

# **Marshall Plan for Haiti**

## ***Initial Project of the Global Partnership for Development***

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*The Marshall Plan was about much more than money. Its genius rested in its emphasis on cooperative planning and action by the Plan's beneficiaries, each of whom had to agree on how to divide the money, and how it was to be spent. ... The Marshall Plan gave us not only a restored Europe, but also a ground design for a co-operative approach to many other challenges facing humankind.*

*H. S. Reuss*

### **1. Introduction**

During the course of history several times there have been ideas that have appeared that, when realized, became catalyst for positive far-reaching changes. After 2nd World War, the Marshall Plan, also known as the European Recovery Program, showed how a grand vision could successfully shape a particular activity.

As the wartorn nations of Europe faced famine and economic crises in the wake of World War II, the United States proposed to rebuild the continent in the interest of political stability and a healthy world economy. On June 5, 1947, in a commencement address at Harvard University, Secretary of State George C. Marshall suggested that the European nations themselves set up a program for reconstruction, with United States assistance. The plan had two major aims: to prevent the spread of communism in Western Europe and to stabilize the international order in a way favorable to the development of political democracies and free-market economies.

Over the four-years during which the Marshall Plan was formally in operation, US Congress appropriated 13,3 billion US dollars for European recovery. The United States also benefited from the plan by developing valuable trading partners and reliable allies among the West European nations.

Former U.S. Vice President Albert Gore set forth the idea of a new, global „Marshall Plan“ in 1992. (Gore, A., 1992). Another important initiative coming from Europe is Global Marshall Plan Initiative. (Radermacher, F. J., 2004)

The Central European Node of the Millennium Project initiated a special study to develop this idea. The study consisted of two-round questionnaires, followed by interviews with politicians, NGOs representatives from around the globe to explore the possibilities of effective policies and assessing their possible implementation. In total, 80 people from 20 countries participated. Principal findings are published in WFUNA Millennium Project report „Global Partnership for Development“. (Nováček, P., Mederly, P., 2002)

Progress toward sustainable development of all regions is a leading topic around the world. In the same way the Marshall Plan helped at the middle of the twentieth century to rebuild Western Europe, such a plan conducted on a global scale may help the developing countries move more quickly toward sustainability.

The countries to be rebuilt after World War II had an entrepreneurial and industrial culture, hence finance and technical assistance made a dramatic difference over a short time. Much of the developing world does not have this culture today. Therefore, the effort and scale has to be far larger and complex than the Marshall Plan. What is needed is a common platform for the rich and poor nations of the world to form a partnership with all the actors of globalization.

It is important to show success of similar or related efforts to help leaders decide to create the Global Marshall Plan. Some examples of „success stories“ include:

- The Marshall Plan which demonstrated for the first time a broad-scale international development project that was successful, and hence different from the numerous „partnerships“ which are on the current agenda despite the fact that they are ineffective.
- The support from EU funds contributed to modernization, economic development, and enforcement of democracy in Spain, Portugal, and Greece.
- Enlargement of EU after fall of communism in Central and Eastern Europe.
- Eradication of smallpox by WHO in 70's of the last century.

We identified in 2003 Haiti as priority candidate for an initial project of the Global Partnership for Development (the poorest country in western hemisphere, GDP per capita

US\$ 367, adult illiteracy rate 50%, life expectancy at birth 52.9 years, unemployment rate is 34%, 29% of the population makes less than US\$ 150 per year).

We developed structure of a **comprehensive and future-oriented study** for Haiti which includes:

1. ***SWOT Analysis*** (Analysis of strenghts, weaknesses, opportunities and threats for the development of Haiti.)
2. ***Quality and Sustainability of Life Indicators for Haiti*** (Economic indicators, like GDP, are not good enough for measuring the quality of life. We need indicators concerning human rights, demographic trends, health care, education, information technologies and environment. The Central European Node of the Millenium Project developed in last five years the Quality and Sustainability of Life Index. The principal findings are published in the British journal *Foresight* (5))
3. ***Alternative Scenarios for Haiti***
4. ***Framework for Comprehensive and Future-Oriented Development of Haiti***
5. ***Catalogue of Priority Projects for Baie de Henne*** (Case study for region with 10 000 people in north-western part of Haiti.)

## **2. Brief History of Haiti**

Haiti is both rich in historical importance. On the northern shore of present-day Haiti Christopher Columbus first attempted to conduct a permanent settlement in the New World.

Three millenia prior to Christopher Columbus, several groups of people reached Hispaniola from eastern Venezuela.

The estimated 400 000 Taínos on Hispaniola at the time of Columbus arrival lived in permanent villages.

The Spaniards needed people to work the gold mines they found on the island. They enslaved the Taínos and gradually killed them off with Old World diseases and abysmal treatment.

Fewer than a thousand Taínos were still alive 30 years after the arrival of the Spaniards. By early 1519, the native population had fallen to less than 3000.

The owners of cattle ranches and sugarcane plantations turned to African slaves. The first several hundred arrived in 1520. By 1568 the number of black slaves had risen to about 20 000. About half a million Africans were brought to the island in chains between 1518 and 1801.

On January 1, 1804, Haiti proclaimed its independence and thus became the first black republic in the New World. A year after that, Jean – Jacques Dessalines, crowned himself emperor of the Republic of Haiti. By May 1805 he had ratified Haiti first constitution, which granted him absolute powers.

The despotic manner in which Dessalines ruled the country did not please the mulatto society – the free and educated offspring of black slaves and French colonialists.

The whole of the island remained under Haitian control until 1849, when the eastern part proclaimed independence as the Dominican Republic. France would recognize Haiti, but only for a price – 60 million francs. This created a debt that continued to put severe strain on the economy.

Of the 22 heads of state between 1843 and 1915, only one served his full term in office. In 1915, the Americans invaded Haiti, in theory aiming to stabilize the country. The Americans seized Haiti's gold deposits and rewrote the country's constitution to allow foreign ownership of property. At the same time, they directed many public works, building hospitals and clinics, modernizing the sewage systems and building roads.

Americans dealt almost entirely with the mulatto class. The blacks needed a coherent philosophy to focus their frustration, and this led to the development of the Noirisme (roughly „black“) movement. The Noiristes advocated that Haitian citizens take pride in their African heritage and cease adapting themselves to European culture.

The Americans pulled out of Haiti in 1934. They left behind an improved infrastructure, but Haiti was still poverty stricken and overpopulated.

Many Haitians were obliged to search work in the sugarcane fields in the Dominican Republic. During three days beginning on October 2, 1937, the Dominican army and police killed about 20 000 Haitians living in the Dominican Republic. The Haitian government, to its shame, hardly reacted at all.

After nine months of civil unrest, Francois Duvalier won election with his exotic cocktail of nationalism, racism and mysticism. Thus began, on October 22, 1957, 14-year reign of one of the most infamous dictators in the region's history.

Thousands of Haitians either died or fled the country during this brutal regime. In the early 1980's, a severe economic crises gripped Haiti. Tourism declined because of a rising

awareness of human-rights abuses and the highly publicized link made between Haiti and AIDS.

The grassroots Catholic liberation theology grew stranger and more outspoken. One young priest, Father Jean-Bertrand Aristide, was preaching particularly incendiary sermons from his small church.

In December 1990, Father Jean-Bertrand Aristide stood as a surprise last-minute candidate in elections and won a landslide victory. On September 29, 1991, an alliance of rich mulatto families and army generals, worried about their respective business and drug interests, staged a bloody coup. Aristide managed to escape to Washington via Venezuela, but at least 2000 people died.

In June 1993, a UN oil embargo was put into place, but it was still only partly effective due to the amount of gas smuggled across the Dominican border.

Aristide, along with the World Bank and the International Monetary Fund (IMF) agreed upon an economic structural adjustment program for Haiti in order to facilitate his return.

Aristide founded a new party, La Fanmi Lavalas. The populace became increasingly disillusioned by food scarcity, rising prices and corrupt police force.

With no government in power Haiti's economy continued to worsen. In May and July 2000, the country went to the polls. Aristide's Fanmi Lavalas party (FL) was able to form government. Eventually, in February 2001 Aristide was inaugurated as president. Haiti's politics remained unstable with occasional demonstration or riot. Last massive riots in March 2004 forced Aristide to leave country into exile.

### 3. SWOT Analysis of Haiti

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>- Natural beauties („tropical paradise“)</li><li>- Educated people usually speak 3 languages (French, English, Spanish)</li><li>- Enormous vitality of people and entrepreneurial spirit</li><li>- Favourable age structure (43% under 15 years, 4% above 65 years)</li><li>- Legal system based on Roman civil law system, Constitution widely</li></ul>	<ul style="list-style-type: none"><li>- Lack of domestic energy sources</li><li>- Lack of domestic raw materials</li><li>- Low level of literacy</li><li>- Underdeveloped transport infrastructure</li><li>- Underdeveloped telecommunication infrastructure</li><li>- Location in the middle of hurricane belt</li></ul>

<p>accepted and supported by people</p> <ul style="list-style-type: none"> <li>- Places of great historical importance, historical monuments</li> <li>- People see education as priority for development of the country and better future</li> </ul>	<ul style="list-style-type: none"> <li>- Occasional flooding and earthquakes, periodic draughts</li> <li>- Inadequate supplies of potable water</li> <li>- Underdeveloped industrial sector and services (70% of population depends on small-scale subsistence farming)</li> <li>- Shortage of skilled labor, unskilled labor abundant</li> <li>- High dependence on foreign economic assistance</li> <li>- Enormous rich-poor gap (1% of society owns 44% of the wealth)</li> <li>- Absence of territorial planning and zoning in cities</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- High potential for tourism</li> <li>- Traditional relations with France (and EU)</li> <li>- 200 anniversary of independence (2004) as sign of hope for new beginning</li> <li>- Potential for development of agriculture</li> <li>- High potential for renewable energy resources (hydropower and solar energy)</li> <li>- Strong Haitian diaspora in the U.S. willing to help country development</li> </ul>	<ul style="list-style-type: none"> <li>- Weak government</li> <li>- High level of corruption</li> <li>- Low security, high level of crime</li> <li>- Deforestation, extreme soil erosion</li> <li>- Tensions between Christianity and Vodou</li> <li>- Tensions between black and mulatto communities</li> <li>- Poor waste management, especially in Port au Prince</li> <li>- Potential tensions between Haiti and Dominican Republic (illegal migration)</li> <li>- Drug trafficking and smuggling to U.S. and Europe</li> <li>- Overpopulation (300 people/km<sup>2</sup>)</li> <li>- HIV/AIDS problem (300 000 people living with AIDS)</li> <li>- Poverty (80% of population below poverty line)</li> <li>- Negative GDP real growth rate (2004 estimation: -3.5%)</li> <li>- Widespread unemployment and underdevelopment</li> <li>- High external debt (1,2 billion USD in 2004)</li> <li>- Money-laundering activities</li> <li>- Exodus from rural areas created slums with almost unlivable conditions</li> <li>- Unbalanced understanding of rights and responsibilities of people</li> </ul>

## **4. Quality and Sustainability of Life Index for Haiti**

### **4.1. Introduction**

The main aim of sustainable development is to increase quality of life in long-time horizon with respect to other living beings. But to make sustainable development generally understandable, measurable and manageable, we need to have set of indicators.

More world organizations worked out some kind of development indicators, especially the World Bank (World Development Indicators), United Nations Development Programme (Human Development Index) and OECD (Core Set of Environmental Indicators). But integrated sustainable development indicators are rare until now. This area is too broad and complex and there is also lack of data available and uncertainties in underlying methods of data acquisition and processing. Despite of this, some new approaches appeared to measure world progress towards sustainability – e.g. Environmental Sustainability Index, Sustainability Dashboard, Ecological Footprint, Living planet index, Well-being index.

Sustainable Development Index was developed and published in 2000 – 2001 by Central European Node of the Millennium Project (Gordon, Glenn et al. 2001). It was updated in autumn 2003. (Glenn, J., Gordon, T., 2005). Follow up of this new version is Quality and Sustainability of Life Index (QSLI) for Haiti which was developed in 2004.

### **4.2. Methodology**

The aim of QSLI is aggregated expression of state (and development progress) of individual countries towards sustainable development. It is expressed in relative scale 0 – 1. The higher value of index means better progress towards sustainable development. QSLI is constructed as hierarchical index composed from seven major problem areas, fourteen indicators (two indicators for each major problem area) and 63 variables (various number of variables for individual indicators).

Major problem areas should include the most significant aspects of development. We decided to create seven major areas because four recommended areas of sustainable development (environmental, social, economic and institutional) cannot cover all aspects of actual problems. Final index is arithmetical average of all used variables.

Table 1 – Basic structure of Quality and Sustainability of Life Index (QSLI)

Quality and Sustainability of Life Index (QSLI)	1 - Human rights, freedom and equality	A - Politics and human rights
		B – Equality
	2 - Demographic development and life expectancy	C - Demographic development
		D - Life expectancy, mortality
	3 - Health state and health care	E - Health care
		F - Diseases and nutrition
	4 - Education, technologies and information	G – Education
		H - Technologies and information sharing
	5 - Economic development and foreign indebtedness	I – Economy
		K – Indebtedness
	6 - Resource consumption	L - Economy - genuine savings
		M - Economy - resource consumption
	7 - Environmental quality, environmental problems	N - Environment - natural resources, land use
		O - Environment - urban and rural problems

Only three main sources were used – World Development Indicators 2003 database, Human Development Report 2003 and Freedom House database. Data were processed statistically with usage of NCSS statistical package (Hintze 1997-2001).

#### 4.3. Quality and Sustainability of Life Index for Haiti

Table 2 presents a summary of figures for Haiti which were prepared in the process of creating the QSL Index

Table 3 presents Haiti in comparison with other countries in Central America and worldwide averages.

Table 2 - Quality and Sustainability of Life Index for Haiti – overall information

						World			Haiti	
	Indicator / variable	Unit	Source	Year		MinVal.	MaxVal.	SustVal.	Value	Index
1 Politics, human rights, equity										
A1	Index of political rights	index	FH	2000		1,000	7,000	1,000	6,000	0,096
A3	Refugees - country of origin	per thous. people	HDR	2000		0,000	568,000	0,000	7,000	0,649
A4	Military expenditure	% of GDP	WDI	2000		0,000	27,500	1,200		
A5	Military personnel	% of labour force	WDI	1999		0,000	10,755	0,420		
B2	Gender development index	index	HDR	2000		0,263	0,956	0,934	0,467	0,220
B3	Children labour force	% of 10-14 year	WDI	2000		0,000	51,130	0,000	22,780	0,154
2 Demographic development										
C2	Annual population growth	%	WDI	2000		-1,853	3,600	0,136	2,150	0,204
C3	Share of population 0-14 / 65+	%	WDI	2000		0,784	25,453	2,000	11,415	0,229
D1	Infant mortality rate	per 1000 birth	WDI	2000		2,900	180,000	4,100	81,000	0,140
D2	Under 5 mortality rate	per 1000 birth	WDI	2000		3,900	316,000	6,000	125,000	0,145
D4	Life expectancy at birth	years	WDI	2000		37,328	81,066	78,604	52,724	0,354
D5	Death rate, crude	per 1,000 people	WDI	2000		2,230	25,140	4,040	13,100	0,280



					World			Haiti	
	Indicator / variable	Unit	Source	Year	MinVal.	MaxVal.	SustVal.	Value	Index
<b>3 Health state, health care</b>									
E1	Health expenditure, public	% of GDP	WDI	2000	0,376	8,273	6,587	2,416	0,415
E2	Health expenditure, per capita	USD/cap.	WDI	2000	2,000	4499,000	2277,600	21,000	0,162
E3A	Child immunization - DPT	% of children < 12 months	WDI	1999	18,000	99,440	99,000	43,000	0,243
E3B	Child immunization - measles	% of children < 12 months	WDI	2000	19,000	99,000	99,000	54,000	0,335
E4	Physicians	per 1000 people	WDI	1998	0,023	5,800	3,791	0,160	0,073
E5	Birth attended by skilled health staff	% of total	WDI	2000	5,000	100,000	100,000	24,200	0,100
E6	Hospital beds	per 1000 people	WDI	1998	0,117	18,900	12,175	0,714	0,016
F1	Tuberculosis	per 100000 people	WDI	2000	5,000	757,000	9,000	350,000	0,101
F2	Prevalence of HIV	% of adult	WDI	2000	0,050	38,800	0,050	6,100	0,334
F3	Prevalence of child malnutrition, by weight	% of children < 5	WDI	2000	0,000	49,300	0,000	17,000	0,245
F4	Undernourishment	% of people	HDR	2000	0,000	73,000	0,000	50,000	0,012
F6	Access to improved water sources	% of population with access	WDI	2000	13,000	100,000	100,000	46,000	0,188
<b>4 Education, technologies</b>									
G1	Adult illiteracy rate	% of 15+	WDI	2000	0,000	84,045	0,000	50,196	0,047
G2A	School enrollment, secondary	% net	WDI	2000	4,793	101,205	93,689		
G2B	School enrollment, primary	% net	WDI	2000	30,445	109,461	102,480		
G3	Public spending on education, total	% of GDP	WDI	2000	0,462	10,362	8,210	1,119	0,000
H1	Telephone mainlines	per 1000 people	WDI	2000	0,387	754,819	524,612	8,904	0,134
H2	Personal computers	per 1000 people	WDI	2000	0,466	572,097	337,641		
H3	Internet users	per 10000 people	WDI	2000	0,000	6000,000	2678,000	25	0,193
H4	Daily newspapers	per 1000 people	WDI	1998	0,009	585,395	294,864	2,726	0,019
H5	Television sets	per 1000 people	WDI	2000	0,091	891,811	563,400	5,404	0,000
H6	Mobile phones	per 1000 people	WDI	2000	0,189	769,958	608,375	6,755	0,188
<b>5 Economy, indebtedness</b>									
I1	GDP per capita	USD, const. 1995	WDI	2000	91,617	56206,10	23487,00	367,661	0,079
I2	PPP GDP per capita	curr. int. \$	WDI	2000	450,000	53410,00	24022,00	1920,00 0	0,214
I3	Annual GDP growth	%	HDR	2000	-12,052	20,400	7,770	1,115	0,556
I4B	Adjusted savings: net national saving	% of GNI	WDI	2000	-28,367	63,082	40,840	6,618	0,806
I4A	Gross domestic savings	% of GDP	WDI	2000	-16,800	43,200	27,525	18,900	0,952
I5	Aid per capita	current US\$	WDI	2000	-4,212	236,284	1,372	26,175	0,430
I6	Current account balance	% of GDP	WDI	2000	-33,438	40,941	9,338	-6,391	0,867
I7	Foreign direct investment, net inflows	% of GDP	WDI	2000	-4,209	93,720	9,386	0,334	0,000
I8	High-technology exports	% of manufactured exports	WDI	2000	0,100	71,500	28,900	3,500	0,381
I9	Overall budget balance, including grants	% of GDP	WDI	2000	-16,155	10,017	2,408	-2,280	0,910
I10	Unemployment, total	% of total labor force	WDI	1999	1,100	39,300	2,060		
K1	External debt, total	current US\$	WDI	2000	0,000	3991,538	119,433	146,890	0,934
K3	Total debt services	% of GNI	WDI	2000	0,165	24,805	1,019	1,038	0,995
<b>6 Resource consumption</b>									
L1	Adjusted savings: energy depletion	% of GNI	WDI	2000	0,000	51,800	0,000	0,000	1,000
L2	Adjusted savings: mineral depletion	% of GNI	WDI	2000	0,000	18,900	0,000	0,000	1,000
L3	Adjusted savings: net forest depletion	% of GNI	WDI	2000	0,000	12,700	0,000	0,900	0,328
M1	GDP per unit of energy use	PPP \$ per kg of oil equivalent	WDI	2000	1,107	12,047	9,452	7,502	0,860
M3	Commercial energy use	per cap. kg of oil equivalent	WDI	2000	142,431	26772,64	1371,277	256,218	0,208
M4	Electric power consumption	per capita kWh	WDI	2000	22,069	24778,57	1767,541	36,562	0,584

					World			Haiti	
	Indicator / variable	Unit	Source	Year	MinVal.	MaxVal.	SustVal.	Value	Index
O6	Passenger cars	per 1,000 people	WDI	1999	0,000	91,485	0,068	4,362	0,168
<b>7 Environmental problems, quality of environment</b>									
N1	National protected areas	% of land area	WDI	2001	0,115	586,588	41,400	0,400	0,019
N2	Freshwater resources	m <sup>3</sup> per capita	WDI	2000	0,000	67,500	23,350	1633,000	0,018
N3	Forest area	% of land area	WDI	2000	0,000	275679,0	39637,0	3,193	0,284
N4	Arable land	% of land area	WDI	2000	0,003	90,604	62,710	20,319	0,563
O1	Population in agglomeration > 1 mil.	% of total	WDI	2000	0,061	62,526	10,556	22,000	0,420
O2	Rural population density	peo/km <sup>2</sup>	WDI	2000	0,000	89,000	9,000	913,977	0,000
O3	Urban population growth	annual %	WDI	2000	3,540	19838,15	124,000	3,732	0,259
O5	CO <sub>2</sub> emissions	metric tons per capita	WDI	1999	-1,662	6,195	1,080	0,181	0,962
O7	Urban population	% of total	WDI	2000	6,152	100,000	34,181	35,692	0,957

*Table 3 – Quality and Sustainability of Life Index for Haiti – regional and global comparison*

	<b>QSL Index</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
Haiti	<b>0,348</b>	0,280	0,226	0,185	0,083	0,594	0,593	0,398
Central America	<b>0,636</b>	0,689	0,618	0,653	0,614	0,590	0,763	0,617
World	<b>0,595</b>	0,642	0,504	0,598	0,555	0,610	0,675	0,613

1 - 7 Problem areas - 1 Politics, 2 Demography, 3 Health, 4 Education, 5 Economy, 6 Resources, 7 Environment.

#### 4.4. Overall Quality and Sustainability of Life Index

The following Quality and Sustainability of Life Index (QSL Index) was calculated as an average of all examined variables and therefore expresses development trends in all areas in an unified form. The general development of the overall Index for the period 1970 – 2005 and the extrapolated trend to 2015 is presented in Table 8 and expressed graphically in Figure 1. These figures document a very slight improvement in the Index. After a steep decline in the decade from 1990 – 2000, this trend continues to the present.

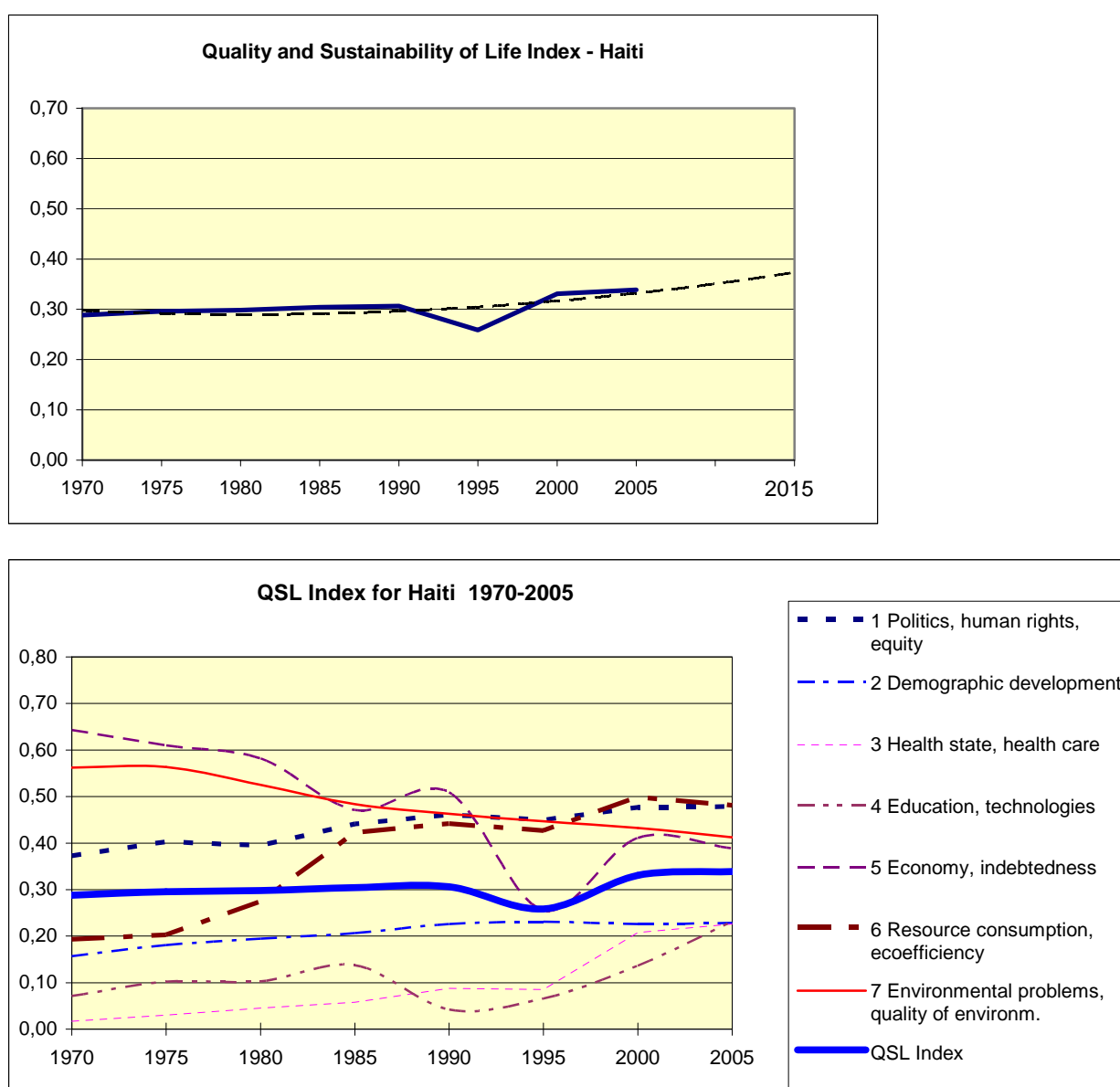
Another view of the overall development and quality of life in the country emerges from an examination of individual problem areas. Figure 2 makes clear the unequal and disproportional development in these areas. While the areas of political, health, education and technologies, and resource consumption developments are predominantly positive, by contrast, in the field of economy and environment development is negative.

The overall trend towards decreasing differences in individual development areas, but without improvement of the overall value of the QSL Index is evident from Figure 3. This

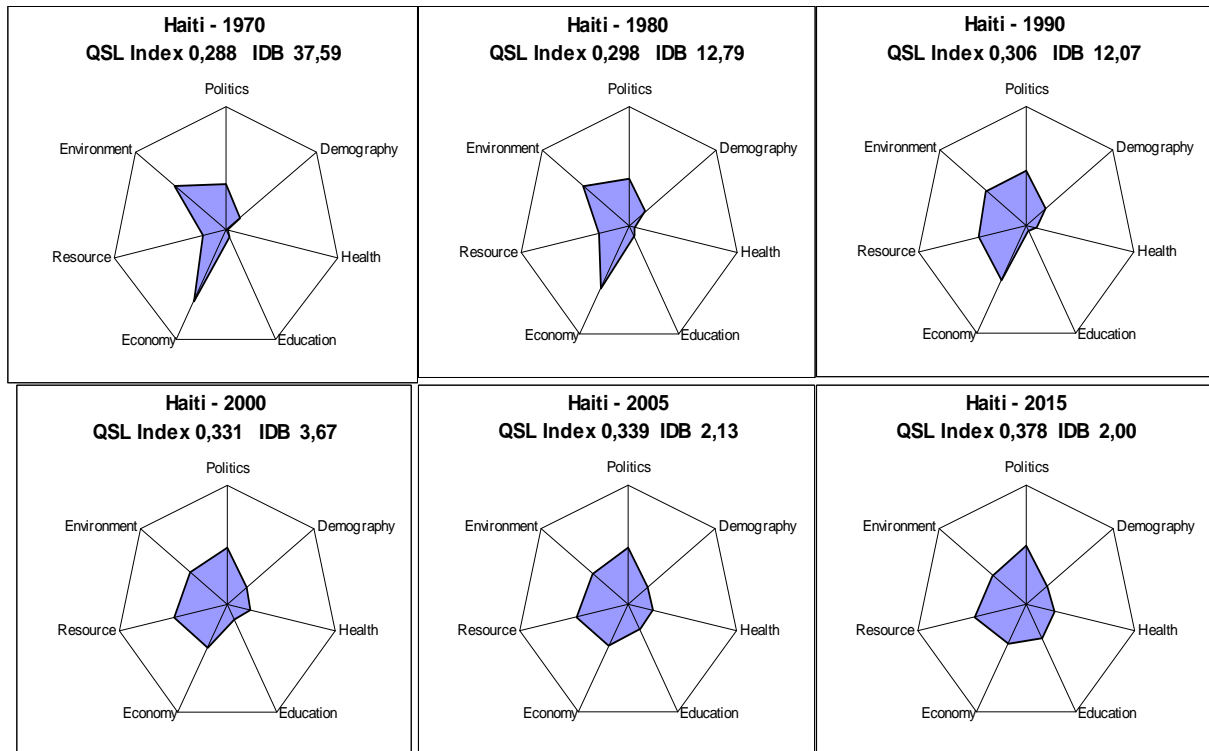
presents the evolution of the so-called *Index of Development Balance* (IDB). The index is composed as a ratio between the highest value of partial index and the lowest value.

For the period up to 2015, on the basis of present developments, it is thus possible to presume a slight improvement in the values of the Index, which could point to a gradual improvement in the quality of life for the inhabitants of Haiti. It is, however, also evident that the positive trends are not sufficient, and it is therefore essential to start comprehensive economic reform and political-economic stabilization of the country.

Figure 1,2 – QSL Index for Haiti – Overall results



*Figure 3 – Time series of QSL Index for Haiti and development balance*



## 4.5. Conclusion

The main goal for sustainable development in Haiti should thus be, for one, achieving balanced development in all fields, and second improving the situation so that a level can be achieved assuring a dignified life for its inhabitants. Extrapolation of development trends for the overall Index of quality and sustainability of life (QSL Index) as well as the partial QSL Indexes up to the year 2015 show that achieving the Millennium Development Goals in Haiti is not realistic. This is a calling for the government of Haiti, for the local elite, and for the international community to formulate and implement a comprehensive, coordinated and future oriented development plan which will fundamentally change these unfavorable trends and give the people of Haiti hope for a better future.

## **5. Alternative Scenarios**

Four different scenarios are submitted here for evaluation of potential future threats and opportunities.

### **5.1. Scenario 1: Pervasive Stagnation**

In March of the year 2004 riots broke out in Haiti which forced President Aristide to abandon office prematurely and even leave the country. Celebration of two hundred years of independence unfortunately served as little consolation for recent years and decades consisting of social riots alternating with natural disasters.

Over the years 2004 and 2005 the transitional government was weak without any formulated vision with the mere ambition to provide the most basic functions of a governing state.

The political scene was extremely fragmented with the presidential elections in the end of 2005. The resulting president and government after the elections had insufficient support in the National Assembly with each significant decision accompanied by endless political negotiations and compromises. The general public was absorbed with their own daily worries.

The number of inhabitants living with the HIV virus approached 300,000. 80% of the population was living in poverty, having to subsist on less than one dollar per day.

Though people continued to work in their fields, trade and sell goods on the streets, no one had any clue as to how to rescue the country from its tragic position as the poorest and most problematic nation in the western hemisphere.

The country continued to be a center for smuggling and trade with illegal drugs (cocaine in particular), laundering of dirty money and illegal financial operations.

Haiti continued to be dependent on foreign aid, from either the Haitian Diaspora in the United States and Canada or from international charitable organizations.

Foreign investors did arrive in the country. They turned out to so-called “gold-diggers”, in particular, who take advantage of the fact that anyone can be bought in Haiti, laws need not be taken seriously, environmental limits do not exist, trade unions do not exist or are too weak and people are willing to work for three dollars a day.

After tens of years of this kind of stagnation and apathy, the desire to change certain things waked up once again amongst young people. Some of them left for abroad if possible.

Amongst the young and pragmatic elite in the large towns, an idea arised and begun to gain support which would have been unthinkable at the beginning of the 21<sup>st</sup> century. A solution to the “problem called Haiti” could be the joining up of the country to the United States of America, as the 51<sup>st</sup> member of the Union. Surprisingly, this idea actually quickly found supporters in Washington, D.C. itself. The United States are so wealthy that they are even able to take on the costs of the reconstruction and restoration of a land of an area of 27, 000 km<sup>2</sup>. At the same time the expected profits were not insignificant – international prestige, strengthening of their position as a superpower and first and foremost gaining control over an epicenter of organized crime in the Caribbean region.

The idea of joining Haiti to the United States was however a bitter and difficult to digest pill for the middle and older generation of inhabitants of Haiti. The first free black state would give up its independence after over two hundred years as well as the dream of its own path toward prosperity and development which could have one day serve as an inspiration for their brothers and sisters in Africa.

## **5.2. Scenario 2: Calling for “an Enlightened Dictator”**

After the overthrow of Jean Bertrand Aristide in the function of president of Haiti in March 2004 and his departure into exile, a provisional government was established. It soon became apparent, however, that the provisional government was weak and incapable of resisting the temptation of corruption and enriching themselves from public resources. Peace in the streets of the towns was ensured by the presence of a eight thousand member contingent of UN peace-keeping forces.

The population was fully occupied with the everyday struggle for providing themselves with basic human needs. Almost no one paid taxes – the poor, as they have nothing to pay with and the rich, because they can afford to not pay taxes. An obvious sign of the incompetence of the government to ensure a basic functioning society were the ever increasing tons of garbage in the streets of the capital.

Populists were becoming more and more prominent in the political arena, with increasing tension between the mulatto minority and the black majority. Both small and organized crime were on the rise.

A charismatic and populist leader appeared on the scene in the first half of the year 2005 capable of convincing people of his vision and ability to solve the current situation. Through his public appearances and tireless campaign, he continually gained greater and greater support. He established a new political party “Truth and Order”. There was no clear origin for

the financial resources used for supporting his campaign. A weak government, however, was unable to carry out a thorough investigation.

In the end of 2005, presidential elections took place with the representatives of the “Truth and Order” party winning convincingly.

A period of dramatic and rapid changes begun. Although the government was formally democratically elected, authoritarian features and elements of a dictatorship begun to continually be on the increase. Strict punishments for any kind of violation of the laws or government orders were introduced. The “Truth and Order” party has been able to introduce the death penalty and a range of laws effectively limiting human rights and freedom. The people did not protest due to fear, but also with the hope that this kind of regime might finally help Haiti attain a better future. Several dozen vocal critics, mainly intellectuals, mysteriously disappeared while others went into exile abroad.

After several years it became apparent that Haiti is proceeding on a similar path as Chile in the 1970s and 1980s under the dictator Pinochet. Differences between the rich and poor continually deepened, but the government did not hesitate in suppressing any form of dissatisfaction through intimidation and terror. Foreign capital flew into the country where it has been met with an extremely cheap labor force and a relatively stable political environment. Environmental laws and restrictions did not exist, or were gotten around.

Later the economy of Haiti begun to grow, of course at the price of exploitation of the population and devastation of the natural resources. No one, however, was strong enough to stand up against this trend. Only after two decades, after the Leader has grown old and moved aside, does a new generation of political representatives emerge and gain prominence which gradually and slowly changes the direction of society toward a more socially and environmentally sensitive form of development.

Around the year 2030 people within Haiti admit that the economy has grown and the country gradually becomes more prosperous. Primarily the local population, however, realizes from their own experience that the price which more than one generation had to pay was too large and painful.

### **5.3. Scenario 3: Disruption of the State and Consequent Anarchy**

From the beginnings of its existence Haiti has had an unstable political regime. For example of the 22 heads of state between 1843—1915, only one served his full term in office.

Haiti has been the poorest country in the western hemisphere for a long period of time. Only 53% of the adult population were literate, and only 28% of the inhabitants of Haiti had

access to safe drinking water. Hundreds of thousands of people in the capital lived in slums in the most brutal and demoralizing conditions imaginable.

The government was not able to ensure a basic functional state and safety was only maintained on an acceptable level through UN peace-keeping forces. All of this took place at the time of the 200<sup>th</sup> anniversary of achieving independence. People lost hope in a better future and the faith that Haiti could have a good government one day. Solidarity and social ties began to disappear inside the population and society fell apart, leaving everyone to take care of themselves and their immediate family.

This situation was taken advantage of by organized crime which gradually but thoroughly built up a base for their activities in the western hemisphere. The intertwining of the world of politics, business and organized crime became impenetrable and in Haiti mainly untouchable.

The Mafia made use of the “sugar and whip method”. They financed various projects of public benefit from their profits – such as for example, the construction of schools or children’s playgrounds in the slums. On the other hand, even the smallest indication of resistance or co-operation with the police was harshly punished.

Over a ten-year period, this corruption symbiosis of the elite reached such a strength that no diplomatic pressure proved effective.

The strong Haitian Diaspora in the USA began to cut back on the sending of money to relatives in Haiti as they were never quite certain if the money actually got into the hands of the addressee. This resulted in an unbearable situation for people in Haiti, primarily in towns, and hundreds of thousands of people attempted to reach the USA on primitive boats and through other means. Tens of thousands of them perished at sea and additional tens of thousands were mercilessly returned back. The United States created an “iron curtain” an impermeable barrier which would prevent the flood of immigrants from Haiti. Additional tens of thousands of people crossed the border into neighboring Dominican Republic illegally which only increased the tension between these two countries. Haiti became, in similar fashion as with Somalia, Sierra Leone and Liberia in Africa or Afghanistan in Asia a “country which had fallen over the edge of the planet”. This stalemate situation with international isolation endured for a number of years in Haiti.

In the years 2015—2020, however, a strengthening suspicion of developing links between organized crime in Haiti and terrorist groups in the Middle East came to light. Haiti served as “an unsinkable and uncontrollable boat” for its activities. The United States were faced with a basic decision, how to solve “the problem of Haiti”.



More than 50 years after the war in Vietnam and almost two centuries after the extremely problematic intervention in Iraq, the United States once again prepares for a possible military intervention. This time against a small country the size of Connecticut which lies not far from the coast of the USA and which has sunk so far partially because it had never had any strategic importance for the largest world superpower.

#### **5.4. Scenario 4: Marshall Plan for Haiti**

In summer 2005 one of the presidential candidates came forward with the vision of a Marshall Plan for Haiti. This has built upon the ideas of former Vice-President of the USA Albert Gore from the beginnings of the 1990s.

During the year 2005 a team for the Marshall Plan idea of the presidential candidate begun to work out the blueprint for a strategic plan for development. This was based upon the assumption that at times an idea can be pushed through, which if realized, would become a catalyst for long-term positive changes.

The advantage of the individual who came up with the idea of a Marshall Plan for Haiti was that he was the only one to imagine a realistic vision for long-term and positive changes in Haiti. He gave people hope for a better future once again. The deciding moment was probably when he gained the support of the representatives of the strong Haitian Diaspora in the United States and Canada for the Marshall Plan.

In Presidential elections, the initiator of the Marshall Plan for Haiti won and became President. He was aware of the fact that this kind of opportunity for Haiti might be the only to appear for another several decades.

The Marshall Plan for Haiti was planned in two stages. The first, a short-term, over a period of 5 years, should help the country emerge out of its state of crisis and stabilize the country's situation. The second, long-term stage, should last around 40 years, in other words over two generations. Over this period, Haiti should become a partially developed up to a modern, developed country.

Due to the fact that the President according to the constitution can be elected for only one five-year period, only the first, short-term stage of the Marshall Plan for Haiti could be carried out. The process of renewal of Haiti has however gotten underway and has had enormous support from the population.

The President at the end of his election term, refused proposals which would change the constitution and allow him to remain in office another five years. He handed over the presidential office to his successor and established a foundation "The Marshall Plan Today".

The mission of this foundation was to not only assist in carrying out the Marshall Plan for Haiti, but also to expand this project into other developing countries. And as the Marshall Plan for Haiti became a “success story” by the year 2010, this pilot project has acquired successors rapidly.

The President and his foundation focus now their efforts toward assistance to Africa as the present inhabitants of Haiti originally came from there. The world, however, is not yet ready for a truly global Marshall Plan and progress will be achieved slowly, step by step.

## **6. Framework for Comprehensive and Future-Oriented Development**

*(inspired by the United Nations/World Bank study „Joint Iraq Needs Assessment“, 2003)*

### **Macroeconomic Framework**

General priority areas for development of Haiti are following:

- security;
- strengthening institutions of sovereign, transparent, and good government;
- restoring critical infrastructure and core human services destroyed and degraded by years of misrule and conflict;
- supporting an economic and social transition that provides both growth and social protection.

Haiti enjoys two strong advantages for achieving of sustained economic growth – its gas resources and its human capital, with entrepreneurial spirit. The role of the private sector will be crucial for achieving economic growth and job creation. Public services, especially electricity and water, need to be developed. Another key to a successful economic and social transition is a sound banking system.

### **Sector Priorities**

#### ***Education***

Restoring education system must be at the heart of the reconstruction effort. By improving the quality of its education system, Haiti would be developing the human and social capital it needs to develop an efficient economy and cohesive society. The major obstacle to school attendance is household poverty.

## ***Health***

The physical infrastructure has deteriorated as a result of former under-investment and poor management. The challenge is to restore basic services and initiate transformation of the current system into a decentralized model based on primary care, prevention, and evidence-based policy.

## ***Employment Creation***

It is critical to create job opportunities quickly. The opportunity for widespread employment is labor-intensive reconstruction of infrastructure. The transport sector, and the urban and rural infrastructure have the potential to create thousands of jobs.

### ***- Skills Development***

In addition to rapid employment and cash-for-work schemes, there needs to be a strategy for sustainable job opportunities for the vulnerable. Coupling labor-intensive programs with skill-development programs helps provide marketable skills for more permanent employment.

There are generally three approaches used for skills development: skills training schemes; educational scholarships; and informal sector apprenticeship schemes through wage subsidies.

### ***- Community-Based Development Programs***

Employment can also be generated through community-based social and economic infrastructure programs, such as social investment fund programs that rehabilitate schools, roads, health clinics, and water supply networks, usually according to priorities set by local communities.

### ***- Microfinance***

Microfinance programs promote private sector development through small scale investments and help vulnerable groups meet their needs and build assets. Goal should be to establish sustainable microfinance institutions.

## ***Infrastructure***

Haiti suffers from deferred maintenance of infrastructure, weakened technical and management capacity. Most Haitians today have limited access to essential basic services. Serious environmental and health risks associated with contaminated water supplies, inappropriate handling of solid waste, and disposal of sewage threaten to further burden health system.

### ***Transport***

Transportation systems play a central role in the movement of people and goods. It is essential to restore basic transport infrastructure to enable the efficient delivery of essential commodities and services.

As traffic congestion grows in capital area, the need for an efficient public transport system will become increasingly important.

### ***Telecommunications***

Modern communications systems are vital to successful reconstruction and future development of Haiti.

Private sector participation could attract financing and improve efficiency, while the government would supervise and support the sector through the enforcement of stable policies and a transparent regulatory framework.

### ***Electricity***

Most generation stations at the present time are only partially operable because of the absence of maintenance and spare parts.

The formulation of a master plan for the power sector should be considered a priority. This must take into account the development of Haitian natural resource base (gas, hydro, and renewable energy).

### ***Agriculture, Water Resources and Food Security***

Agriculture sector could contribute significantly to economic growth and job creation. The strategic goals for agriculture should be increased food security and high rates of rural employment.

### ***Environment as the Cross Cutting Theme***

Years of environmental neglect and mismanagement have led to serious environmental challenges in Haiti including deforestation, degradation of water quality and quantity, and inadequate management and treatment of municipal and industrial wastes. If left unaddressed, the environmental problems will undermine sustainable development and become a barrier to recovery and quality of life.

Priorities are to strengthen environmental governance at all levels, build capacity for environmental impact assessments, and build public awareness of environmental issues.

## 7. Partnership for Development of the Baie de Henne Region – Catalogue of Priority Projects

Baie de Henne is located in the northwest of Haiti appropriately 100 km north of the city of Gonaïves. It is one of the least developed regions in the poorest country in the Western hemisphere. In this 200 km<sup>2</sup> mountainous region, bordered to the west by the sea, live 10,000 people. Villages in the region are accessible only by four-wheel drive off-road vehicles.

It is in this forgotten region that the Czech missionary Roman Musil from the Order of Oblates of Mary the Immaculate has taken up his calling. The presence of this credible and reliable partner was our main incentive in choosing the region of Baie de Henne as a case study aimed at identifying and then implementing a development program at the local level.

Implementation of the proposals and recommendations contained in this study depends not only on the will of the international community to assist Haiti, but first and foremost on the will and ability of the Haitian government to control corruption and accept principles of good governance and progressively build a state with a functioning administration.

However, in the region of Baie de Henne it is possible to create development projects on the local level. Baie de Henne is such a neglected and inaccessible region that the central political establishment in Port au Prince has little effect there. For this reason, even regardless of the political situation, here it is possible to create a **test case of a decentralized but mutually coordinated project** that would assist the local population to markedly improve the quality of their lives.

In preparing the project “Partnership for Development of the Baie de Henne” we started by setting out the subsequent list of preliminary presumed project priorities directed at satisfying subsistence-level needs (nutrition, safe drinking water...) and other basic needs which should be the right of every inhabitant of this planet (education, basic healthcare, the dignity of women...) in accordance with the development targets of the UN’s Millennium Development Goals.

In this way, it is possible to give local inhabitants hope that they can within the foreseeable future significantly improve their own lives and the lives of their children if they are willing to actively participate (for example through entrepreneurship with the help of microcredits).

## **Priority Projects**

As a priority goals for development of the Baie de Henne we propose implementation of the following projects:

### ***1. Clean water for Baie de Henne***

The goal of this project is to obtain financial resources which would provide for the purchase and installation of new theft-resistant solar panels. Making safe drinking water accessible will play a major part in improving the health of the inhabitants.

Current situations: goal already accomplished.

### ***2. Medical center***

A medical center built with the help of Japanese development assistance already stands in Baie de Henne. It used to be staffed by two Cuban doctors, but it is currently closed.

This medical center should be staffed year-round by at least one doctor and one nurse. An alternate solution would be to staff the medical center with doctors for 1-3 months on a rotating basis according to their ability to obtain leave from their home institutions.

In addition to the staff of the medical center six local women should be trained to serve as midwives for the entire region. These midwives would assist at home births, assuring improved sanitary conditions and safe birth procedures.

The medical center will require a laboratory with basic equipment (microscope, equipment for doing blood tests, etc.), as well as an inpatient ward (3-4 beds), an examination room, and a sterile room suitable for surgical procedures (an “operating theater”). It would also be desirable to have one room equipped for essential dental procedures.

Current situation: goal partially accomplished.

### ***3. Completion of the Construction of an Elementary School***

A state-run school already exists in Baie de Henne, but is in a desolate condition. Currently the local parish run by Roman Musil is completing construction work on a school with a capacity of 250 students. While this school will not be sufficient to solve the problem of child illiteracy, it should notably improve the situation.

Current situation: goal already accomplished.

#### ***4. Child Sponsorship***

This is world-wide project in which people (individuals, families, school classes, etc.) can “sponsor” a child in a developing country and contribute to fulfilling his or her educational, nutritional, clothing, and other needs.

In Baie de Henne 250 children are currently in need of such assistance. A portion of the financial resources also contribute to community development.

The Child Sponsorship program for Baie de Henne has already been launched by the Caritas organization of the Olomouc Archbishopric along with the Agency for Development and Humanitarian Assistance of the Olomouc Region (ARPOK).

Current situation: goal partially accomplished.

#### ***5. Development of Entrepreneurship by Means of Microcredits***

Currently there are no functioning organizations, businesses, or farming cooperatives in Baie de Henne. The absence of such institutions leads young people in their productive years to leave the region and move to the cities in search of a better life.

An appropriate first step in this direction for Baie de Henne would be the purchase of 2 - 3 sewing machines, train a number of locals to work with them, and purchase materials. In this way it would be possible to set up a “sewing shop” which could produce shirts and other clothing for local inhabitants, for sale at markets in near-by cities, and possibly for export within the context of “fair trade.”

Other areas which have the potential of benefiting from microcredits is fishing and agriculture.

Current situation: goal not accomplished yet.

#### ***6. Development Center***

In order to ensure effective implementation of these projects and appropriate dispensation of the financial resources, it is essential that their progress be administered on-location by 1-2 coordinators who would maintain contact between donors and recipients and audit the use of available resources.

For these, as well as the medical and other, personnel it will be necessary to create a development center to provide housing and office space. Some rooms on the ground floor

could also help fulfill the educational and recreational needs of the local inhabitants (providing a library, computer room, and small projection room).

Current situation: goal not accomplished yet.

### ***7. Construction of a Marketplace***

Just as there are no functioning businesses in Baie de Henne, there is also no marketplace. As a result it also lacks a natural public meeting place. In addition, there is not even a pub or any other social meeting place which could serve as a location for locals to gather.

Along with development entrepreneurship and microcredits, it is necessary to create a simple public marketplace in Baie de Henne.

Current situation: goal not accomplished yet.

### ***8. Construction of a Sports Ground***

A major problem in Baie de Henne is “boredom” or the lack of meaningful use of one’s free time. This problem is most felt by children and young people for whom sports are a meaningful use of free time.

We presume to build one football field, one multipurpose sports area and 1-2 playgrounds for children.

Current situation: goal partially accomplished.

### ***9. Agricultural Development, Reforestation Projects***

Agricultural development under local conditions is dependent on irrigation. As for forestry, 98% of the forest in Haiti as a whole have been destroyed, and the area around Baie de Henne, which is now a semiarid region is no exception.

Labor for irrigation projects could be obtained by means of “community service” on the part of local inhabitants. Parents who cannot afford to pay their children’s tuition, for example, could do public work in exchange.

In the same way it would be possible to create a reforestation project. Should this be undertaken, it would be necessary to have resources available not only for planting trees, but also their conservation for a number of years.



Development of agriculture and reforestation projects are long-term and financially demanding.

Current situation: goal not accomplished yet.

#### ***10. Construction of a Water Distribution and Sewage System and a Wastewater Treatment Facility***

Baie de Henne has neither a water distribution nor sewage system. The problem of waste disposal has also not been addressed in the past. This situation is naturally associated with the occurrence and easy spread of infectious diseases.

Here too we find it advantageous to start with a pilot project using limited finances even if it covers only a small portion of the community.

Another element of this project would also be the transfer of skills to inhabitants, including the construction of simple sanitary toilets, how to compost organic waste, basic separation and use of inorganic waste, and similar skills.

Current situation: goal not accomplished yet.

#### ***11. Clean Energy for Baie de Henne***

Currently the people of Baie de Henne burn firewood as their primary source of energy (for cooking and heating). This obviously has a devastating effect on the surrounding countryside. The only remaining alternatives are renewable sources of energy, the most promising of which are solar and wind power.

It is preferable in the context of development projects to supply electricity first and foremost to buildings which serve the entire community (the school, medical center, etc.)

Since this is a tropical region, for most of the year it is light for half of the day and dark for the other half. The possibility of artificial light therefore can greatly contribute to increasing the standard of living of the locals and the bonds within the community. Similarly, the school or the medical center would greatly benefit from the instillation of fans or possibly air-conditioning.

Current situation: goal not accomplished yet.

## ***12. Establishment of a Secondary School (or a vocational school for the development of trades)***

A serious problem in this isolated region is that even when children complete six years of schooling and are literate they have no opportunity to find work in the place they live and thus leave for larger cities where they usually end up in impoverished slums.

It is necessary to continue elementary school with a higher level of education where young people can learn a trade useful in the local community (bricklaying, carpentry, cabinet making, stone masonry for men; and for women sewing, cooking, producing baskets and bags for sale, etc.).

Current situation: goal not accomplished yet.

## ***13. Creating a Civil Society, Supporting the Creation of Non-Governmental Organizations***

Developing civil society is a “long-distance race” and a challenge for multiple generations. The population of Haiti is made up of the descendants of former slaves who have lived for generations in extreme poverty and at the edge of survival. Therefore it is essential to support a sensitive development of citizens’ initiatives and NGOs.

A good stimulus for this would be the creation of a multi-functional community center with rooms for mothers and children; a small theater for projecting films, having concerts, and possibly presenting amateur theater performances; a restaurant; etc.

Depending on the ability of locals to propose and implement interesting activities contributing to the development of community life, such initiatives could be allotted small support grants.

Current situation: goal not accomplished yet.

## ***14. Specialized Health Project: Prevention of Childhood Polio***

The inhabitants of Baie de Henne, like the rest of Haiti, are plagued by a number of infectious diseases derived from bad sanitary conditions and the lack of access to non-contaminated water. According to previous information from the World Health Organization (WHO), polio has been eradicated in Haiti. We have, however, reason to believe that particularly in rural areas polio likely still appears.

During our visit in May 2005, we saw and photographed children who suffered from handicaps typical of polio (in particular deformed limbs). Local inhabitants are of the opinion

that polio appears occasionally in the population. This has also been confirmed by the sisters of the Order of Mother Teresa in the town of Gonaives. As is usual, administrators and doctors from larger towns are uninterested in traveling to remote regions to do inspections. This may be why the WHO receives imprecise and distorted information.

As a part of the proposed Partnership for Development of the Baie de Henne we therefore propose a special project to confirm the existence of polio and appropriate preventative measures if needed. In our opinion, to verify the existence of polio in the region it would be sufficient to send a team of one or two epidemiologists who would be capable over the course of one to two months of tracking down suspected cases and confirming if they represent occurrences of this disease or not.

The advantage of polio is that it is possible to eradicate, similar to the way smallpox was eradicated in the 1970s thanks to the efforts of the WHO. A successful project of preventing polio can therefore have a positive effect on the implementation of other health campaigns aimed at eliminating other preventable illnesses that have not yet been eradicated in Haiti and Baie de Henne. In particular the occurrence of tuberculosis, AIDS, malaria, etc.

Current situation: goal not accomplished yet.

The fourteen projects proposed under this framework “Partnership for Development of the Baie de Henne” form an integral body of stand-alone yet mutually complementary projects that will help improve the quality of life of the local people.

The success of the “Partnership for Development of the Baie de Henne” will not only provide the inhabitants an opportunity for a better tomorrow, but can also serve as a success story for all Haitians.

## **8. Conclusion**

From 1492 to the present date, Haiti’s resources have been exploited by all major powers around the world, each plundered during different periods in the history of the nation. Today, sadly, the country has very little to offer. It is only through pity and humanitarian considerations, or perhaps because Haiti’s problems have reached distant shores and affected

the politics of neighboring powers, that countries are coming its aid. While the population is grateful for the generosity of the Americans, Canadians, French and German, it cannot remain an eternal burden to the taxpayers in those countries. In fact, if Haiti had used the resources obtained from these international donors more efficiently, she would have had a place of envy in the concert of nations.

In the past, Haiti has played a major role in the histories of other nations throughout the world. Not only did Haiti contribute to the abolition of slavery, but it also served as an instrument in the process of the liberation of some countries in Latin America. It participated in weaving the fabric of Panamericanism and was an original member of the United Nations and supported the new economic order following the Second World War. It is in this context that Haiti can benefit from contemporary international cooperation and deserves the attention. Bilateral and multilateral aid pouring through non-governmental agencies must be reviewed to be better adapted to the developing conditions of the country. These funds need to be integrated into the major development programs of the day and should be specific in nature. Too often, these projects are temporary and not conceived to support an institutional structure or to create a permanent institutional framework. Obviously, as a result, the country has become a cemetery of projects. In this perspective, for a Marshall Plan to be implemented, it is important to mobilize human, technical and financial resources on a global level- from major corporations to various governments, in order to make such an attempt a successful one.

With the help of a well-planned program and the resources of this Marshall Plan, Haiti can finally come into its own. If its citizens in-country and those in the Diaspora can join hands to reverse the unbearable conditions of the masses, a joyful return to prosperity is on the horizon.

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