meeting you recently at a Business as Mission event in Thailand. Thank you for this interview and sharing your message with our audience. To start out, tell us a little about yourself.

DJL: My name is Daniel Jean-Louis. I represent Partners Worldwide in Haiti. I was born and raised in Haiti, but left at the age of 21 to attend an university in the United States. After completing a Bachelor's degree in business, I returned and got involved in the marketplace in Haiti. I have been a consultant, I teach entrepreneurship at a Haitian university, I run a guest lodge in Port-au-Prince, and I am also finishing a co-authored book with my colleague Jacqueline Klammer, tentatively titled, "Transforming Aid to Trade: The Case for Haiti", based on my experiences in the business field following the 2010 earthquake in Haiti.

Jason: I want to spend our time talking about the concept of your book, but first tell me a little more about your guest lodge.

DJL: Our guest lodge is named Trinity Guest Lodge (<http://www.trinitylodgehaiti.com/>) and I am happy to say we are the #1 rated lodge (B&B, Inns category) in Port-au-Prince on TripAdvisor®. The Lodge is a for-profit business, and we like to say we give people "a hotel stay for guest house pay".

Jason: That's great, Daniel. Talk to me a little about the January 2010 earthquake. You were there, weren't you?

DJL: Yes, I was in the country. I was returning from a consulting appointment when the earthquake hit. There was devastation everywhere. The windows in the bus on the road in front of me exploded. Trees fell. There were rockslides. People were injured and crying for help. It was total chaos everywhere. I had to abandon my car. It was dark soon and I had to find a place to spend the night. I wasn't even able to contact my family until the next day.

Jason: Our hearts were touched by the tragedy, how did the international community and the church respond to this disaster?

DJL: Two things strike me about the response. First, there was a huge outpouring of generosity from churches, ministries, NGOs, governments. The generosity was incredible. The international community pledged \$13 billion in bilateral aid, of which they delivered \$6 billion. There was another 6 billion in aid from churches, charities and individuals. The second thing that strikes me is the opportunity that was lost and the unintended consequences of bad models of aid.

Jason: Expand on that idea.

DJL: Well, just as an example, of the entire USAID budget of aid money spent on the Haiti disaster the first year, only 1.6% was actually spent within Haiti contracting with local companies. Everything else was contracted in the U.S. and imported into Haiti. There are now over 12,000 charities and NGOs in Haiti --- some even estimate 20,000 and governmental records show that the majority are unregistered. The money they spent was over 400% of the buying power of the Haitian government, but for all that money and effort, Haiti actually took a step backwards in some ways.

The first responders prioritized food and shelter, as they should have, but by the second month following the earthquake local commerce was trying to rebuild. We had a food industry; we had a bottled water industry. However, the NGOs didn't change their strategy. They kept purchasing the food and water outside Haiti and shipping it in to distribute for free. This undermined local businesses that couldn't compete with the flow of free goods. Businesses were dissolved and jobs lost. For example, one organization began shipping peanut butter in by the container loads. This was well intentioned, but our local peanut farmers and peanut butter manufacturers went out of business. A couple of decades ago we produced 80% of our own rice, and now we import 80%.

Jason: You are saying the generosity isn't a bad thing, it's the way aid is done that can have unintended consequences.

DJL: Yes the generosity is wonderful. It's the models that need fixing. The 1.6% that was spent in Haiti buying local goods and services had an impact. We went from negative GDP numbers in 2010 to 4.5% GDP growth by 2011. I'm saying what if 25% more of the billions promised had been spent buying goods and services in Haiti? What if we worked with business and a free market economy instead of undermining it?

Jason: You told me you see this kind of thing with regards to your guest lodge as well.

DJL: Absolutely! I run a for-profit registered guest lodge business. My main competition is mission guest houses that are registered with the government under a non-profit humanitarian status, if at all, rather than a commercial business registration. But they don't just provide hospitality services to their staff, volunteers, or guests. They are open to all travelers, just like we are as a business. This skews the market. Our customers pay a 10% sales tax, our business pays taxes, 31% corporate income, add payroll tax, add licenses and fees. Meanwhile, the non-profit guest houses pay no taxes. When I need capital I take out a loan and pay interest. They fundraise. When things break down, I pay for maintenance and repairs through local Haitians. They have mission teams come in and do it for free. They have volunteers. I hire staff. They are operating in a tax loophole, but abusing the spirit of the law. Our Kingdom business values keep us from doing this.

Jason: Do you want them to close down?

DJL: Not at all, I'm just calling for them to register as businesses. My business is doing well. God is blessing us! I just think that there is an opportunity to build a hospitality industry together in Haiti. Let's render unto Caesar like the Bible teaches. Let the free market work.

Jason: Some might argue that we are better off if we don't pay taxes to a government that is less than transparent.

DJL: I say, if we don't pay taxes, how can we have a voice and hold the government accountable? If we owe taxes and we don't pay them, then who is stealing first? How can we take the splinter out of their eye if there is a log in ours? God holds us responsible to

obey him. If He says, “render unto Caesar” then we should do so. These tax funds could help build infrastructure to benefit business and society and move Haiti away from the cycle of dependence.

Jason: What are you doing about all of this?

DJL: Partners Worldwide started an initiative called *Buy Haitian, Restore Haiti* in partnership with the Peace Dividend Trust. Over a year and a half period of time, we held three conferences in Port-au-Prince, where we invited major NGOs to meet with and partner with the local business community to do local contracts and fulfill their mission. During that time, 70% of the businesses involved experienced at least a 10% increase in sales, and some doubled their employment figures.

Out of this experience we also launched a network called *100,000 Jobs in Haiti* (<http://www.100kjobshaiti.org>). The purpose of this network is to help the international aid community align their objectives with job creation and the marketplace. Aid is only bad when it is misaligned with the market economy. This is the message of my book as well.

We are not calling people to apathy, just to better strategies. The Haiti earthquake taught us that there is something worse than doing nothing, and that is doing the wrong thing. I believe that people’s hearts are in the right place and that if they understand these principles, it can make a difference. We just need better models.

Jason: Daniel, thank you for your time and for the work you are doing in Haiti. We look forward to the release of your book.

Interview on May 16, 2013.

If you are interested in contacting Partners Worldwide or 100,000 Jobs in Haiti you can learn more about them in our directory.

Appendix E – Book Excerpt: Transforming Aid to Trade

The following is a direct excerpt from the upcoming book on an opportunity-driven business partnership approach to restore market alignment of Haiti and market-based economies around the globe. Target release date: Summer 2014

Transforming Aid to Trade: The Case for Haiti **By Daniel Jean-Louis and Jacqueline Klammer**

“Papa, are you going to buy some milk for me?” Those were the words of my two-year-old son, Meyer, when he was thirsty for his milk. His first reaction to satisfy that thirst fell within the framework of Haiti’s market-based economy. Purchasing milk is what he deems as normal. Without even the ability to analyze it, Meyer has already embraced the economic framework in which he exists simply by observing how his parents normally satisfy his needs — through transactions.

No matter the political framework, Haiti has always had a market-based economy. Whether within colonization, slavery, revolution, dictatorship, or democracy, Haitian life has been shaped by small and large transactions, the life-blood of market-based economies around the globe. If the history of Haiti’s economy has taught us anything, it’s that the market — fragile and tenuous as it may be — lives on.

Haiti, like any other market-based economy, is designed to be sustained by profitable and sustainable business opportunities that generate jobs and wealth. According to the dictionary, opportunity is “a good chance for advancement or progress” and the most powerful driving force in market-based economies. Another common held understanding is that the foundational purpose of a business is to “meet needs profitably.” Businesses grow and thrive by pursuing and achieving opportunities to meet those needs. And opportunities have practical applications for the businesses and ripple effects on the economy and entire society: meeting needs of customers, generating income for employees, increasing purchasing power and jobs within the community, and generating tax revenue for government. Yet, for these business opportunities to be sustainable, they must be practical and profitable. Healthy opportunities are market-driven, meaning that the business is able to respond to the demand and meet the customers' needs in a profitable way.

However, despite Haiti’s market-based system, in recent decades, the international community has sought to help Haiti more than ever before. The number of NGOs distributing resources — including goods and services for free or at subsidized prices — also continues to grow. According to the Center for Intelligent Information Retrieval, estimates of the number of NGOs in Haiti today range between 10,000 to 20,000. Despite the prevalence of the non-profit models of aid in Haiti — alarmingly the country with the highest number of NGOs per capita anywhere in the world — through these noble efforts, NGOs have instead created a constant influx of foreign aid, ultimately distorting Haiti’s market-based system through non-profit distribution and development models that undermine local industries and wipe out businesses and jobs.

International intervention in Haiti, through foreign governments and NGOs, has been a powerful economic force in the local market — and is tremendously misaligned. Of the 2.25 billion dollars of US government spending in Haiti between the 2010 earthquake and

the end of fiscal year 2012, only 1.6 percent of those funds were spent locally (Center for Global Development). Almost none of the goods and services introduced into the Haitian market were purchased in-country.

The fundamental problem remains the same: When international entities introduce goods and services into the economy, but do not transact locally with the Haitian business sector, wealth and opportunity cannot be created. Haiti does not need a new economic framework. Haitians need jobs and the power to choose their own future.

We propose that collaborative opportunities for NGOs and for the private business sector can redeem Haiti's history of ineffective and detrimental international intervention.

Haiti, while poor, is a market-based economy, and must be treated as such for any sustainable progress to take hold. True partnership and balanced transactions hold the key to Haiti's economic future as a truly developing nation — not just as the Republic of NGOs.

Throughout the world's emerging economies and communities of high unemployment, governments, NGOs and the business sector together are at a pivotal moment. Businesses and NGOs partnering through trade can strengthen economies and ensure the dignity and self-sustainability of societies for the benefit of all. Entrepreneurship and business must be the innovative engine of economic growth within market-based economies, and transforming aid to trade is the essential step to achieve that shared goal.

Appendix F – Introduction to 100,000 Jobs Initiative



100,000 Jobs in Haiti Initiative Background:

In the midst of the post-earthquake recovery in Haiti, there was a realization that a strong, unifying goal was needed to inspire NGOs, businesses and churches to collaborate to continue to create jobs beyond the relief and recovery phase. Thus, the 100,000 Jobs in Haiti initiative was born and launched in September 2012⁵. The goal is to *create 100,000 jobs in Haiti by January 2020* (10 years after the quake).

Partners Worldwide (a faith-based non-profit with a vision of business ending poverty) led off this initiative by facilitating strategic partnerships and launching a 100,000 Jobs in Haiti network that connects churches, businesses and the NGO community to focus their efforts on *Job Creation*. Working together, this network is building the capacity of strong ethical businesses throughout the country through the formation of city-based networks of small and medium enterprises, and partnerships with each city to provide mentoring, training, and support for growth and impacts!

In order to reach the 2020 goal of 100,000 jobs, the vision is to replicate a successful business to business partnership model in 15-20 of the largest cities in Haiti by 2016. The aggressive growth and impact will be achieved through the continual addition of new implementing partners, as well as the increased number of jobs created annually by each partner organization and business.



A strategic partner in this initiative is Fonkoze, the largest microlender in Haiti, serving as the lending partner for businesses that are members of the 100,000 Jobs Initiative. Additionally many global and local institutions (churches, NGOs, corporations, and foundations) have signed on as implementing partners, funding partners, and advocates for this initiative!

Go to www.100kjobshaiti.org to learn more and join the movement! The key principles of the 100,000 Jobs in Haiti network are stated on the following page.

⁵ As a part of recovery efforts for businesses after the earthquake, Partners Worldwide initiated three “*Buy Haitian, Restore Haiti*” conferences in Port-au-Prince (March 2011, January 2012 and September 2012) to connect non-government and non-profit organizations with Haitian businesses within the SME sector, enabling those in foreign non-profits to purchase goods and services in Haiti as well as utilizing the Haitian labor force to rebuild and create jobs. 100,000 Jobs in Haiti was launched at the September 2012 conference.

100,000 Jobs^{IN} HAITI



Who We Are

100,000 Jobs in Haiti is a network of business people, churches, NGO's, and concerned individuals who are working together to increase the capacity of Haitian businesses to bolster the local Haitian economy.

What We Do

We facilitate job creation and support the Haitian economy by encouraging businesses, churches, and NGO's conducting business in Haiti to adopt the following guiding principles:

- Purchase supplies and services in Haiti
- Employ Haitian labor whenever possible
- Provide constructive feedback to Haitian businesses so they can improve their quality and service
- Build up local business owners and employees through business training and mentoring
- Publicize Haiti's assets, advantages and strengths, not her poverty
- Share best practices in job creation with other members of the coalition

100,000 Jobs in Haiti also provides a sector-specific networking platform for companies, NGO's, churches, and individuals working in Haiti in the following areas:

- Manufacturing
- Construction
- Food and agriculture
- Tourism

What We Believe

- We believe that Haiti must be rebuilt by Haitians, with assistance from international partners walking along side
- We believe that jobs foster dignity and empowerment
- We believe in the power of small and medium businesses to significantly impact the local economy
- We believe in sharing best practices and learning from each other
- We believe in business people using their position and resources to benefit and transform their communities and the world.

www.100kjobshaiti.org