



A Decade in Leadership

Centre Haïtien du
Leadership et de
l'Excellence



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Letter from the board and directors

Ten years ago, a natural disaster shook Haiti and the world. As you are reading this report, Haiti is facing yet another difficult period of socio-political and economic instability. This has affected our work as well as that of all our partners. Despite it all, we are taking this important moment in Haiti's history to reflect. It is also an opportunity to prepare for the next ten years of investments in those true leaders across Haiti with the vision, motivation, and capacity to transform this country and create the Haiti we all seek.

At the start of this journey, we recognized that weak leadership was at the root of Haitians lack of engagement and participation in the post-earthquake humanitarian response and subsequent reconstruction. Since that time, we have remained steadfast in our commitment to advancing our mission, which is to cultivate and support a new generation of Haitian leaders.

While it is difficult to deal with yet another disaster, this one man-made, we knew that tackling the chronic leadership challenge, at all levels and across all sectors would take time. Indeed, it is exactly in response to this challenge that CLE was created. We use our existing assets of people and partners across the country to build more effective Haitian leadership. Our work is cross sectoral and intentional about the development of strong networks of like-minded citizens. It is also about promoting collaboration, disseminating best practices, and proven innovations for social and economic progress in Haiti.

As we look back at the past decade, we are deeply encouraged by the momentum that CLE has built. We are witnesses to the transformation that has taken place as a result of the hard labor of leaders across the country. In tribute to those we lost in 2010 and in solidarity with this and the next generation, we are reaffirming our commitment to hold steadfast to our mission, which is to bring about a leadership transformation that will positively impact the lives of youth, families and communities across Haiti.

We thank you for your continued support,



Maryse Pénette-Kedar



Magalie Noel Dresse



Johnny Celestin



Lucía Di Poi

CLE Origins

On January 12, 2010, an earthquake measuring 7.0 on the Richter scale killed more than 200,000 Haitians, left hundreds of thousands injured and over one million homeless. The human costs of this tragedy were immeasurable and the financial costs, which amounted to billions of dollars brought the country to its knees.

However, the destruction that we witnessed on January 13 was not the only after-effect of the earthquake. This tragedy was the result of years of neglect by successive governments that bested each other only through their poor leadership and lack of vision for the country. Their leadership was essentially characterized by individualistic, corrupt, and exploitative individuals seeking personal gain over the collective good.

Indeed, at the heart of Haiti's systemic problems is a profound misunderstanding of a leader's role and responsibilities in community and nation-building. Ten years ago Haitian solidarity, compassion and generosity arose from the ashes and rubble like a beautiful flower in the desert – in stark contrast to the political leadership. At that moment of profound distress and tremendous needs, Haitian citizens came together in a multitude of critical and creative ways, using their own resources and efforts to assist each other.

It is on this civic minded, community-focused leadership, energy and momentum that CLE sought to model a new brand of leadership.





The horrific tragedy of the earthquake presented a turning point for the country and its people, an opportunity to do things differently.

It was in this context that a group of Haitians from different horizons came together, with support from founding partner the Coady International Institute based at St. Francis Xavier University in Nova Scotia, to tackle the leadership challenge. They knew that Haiti needed to move past its historical cycles of stagnated economic and social development, corruption, and political instability. They recognized that Haiti's emergence would inevitably require a collective redefinition of leadership, based on principles of active citizenship, self-reliance, collaboration, inclusion, transparency and impact.

This vision was and continues to be the motivation and the *raison d'être* for the creation of CLE. In essence, a permanent institution to identify, train, support and make visible emerging and existing social change leaders across sectors and regions in Haiti.

The leaders we have met over the past 10 years, whose stories are recounted in this report, share this drive to overturn engrained injustices, grow Haiti's own economic, human, and natural resources, and transform their country.

We envision the ascendance of new types of leaders who are focused on facilitating a national dialogue, creating a kind of leadership circle that would work on ways of reaching a national pact, of framing a new social contract between citizens and the state.

– Maryse Pénette-Kedar, CLE Founder



I am honored and humbled to have partnered with CLE's founders and leaders as they have selflessly come together to create and grow an innovative and practical response to the urgent situation in Haiti. Their vision to work together with Haitians everywhere to build the kind of society and nation Haitians want and deserve attracted me.

They wanted to help build a new Haiti where leaders, at all levels, conducted themselves with integrity, fairness, professionalism. Leaders who will ensure that all Haitians have the opportunity to meaningfully participate in and benefit from local and national development.

CLE's founders and leaders wanted Haitians to be masters of their own destinies. They wanted to assure that they had opportunities to lead and fully utilize their talents and resources in the interest of their communities and the country.

For the past 40 years I have been working with leaders in countries and communities all over the world. I have honestly never met such a dedicated, capable, visionary and unrelentingly committed group as those who have come together at CLE. They are making a difference. They are igniting positive leadership energy throughout Haiti and we are seeing the deep impacts on people and communities nationwide.

Investing in people always pays the highest dividends for a society.

— Mary Coyle

*Canadian Senator, CLE champion from inception,
former Director of CLE founding partner,
the Coady International Institute*

Action Research:

Rewriting the Narrative

As the Nigerian author, Chimamanda Ngozi Adichie, illustrated in her powerful TedTalk, the “Danger of a Single Story,” particularly a negative one, is that it creates stereotypes. She went on to note that the problem with stereotypes is not that they are untrue, but that they are incomplete. In the case of Haiti, the stories that are told often ignore and erase the successes of local leaders who are working tirelessly to transform their communities.

These motivated citizens, usually at the helm of impactful local organizations, overcome daily challenges to build alternative paths for sustainable development, civic engagement, and collaboration.

CLE’s leadership model is founded on their experiences and stories. Our work is to identify, support and bring visibility to leaders that promote self-reliance and a more inclusive Haitian society.

In 2012, CLE launched a series of research initiatives that became a trademark of our work. We highlight everyday leaders in Creole-language videos, articles and publications. We conduct surveys and present local solutions and innovations that address Haiti’s most systemic and engrained issues. These stories inspire others to believe that, they too, can bring much needed change to their own communities.

“What’s happening here is a change towards greater consciousness. Change for the country is in our hands.”

—Magalie Noel Dresse, CLE Founder and Board Co-President

Redefining Financial Inclusion in La Victoire

KOREMLL is a credit union created in April 2018 in La Victoire, a remote commune in the North department of Haiti. This initiative was the result of 30 community members' participation in a CLE Leadership Certificate Program that focused on building cross-sectoral collaborations for community economic development. In this program participants mapped community assets, and analyzed community economic inflows and outflows. They identified a broad need for local access to low-interest credit. Employing the financial management and budgeting

tools from the course, they also identified community savings to collectively respond to this need.

The result was KOREMLL. Starting with 32 members and seed capital of 16,000 Gourdes, by July 2019, it had reached 113 members and financial assets of over one million Gourdes. Leveraging capital from members savings, KOREMLL launched a community store that sells commodities that were previously locally unavailable. According to members, the store reduced the risk and costs associated with traveling very long distances to obtain those basic goods. Community members who were interviewed affirmed that KOREMLL has changed their lives and businesses.

"What impressed me the most during CLE's training was the "Leaky Bucket" module which showed us how we can save money by reducing unnecessary expenses."

—KOREMLL member and CLE program participant



Leadership Development Programs:

Equipping Leaders with Skills for Impact



We believe that for social and economic development to be truly sustainable it must start and be led from within. Therefore, in 2013, we launched our leadership development certificate training programs. We used a participatory and interactive educational methodology to build leaders' capacity to work collectively, leverage strategic shared resources and set goals for long-term community transformation. These courses range from a few days to continued programming over the course of a year.

The program is founded on the Values-Based Leadership for Social Change and Asset-Based Community Development (ABCD) pedagogies. ABCD is an innovative philosophy that has been championed internationally at the Coady International Institute, that focuses on mobilizing existing local resources as the foundation of all subsequent economic and social development activities. Indeed, this mental shift, from needs to assets allows participants to quickly capture the "low-hanging fruit." This approach sparks actions

toward change rather than creating an inventory of needs and gaps. We have expanded our program offerings to include civic engagement, life and professional skills, conflict resolution, partnership and coalition building, entrepreneurship and social enterprise.

Targeting organizations, we have developed and delivered content for ethical leadership and governance as well as technical areas such as financial and project management.

Our primary targets are youth, women and rural and urban community leaders. We know these groups are the untapped assets on which a new Haiti can be built. We also know that one size does not fit all, which is why our programs are tailored to identify and address the specific contexts and opportunities facing different sectors, groups, and even regions. We aim to meet leaders where they live and work to help them achieve maximum impact.

CLE in Numbers

2011–2019

2150 leaders **40%** women,
trained in leadership certificate programs

+5500

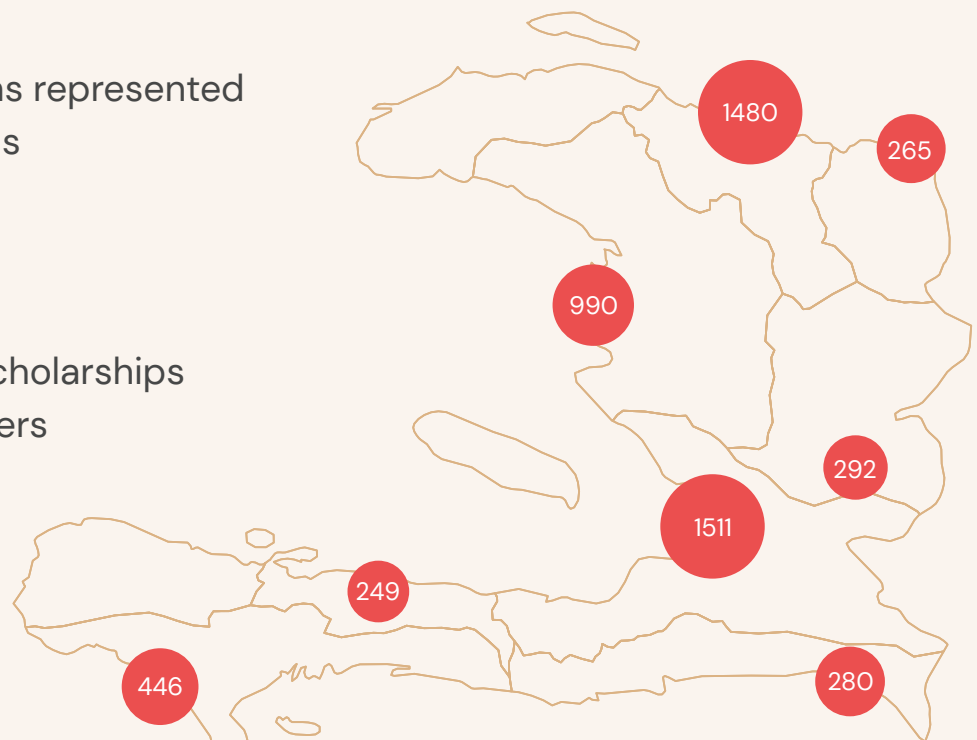
Haitians engaged through all CLE program activities

850

community organizations represented
throughout our programs

38

international program scholarships
awarded to Haitian leaders





Youth Program

Investing in the Next Generation

"We can transform Haiti in one generation, if we make the right investments in our youth today."

— Maryse Pénette-Kedar

Haiti's population is estimated to be nearly 12 million in which nearly 60% are youth under the age of 35. As a group, youth are marginalized in Haitian society. They face high unemployment and limited access to skills and resources to build their own future. And yet, we know that youth are Haiti's most important asset.

Despite the many hurdles they face as a group, Haitian youth are dynamic, innovative and resourceful. Given their importance, we believe supporting this generation is a critical long-term investment and a pathway to the transformation we all seek.

We believe that growing the leadership pipeline within this group is the best, if not the only strategy to achieve the social and economic transformation Haiti needs.

Therefore in 2014, we launched the National Youth Program to identify, connect and develop the leadership of like-minded youth. We worked to equip them with the skills and tools so they can better respond to the challenges they face and unlock new opportunities. With the generous support of the TK and McKenna Foundations we aim to take this program to all ten departments over the next three years.

Pillars

- 1 REGIONAL AND NATIONAL EVENTS unite and inspire like-minded youth.
- 2 LEADERSHIP TRAINING PROGRAMS build skills for social change and impact in transformative environments.
- 3 ACCESS TO CATALYTIC RESOURCES funding, scholarships, mentorship and technical assistance.

Impact

72% Initiated a new civic and community development activity after participating in CLE programs.

These community activities reached an estimated **35,000** additional people across the seven program regions.

Accomplishments

Youth program represented in 7 of 10 departments.

2300 engaged in all programmatic activities.

1300 trained through leadership certificate programs.

14% Increase in youth-owned businesses throughout program participants after CLE engagement.

49% Credit CLE with job search success, citing improved CV preparation, leadership, and self-marketing skills.

Rebecca is a young woman living in the Artibonite department, who participated in CLE's Konbit Jen (Youth Conference) in 2015 in Gonaïves. This inspired Rebecca to create EDSEG FEMMES, a women's association that works to increase women's leadership and decision-making at her law school in Gonaïves, in 2016. EDSEG FEMMES was integral to the election of the first female student body president in the history of the university.

The group is continuing to encourage more young women to step up and have a stronger voice in the university life and its student committees. EDSEG FEMMES will expand its work to include advocacy for gender equity, and to combat violence and discrimination against women at all levels.

Rebecca has participated in multiple CLE leadership training programs since 2015 including our pilot Women's Leadership Boot Camp in May 2019. She is currently working for CHES, a CLE partner in promoting women's entrepreneurial development in Haiti.



**Herolandrie
Rebecca
Pascal**
Artibonite

Strengthening Grassroots Organizations

CLE knows that its aspirations cannot be realized without a critical mass of partners pulling in the same direction. Therefore, our work in this area has essentially been about using field-building as a social change

In 2015, we launched a two-year capacity building and leadership development program in partnership with the W.K. Kellogg Foundation. It brought together leadership development skills and behaviors with more technical skills to improve organizational capacity, such as financial management and good governance practices..

Pillars

- 1** LEADERSHIP TRAINING PROGRAMS improve collective leadership and organizational foundations.
- 2** TECHNICAL ASSISTANCE builds capacity in areas of institutional governance, financial management, monitoring & evaluation, project coordination, fundraising and more + PLACE-BASED DIRECT ACCOMPANIMENT reinforce learnings through practice.
- 3** ACCESS TO NEW FUNDING STREAMS enable organizations to scale their visions.

Impact

96% cite improved understanding of governance (mission, vision structures and values).

72% cite improved project planning and management.

Accomplishments

18 high-performing grassroots organizations representing over 2000 members selected through a rigorous recruitment process.

10 organizations funded through CLE partnership with Hispanics in Philanthropy after Hurricane Matthew.

Over 800 organizations were engaged in CLE's programs, and benefited from capacity building offerings.

82% cite improved collective leadership and advancement of their strategic plan.

50% cite increased membership and engagement.





Public Sector Program

Engaging Local Government to Catalyze Impact

At CLE we recognize that despite the important role civil society organizations play in providing basic services, government cannot and should not be replaced. Indeed, government remains and retains the sole responsibility to deliver on the increasing demands for human services and tackle society's daunting challenges.

Local government officials face many obstacles to success. This includes scant resources to execute local development projects to a lack of platforms and tools. Additionally they operate in a fraught environment within which they try to productively engage with constituents, whose leadership and engagement is critical to the community's and their own success. For a

viable representative democracy and robust economy to emerge, it is critical that both citizens and government officials alike understand their roles and play their parts.

It is because we fully understand these challenges that in 2016 we reaffirmed our commitment to bring together local government leaders with their community counterparts. This work allowed them to build a shared language, tools and platforms to achieve sustainable impact in local development initiatives. CLE developed this program in close collaboration with Partenariat Pour Le Développement Locale (PDL), a strategic partner in the North, and with funding from the Inter-American Development Bank.

Pillars

- 1 ACTION RESEARCH – videos, written, and interactive online content highlighting innovative community–government partnerships and successes.
- 2 LEADERSHIP TRAINING PROGRAMS build skills and a shared language between key actors across sectors.
- 3 REGIONAL AND NATIONAL EVENTS, COMPETITIONS, AND MEDIA ACTIVITIES create awareness and catalyze transformative conversations on socially and civically responsible leadership.

Impact

78% of the participants replicated the training in their own communities, and reached an estimated **10,000** additional residents through participant programming.

RECOREL – Changing The Way A Town Sees Itself

The youth organization RECOREL was founded in Lermithe, a remote, under-served, and often dangerous community in the Artibonite department. RECOREL’s mission was to inspire the youth to engage in building a prosperous future for Lermithe.

The RECOREL leaders participated in a five-day CLE leadership program, along with their local elected leaders. Afterwards, the organization integrated program content into educational community initiatives that resulted in a 65% increase in their membership.

Accomplishments

650 leaders trained in 7 communes (55% women).

Over 4000 residents participated in educational community activities, including 7 Local Economics Conferences led by Haitian economist Kesner Pharel.

Four film case studies produced on local development successes.

Interactive “Success Map” of the region produced and available online.

67% of participants launched new community development initiatives after the program. This includes 50 community cleanup activities, 42 new community lending activities, 34 infrastructure and agro-ecology initiatives, and 2 new community school initiatives launched or re-launched.

In 2018, using conflict resolution from the CLE program, local government officials united with RECOREL and other local groups to launch a peace-building process between the community and local gang leaders to reduce the violence that plagued the community. This ambitious initiative produced a cease-fire, and strengthened community relationships, which is critical to reducing the factors that bring about conflict.

RECOREL presents a successful community/government alliance, and highlights the potential for youth to be a dynamic and driving force for sustainable change.

Sparking a National Leadership Movement

Leveraging Data and Networks for Impact

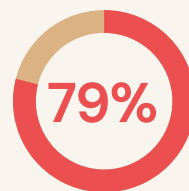
Transformative changes must be made at a systemic and national level. In Haiti, the lack of reliable data and information, and the country's weak systems of coordination are a tremendous impediment to successful development initiatives. In response to this challenge, we have started to leverage our relationships with the communities and individuals who have participated in our programs – a growing network of over 5000 individuals and 850 organizations in 8 departments – to offer solutions and tools for improved data, communication, and collaborations.

We are building systems and technology platforms to leverage and maximize our role as a convener. This allows us to collect, visualize, and disseminate important data, both to our own network in Haiti, and to constituents and partners abroad. Lastly, we use our platforms to showcase the vision and work of leaders within our network. Our belief is that this approach is fundamental to building new leadership for the social change movement.

For example, we have launched eCLERaj, a monthly survey sent out to the public via our network. It is one mechanism to identify key issues of interest to the public and to

develop deeper insights that can advance our collective understanding. We have also developed a map of successful initiatives, specifically in the North. This tool shows the success of local initiatives, which serve as models for other communities. It is also a repository that gives broader visibility to local organizations. The next iteration will be to scale this map at a national level. By working with data partners, we will make the map more comprehensive and useful as a tool for local organizations as well as funders on a national and international level.

Highlights from eCLERaj surveys



79% of those surveyed **agree that men have the duty to value women and their work** and promote their participation as leaders in Haiti



50% of those surveyed cite that the **biggest factor drawing youth out of Haiti** is the possibility of making money to support their families in Haiti



60% of those surveyed believe that a **lack of access to capital** is the biggest impediment to youth enterprise creation

Chanpyon Lakay

Showcasing Youth Leaders on a National Platform



Two of CLE's key priorities are to increase the profile of the youth in our programs and to engage the larger public in our work. To that end, in 2018, CLE engaged its large network across the country to support our launch of the first "Chanpyon Lakay" (or "Local Heroes," in English) competition, to identify and highlight youth leaders, entrepreneurs and innovators.

This competition was held at a national scale and received over 100 applications, of which 10 were retained to go the next round. The finalists campaigned for an entire month, resulting in over 30,000 people voting to select the five winners. They were named the 2019 "Chanpyon Lakay" and received seed

funding from the Digicel Foundation and international scholarships to leadership programs at the Coady International Institute in Canada.

Katerine Vital, an agronomist and founder of "Katrina Compost Business" (KCB), received the most votes of all five winners. KCB was created to recycle biowaste into organic fertilizer aimed at helping small-scale farmers increase their yields by up to 30% over five years. As a result of the visibility from the championship, Katerine attracted the attention of the Ministry of the Environment, who have since engaged in discussions about supporting her work. In November of this year, Katerine led a leadership training for members of her organization to increase their professional, leadership and agricultural development skills in order to better scale KCB's mission.

Despite the difficulties currently facing Haiti, these young changemakers are paving new roads for progress in Haiti through their unwavering commitment to innovation, collaboration and impact.

CLE's diverse and broad leadership development programming works to back up these leaders. We firmly believe that an investment in their vision is an investment in a brighter future for Haiti.

Women Leaders Program

Supporting Women Across Sectors


In Haiti women are considered the backbone of society. They are praised to be the central pillar (poto mitan) and yet the ideals of equality still elude most them.

Although there has been significant progress in expanding women and girls' access to education, healthcare, and jobs in Haiti, they continue to experience deep inequality and reduced access to opportunities.

Women make up over 53% of the population, but are still critically under-represented in decision-making roles in all spheres of life – social, politic and economic. Despite inclusion efforts including a 1987 law mandating a 30% quota for female representation in Haitian parliament, women account for a measly 3% of the seats in parliament and only 13% of political leadership posts, nation-wide.

At CLE, we are committed to ensuring that women play an equal role in society and to support their increased representation in leadership roles. We are steadfast in our mandate of parity in all of our activities. In 2018, we launched “Koze Fanm,” a women-focused event series offering opportunities for expert and peer mentorship and for larger policy debates and discussions.

In early 2020, CLE will launch a five-year women's leadership fellowship program in partnership with the Coady International Institute and five other partner countries in Africa and Asia. This program will rigorously recruit, train, and accelerate the success of emerging women leaders, specifically in the entrepreneurship sphere, throughout the country.



“CLE’s training taught me how to motivate more women to get together in order to explore and exploit resources. I believe we’re too rich to be asking for charity. We need to realize that only we can help ourselves.”

— Emaude Dumas,
Participant of CLE’s Local Government
Program, Pignon

Private Sector Program

Building Entrepreneurial Leadership

We believe that the best way to break the poverty cycle is to tackle the challenge of leadership for innovation and social change with a priority and focus on economic growth – more precisely, entrepreneurship and job creation.

As with most other countries, the most powerful engine for job creation is in small and medium-sized enterprises (SMEs). This sector is critical to the Haitian economy both from a growth and equity standpoint. Unfortunately, most entrepreneurs are simply not equipped to handle the many complexities of operating a business.

At the request of the CLE network, we launched an entrepreneurship program to support entrepreneurs who need to not only think about their products or services but also every other aspect of running a business.

A recent World Bank study found that entrepreneurship training programs focused on personal initiative and mentality change, yielded a 30% increase in profit compared to 11% from technical training programs focused on traditional training in core business practices. These include accounting, marketing, and human resource management.

Peer-to-Peer International Mentorship

This year we will also be launching a new partnership with the Gerard Schwartz School of Business, at St. Francis Xavier University in Nova Scotia, to build a peer mentorship exchange between the business school students and young Haitian entrepreneurs.



2010 to 2019

Insights

Over the past 10 years, we have had the opportunity to work with participants and organizations in 8 out of Haiti's 10 departments. We have learned a number of lessons. Some we learned the hard way through trials and errors. Others were more natural as we worked with community organizations across the country. Below are five key lessons we will continue to apply in the next decade:

Be intentional: The challenges in Haiti have been long in the making and deeply rooted. We know that this work is for the long-term and that the instinct to find quick solutions will yield disappointment. So, stay focused!

Be practical: Leadership does not exist in a vacuum, and we have strived to build programs to support participants in tangible, relevant ways, recognizing that it is where real leadership transformation will take root.

Nurture relationships: The creation of intentional spaces to strengthen ties and yield great results in the short and long-term. This is imperative to build the kind of coordination that is needed across regions, sectors and socio-economic groups.

Build partnerships: No one organization or person can bring about the broad systemic changes we seek. We have to develop and leverage partnerships within communities to achieve broader impact.

Showcase Haitian solutions and success: Compelling stories and in-person exchanges (peer and expert mentorships) with exceptional Haitian leaders, are indispensable in enabling leaders to overcome the many obstacles to success.

2020 to 2030

Perspectives

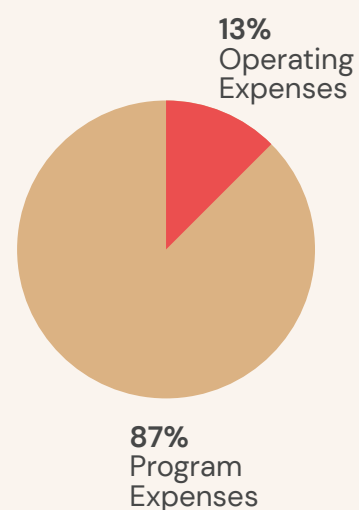
As we look toward the next decade, we will focus on the following strategic priorities:

- Strengthen a national leadership network across all ten departments
- Help organizations access funding
- Expand women-focused spaces and programs
- Deepen services on youth and entrepreneurs
- Institutionalize intergenerational mentorship through programs and events
- Expand tailored and intensive “incubation and acceleration” programming for the most advanced in the network to help leaders go the last mile and accomplish their goals

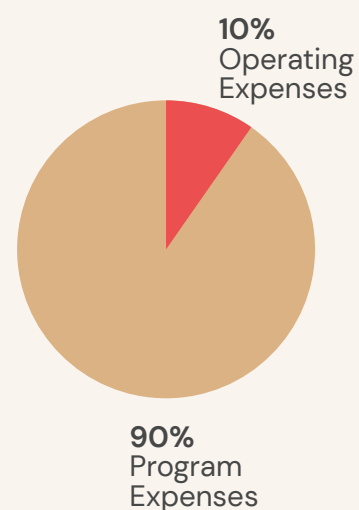


Financials

	<u>2018/2019</u>
Revenue	
Carry-over from previous year	\$253,514
Grants	\$206,535
Services	\$39,792
In-kind Support	\$5,400
Total	\$505,240
Expenditures	
Program Expenses	\$401,100
Operating Expenses	\$59,446
Total	\$463,512
<i>Balance</i>	<i>\$41,729</i>



	<u>2017/2018</u>
Revenue	
Carry-over from previous year	\$182,680
Grants	\$554,490
Services	\$26,680
In-kind Support	\$2,000
Total	\$765,850
Expenditures	
Program Expenses	\$461,103
Operating Expenses	\$51,234
Total	\$512,336
<i>Balance</i>	<i>\$253,514</i>



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McKenna
Foundation



Frank McKenna
Center for Leadership



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