

THE HAITI
ROADMAP.
A 2020-2040
VISION

PREPARED BY
THE NAAHP
WORKING
GROUP

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Executive Summary

Vision: *Haiti is a vibrant and competitive export-based economy recognized on the world stage for its high competitiveness in four key sectors: Organic Farming and Fishing, Transshipment, Business Process Outsourcing focused on social media management, and Cultural and “Eco” Tourism. The country has grown at more than 7% per annum over the 2020-2040 period resulting in more than a quadrupling of its per capita GDP. The growth is unprecedented and has not been achieved at any other time in the nation’s history since its independence. The cluster development concept coupled with the attraction of large multi-national companies, focused on the buildout of the clusters to meet their current and expected production demands, has given rise to a nascent group of entrepreneurial companies throughout the country formed around the clusters. As a result, a multitude of creative financial instruments have been developed allowing for significant foreign direct investments and investments by Haitians living abroad. Additional economic macro indicators are on a positive upward slope resulting in an emergence of new industries and capital flows to the country at a record velocity.*

Background: Comparable to other small Asian nations such as Taiwan, South Korea, Hong Kong and Singapore – which have evolved into highly competitive industries, as well as countries such as Costa Rica and Jamaica in our hemisphere or Rwanda and Ghana in Africa, Haiti too has forged its way and reached dramatic unimaginable growth through its cluster development plan. By relying on specialization, production of high-value goods and services, attraction of multi-nationals through local anchor companies, and acquisition of modern technology and skills, the small island nation has experienced an impressive vibrancy and the economy has reached remarkable new heights. Leveraging on its existing assets once untapped and focusing on the strength of its comparative advantage by building clusters of activities, a significant amount of capital has entered the country and the emergence of a new private sector has taken hold.

What is a Cluster?

A geographically proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities (external economies)

- End product industry or industries
- Downstream or channel industries
- Specialized suppliers
- Service providers

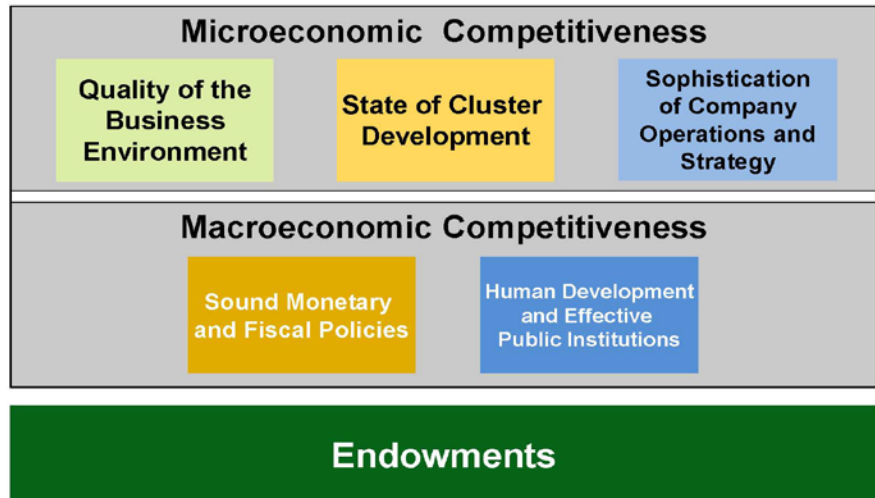
- *Related Industries:* those with important shared activities, shared skills, shared technologies, common channels, or common customers

- *Supporting Institutions:* financial, training and standard setting organizations, research institutions, and trade associations

- A geographically proximate group of interconnected companies and associate institutions in a particular field, linked by commonalities and complementarities (external economies)

The economic progress in Haiti has led to an abundance of capital and technology pouring into the country resulting in improvements in its infrastructure base (power, roads, telecommunications, irrigation, health and sanitation, education, [and] training). Unlike what has been traditionally thought of in the past relative to Haiti, the current Haiti context is a model for macroeconomic stability, a peaceful social environment devoid of extreme inequalities, good governance, both in the public and private sector, as well as and including an effective application of the rules of the UN convention against corruption and the enactment of laws that have ensured sound corporate practices. Haiti is a turnaround model for the rest of the world of the art of the possible.

What Determines Competitiveness?



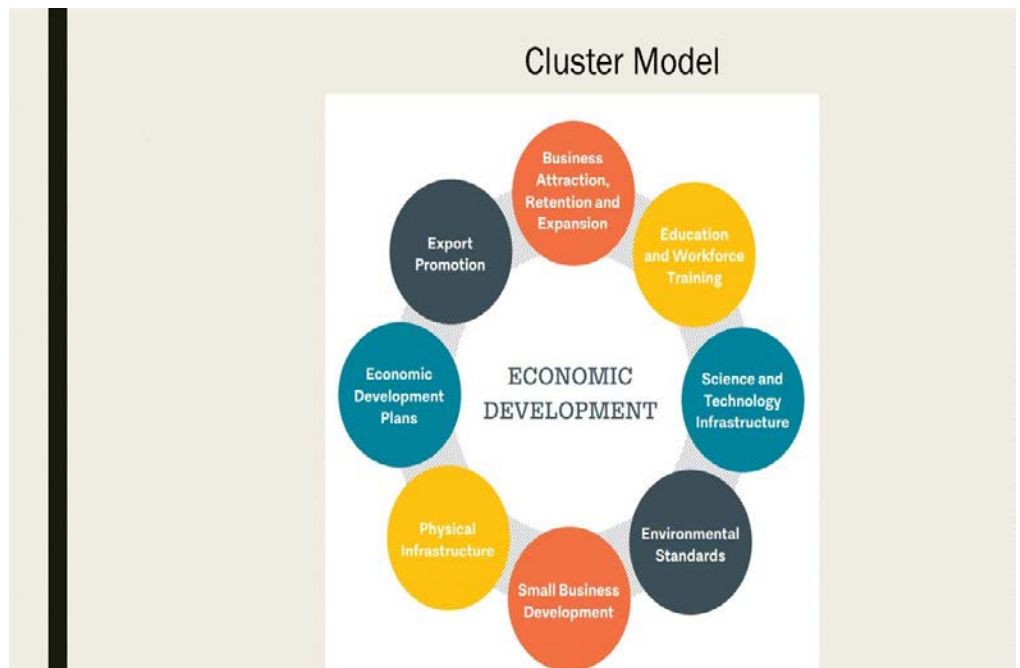
- Productivity ultimately depends on improving the **microeconomic capability** of the economy
- **Many things matter**; there is no silver bullet

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The country has been able to capitalize on innovative solutions and on rapid technical disruption taking place worldwide and has used these technologies to its own benefit, resulting in not only catching up to the rest of the world but leapfrogging ahead of many other countries its size in Asia, Africa or Latin America. Having forged strategic partner relationships with global technology giants and multi-nationals, the Republic of Haiti has become a giant itself and a competitive player on the world stage. The Haitians living abroad with their ample professional resources, experience and investments played a pivotal and unprecedented role in the country's turnaround based on the cluster model.



The Plan: The success of Haiti during the 2020-2040 period was based on the promotion and implementation of a development approach focused on four (4) clusters of activities and projects. Multiple interactions and synergies have taken place between them.

The groups or clusters of activities indicated were selected based on the following criteria:

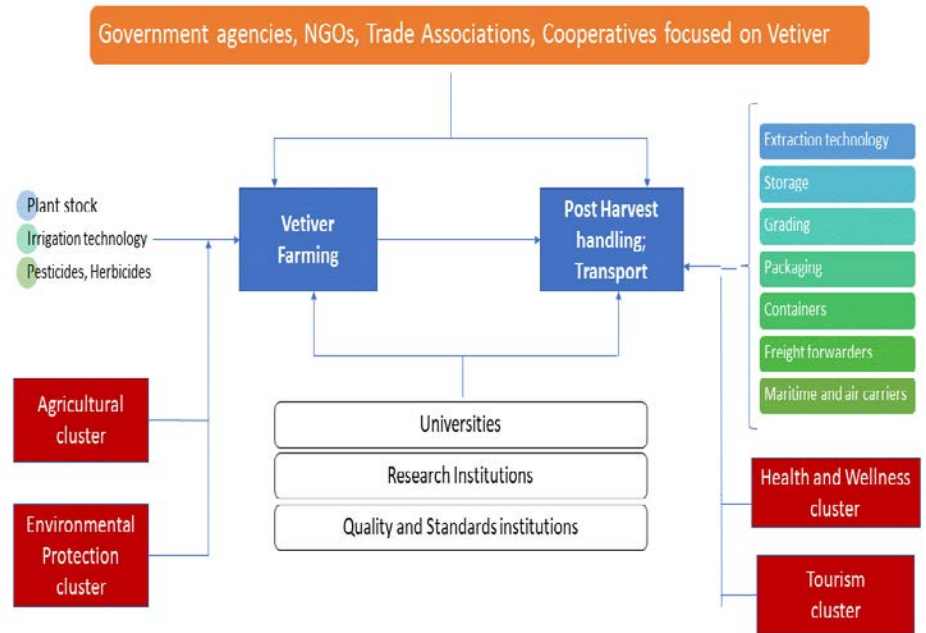
- Untapped natural assets (geographical location, climate, soil, topography) and cultural assets.
- Products and services with high export growth potential and/or access to niche markets.
- Ability to attract foreign direct investment and Haitians living abroad resources.
- Generation of high employment and wages, decentralization and linkages with the rest of the economy.
- Suitability for the development of skills through innovative education and training methods.
- Capacity for technology absorption and upgrading and for eventual access to cutting-edge technologies.
- Ability to provide their own infrastructure.

Cluster 1 - The production and export of organic crops, foods and fisheries,

such as fresh and processed fruits and vegetables and spices, also including medicinal herbs and plants, allowed Haiti to take advantage of large tracts of farming land never before exposed to fertilizers, pesticides or GMO's. The stringent requirements for verification, traceability and certification established in the country through the cross-training and relationship development with one of the major world food producers was central to the velocity of development of this sector. Vetivers for example, cultivated in Haiti have been a leading product in the perfume industry in France for decades. Building on the existing success of the demand for Haitian Vetiver, an anchor company has evolved in the country which

brought a major factory from abroad that purchased and processed vetiver from local growers. This cultivation and production capacity enhancement through investment and trade collaboration gave rise to a set of complementary agricultural products and new industries. The rise of foreign companies in the beauty industry who now look at Haiti as part of their supply chain has never existed previously.

Vetiver Cluster in Haiti



Cluster 2: The expansion of business process outsourcing activities took advantage of the reverse population pyramid in Haiti of more than 60% of the population being under 30. This demographic newcomers with their ease and adaptability in social media, coupled with the rising need on the world market for

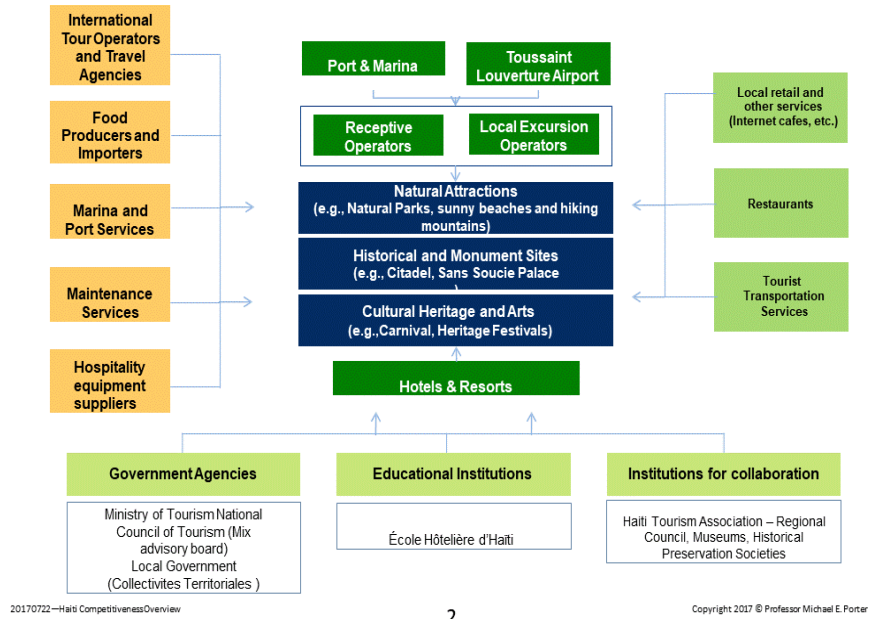
Social Media Management outsourcing, such as updating social media pages, digital marketing, sentiment tracking, social listening and response, have given rise to a very new sector of business in the country. This resulted in a significant growth in employment with competitive wages based on the higher value applications and worldwide use of social, mobile and gaming applications development. Significant investments were made in the telecommunications sector and ASP/ISP's have tripled in the country to meet the demand requirements of this unique cluster resulting in an overall decrease in the cost of broadband services.

Cluster 3: The construction of a large containerized transshipment platform in a deep water port on the north coasts of Haiti (e.g. Miragôane, Môle Saint Nicolas, Fort-Liberté) for very high tonnage (post-Panamax) ship traffic from the Panama Canal to Europe, South America and the U.S. East Coast, was the first time that the country capitalized on its strategic location as a wealth creator for itself. Major investments in the country have been made by international consortiums in port development as the island nation positioned itself as the central gateway to the planet's largest consumer market and developed impressive port related jobs that had previously never existed before. The economic impact was magnified by the connected free trade zone.

Cluster 4: The expansion of cultural and "eco" tourism in Haiti has long been one of its most pronounced differentiators. A country with such a strong historical heritage and extensive cultural assets --monuments, buildings, museums, distinctive arts, crafts, music and foods as well as natural landmarks-- offered a

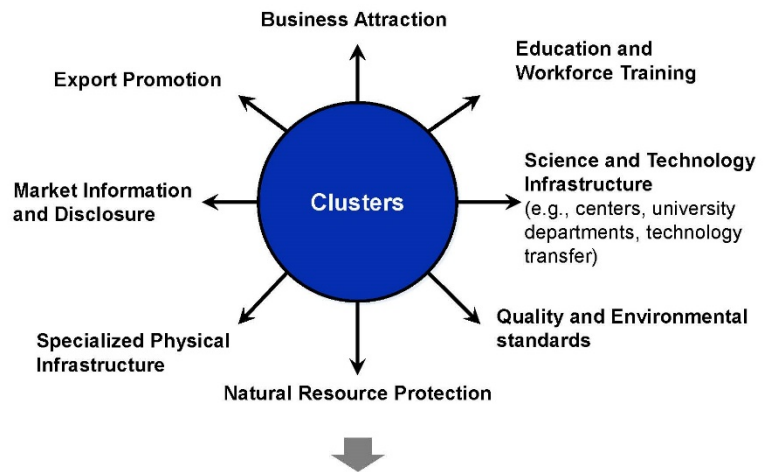
compelling competitive advantage in the tourism market. Visitors were not only among its Haitians living abroad, but additionally, universities, tourists from African countries and curiosity seekers looking to understand the contribution of the first black republic to the crushing of the slave trade. Financing for restoration, branding, access roads, and tourism products and services; were abundant through anchor entities and foundations that focused on historical preservation, education and research on Indigenous populations.

Haitian Cultural Tourism Cluster



In moving forward, the private sector, both in Haiti and the Haitians living abroad, were able to take the lead in the implementation of the proposed clusters initiative, with Government engagement and support. The public sector played a key role to improve policies, enhance institutional and legal frameworks and provision of appropriate infrastructure and training allowing the private sector to be agile and exponential in its growth. Private-Public Partnerships (P3) were made a reality and the involvement of targeted global players were actively sought. Assistance from the donor community was targeted specifically for the infrastructure and the requisite training needed to stimulate foreign investment. In this manner Haiti achieved its vision, resulting in a vibrant and competitive export-based economy growing at 7% annually over the twenty-year period, more than quadrupling its per capita GDP.

Organize Public Policy around Clusters



- Clusters provide a framework for **organizing the implementation** of many public policies and public investments directed at economic development

The Result: The approach advocated, which took speed during the 2020-2040 period

focused on a strategic group of activities or cluster of activities and value chains, and on the related infrastructure support in developing those clusters as the first step in building a strong competitive trade base.

The country also benefitted from the major economic and technological trends prevailing at that time which allowed Haiti to significantly increase its trade capacity resulting in wealth creation in many related and unrelated sectors and a deeper insertion into the global economy. This has yielded multiple direct benefits that boosted overall development and the quality of life of its citizens.

Though the 2020-2040 plan did not pretend to be a comprehensive strategy and was not intended to address all of Haiti's economic problems or complex social issues, nevertheless, it did envision that through its gradual implementation, and by the end of the 2020-2040 period:

- Haiti featured a vibrant and competitive export-based economy growing annually at an average of 7% or more over the period, and per capita income had increased by more than four times its current level of about \$760. The image of Haiti abroad significantly improved and major international players became active in the country.
- A significant portion of the production of goods and services incorporated modern technologies and generated high value-add. Capital formation, with participation of the Haitians living abroad, stimulated socially conscious investments and maximized returns.
- Both the balance of trade and the balance of payments became positive. International reserves increased, the exchange rate stabilized as well as the value of the gourde. Tax revenues soared with economic growth and ample budgetary funds became available for infrastructure and social investments.
- Massive direct and indirect jobs were created that eliminated extreme poverty (less than \$2 per day) and overall unemployment and underemployment (originally estimated at 60% of the labor force) dropped significantly, contributing to the reduction of social stress and conflicts and, thus, to a more harmonious social environment. Economic opportunities became more available to larger segments of the population.
- An increasingly prosperous middle-class emerged bringing stability to the country. It placed pressure on public officials as the citizens advocated for good governance, the elimination of corruption and the adoption of appropriate public policies. It also pushed for the strengthening of democratic processes and institutions which was reinforced by the full integration of the Haitians living abroad in the economic and political life of the nation.
- The country has established the conditions for larger flows of both domestic and foreign capital, the building-up of skills and technology and the expansion of entrepreneurship, thus moving towards a fuller participation in the international economy and sustained development. Haiti, progressed rapidly towards the status of an emerging country.

Road Ahead / Path Forward

The path forward requires the creation of an ecosystem that will transform the unique assets of Haiti, both existing and those resulting from innovation, into a model that will lead to increased trade, deeper insertion into the global economy, and inclusive wealth creation. This combination will foster the emergence of strong anchor companies and position Haiti as an attractive investment candidate for global companies open to large infrastructure projects or access to high demand and high growth sectors such as true organic/health food products, etc. Economic opportunities will be open to all members of the Haiti population via entrepreneurship, education, and jobs; with emphasis on regulations that will improve living wage standards. The Haitians living abroad serve as a network to facilitate trade and investment in Haiti, by creating demand, resulting in a multiplier effect particularly in the priority clusters. Similar to the economic emergence of countries like South Korea, Rwanda, and Vietnam, a foundation of education and training is essential. The proposed Haiti economic ecosystem consists of three key components on parallel tracks.

Elements of a Haitian Value Proposition



Existing and Emerging Clusters:

- Tourism
- Agriculture products
- Apparel/Textiles
- BPO/IT
- Renewable energy
- Creative Industries
- Sophisticated local construction

Haiti should establish a set of **national goals** around these areas

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- I. **INFRASTRUCTURE** is a required platform that must be enhanced in order to release Haiti’s full potential to disrupt and emerge in the local and global economic landscape. Focus areas such as Telecommunications, Education, Energy, Water, and Roads are crucial to the activation and ultimate acceleration of economic development. Solar energy which is becoming increasingly cost-competitive due to technological advances and for which the country disposes of abundant resources are a major target. Connectivity within the country and with the rest of the world is also a key factor. The playing field must be level. Innovative solutions to generating investment will play a major role in driving this forward, and thus the entire ecosystem.
- II. **GOVERNANCE** in Haiti, working in partnership with the private sector, will forward the successful disruption and innovation required for the path ahead. Steps such as activating incentive regulations to stimulate FDI, enacting strict competition laws, sound corporate practices, cybersecurity laws, business licensing regulations, together with secure ownership rights and fair investment rules, are needed. So is modeling for transparency and accountability that would level influence of all decision makers. The preparation of fiscal, social and economic reforms is necessary. Partnership initiatives such as a joint private/public/Haitians living abroad are in order. As established plans are implemented, team building activities (e.g. dialogue and feedback circles) must be enacted to dispel fears and create a sense of “community” to energize entrepreneurs in Haiti and in the diaspora and to stimulate foreign investment and export trade growth.

III. CLUSTERS consisting of a group of producers/businesses and related economic actors and institutions, are pulled together in close proximity to draw on synergies based on shared advantages, resources, connections, etc. The clusters selected for Haiti are industries focused on export market growth and include driver mechanisms consisting of Workforce Development, Capital Formation, and Entrepreneurship. The clusters leverage basic physical, economic and cultural assets with a potential competitive edge. The following industries have been identified as priority clusters positioned to generate accelerated sustainable growth for Haiti – **Organic Crops and Foods, Transshipment, Business Process Outsourcing, and Cultural and “Eco” Tourism.**

Organic Crops and Foods, such as fresh and processed fruits and vegetables and spices and also medicinal herbs and plants, taking advantage of large areas unexposed to fertilizers, pesticides and GMO’s. With growing affluence in industrialized and emerging economies together with increasing health concerns, niche markets for these types of natural products have been booming and are expected to keep expanding. According to the Organic Trade Association, the market for organic foods and food products in the U.S. has been growing at a record pace (9% in 2016 and 6% in 2017) and is estimated to have reached \$ 45.2 billion. Similar trends are observable in Europe and in Asia (Japan and China). Haiti is well placed to share in these opportunities because of favorable agronomic conditions and above all the availability of farming land never touched by chemical fertilizers, pesticides or GMO’s. Substantial employment would be generated in rural areas. The involvement of foreign investors will be essential for technology transfer (farming and processing) and for export marketing and to help meet requirements for verification, traceability and labeling so as to secure organic certifications and FDA or similar approvals. Infrastructure investments will be required in particular to improve road connectivity and access to power.

The application of innovation can deliver an additional advantage. Most of Haiti’s arable land has not been subject to intense mechanized, fertilized agricultural methods. As Haiti embarks in building a reputation in the organic food and crop production space, it is imperative that the veracity of such claim be documented in a transparent and trustworthy way. The blockchain of food can give a voice and open new distribution opportunities to the farmers by enabling transparency for evidence of quality, (provenance, freshness, taste, safety traceability for risk management and brand integrity). The use of the blockchain technology by the Haitian organic agricultural sector will enable supply chain transparency and provide access to data that would not have otherwise been available, creating a path to linking the supply chain of the cluster. The same principles will apply to organic fisheries products. Blockchain for food is a digital ledger technology (i.e., an electronic book-keeping system) that locks in farming details (data points are captured, stored, transferred, and accounted for) and value flow at each point in the supply path.

Transshipment involving the construction of large containerized transshipment platform in a deep-water port on the north coasts of Haiti (e.g. in **Miragoâne, Môle Saint Nicolas, Fort Liberté**). The country enjoys an exceptional maritime location facing directly the Panama Canal and on the main East-West sea route. It could offer transshipment facilities without deviation for high tonnage (post-Panamax) ship traffic to/from Europe and to/from Asia going through the Canal. Also, being at the junction of the Pacific and Atlantic, that platform could also service North-South traffic catering to the US East Coast and to South America. The Panama Canal sits on the most important trade route in the world. Since completion of its enlargement in 2016 allowing the passage of the so-called post-Panamax ships of up to 13,000 TEU (no. of standard 20 ft. containers equivalent), Caribbean nations have undertaken various related port development projects. So far only the Dominican Republic, Cuba, Puerto Rico and Panama itself have transshipment ports capable of handling the larger ships. Haiti has just completed a privately –owned, modern container port at Lafiteau , near the Capital, but although equipped for transshipment, its draft (41 ft.) does not meet post-Panamax standards. Domestic trade is likely to be the primary destination of this mid-size facility.

The proposal here is to arrange for an international consortium to construct, finance and operate a large transshipment facility in the country capable of accommodating post-Panamax traffic. The project would provide its own infrastructure, technology, know-how and training in port operations and logistics for local staff and workers. It would rely on two major advantages of the country: superior location and natural deep-water ports requiring less dredging. The use of a specialized international operator would ensure high efficiency. Nonetheless, its feasibility would depend on a careful analysis of maritime traffic and port capacity in the Caribbean, on the demand outlook (Canal traffic) and on the marketing capabilities of its sponsors as well. Coupled with a free-trade zone and industrial park, such an initiative could become a game-changer in its regional area of influence and beyond by supporting a dynamic cluster of related activities, spreading new technologies and generating a large number of well-paid jobs.

Business Process Outsourced (BPO) – Regarded as one of the fastest growing industries in the world, it includes the subcontracting of business related processes by companies in advanced countries to third parties both inshore and off-shore. This applies to functions such as customer relations management (call centers, collection, claim and warranty services, etc.); knowledge processes (market research and analyses, risk management, business strategy research, legal research, etc.); finance and accounting (accounts payable and receivable, purchase order, payment and invoice processing, etc.); human resources management (payroll administration, recruitment, relocation, etc.); procurement (sourcing, contract management, supplier relationships, etc.); and services requiring domain specific knowledge (insurance and annuities, credit cards processing, medical coding and patient administration, drug research, etc.). In 2017, the market research firm Statista estimated the value of these services worldwide was \$88.9 billion and had increased \$12 billion from 2016, the U.S. accounting for the largest share of revenues. The same source projects global sales to rise to \$ 262 billion in 2022.

Low and medium level outsourcing is seriously threatened in the mid-term by Robotics Process Automation (RPA) and the major outsourcing companies intend to make a sizeable (more than 40%) investment in robotics automation by 2020. This is offset by growth opportunities provided by technological advances in cloud computing, website analytics and social media networks management. The consensus is that in the long run, traditional BPO will become obsolete with the advent of artificial intelligence (AI).

The strategy proposed for Haiti is to focus in the transition period on newer business process outsourcing activities ranging from Social Media Assistance such as updating social media pages, digital marketing, sentiment tracking, social listening and response to higher value applications (web design, specialized call centers i.e. the medical field, medical transcription, reservation and accounting systems), and mobile and gaming applications development.

These BPO activities can absorb large numbers of unemployed from computer schools; social media enthusiasts, journalism and social sciences faculty graduates, newly graduated medical professionals. A strong mastery of the English and the Spanish languages through web-based education coupled with formal training in computer science and mathematics could lead to the appropriation of digital technologies, the formation of a digital hub in the country and the emergence of start-ups based on innovative applications. Telecommunications infrastructure which is limited and fragmented will have to be consolidated and expanded. This is true in particular with respect to broadband services whose penetration rate is very low and costs very expensive.

Cultural & “Eco” Tourism. The expansion of cultural and “eco” tourism. According to Haiti’s Ministry of Tourism, the number of travelers to the country, including members of the Haitians living abroad, was about

1.2 million 2017 of which 407,000 were cruise passengers (from Labadie). This compares with 2.3 million visitors to Jamaica and 6.2 million visitors to the Dominican Republic for the same year. Given [the] Haiti's poor overall infrastructure and its very limited tourism-specific facilities, especially hotel and resorts facilities, it will be a daunting task for the country to rise to the levels of other countries of the region in the areas of leisure and resort tourism before a long period of substantial efforts and investments.

However, Haiti is well known for its historical and cultural heritage which includes the celebrated landmarks of the Citadelle Laférière and Sans-Souci Palace and others such as military forts, old churches, colonial architecture, museums and Taïno sites. Other cultural assets include distinctive art (paintings and sculpture), handicrafts, music and dance, creole foods and its voodoo traditions as well. Cultural tourism activities and events can help Haiti gain compelling competitiveness with respect to the beach resorts countries in the Caribbean. A number of natural landmarks, Pic Macaya, waterfalls (Bassin Bleu, Bassin Zim, Saut Mathurine), score of caves adorned with stalagmites petroglyphs and carvings, can provide the basis for the development of "eco" tourism. This approach will require public investment for restoration, branding, and infrastructure (access roads, power, water and sanitation) though private funds can be raised for some purposes (e.g., museums). Financing will be required for local tourism related products and services. Accommodation capacity will have to be enhanced through local and foreign investment. A sustained marketing campaign supported by both the public and private sectors would also be needed. A \$45 million grant of the World Bank for cultural tourism in the North of Haiti in 2014 could be replicated in other parts of the country.

Cluster Drivers

The Cluster industries require access to a trained **Workforce**, access to **Capital**, and a healthy **Entrepreneurship** community in order to thrive. All are essential and impact the entire ecosystem. The universities, trade schools and apprenticeship programs must be present and engaged with a focus on the priority clusters. Capital formation, as noted in all aspects of the model, can be stacked via socially conscious Haitians living abroad investment (with many having access to significant capital), foreign direct investment from other countries, and with the use of bonds issuance tied to in-country revenue generating projects. The Entrepreneurship community is not only a top producer for cluster products; it is also an excellent driver of job creation, wage elevation, innovation that can accelerate growth and profit, and leadership. The Haiti growth ecosystem must include access to capital for start-ups and SME's, inclusion in government goods or services contracts (prime or sub), and mentee programs; requiring the larger enterprises in Haiti or the U.S. to sub-contract and mentor an SME's in Haiti. This will extend prosperity building to a wider group of members from all sectors of the community, create a middle class, and fuel accelerated growth, and inspire a return to the treasured civility of Haiti.

Risk/Opportunity

The successful implementation of the proposed initiative faces many challenges. Major risks are that political stability is not achieved and the necessary steps for good governance are not taken. The perceived image of Haiti is that corruption has not yet been eradicated. There is still significant administrative bureaucracy and red tape as it applies to businesses. The country has not progressed in the "ease of doing business index" prepared by the World Bank. In addition to the political, bureaucratic, and image risks noted; natural disasters (earthquakes, hurricane, flooding) must be considered. These can be mitigated with appropriate cluster and project design, disaster preparedness, contingency planning, risk insurance whenever possible, and a culture of business continuity.

On the other hand, many opportunities will arise. Foremost among them is the chance for Haiti to break out of stagnation and poverty and engage into a process of self-sustained growth. The image of Haiti abroad as a

stable, modern and progressive society attractive to investors -- local, foreign and Haitians living abroad -- will be enhanced. The perception of a divide between Haitians living in Haiti and those living abroad will disappear. Integrating the diaspora into Haiti's economic development will also strengthen its advocacy role in U.S. relationships. The Haitians living abroad through wider business involvement with Haiti and better professional, business and community organization will raise their image and influence in the U.S.

Deliverables & Execution

The private sector, in both Haiti and the Haitians living abroad, will take the lead in the implementation of the proposed initiative; with Government support through improved policies, enhanced institutional and legal frameworks and provision of appropriate infrastructure and training. Support from the donor community will be required as well for financing of infrastructure and training needs and to stimulate foreign private investment through its private sector instruments.

In addition to the usual post-Conference communications and briefings, a small independent entity, the Haitian Development Council (7 members) will be set up with the help of NAAHP to create awareness about the recommendations among Haitians living in country and abroad. It will perform promotional work by maintaining contacts with all the stakeholders: potential investors, chambers of commerce, trade and professional associations, banks and other financial institutions, Government and international agencies, etc. An essential task of the Council will be that of identifying business promoters and institutional developers in the various cluster areas who have access to institutional investors and can bring them into play. The proposed Council will also play an advocacy role with regard to issues involving governance. These activities could be financed by raising donations through crowd funding.

Furthermore, steps will be taken to establish a platform to channel financial resources from the Haitians living abroad into the strategic clusters and other productive investments in Haiti, directly and in association with local and /or foreign investors. The creation of a U.S. based investment company combing capital raised from both sides could be considered for that purpose. Its mission would be to size up specific opportunities, arrange for project and financial packaging, recruit promoters and developers, motivate investors and take up small equity positions if required. Business joint ventures and PPP's would be actively pursued in appropriate areas.

Another possibility of capital formation in the clusters would be to set up some form of mutual fund to pool savings from persons living in Haiti and from Haitians living abroad. The funds would be targeted for projects in Haiti and for diaspora ventures interlinked with Haiti. The challenges here would be those of ensuring adequate safety, liquidity (for exit from the fund) and attractive returns for the investors.

The private arms of the World Bank (IFC) and of IADB (IIC) with their extensive skills and experience can help to evaluate different alternatives and to carry them out. In any case, the development of capital markets in Haiti and, especially that of a debt and equity securities market, would greatly facilitate the creation of the financial platform referred to above. It would also facilitate the provision of venture capital and the emergence of new enterprises and start-ups. It is hoped that the central bank (BRH) which has the responsibility for overseeing and regulating the issuance of securities will speed up its efforts underway in this direction.

<u>Deliverables</u>	<u>Description</u>
Independent Managing Entity: HBDC (7 members)	Creation of an independent entity that will lead to the plan development and implementation: Haiti Business Development Council (HBDC) Who: NAAHP and Haitians Business & Professional Leaders in Haiti and abroad Timing: March 2019 finalize members and structure

NAAHP Working Group - **Disrupting and Redefining the Road Ahead**

Strategic and Implementation Plan	Development of the plan including analysis, strategic, tactical, and implementation components. Included is the raising of an estimated \$1M to cover costs for plan preparation, set-up, and marketing; followed by implementation. Who: HBDC lead Timing: Sept. 2019 raise funds / Jan. 2020 complete plan / Sept. 2020 implement
7%+ annual growth in Haiti	Growth rate year-on-year resulting from the strategic promotion, development and execution of activities in the four priority clusters. Specific targets for key performance indicators such as the recruitment and confirmation of anchor companies in each cluster, export performance, delivery of new jobs, the elevation of wages, and measurable quality of life achievements in Haiti; will be determined by the HBDC. Who: Haiti Timing: Dec. 2040

Measured Outcomes

Progress will be measured in the form of quantitative results such as investment, employment, output, exports and cluster performance; as well as the qualitative measures associated with social cohesion and/or quality of life. Haiti will be an active participant in global trade with a vibrant and competitive export-based economy growing at 7% annually over the twenty-year period, more than quadrupling its per capita GDP. Performance will be benchmarked against historical data in Haiti and comparative data from other countries in the region.

Appendix

Contents of the roadmap document were developed by the NAAHP Working Group members:

Sheri Colas Gervais
Louis Henri Price-Mars
Raymond Magloire
Jean Orelie
Daniel Silva

Excerpts and charts included were used from content developed by Michael Porter of Harvard University in his presentation of *A Strategy for Haitian Prosperity*.