



Mapping Justice and Rule of Law in Haiti: A Summary Report

Port-au-Prince, Haiti

19-21 July 2012

INURED
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With support from:



SSHRC

Conflict Prevention and Peace Forum



Mapping Justice, Security & Rule of Law Program Outline (Subject to Change)

Wednesday July 18:

Arrival of participants

Thursday July 19:

First Session: Challenges in advancing Justice and Rule of Law in Haiti. Session Co-Chairs
(Program Director, Conflict Prevention and Peace Forum/Social Science Research Council)
Joseph Exumé (Former Minister of Justice/Citizens Forum/INURED)

Key question to be answered:

1. What are the primary justice and rule of law challenges in Haiti? Do you have different perspectives about what the primary challenges are (if any)?
2. What issues have received insufficient attention in justice reform programs? What issues have been over-emphasized?
3. What are the biggest gaps in knowledge and understanding that impede rule of law policy-making in Haiti and the practical implementation of the rule of law? (Vice Chair of INURED)

ABOUT INURED

The Interuniversity Institute for Research and Development (INURED) is a research and higher education establishment based in Port-au-Prince, Haiti. INURED's mission is the development of top quality research and scientific training with the aim of improving the socioeconomic and political conditions of Haiti's people. As a "think and do" tank, INURED's collaborative research and problem-solving model applies powerful data analysis, multidisciplinary research and evaluation techniques, and a policy-driven perspective to address a wide range of issues facing Haiti.

September 15, 2012

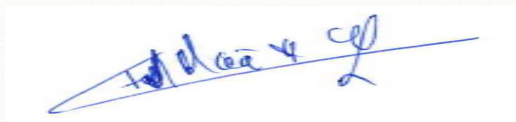
Dear Colleague,

*On behalf of the Interuniversity Institute for Research and Development's Board of Trustees administration and research staff, I thank you for your sincere dedication and demonstrated commitment to the advancement of Justice and Rule of Law in Haiti. In July of this year, many of you participated in INURED's **Mapping Justice, Security, and Rule of Law in Haiti** research inception workshop. This gathering of thirty-five experts and representatives from the Government of Haiti, Haitian civil society, international scholars, and the international community was convened to identify, through a participatory process, research priorities and effective methods that would yield an evidence-base for future rule of law programs in Haiti. The insights that some of you and our fellow colleagues shared regarding the current state of justice and the barriers to the advancement of the Rule of Law in Haiti proved invaluable in the development of this report.*

Continued and concerted commitment amongst INURED's Mapping Justice, Security, and Rule of Law partners will be critical to ensure that the recommendations of the report translate into action, and we will work tirelessly to support and broaden the diverse institutional partnerships over the course of this initiative. In the upcoming weeks, INURED will continue to meet with its partners in the Haitian government and with experts from civil society and the international community to promote the recommendations found in this report, and we will be submitting the proposals that emerged from the workshop to various funding agencies to secure financial support to implement the recommendations.

I want to thank you again for your sustained commitment to this project. As INURED and its partners move forward towards the advancement of Justice and Rule of Law in Haiti, we will be in touch with you as the work progresses. We look forward to your continued support and collaboration.

Best regards,



Louis Herns Marcelin, Ph.D.
Chancellor

Mapping Justice and Rule of Law in Haiti

Summary Report

Introduction

The Interuniversity Institute for Research and Development (INURED), in collaboration with the Conflict Prevention and Peace Forum (CPPF)/Social Science Research Council, held an inception workshop for its project *Mapping Justice, Security, and Rule of Law* in Port-au-Prince, Haiti on 19-21 July 2012. The key objective of the workshop was to finalize the design of the Mapping Justice, Security and Rule of Law (ROL) project. The workshop brought together thirty-five participants representing the Haitian government, Haitian civil society, and the international community with the goal of identifying research priorities and effective methods that would yield an evidence-base for future rule of law programs in Haiti. Participating institutions included: the Ministry of Justice, the Secrétariat Général of the Office of the President, the Office of the Prime Minister of Haiti, the Presidential Commission on Justice Reform, Conseil Supérieur du Pouvoir Judiciaire (CSPJ), Office de la Protection du Citoyen (OPC), Investment Facilitation Center (CFI), Office of Public Diplomacy of the United States Embassy, Forum Citoyen, Centre Oecuménique des Droits Humains, Initiative Société Civile, Institute for Justice & Democracy in Haiti, Center for Constitutional Rights, Fondation Nouvelle Haïti, National Episcopal Commission for Justice and Peace, Canadian Embassy, Centre de Cooperation Haiti—Canada, International Crisis Group, Organization of American States (OAS), United Nations Development Programme, Haitian National Police, MINUSTAH, USAID, US AID-Pro Justice, the Social Science Research Council, Rule of Law Center, and the Justice for the Poor Project of the Justice Reform Group at the World Bank and the United States Institute for Peace.

Thursday, July 19, 2012

Two working sessions were scheduled for the day, the first of which focused on the challenges that limit the advancement of Justice and Rule of Law in Haiti. The second session was an exploration of challenges of rule of law reform as experienced by justice reform practitioners in contexts such as Liberia, South Sudan, and Afghanistan.

State of Judicial Reform in Haiti

The morning session aimed to address key questions about the challenges in advancing justice reform in Haiti from the perspective of the Haitian government, the perspective of Haitian civil society, and the perspectives of members of the international community. In discussing the challenges in advancing justice reform in Haiti, participants considered the following questions: What are the primary justice and rule of law challenges in Haiti? Do justice providers and users have different perspectives about what the primary challenges are (if so, what are they)? What issues have received insufficient attention in justice reform policy and practice, and which issues have been over-emphasized? What are the biggest gaps in knowledge and understanding that need to be addressed in order to improve rule of law policy-making in Haiti and the practical provision of justice to its citizens?

Current and former Haitian government officials led the discussion of the major challenges that face the Haitian government in justice reform. A brief history of the development of the Haitian legal system was presented, highlighting the adoption of the Napoleonic Code by Haiti's early leaders and the adoption of rural codes in 1862. Participants identified the government's failure to update the criminal and civil codes to reflect the realities of modern day Haiti as a clear barrier to the advancement of rule of law and justice in Haiti. Other challenges to justice reform identified from the perspective of the Haitian government included: the lack of enforcement of laws, the lack of financial support provided to Tribunals of Peace to ensure that they can function effectively, and the proximity of Justices of the Peace to rural communities. Participants from the government sector noted that President Martelly has made establishing the "rule of law" a top priority for his five-year term. Yet all acknowledged the lack of a real understanding of the current state of Haitian justice, both the formal and the informal, and thus the crying need for a "mapping" of the sector based on rigorous research that would yield reliable data and an enhanced qualitative and quantitative understanding of the state of play in this crucial sector. This collection and analysis of data based on various methodologies would provide the evidence-base for programs which could then be measured and assessed for their impact to determine whether the access to and delivery of justice was improving for the ordinary Haitian.

The Haitian experts agreed that the purpose of this meeting was to discuss precisely how Haitians, with support from key international actors like MINUSTAH, the World Bank and bilateral donors, could identify research priorities and appropriate methodologies to begin this "judicial mapping exercise," which would be a first in Haiti. To enrich and illuminate this exercise, the meeting organizers had invited experts who have conducted similar initiatives in Liberia, Afghanistan and South Sudan. It was understood that each situation is unique and the purpose of this comparative analysis was not to impose from abroad any single approach on Haiti, but rather the goal was for Haitians to consider and reflect on these other experiences to consider what might work best in Haiti and how previous experiences elsewhere could be adapted or rejected based on Haitians' understanding of their own context. What practical Haitian responses to real Haitian problems would work best?

A rich discussion followed with several Haitian experts, both from the government and civil society, noting that for much of Haitian history there have been two judicial worlds, the more formal one of the cities and the "*pays en dehors*" ("the outsiders") comprising the majority of Haitians who live in the rural and often inaccessible areas devoid of all government services. Yet providing justice is a "debt" that the state owes to its citizens; in Haiti's case, unfortunately, for most this debt has gone unpaid. This is not surprising since the national budget allocates only 2% to justice. Members from Haitian civil society noted that there is a lack of political will to enforce the laws and to reform the justice system generally. It was suggested that civil society must work jointly with the government to effectuate justice reform. There was a focused discussion around the prevalence of prolonged pre-trial imprisonment and the conditions of the Haitian prisons. Participants representing Haitian civil society also noted that there is a public perception that justice is sold to the highest bidder and that the fees that accompany litigation are often cost-prohibitive and act as barriers to justice.

The problem of "*justice à deux vitesses*" (justice at two speeds) was invoked, reflecting the stark urban-rural divide which persists in Haiti and also the rich-poor split, with rich urban dwellers having a

totally different experience with the justice system than the vast majority of impoverished Haitians. It is not surprising that the latter have little confidence in the system and try to avoid it at all costs. But little is known of where they go and how they resolve the inevitable disputes that arise in any society.

After seven years, the Conseil Supérieur du Pouvoir Judiciaire (CSPJ) was formed in early July 2012 and its creation has the potential to alter radically the distribution of power at the expense of the executive, which has totally dominated the judiciary since independence in 1804. The CSPJ will be a new locus of power with the mandate to monitor the performance of the courts and to take appropriate action in cases of corruption, incompetence or malfeasance. This has sent shock waves throughout the government with some even fearing a “judicial dictatorship and a monster.” Meeting participants emphasized the importance of the CSPJ to judicial reform and building the rule of law in Haiti and its evolution would have to be followed closely.

The importance of research identifying gaps or “*lacunes*” in the administration of justice emerged as a key research question. Another was to measure the capacity of Haitian institutions to deliver justice and then to evaluate any improvements in capacity after interventions by the state, donors and MINUSTAH. Participants representing the international community suggested that there exists a lack of unity and communication among Haitian civil society that makes it difficult for donors to know where funds would best be invested. It was noted that where donor nations have been prepared to invest in building courthouses for Tribunals of Peace, land tenure issues have prevented such development projects from moving forward. Representatives from the international community also suggested that the Ministry of Justice must take the lead with respect to rule of law development in Haiti and must have a strategy in place that will help to direct the activities of the international community. Improvements and reform of the legal education system in Haiti was also viewed as essential in the development of rule of law in Haiti.

Finally, participants highlighted the need to make the state assume its responsibilities to deliver justice and all programs should have this as one of their goals: *responsabiliser l’Etat*. A culture of the rule of law is needed; establishing such a culture will require changing people’s attitudes and expectations. Prior to doing this, however, researchers must go out and speak with the people to understand what it is they want and expect from the state regarding justice, security and safety. Understanding the “demand side” to the rule of law is vital; the efforts up to now have privileged the “supply side,” which all too often has been dominated by donor priorities because of the absence of an overarching strategy from the Haitian state.

International Experiences

International researchers, who have conducted studies focusing on the rule of law and justice in different regions, presented their research during the next session of the meeting. The experts introduced how they conducted studies on rule of law and justice. Also, they presented ideas and suggestions on how these can be modified and adapted to address the needs of a study of this nature in Haiti.

The first was an assessment of justice in Liberia conducted in 2011. The study emerged from a need to understand the justice system in Liberia and how the population interacts and accesses it. The objectives of the study were to better understand people's experiences with the justice system, the alternative means of justice utilized by the population, the different formal and informal institutions and actors that participate in the justice process, and what the popular perception of good vs. bad justice was. To conduct this study, researchers investigated the cases that were dominant in Liberia and after identifying these, settled on eight types of cases that the research would focus on. Only after identifying key variables did the researchers begin to conduct their user survey.

Researchers chose to follow the development of 150 cases that fell within the description of the eight types of cases originally chosen. The researchers conducted a series of interviews with the parties in both the formal and informal institutions, as well as third party actors. The study followed the cases in their entirety in great detail, always focusing on the concrete and not abstract themes like "justice." They used focus groups and multiple perspectives to better understand the process, especially the users' experience as the cases proceeded through the system. Women and children's views were sought. Trade-offs were identified for policymakers while the researchers eschewed a search for the "perfect, eternal solution." The entire project took about 18 months and cost between \$180,000 and \$200,000.

The second study researched rule of law focusing on the gender dimensions of the access to justice in Afghanistan. The objective was to better understand how women, in spite of the cultural constraints resulting from strict gender roles, managed to access justice. The study identified active agents that facilitate justice for women, how women managed to access these agents, and how, regardless of the formal institutions' limitations, women are still able to settle conflict through informal institutions. The study showed that there is an important information gap on how women solve conflicts in a state that limits women's access to formal justice institutions.

The study, which is ongoing, works with research teams composed of two national researchers who were trained by the lead researcher, working in different areas of the country for four to six weeks. Researchers used a combination of focus groups and semi-formal and formal interviews to collect information and data. Access to the women involved was difficult because of gender dynamics specific to the cultural context and the need to build relationships. Thus far, some of the findings from the study established that a disconnect exists between Kabul and the rest of the country. Also, the study has shown that westernized and cosmopolitan gender policy implemented from the capital often ignores social realities and can result in causing more harm to women. Older women and widows have more flexibility to travel and engage in public so the study identified ways to use these women as mediators and educators on justice issues. The study is perception based and tries to map the cases in which women are involved.

The third study researched the justice system in South Sudan, was limited in scope and did not attempt to produce a comprehensive study of the justice system as a whole. The study collected qualitative information through the use of a three-person research team that included two international researchers and one local. The research project was multidimensional and observed the justice system

from different perspectives, including the observation of court procedures, analysis of court documents, interviews with

court officials, and interviews with litigants. The researcher explained that through the three-month study, some of the difficulties faced included issues of trust and suspicion from the local population, difficulty in accessing judges and other justice providers, and challenges in accessing and understanding consumer's perspectives of the justice system. Once finalized, the researchers produced a set of recommendations to strengthen the justice system, which included: increasing support for litigants to encourage the use of justice institutions, the use of radio and other means of communication to provide information and increase understanding and knowledge, and meetings of chiefs to share information and experiences on how to deal and handle different cases.

The final research discussed a study conducted on the role of tribal governors as providers of justice in Liberia. After recognizing the existence of tribal governors and their work, the study conducted interviews with tribal governors, magistrates, police commanders and individual courts users. Following the study, researchers shared their findings with public officials, including the ministry of internal affairs and ministry of justice.



The discussion of the above mentioned cases provided ideas and insights on how a study on rule of law and justice could be conducted in Haiti. While the realities of Liberia, Afghanistan and South Sudan are different from the reality in Haiti, the discussion of the studies raised questions on how some aspects could be replicated in the Haitian context and how others would need to be modified. Focus groups, questionnaires, surveys and following specific cases were all identified as possible methodologies to use in Haiti, each with its own negatives and positives. Getting base-line quantitative and qualitative information from representative population samples and building trust are essential. One researcher advised to “assume little so that you will learn a lot.” Also noted was the responsibilities that researchers have to report back their findings to those who provided the information. The existing Forum Citoyen was identified, along with the radio and the Office de la Protection du Citoyen (OPC), as vehicles to disseminate research findings.

Friday, July 20, 2012

The morning began with a recapturing of the previous day’s sessions. Session three was structured as a breakout session with participants being divided into three groups. The focus of session three was to identify specific gaps in knowledge about justice and rule of law in Haiti. All participants were asked to consider the following questions: How well do we understand what average Haitians think satisfactory justice should provide? What are the options available to average Haitians seeking justice and how do they choose amongst those options? What are the gaps in knowledge regarding how justice issues are managed by state and non-state mechanisms and how these institutions interact with each other? What do we think we know about how justice is provided and accessed?

The Way Forward: Research and Programming to Map the Justice Sector in Haiti

During the breakout sessions, participants recognized that the Haitian justice system is poised for a transition that presents opportunities to establish a system that works efficiently and satisfies the needs of the population. To support judicial reform, it is important to understand the system as it currently functions, the areas where it is non-existent, the informal institutions used by the population when formal institutions are either absent or distrusted, and how these alternative institutions interact with state institutions.

Throughout the two days, the issue of the new CSPJ came up repeatedly. It is important to understand how the CSPJ will function within the Haitian justice system and how it will interact with existing institutions. Since the law establishing the CSPJ in 2007, there has been disagreement between justice institutions on what its role should be. The CSPJ will create an independent government power that could depoliticize the justice system in Haiti which would be a good thing. For precisely this reason, it has provoked “spoilers” who do not want to see an independent justice system since this would diminish their power. It is important that this new body is monitored and followed by civil society to make sure that it is adhering to its own rules of independence and impartiality and accomplishing its objectives.

The *juges de paix* or justices of peace are key players in the Haitian justice system. The justices are the extension of the formal justice system throughout the country and they face immense challenges and

difficulties in trying to meet their obligations. Some of these challenges include the lack of infrastructure (judges will often work out of their homes and without any facilities to hold persons accused of crimes); there is a lack of transportation and record keeping, and coordinating with the local police is difficult. The experts explained that replacing justices can be extremely difficult therefore justices who are not fulfilling their obligations often remain in their position because otherwise the jurisdiction would have no judge. Additionally, when justices are willing to transfer to different regions, the absence of logistical support like housing and transportation can make relocation almost impossible. Research on the network of justices of peace, what cases they cover, how many are actually working, how they work with the population, how the population perceives their work, and how these justices work within and beyond the justice framework would present a deeper understanding.

Another institution that will play a pivotal role in the future of the justice system in Haiti is the OPC. The OPC's mission is to protect individuals from all forms of abuse by any of the Haitian public offices. Experts agreed that the OPC could play an important role in guaranteeing the citizens' right to justice. Additionally, the OPC could help educate the population on how the justice system works and about the guaranteed rights for all Haitian citizens. The experts discussed the use of civic education in schools and radio transmissions to educate the population about their rights and duties.

The experts emphasized the importance of the justice system's capacity to guarantee that the system works efficiently. The courts' administrators play an essential role in processing cases, keeping archives of court documents, and organizing schedules and court dockets. Additionally, judges need to understand that their role as judges is not limited to hearing cases but also entails administrative tasks; if judges are unwilling to embrace this administrative work, the efficiency of the justice system is undermined. The *greffiers* or court clerks are crucial to supporting the administration of justice in Haiti. Yet not enough is known about their work, needs, challenges and priorities.

Land disputes can quickly degenerate into violence. Haitian courts are ill-equipped to deal with these cases, there is no recognized land registry (*cadastre*) and the key role of surveyors and notaries in land transactions is poorly understood. Unless this weakness is addressed, development and investment in Haiti will be endangered since international companies will be loath to invest in Haiti if they cannot be sure of land tenure, the protection of their capital investments and the courts' ability to resolve disputes based on the merits of the case and not on the power or connections of the litigants.

Corruption and the cost of justice inhibit reform. Justice is slow and often seen as foreign since most laws and proceedings are in French, a language used by at most 30% of the population. Filing fees and other costs are imposed chaotically, based on the whim of the court clerks and judges. Impunity and lack of accountability further erode the image and reality of justice in Haiti.

One of the primary concerns voiced at the meeting was regarding citizens' ability to access the justice system. One of the experts mentioned that the majority of Haitians will never set foot inside a court room. Understanding that this is the case, experts asked what the informal institutions used to resolve conflict in Haiti are. Understanding the limitations and constraints of the justice system would allow for the exploration of the informal institutions that flourish in the absence of formal ones. One of the

experts referred to the role and influence of religious organizations, “What role do the Protestant churches and Vodoun leaders play in resolving disputes? Are they serving as mediators in the absence of formal institutions? Why do citizens turn to these religious institutions to solve conflict rather than the formal state institutions?”

While all participants agreed that the challenges are many, there was a general consensus that the solution for these problems be rooted in Haitian reality. Participants pointed out how many of the programs implemented in the past were created by the international community, often ignoring the Haitian reality, based on little or no research, and conducted with inadequate monitoring and evaluation of impact. Experts emphasized the need to have an engaged civil society that monitors and demands the implementation of judicial reforms, including greater access and a better trained, equipped and accountable judiciary. To accomplish such engagement it is necessary that the Haitian people feel invested in these reforms. Participants agreed that the support of the international community will be indispensable in making the Haitian government accountable and in providing technical and financial support.

The next challenge for the group was how to transform these observations, assessments and identification of problems/challenges into research questions that would be susceptible to rigorous social science research.



Saturday, July 21, 2012

Proposal Development

Participants next discussed developing a research proposal that could serve as guidance for INURED, identifying three priority areas for INURED's research: 1) **formal and informal justice sector institutions**, 2) **user perceptions of the justice system**, and 3) **the role of donors in setting and financing the reform agenda**.

- 1) In studying formal and informal justice institutions, participants emphasized the importance of monitoring the CSPJ, its development and trajectory, to guarantee that it carries out its objectives and maintains its independence. Additionally, participants stressed the importance of understanding formal and informal institutions and how these interact with each other. This knowledge would provide important insight into what institutions are doing when it comes to justice and provide necessary evidence on which to base justice system reform projects. Furthermore, participants recognized the value of better understanding the role justice agents play beyond their official capacities, which could help highlight the shortcomings of the current justice system. With this in mind, the research could focus on the role community leaders play in providing justice.
- 2) Participants agreed that understanding the users' perception of the justice system and how they interact with it could provide important insights into what are the weaknesses of the justice system. Understanding how users perceive the system would help training, logistics and financial support. Research could also reveal priority issues and cases and areas requiring reforms so that these priority cases can be handled effectively by justice institutions.
- 3) Donors have financed and set the agenda for judicial reform. Donor interests are imperative in deciding what reform projects take place. Participants emphasized the importance of understanding donor attitudes and expectations combined with increased attention to what the Haitian state sees at its own priorities when establishing a reform agenda. Additionally, participants stressed the need to establish open communication channels with donors so that the agenda of reform is set in collaboration with the Haitian government. The failure to do so can result in the creation of programs that compete with and even undermine each other. Understanding donor behavior would be extremely helpful in planning for the future, recognizing that donor governments change on a regular basis just like the Haitian government does, which makes continuity of programs and support difficult. Furthermore, these findings could help donors make decisions on how to more efficiently set their agendas based on the real needs of the Haitian state.

During this session, participants helped identify tentative questions for further research. This exercise helped establish queries regarding the Haitian justice system and how answers to these questions could be pivotal in guiding policy and reform agendas. At the same time, this session helped establish how findings should be shared with government policymakers, MINUSTAH and donors. It will be crucial that the evidence generated by the research feed into policymaking and not end up on a shelf gathering dust. One promising mechanism is the "*Unités d'Etudes de Programmation*" (Program Study Units or

“UEP”) found in each line ministry. The UEPs can also work across sectors which would be required in rule of law reform when the research generated by INURED will be presented to government leaders as they design government programs and budgets. A trademark of INURED’s Mapping Justice, Security, and Rule of Law research study will be the participatory process by which the study is developed with Haitian government institutions as well as with Haitian civil society. The importance of engaging with governmental officials and civil society throughout the research process is considered a pivotal factor in ensuring that the results of the study will have a maximum impact and be included in the nation’s justice policies.

The goal of this research study is to inform policymakers and help set the agenda for justice system reform in Haiti which would for the first time be based on research conducted by Haitians for Haitians about what Haitians want from their justice systems, both the formal and informal institutions.

Conclusion

Participants agreed that the justice system in Haiti is characterized by shortcomings and inefficiencies, lack of independence and accountability, all exacerbated by limited resources and human capacity. Additionally, participants recognized the value of research that would improve the understanding of the Haitian justice system, how it actually works on the ground and how it is perceived by its supposed beneficiaries, the Haitian people, those in the cities and towns and those in the most isolated rural areas. How the donors influence this system and have dominated its reform agenda must also be understood while efforts to give Haitians a more pronounced leadership role in setting the strategic vision and priorities, based on evidence, must also be part of the research. There is a good window of opportunity now with the newly-established CSPJ which if it works correctly, could help usher in a new era of justice in Haiti. However, it was noted that to take advantage of this opportune moment, more research is needed. INURED will play a pivotal role in collecting and analyzing the necessary data that will contribute not only to a better understanding of the Haitian justice system but also to better inform justice reform policies.

Port-au-Prince, Haiti, 19-21 July 2012

Appendix I

MAPPING JUSTICE, SECURITY & RULE OF LAW WORKSHOP PARTICIPANTS LIST					
NAME			INSTITUTION	POSITION	Check Present
LAST	FIRST	TITLE			
Bajeux, MA	Sylvie	MA.	Forum Citoyen/ Centre Oecuménique des Droits Humains COEDH	Director	X
Bolduc	Frederic	Mr.	Organization of American States (OAS)	Special Representative	
Berg	Luis-Alexandre	Dr.	World Bank / US Institute of Peace	Security Advisor/Governance Advisor	X
Boliere	Nixon	Me.	Ministry of Justice and Public Security	Conseiller	X
Charles	Franckel	Me.	National Episcopal Commission for Justice and Peace	Member	X
Dahdouh	Habib	Me.	MINUSTAH /Ministry of Justice	Chief Section Etat de Droit / Rule of Law, MINUSTAH	X
Dufresne	Mitch	JD	MINUSTAH /Rule of Law	Etat de Droit / Rule of Law MINUSTAH	X
Edouard	Marceau	JD	USAID - Pro Justice	Chief of Party	X
Exume	Jean Joseph	Me.	Forum Citoyen/ INURED Board of Trustees	Chief of Legal Affairs INURED	X
Fontain	Gerard	JD	USAID - Haiti	Senior Rule of Law Advisor	X
Francklin	Guerrier	Mr.	Center de Cooperation Haiti-Canada	Expert Governance, Justice et Droits Humains	X
Goudreau	Francois	Mr.	Canadian Embassy	Political Affairs	X
Green	Pauline	Ms.	INURED and University of Miami School of Law	Volunteer	X
Hilaire	Jean Vilmond	Dr.	Ministry of Environment and Scientific Board Member INURED	Minister	X
Jean-Louis	Karl	Mr.	Investment Facilitation Center (CFI)	Director	X
Johnson	Natasha	JD	INURED	Volunteer	X
Kamariza	Fabiola		United Nations Development Program (UNDP)	Judicial Affairs Official	X

Keshimana	Emilia	Ms.	Organization of American States (OAS)		X
Lafortune	Elie	MA	INURED	Consultant, Mapping Justice Project, INURED	X
LiPuma	Edward	Dr.	University of Miami and Board of Trustees INURED	Members Board of Trustees	X
Leonardi	D. Cherry	Dr.	Durham University, Great Britain	Lecturer, Dept. of History	X
Lubkemann	Steve	Dr.	George Washington University, USA	Professor	X
Luccaro	Tim	Dr.	Rule of Law Center, USIP, Washington DC.	Program Officer	X
Lucsone	Albattre	Me.	National Episcopal Commission for Justice and Peace	Member	X
Marcelin	Cindia	Me.	INURED	Volunteer	X
Marcelin	Louis HERNES	Dr.	Board of Trustees, INURED and University of Miami	Chair and Chancellor INURED	X
Mevs	Sibylle Theard	Me.	Presidential Commission on Justice Reform	Member	X
Noel	Guy	Dr.	INURED Board of Trustees	Vice-Chair INURED	X
N'Tow	Saah	Mr.	Civic & Social Organization Professional, Liberia	Director	X
Oge	Branly	Mr.	Initiative Société Civile and Fondation Nouvelle Haïti	Program Director	X
O'Neill	William	JD	Social Science Research Council (SSRC) and Conflict Prevention and Peace Forum (CPPF)	Program Director, Conflict Prevention and Peace Forum	X
Michel	Pierre Hugue		International Crisis Group	Assistant Project Director	
Shah	Purvi	JD	Center for Constitutional Rights	Social Justice Institute Director	X
St. Louis	Leon	Me.	Barreau des Avocats de Port-au-Prince	Member	X
St-Cyr	Jean Baptiste	Mr.	National Office of Identification	Director General	
Stein	Sabrina	Ms.	Social Science Research Council (SSRC) and Conflict Prevention and Peace Forum (CPPF)	Program Assistant, Latin America and the Caribbean	X
Theard Mevs	Sibylle	Me.	Presidential Commission for Justice Reform	Member	X
Vandal	Jean	Me.	Presidential Commission for Justice Reform/INURED	Member	X
Warren	Richard	Mr.	United Nations/Haitian National Police	Senior Adviser to Director General	X

Appendix II

<p style="margin: 0;">INURED ANNUAL MEETING 2012</p> <p style="margin: 0;"><i>Project Inception Workshop: Mapping Justice, Security, and Rule of Law in Haiti</i></p>	
WEDNESDAY, July 18	
6:00-8:00pm	Welcoming Cocktail Reception with the Presidential Commission on Justice Reform

THURSDAY, July 19		
First Session: Challenges in Advancing Justice and Rule of Law in Haiti (William O’Neill and Jean Joseph Exume)		
9:00-9:10am	Introduction	Dr. Guy Noel
9:10-9:20am	Opening Remarks	Josué Pierre Louis
9:20-9:30am	Setting up objectives and organization of this session	Louis HERNs Marcelin
9:30-10:15am	Justice Reform Success, Challenges and Questions-Government Agency Perspectives	Jean Vandal
10:15-10:25am	Questions and Clarifications	
10:25-11:10am	Justice Reform Success, Challenges and Questions-Haitian Civil Society Perspectives	Jean Joseph Exumé
11:10-11:20am	Questions and Clarifications	
11:20-11:30pm	Coffee Break	
11:30-12:15pm	Justice Reform Success, Challenges and Questions: International Organizations Active in Haiti Perspectives	William O’Neill Louis-Alexandre Berg
12:15-12:45pm	General Discussion	
12:45-1:30pm	Lunch	
Second Session: Understanding the Challenges of Justice and Rule of Law Reform: Insights from Other Cases (Steve Lubkemann and Jean Vilmond Hilaire)		
1:30-2:45am	Lessons learned through comparative case studies: Liberia, Afghanistan, Melanisia, and South Sudan	Sinclair Dinnen Cherry Leonardi Steve Lubkemann Tim Luccaro Saah N’Tow
2:45-3:10pm	Questions and Discussion	
3:10-3:25pm	Coffee Break	
3:25-5:15pm	Opening of INURED’s Sixth Annual Meeting	
5:15-6:00pm	Dinner at INURED	

FRIDAY, July 20		
Third Session: Identifying and Filling Specific Gaps in Knowledge about Justice and Rule of Law in Haiti (Steve Lubkemann and Sylvie Bajeux)		
8:00-8:55am	Breakfast	
9:00-9:10am	Orientation	Steve Lubkemann
9:10-9:30am	Recapturing Previous Sessions	William O’Neill Louis-Alexandre Berg Sylvie Bajeux
9:30-10:45am	Breakout Groups	
10:45-11:15am	Discussion	
11:15-11:30am	Coffee Break	
11:30-12:30pm	Looking Ahead	
12:30-1:30pm	Lunch	
Fourth Session: Making the Research Matter in Haiti: Proposal Development (William O’Neill and Louis-Alexandre Berg)		
1:30-2:00pm	Presentation of Comparative Cases	
2:00-2:50pm	Stakeholder Reaction and Input	
2:50-5:00pm	Proposal Development and Timeline	

SATURDAY, July 21		
Fifth Session: Session for Researchers Only		
8:00-8:55am	Breakfast	
9:00-10:20am	Proposal Development and Timeline (cont’d)	
10:20-10:30am	Coffee Break	
10:30-12:30pm	Proposal Development and Timeline (cont’d)	
12:30-1:30pm	Lunch at INURED for workshop participants only	
2:00pm	Adjourned	
6:00-8:30pm	INURED’s Annual Retreat Cocktail with Dignitaries and INURED Board of Trustees	

SUNDAY, July 22		
	En Route to the Airport	