global focus:

HAITI

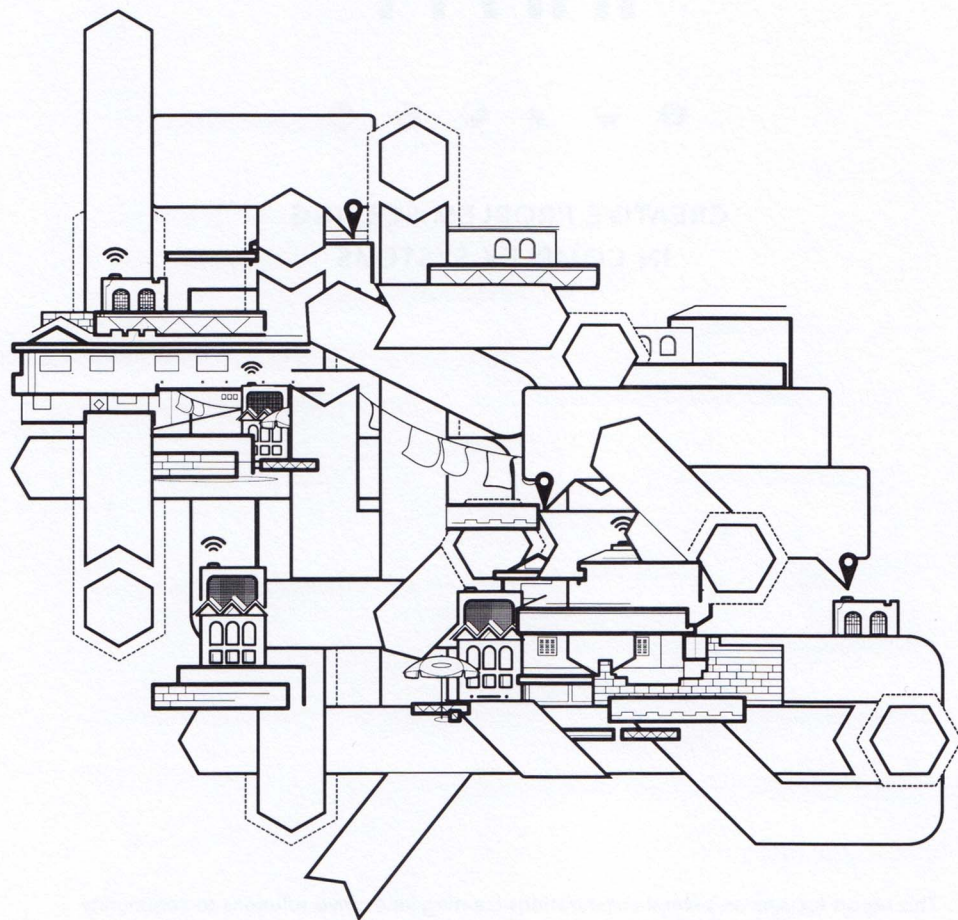## CREATIVE PROBLEM SOLVING
IN COMPLEX SYSTEMS

global focus:

HAITI

CREATIVE PROBLEM SOLVING
IN COMPLEX SYSTEMS

This report focuses on several organizations creating innovative solutions to community development in Haiti. Through an analytical framework based on mapping and analyzing complex systems, we investigate how these organizations provide value to their constituents and highlight strategies as a guide for other groups and communities.

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PORT-AU-PRINCE

PREFACE

Everyday, flows of people, resources, and information contribute to a more interrelated global system. We see current development models quickly becoming irrelevant, and in practice, working counter to their intended goals.

When we examine human development, it can be reduced to three basic essentials: access to resources, access to opportunity, and an intrinsic awareness of individual agency.

This report focuses on several organizations creating innovative solutions to community development in Haiti. Through our methodology of mapping and analyzing complex systems, we identify critical factors necessary to understand how these organizations provide value to their constituents, and we highlight strategies that can guide other groups and communities.

We'll take a look at how one grassroots group in Port-au-Prince is using the organizing principle of "social diseases" to fight gender-based violence and build a comprehensive set of strategies to reach every tier of Haitian society. We'll break down how a New York-based nonprofit organization's locally adaptive approach has enhanced the valuable tools of their Haitian collaborators. We'll see how a group of technology students has reimagined and repurposed the hackathon to apply it to the social impact sector in Haiti.

We go beyond the prevailing success metrics and examine these initiatives by analyzing how they unlock resources and opportunities for their constituents that will last well beyond the life of the program.

Through our research we've had the privilege of engaging with people dedicating themselves to influencing systems toward justice, often with few resources and under adverse conditions. The vital impact of their work is deeply felt in their communities, and it is an honor to present their stories here.
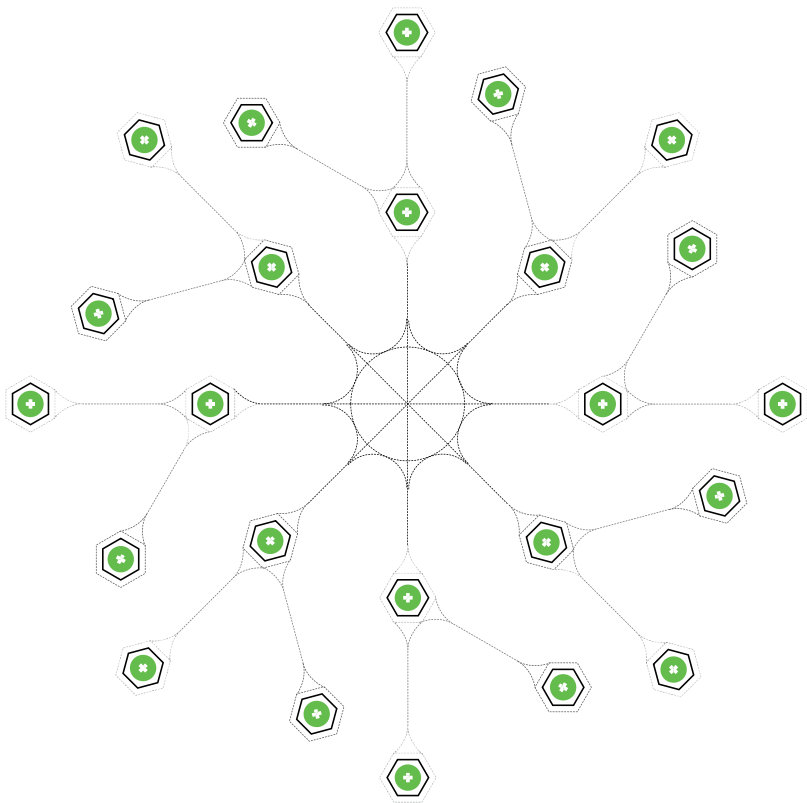
INTRODUCTION

WHY THIS REPORT

As an impact investment and design firm, Openbox builds relationships with people and ventures focused on achieving social impact.

Our relationship with Digital Democracy (Dd) started in 2012, and our role as an advisor to Dd has allowed us a unique window into their Haiti program. Openbox founder Marquise Stillwell attended a staff and board trip to Port-au-Prince in June 2012 and engaged in extensive conversations about the program. Our team participated in Haiti's first hackathon in January-February 2013, observed the event's successes, and noted how participants have sustained that momentum since then.

Dd's Haiti program was structured as an official Clinton Global Initiative (CGI) commitment, ending in 2013. CGI commitment guidelines demand that members establish robust evaluation metrics for their programs. Dd's benchmarks for success were based on media, social media, and computer trainings and the creation of a digital database and a 24-hour hotline. Dd committed to document cases of violence using network responders via mobile phones and to provide comprehensive technical training to Haitian women and girls to respond to attacks and effectively advocate for changes to further prevent violence. Working within these metrics, Dd successfully carried out – and even surpassed – its original commitment.

Dd's organizational mission of "empowering marginalized communities to use technology to defend their human rights" alludes to a far more ambitious goal than simply helping a set number of people in a set amount of time. The organization positions itself as a tool for amplification; a service provider and catalyst capable of functioning within an already existing organization to help them achieve goals out of reach on their own.

If Dd's mission is to help *Komisyon Fanm Viktim Pou Viktim* (KOFAVIV) fight against the gender-based violence (GBV) epidemic in Haiti, the evaluation of success by tool building alone ignores the important role that Dd played in KOFAVIV's growth as an organization. Based on our site visits and countless conversations with Dd staff, board members, program partners, and participants, it was clear that the program achieved that precious intangible we currently call social impact. We wanted to understand how, and this is why we wrote this report.

HOW TO MEASURE IMPACT

At Openbox, we define social impact as the ability to establish and maintain new and improved social and economic standards over time. We value a holistic approach to assessing impact, focusing on how people reshape environments, actions, and mindsets—their own and those of others—to develop and achieve these new standards.

Our team has observed funding requirements for international development programs become ever more stringent in their measurement requirements, and the efficacy of funded programs plummet in seemingly direct response. As a result, we wanted to reassess the process of impact evaluations as much as analyze the outcomes of this specific program. Even when a program is on the leading edge of innovation and the most interesting insights require wading into relational and subjective terrain, program evaluations often follow the familiar path and make only the most incremental of conclusions.

Too often, program evaluations take the form of listing a series of quantifiable outputs, limited to the consideration of the data points that are "out there" waiting to be discovered and measured. These numbers are then characterized as "successes" without much deeper thought about whether lasting positive outcomes exist beyond the horizons of the program. Little effort is expended on concepts that cannot be relatively easily proven with existing datasets or measurement techniques, or on historical considerations that are outside of the program duration.

We've also noticed an overreliance on gathering measurable outputs without a proportionate amount of time spent building a sound theoretical framework that can properly organize those data points into valid conclusions. Without articulating and then questioning baseline assumptions to construct such a framework, and then seeking out new types of data that speak to this framework, there is no room for new thinking or exploration of new paradigms. A rigid quantitative output-based assessment model leads to the creation of knowledge that validates existing modes of participation, governance and growth, ultimately reproducing existing dominant ideologies.

SOCIAL & CULTURAL CONSIDERATIONS

Standardized approaches to culturally specific problem-solving often maintain the status quo for reasons described above. These assumptions perpetuate existing political and socio-economic structures – an unforgivable error when many researchers involved in evaluating programs in countries like Haiti are coming from the West. The tradition of critical studies gives us tools to combat this problem, such as situating the individual as a site of meaningmaking and recognizing researcher role and bias.

In the process we developed for this study, the researcher is not assumed to be value-neutral and "objective," but is understood as an active participant in the building of knowledge alongside the research subjects. Likewise, the value of the research is not based on whether it is replicable, but rather on how it adds to our substantive knowledge on a particular subject. We also paid attention to our team composition, which includes cross-cultural specialists with specific knowledge of Caribbean culture.

Because human beings are social creatures and our ideas are not created in a vacuum, we were interested in situating the program evaluation within a larger social and political context to explore alternative concepts of influence. To appreciate the social, political and cultural complexity of Haiti, we decided on an approach that maps the systems of power at play in the region and isolates the strategy behind the program.

OUR METHODS

Our strategic analysis attempts to explore the perspective of those living on the peripheries of social systems, including those in lower socio-economic classes, women, and other marginalized groups. In order to structure our research process to appreciate differences in cultural realities and promote critical deconstruction, we created a tailored multi-method approach de-emphasizing quantitative data-based analyses.

- Literature review aimed at examining the notion of success in the context of the program, the organizations, Haiti, the Dd/KOFAVIV partnership and international development practices
- Participant-observation of program activities in Port-au-Prince
- In-depth interviews with Dd and KOFAVIV staff in English, Creole, and French
- Key informant interviews with other program partners in English, Creole, and French
- On-site observation of tool implementation and practices
- Structured questionnaire fielded in Creole

DECONSTRUCTING SUCCESS

Many program evaluations start with observable, measurable program successes without first considering what mission-based success would look like. So we began with a consideration of Dd's organizational mission, and how it shapes what it means to be successful in the context of the Haiti program.

Because of Dd's role as an amplifier of voices, and its mission to enhance the missions of grassroots groups, the organization positions itself such that its programmatic success is intimately linked to the success of their program partner. It is this mission interrelatedness that we decided to focus on in order to provide an authentic measure of success.

Working toward gaining a more robust understanding of Dd's interactions with KOFAVIV in Haiti, we felt strongly that the success of such a pairing could not be respectfully analyzed without also conducting an in-depth review of KOFAVIV's history, organizational structure, delivery model and growth strategy within its own Haitian context.

In KOFAVIV's mission to provide care to survivors and eradicate the epidemic of GBV, organizational success is linked to impact at the individual level. Providing care to GBV survivors and rehabilitating them suggests that KOFAVIV's success could be determined by their ability to successfully rehabilitate a survivor at the psycho-social level.

In addition, the success of the partnership between KOFAVIV and Dd had to be evaluated in its greater historical and geopolitical context rather than being confined into the spatial and temporal occurrence of the program. In order to assess the scope of the analysis, we discerned the following thematic pillars of the overall Dd and KOFAVIV partnership:

Haitian Geopolitics
Grassroots Organizations
Gender-Based Violence
Information Communications Technologies
International Development
Disaster Relief
Capacity Building

These themes are by no means exhaustive, but became the central fundamental and contextual elements of the Dd and KOFAVIV partnership. Each theme possesses its own roots, causes and responses to external factors. Most of these causes and responses are related to adjacent themes.

DECONSTRUCTING HAITI AS A SITE

To many informed observers, the success of the partnership between KOFAVIV and Dd appears an anomaly in Haitian international development practices before and after the 2010 quake. Despite the roughly 10,000 NGOs operating within the country's borders and an estimated $12 billion in relief and recovery aid donated from around the world, Haiti and its people are still struggling to recover from the earthquake.

Scholars and international development experts studying the mechanisms of this discrepancy suggest that at least some of the blame stems from Haiti's over-privatized social service sector, the relationship between political powers and aid delivery, and an international perception of Haiti as a "failed state."

Pessimism regarding Haiti's social, economic and political conditions is deeply rooted in historical perceptions of both the country and the people as chaotic and violent. While this narrative has been shaped by accounts of the Haitian Revolution of 1791, and the legacies of fear left by autocratic dictatorships like the Duvalier regime, the securitization of relief aid for the first several days following the earthquake crystallized a global vision that framed Haitians again as dangerous, predisposed to criminality and necessitating security before distributing desperately needed supplies.

As a result of this history, current perceptions of suspicious humanitarian aid practices and a chaotic Haitian population gives the impression of an inextricable puzzle, doomed to consistently produce failed programs. Under this guise, the partnership between Dd and KOFAVIV – the conventional binary of traditional western aid provider and a disenfranchised "foreign" beneficiary – appears a fortuitous irregularity. We argue that this is not the case.

USING HCD TO REDISTRIBUTE POWER

Our team interviewed Emily Jacobi, Dd Executive Director and Emilie Reiser, Director of Dd's Haiti program. The goal of the interview was to understand their individual social realities and how they thought about their experience throughout their partnership with KOFAVIV. We asked a series of open-ended questions such as: "Why you decide to undertake this initiative? What was your experience on a human level? Describe the partnership you had with your KOFAVIV counterpart. What was the hardest part of being in Haiti?"

Reiser and Jacobi's perspectives became the point of origin of our research as well as greatly influencing where emphasis would be placed moving forward. After the interviewees' account of their entire experience with KOFAVIV, from moment of contact to end of the program, we highlighted thematic categories emerging from the interviews.

Human-centered design (HCD)
Disaster relief
Learning local language and cultural codes
Relationship building
Training
Technological tool development
Funding
Failure and adjustments
Gender-based violence
Capacity building

Empathy and adaptivity are the main component of HCD, a methodology for international development practices. Dd consciously followed HCD because it promotes non-disruptive practices and emphasizes the need of the group or organization benefiting from the partnership.

This was our first major finding: Dd's engagement with HCD was an important factor responsible for the success of the partnership. Upon closer inspection, we assessed the following as connected factors:

- HCD has two goals: the clarification of purpose and meaning in order to build cultural adaptive tools, and a participatory structure that redistributes the design process to include relevant but traditionally ignored populations, most importantly, the primary users.
- From a process perspective, HCD is based on the use of techniques which communicate, interact, empathize and stimulate the users involved to obtain an understanding of their needs, desires and experiences which often transcends users' own conscious understanding.
- HCD challenges the status quo since it offers an alternative to the conventional way of conducting international development practices

that collect data through focus groups and surveys.
- Through empathy, HCD transcends hierarchy and encourages collaboration, which, in the case of Haiti and KOFAVIV, debunks the modes of participation that dissociate most Haitians from the development process in their own country and communities.
- HCD practice brings traditionally ignored groups into the design process and repositions users as designers. This transfer of power is essential to true ownership and increases new tool adoption and sustainability.

Hypotheses

We decided to derive a series of hypotheses from Reiser and Jacobi's interviews. The reason was to internally make sense of the series of accomplishments that emerged from the partnership, and to contextualize our subsequent travel to Haiti to assess KOFAVIV's perspective on the partnership.

- The 572 hotline has become a useful method for GBV victims looking to connect to essential urgent care facilities and support services.
- Dd's trainings have increased KOFAVIV's members' proficiency in social media
- Dd's trainings have increased KOFAVIV's members' computer skills
- Dd's trainings have increased KOFAVIV's members' confidence in their personal skillsets

ADAPTING TO FIELD CONSIDERATIONS

We traveled to Haiti in June 2013. The goal was to meet with the KOFAVIV staff, leadership and agents as well as the Haitian National Police, the United Nations High Commissioner for Refugees (UNHCR), Digicel, and L'Ecole Supérieure d'Infotronique d'Haïti (ESIH). To test our hypotheses, the team collaborated with a statistician to develop a survey written in Haitian Creole.

- I have now have an increased level of comfort with social media and blogging.
- My connection with the online community has increased.
- My skills with a computer have increased.
- I am now more familiar with data entry and data management.
- I now have a higher confidence in my personal skillset.
- My interest in formal employment has increased.
- I am now actively seeking formal employment.

In order to gain an understanding of KOFAVIV's values, codes and philosophy, we spent three days at the KOFAVIV office in Port-au-Prince, where we interviewed fifteen KOFAVIV agents, members and staff. With the help of a translator, we conducted the interviews in French while the interviewees responded in Creole.

We used the same method that we employed during Dd's New York interviews to invite KOFAVIV agents and staff to recount their stories. The format was based on the idea that different social actors may in fact understand the same event differently, producing diverse meanings and analyses. Our methods involved the building of personal relationships between the researcher and research collaborators. The goal was to create a trusting environment in which KOFAVIV agents and staff would be encouraged to express an honest recollection of their stories and how they perceived the same series of events. We wanted to capture interviewee interpretations of their interactions with Dd, as well as the meaning they were assigning to these interactions.

In the first part of the dialogue, we fielded a series of open-ended prompts such as: "Tell us about how you become a KOFAVIV member. When did you first come in contact with KOFAVIV? Where were you during the earthquake? Tell us about the first time you met members of the Dd team. What did you learn during the trainings led by Dd?"

At the end of the conversation, interviewees were asked to fill out a questionnaire. After the first day of interviews, the rationale of the survey became ethically problematic. A formal questionnaire-based methodology conceptualizes the researcher and the researched in a dichotomous model that creates a rigid and hierarchical division between the subject and the object and positions the researcher as the knower. This consideration became obvious when interviewing women who had survived GBV. For women who had been violently objectified, the interview process reinterpreted this act and positioned us in ethical contradiction with KOFAVIV's mission to rehabilitate survivors from object to human rights activists.

Furthermore, while conducting the quantitative research, it became clear that this method did not allow for greater analysis of the context of Dd and KOFAVIV's partnership. These methods limited the analysis in space and time, putting an emphasis on Dd's effect on KOFAVIV which only gave a partial glimpse at the partnership and did not satisfy the "why" part of the analysis, only a fraction of the "how." It is important to note that given the lack of quantitative data on Haiti's infrastructure and programs, the analysis had to be mostly based on qualitative data. In the end, the distributed surveys became secondary to the learnings from the data collection process.

A TURNING POINT FOR OUR APPROACH

On our last day at KOFAVIV, we interviewed KOFAVIV founders and leaders, Malya Appolon Villard and Eramithe Delva. The conversation was directed toward their leadership methods, their organizational strategy and their vision for the development of the organization. Some of the questions were: "Why did you found KOFAVIV? What were your organizational models when you founded it? Why did you decide to partner with Dd? How did you integrate Dd within your organization? Why did you choose to use specific methods to rehabilitate survivors? How do you carry out KOFAVIV services?"

The conversation with the KOFAVIV leaders became a turning point for our analysis of the partnership between Dd and KOFAVIV. While the analysis had previously put an emphasis on Dd's program and role in its partnership with KOFAVIV, the conversations and interviews with KOFAVIV members and leadership reinforced our initial theory that the success of the construction of a call center and database could not simply be directly correlated to Dd's initiative, but was the result of a balanced and strategized relationship between the two organizations.

Acknowledging the difficulties in analyzing this relationship through traditional research methods, we decided to concentrate on observing how KOFAVIV functioned as an organization and delivered its services. Through shadowing KOFAVIV agents while they were taking recent GBV survivors to obtain legal aid and other services, speaking with KOFAVIV in-house psychologists about their rehabilitation methods, understanding the pedagogical component of their programs, and asking about overall organizational structure and outreach strategy, we were able to gain a comprehensive understanding of how KOFAVIV operates as an organization and how

it had incorporated Dd within its operations. We also gained an appreciation for KOFAVIV's relationships with other entities like the Haitian National Police, the UNHCR, and any smaller third-party organizations. Each of these connections allowed us to see how KOFAVIV functioned within an intricate network of complex connections, each aiding the survival and prosperity of the others.

CONCEPTUAL FRAMEWORK

Our method was to examine Dd and KOFAVIV within the thematic contexts identified above, so we deconstructed each of these themes through the analysis of the data collected and by conducting in-depth literature reviews. For each, we listed the different stakeholders and tools utilized, and then examined the effects within the social and economic context of the two organizations.

Through this exercise, we appreciated the complexity of each of these thematic ecosystems due to their constant fluctuation within space and time and their receptivity to external factors. We analyzed the position of KOFAVIV and Dd within each of these ecosystems as well as the ways in which they had navigated these fluctuations over time. This thematic division made it possible to account for temporality and multifactoriality in our analysis.

We shifted from the problem and solution dichotomy and reframed it as system and strategy. The process of highlighting strategies that a group devises to cope with or navigate a system reveals their intentions as a dynamic entity. This systems-based analytical framework appeared as the most appropriate option since it steps away from the notion of determinism and causality and positions KOFAVIV as a strategic and adaptive entity, which challenges the notion of grassroots groups as passive beneficiaries. Analyzing systems and strategies also fulfilled our imperative to represent a story without attaching a specific or dominant "meaning," but rather, letting the stakeholders' strategies reveal themselves.

Looking at the thematic ecosystems, we realized that they were open to and interacting with their environments in a continual evolutionary process. Rather than reducing an entity to the properties of its parts or elements, we focused on the arrangement of and relations between the parts which shape them into a whole.

LANGUAGE, NARRATIVE & INFOGRAPHICS

Language and meaning have been among the main considerations in the creation of this report. Haiti is a babel-like microcosmos: Grassroots groups and low income populations use Creole, Haiti's policy landscape is usually dominated by French speaking elites, and the tacit understanding is that the universal language of NGOs is English. Early in our analytical process, we understood that KOFAVIV's primary use of Creole as opposed to French had been both a strength and a hindrance to the organization's development. Through its reliance on Creole, KOFAVIV has been able to reach low-income Haitian women – the most GBV-vulnerable population – and represent them with an authentic understanding of their cultural norms. At the same time, given that most of Haiti's policy-making discussions are conducted in French or English, KOFAVIV – and by extension its constituents – has been excluded for its primary use of Creole.

Our team has also been sensitive to the notion of orality as the method to transfer knowledge most prevalent in Haiti. Reliance on orality and the use of Creole have historically carried a negative connotation for Western audiences and have resulted in very real challenges for Haitians to participate in the development of their own country. We have tried to be sensitive to how language and written tradition have the potential of being used as a way to reproduce power structures, even at the subconscious level.

It is for this reason that we rely equally on visual representation and traditional narrative in our reporting. Through our analysis of these thematic ecosystems, we marry visual and narrative mapping as cohesively as possible. Our aim has been to create a more universal narrative, one that honors the organizations' stories and strategies and makes them accessible for as many audiences as possible. This choice is also a way to invite and engage the reader's individual interpretation.

LOOKING FORWARD

As researchers, we are passionate about investigating and revealing the ways in which people transcend the constraints of their environments. In this report, we offer a new way to analyze cross-cultural initiatives using a method that is human-focused, holistic, and appreciates various interpretations of meanings.

We hope the stories presented here will encourage international development practitioners to use HCD in their program design, grassroots groups to assert their own strategic vision in international partnerships, and funders to allow flexibility on the metrics used to measure program success. Lastly, we hope designers, writers, and researchers will be encouraged to think intentionally about the languages and visual displays of information they use at each step of the process, from carrying out research to final presentation.

When it comes to encouraging and evaluating creative problem solving in the complex systems we contend with every day, this report only scratches the surface of what is possible. We will be continuing our investigative process with a new initiative that builds tools for cross-cultural problem solving.

Please join us in this effort at opnbx.com/haiti
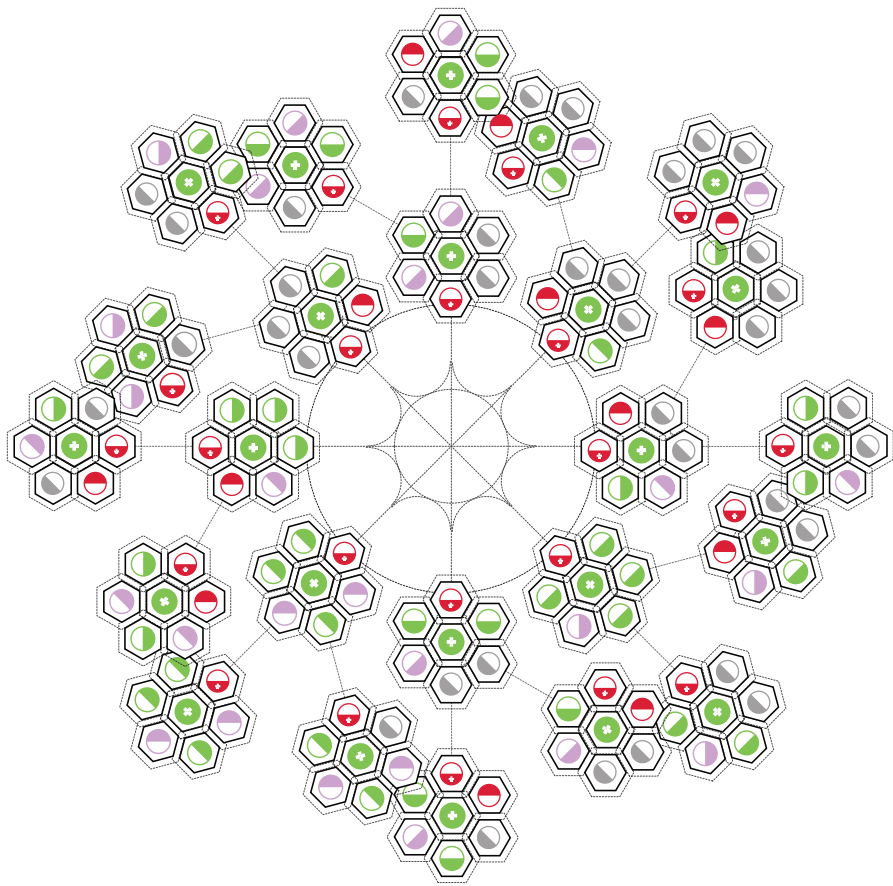
A SYSTEMIC APPROACH
Complex Systems and How to Influence them toward Positive Social Impact

A system is composed of two parts: elements and the relationships between those elements. Elements may include organic life, places and objects. They are endowed with meaning through perceived relationships: people define other people into families, groups, and organizations; places into geographies; and objects into tools, resources, machines, and more before using them in relation to each other.

Our team looks at complex social systems as a set of interrelated elements where those relationships regulate the whole toward various states of equilibrium. A series of pressure points affect how people have access to resources and opportunity. These can be conditions like income, education, social status, economic environment, gender, social norms, technology, and many more. Pressure points are relative in importance to the unique features and relationships of the system in which they exist.

This concept of pressure points allows us to isolate a specific systemic challenge that limits human development, identify a set of relevant conditions, and develop an internal logic to unlock pathways for systemic change. Each pathway is manifested as a strategy to achieve system-level impact. As elements adapt to each other, it's critical to continue to make adjustments to the strategy to maintain output on the side of positive social impact.

SYSTEM:
A set of interrelated adaptive elements

PRESSURE POINTS:
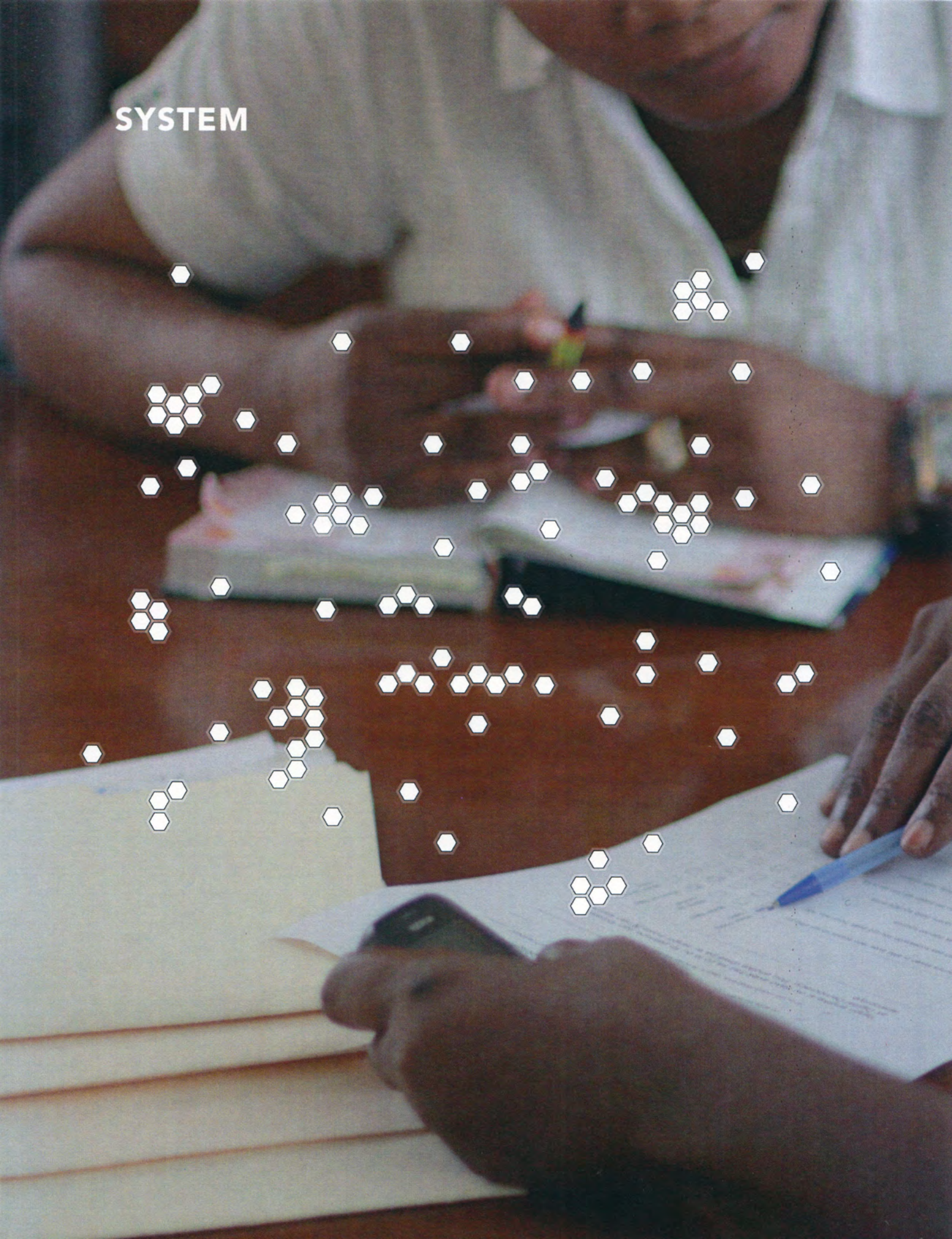A set of relevant conditions that influence the system

CHALLENGE:
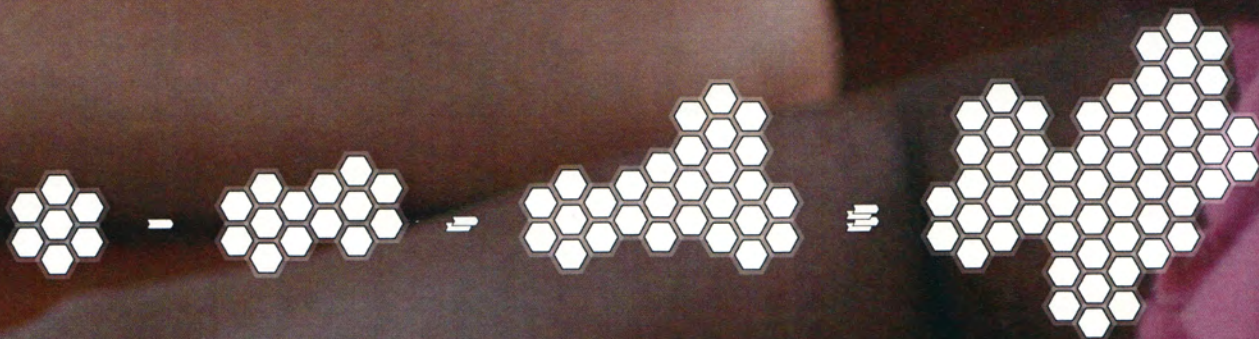A specific systemic problem that limits human development in one or more ways

STRATEGY:
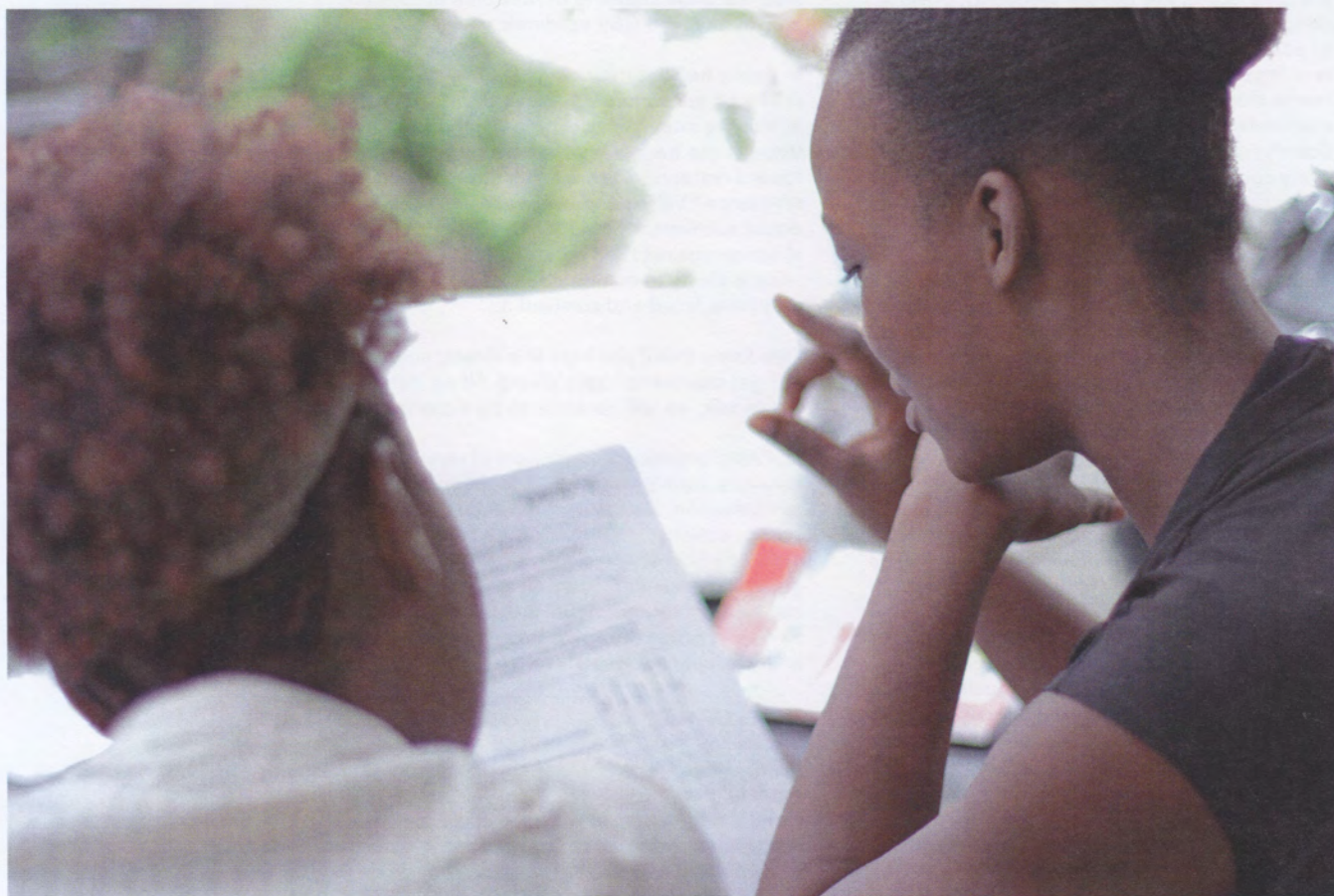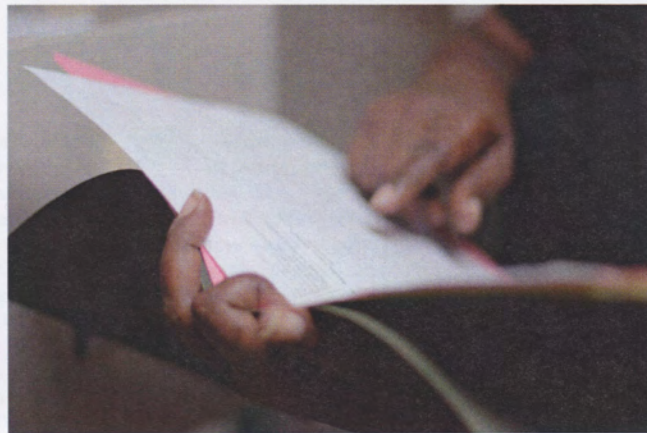A set of tactics that influence a system toward producing positive social impact

TREATING A GLOBAL EPIDEMIC
How Gender-Based Violence Acts as a Socially Contagious Disease

Gender-Based Violence (GBV) is generally defined as sexual, physical, psychological, or economic violence or abuse targeted by gender, usually directed toward women. The United Nations (UN) estimates that one in three women globally will be beaten, raped, or otherwise abused during her lifetime and categorizes GBV as both a public health and human rights issue.[1] Murder, rape, and other violent abuses are common weapons of war or acts of personal revenge.[2]

The complex ecosystem of GBV includes pressure points like gender inequality, poverty, dangerous living and working conditions, lack of access to health education, poor or nonexistent legal standards and protections, and social norms that enforce codes of silence.[3] Despite vast underreporting of incidents, stories of GBV flow through official and unofficial channels in every country, every day.

GBV is generally understood to stem partly from power inequity, serving as a mechanism for social control of the less powerful.[4] As such, it is often carried out as state-sanctioned acts. In the 1990s, violence against women in Haiti took a sharp upswing when rape and other forms of GBV were used as political weapons. According to MADRE, one study found that 35,000 women were raped between March 2004 and December 2006 in Port-au-Prince alone.[5]

GBV is extremely difficult to eradicate because it affects the very institutions that are supposed to provide protection and prevention. GBV can be inflicted or tolerated by family and community members, police and military forces, or political institutions. Because social norms of shame, fear and silence allow it to exist without comment, GBV can also be rendered contextually "invisible." At its worst, GBV can be disguised as a social good, shrouded in a culture of acceptance and belief that maintains its integrity in defense of social order.[6]

Framing GBV as an epidemiological disease that affects society helps organize it into a set of behaviors and emotional states that can be treated. Since the 1990s, GBV has been the focus of a host of policies, prevention campaigns, and intervention programs around the world with varying degrees of success.[7]

In 2004, five rape survivors founded *Komisyon Fanm Viktim pou Viktim* (KOFAVIV) to mobilize other survivors in Port-au-Prince against GBV. KOFAVIV combines support for individual women with the power of grassroots organizing to "transform the underlying conditions that give rise to sexual violence against poor women and girls in Haiti."[8]

KOFAVIV's executive team and chief strategists are Malya Appolon Villard and Eramithe Delva, who helped found KOFAVIV in 2004 as a response to the GBV crisis in Haiti. Both have an intimate understanding of how their ecosystem perpetuates the GBV epidemic.

In public health terminology, victims are reframed as "survivors," a lexical shift aimed at moving away from defining the individual through the trauma enacted upon them and toward restoring agency, inner strength and resistance.[9] Villard and Delva are without a doubt survivors. Instead of relying on institutional action against GBV, they recognize their own unique ability to combat the disease because they have faced and survived it.

"We know that if you hide this illness, you will not get treatment," says Villard. "If we decide not to talk, we will continue to be victimized."

KOFAVIV provides a continuum of services to survivors, from prevention to intervention to rehabilitation, alongside legal and political advocacy activities. KOFAVIV's network of agents, most of whom are survivors, provide vital emergency care services, counseling and psycho-social support services, legal aid and referrals, and a voice in policy reform at the regional, national, and international levels.

TYPES OF GBV

Family Violence: Any abuse that occurs within the family context.
Community Violence: Violence at the hands of a perpetrator unknown to the woman.
State Violence: Violations condoned or committed by individuals associated with the government.

Gender-based violence (GBV) is perpetrated primarily against women. It includes any act or threat by men or male-dominated institutions that inflict physical, sexual, or psychological harm on a woman or girl because of their gender.

SYSTEM

GBV ACTORS BEFORE KOFAVIV
figure 1.1

Without services to prevent or address GBV, survivors go untreated, perpetrators suffer no consequences, and other community members do little to change the environment.
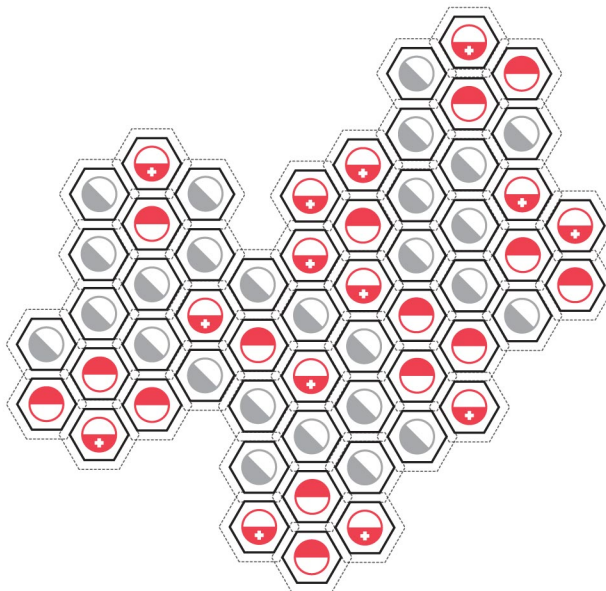
STRATEGY

GBV ACTORS AFTER KOFAVIV
figure 1.2

KOFAVIV introduces three new actors into the GBV ecosystem to prevent and treat GBV at the individual level.

KOFAVIV *agent*   **KOFAVIV** *member*   *ally*   *neutral*   *survivor*   *perpetrator*
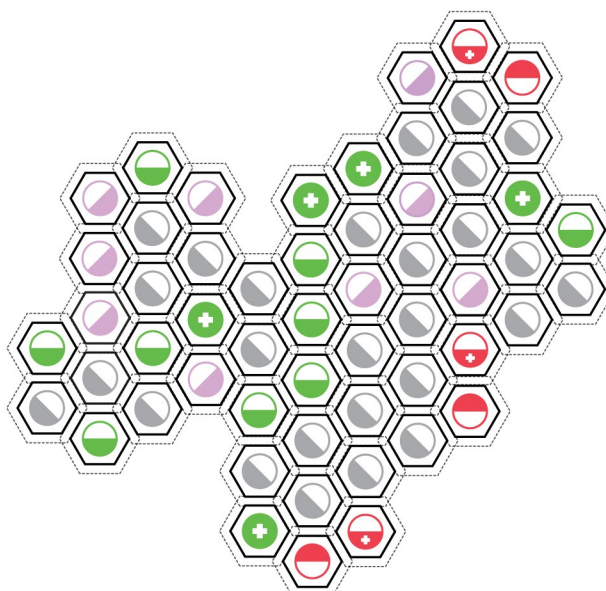
TURNING SURVIVORS INTO ADVOCATES

How KOFAVIV Builds GBV Resistance among Members and Institutions

Because GBV is linked to the oppression of women and maintaining the imbalance of power, a key metric of social impact can be defined as the capacity for more women and girls to fully participate in social, political, and economic policymaking in their communities, in their country, and in the world at large. KOFAVIV focuses on achieving exactly this kind of impact.

While Haiti's parliament has approved a constitutional amendment to ensure a minimum female representation in national government, Haitian law currently does not explicitly prohibit sexual discrimination in the workplace, and the penal code does not yet protect women from rape.[1]

KOFAVIV is at the forefront of state reforms to better protect Haiti's women and girls. In February of this year, the organization joined with other GBV advocates and service providers to discuss revisions to Haiti's penal code. These amendments would strengthen response to sexual violence by standardizing the definition of sexual assault in accordance with international law, legalizing abortion in the first 12 weeks of pregnancy under specific circumstances, and criminalizing marital rape. The changes also mandate state-funded legal aid to victims and provide protections in the workplace for Haiti's LGBT community.[2]

The relationship between individual point of view and institutional policy is a complex one, particularly in Haiti. In the wake of the earthquake, rape survivors in Port-au-Prince's tent camps reported a wide lack of support from police. One survivor recounted that "the officer she spoke with disclaimed responsibility for trying to apprehend her rapist, telling her that it was the problem of Haiti's president."[3]

KOFAVIV works closely with the police department in Port-au-Prince and the Haitian National Police. Marie Gauthier, Coordinator for Women's Affairs at the Haitian National Police, has instituted a training program on GBV that is now carried out in every department throughout the country to ensure that officers are trained to receive and assist female victims. She reports that the primary challenge for her station as well as stations throughout the country is a lack of emergency response vehicles.

While there are many societal and situational factors involved in spurring acts of GBV, the impact on survivors is a trauma on the individual level that often requires counseling and mental health services long after the initial injury is inflicted.[4] The form and impact of GBV take very different shapes, so intervention and treatment programs span a wide spectrum of approaches.

KOFAVIV's survivors rebuild confidence and learn leadership skills through a learning format called *Wonn Refleksyon*, or reflection circles, a tool often used in higher education to build non-traditional leadership skills.[5] KOFAVIV cofounder Eramithe Delva explains the value of the circles: "Women from poor neighborhoods are so often marginalized. In the groups, everyone is equal; there is no authority. When women participate, they learn that what they have to say is important."

The underlying assumption of the format is that traditional "command and control" approach to education "inhibits the healthy evolution of individuals, groups, and society as a whole."[6] Haitian participatory education organization Limye Lavi introduced the reflection circle model to KOFAVIV, in which groups reflect on texts to share experiences while learning non-hierarchical forms of interaction and communication skills. A typical lesson might begin with a reading of one of Aesop's fables and then turn into a larger discussion of current events.

Through these reflection circles, among other trainings and activities, KOFAVIV incubates human rights activists and advocates who are empowered to carry out the organization's mission within their own communities. The circles are so popular that many women have started their own groups. "*Wonn Refleksyon* gives us another model to live and work together," says Helie Lajeuness, an agent from Martissant.

After going through KOFAVIV's program, survivors become members of the organization. When fully healed and trained, many members then become official agents who return to their communities to aid other survivors or run public awareness campaigns. This sense of loyalty and commitment allows the organization to grow organically and ensures a continual momentum that overcomes financial constraints and other external limitations.

KOFAVIV's extensive network of members and agents is composed entirely of GBV survivors and allies.

SYSTEM

THE SURVIVOR'S JOURNEY
figure 1.3

Survivors are shepherded by KOFAVIV agents throughout their journey to becoming members. The most committed often become agents.

agent **identifies** survivor	agent **engages** survivor	agent **heals** survivor	agent **converts** survivor into member	agent **promotes** member to agent	agents **identify** survivors

STRATEGY

HOW SURVIVORS BECOME HUMAN RIGHTS ACTIVISTS
figure 1.4

TRANSFORMATION

DANGER	SAFE HOUSE	PROTECTION
MENTAL TRAUMA	PSYCHO-SOCIAL CARE	RESILIENCE
PHYSICAL INJURY	MEDICAL CARE	HEALTH
TABOOS	CRITICAL REFLECTION	LEADERSHIP

KOFAVIV *agent*   **KOFAVIV** *member*   *ally*   *neutral*   *survivor*   *perpetrator*
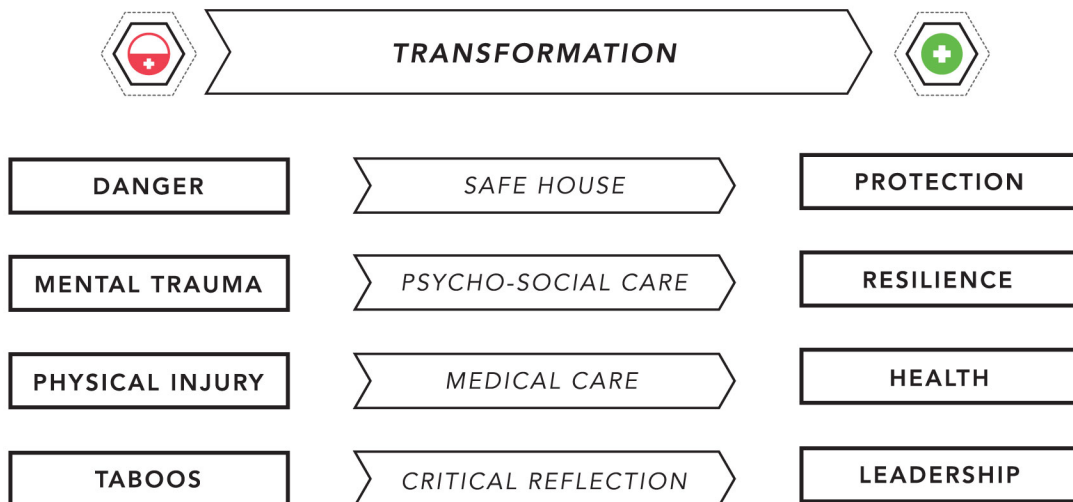
MOBILIZING IN INFORMAL ENVIRONMENTS
How KOFAVIV Spreads GBV Resistance within Haitian Communities

For the past nine years, KOFAVIV has strategized its way through a complex ecosystem with profound economic, cultural, and political disconnects and weathered one of the biggest natural disasters in recent history. The strength of KOFAVIV's approach lies in its adoption of a grassroots organizing model and the commitment of its members and agents.

Lack of security and services have been ongoing challenges in and around Haiti's capital for at least a decade. In 2004 and 2005, Port-au-Prince residents reported that widespread violence including sexual assaults was extremely common, and often state-sanctioned. Almost half of the perpetrators identified were linked to government forces or outside political actors.[1]

Communications systems have also posed challenges to widespread organizing actions in Port-au-Prince. Even at the end of 2005, mobile phone adoption was still below five percent for the entire country and by 2007 was at 30 percent.[2]

KOFAVIV is one of a small number of groups that has demonstrated sustained efficacy in organizing against violence under these challenging conditions. At the core of KOFAVIV's model is the survivor-turned-agent, used to penetrate non-networked communities and spread their message and service model. Agents are fully healed survivors or passionate allies. They are trained to educate others about GBV causes and effects, and connect survivors with medical, counseling, and legal services. They also recruit new KOFAVIV members from the community at large.

The agent is a powerful changemaker, providing prevention and intervention services within the casual chaos of the crowd. After making contact, the agent connects a survivor to care, shepherds them through their rehabilitation process, and when ready, transitions them from member to agent.

Where there was one agent and one survivor, there are now two agents. Agents can turn neutral community members or casual allies into members and agents. And even perpetrators are not immune: An agent can neutralize a perpetrator by connecting survivors to legal aid. This model is both cyclical and potentially exponential, leading to KOFAVIV's rapid growth.

KOFAVIV's agents are especially powerful because they are gritty, fearless, and honest. They come from all backgrounds, mostly based in Port-au-Prince, each with a unique story of survival. Most are survivors themselves, but some are family members or friends of survivors. "Agents did not come here to get a job," says KOFAVIV cofounder Eramithe Delva. "They have been rehabilitated, so helping other women has become a vocation."

In just six years, KOFAVIV grew from five founders to a core network of 3,000 members supporting a full service medical clinic and a safe house. So in 2010, despite the destruction of key infrastructural channels, KOFAVIV's organizing model was strong enough to weather the earthquake and quickly set up operations within the camps.

After the earthquake, every type of institution, from police and government buildings to banks, churches, stores, hospitals, hotels, schools, and communications systems suffered grave damage.[1] The destruction of existing infrastructure and the internal displacement of an estimated 3.4 million people into crowded tent camps with dangerous living conditions and reduced resources dramatically increased rates of GBV.[2] Natural disasters are a natural amplifier for public health issues like GBV because they exacerbate existing inequalities and disproportionately impact those disenfranchised from political and economic power.[3,4]

It is estimated that over 10,000 people were sexually assaulted in the six weeks after the earthquake.[5] In the first two months after the earthquake, KOFAVIV tracked 230 incidents of rape in just 15 camps in Port-au-Prince[11] and became an important embedded resource for internally displaced persons (IDPs).

Photo credit: Emilie Reiser, Digital Democracy
Malya Villard-Appolon and Eramithe Delva are the co-leaders of KOFAVIV, April 2010

STRATEGY

CONTAGION & THE COMMUNITY
figure 1.5

KOFAVIV uses survivors-turned-agents to
spread their message and service model
throughout a community, creating new allies,
members, and agents in their wake.
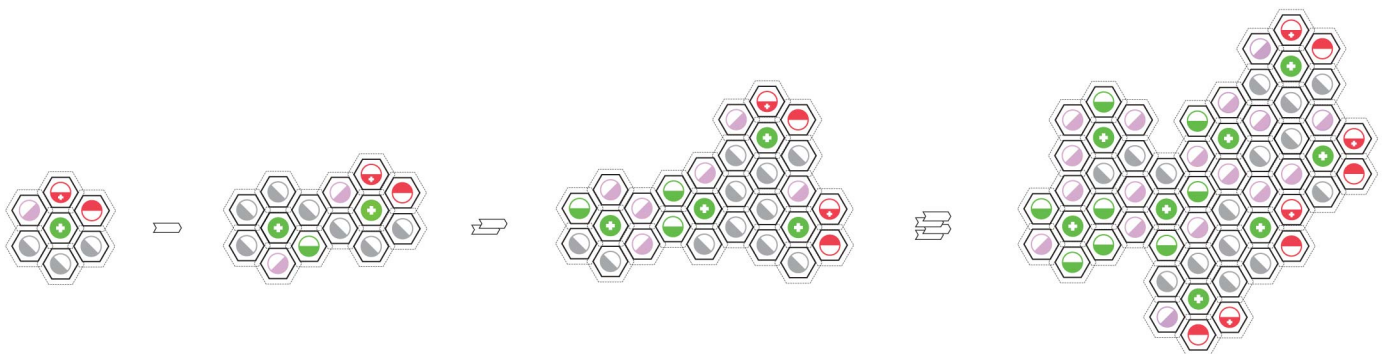
⊕ **KOFAVIV** *agent* ◒ **KOFAVIV** *member* ◓ *ally* ◒ *neutral* ⊖ *survivor* ⬤ *perpetrator*

CROWDSOURCING DISASTER RELIEF

How Volunteers Made the Difference to Crisis Mapping in Haiti

With a magnitude of 7.0 and an epicenter approximately 16 miles west of Port-au-Prince, the 2010 earthquake caused widespread damage to communication systems, transport facilities, hospitals, and electrical networks. Global rescue and aid efforts mobilized immediately, but the blows dealt to basic infrastructure in the region vastly complicated early relief work. Haiti's urban housing, built to weather the strong winds of the region, were not built to withstand earthquakes,[1] and tens of thousands of urban dwellers lost their lives. An estimated 3.4 million people were left homeless.

Emergency response communications in Haiti have traditionally used radio to disseminate information, however, the earthquake knocked out all but one radio tower. Communication was largely routed through word of mouth channels instead of broadcast systems.[2] Because natural disasters are relatively frequent in the region, Haitian mobile subscribers were already used to relying on their phones for emergency alerts and calls for assistance.[3] After the earthquake, local mobile phone service providers soon restored network access and mobile phone activity was widespread, setting the stage for a new communications solution to the crisis.[4]

Digital Democracy (Dd), a New York-based nonprofit focused on empowering marginalized communities to use technology to defend their human rights, entered Haiti in this post-earthquake climate. Two graduate students from US-based Tufts University were using Dd's "Project Einstein" curriculum, a photography-based workshop series for youth, in Haiti when the earthquake hit.

In the hours and days following the earthquake, Dd staff dove into relief efforts online, participating in a global online emergency response program called Mission 4636. The effort, largely powered by members of the Haitian diaspora, connected emergency responders with earthquake survivors to source texts, tweets, and other social media messages to locate survivors and coordinate response efforts on the ground. "The volunteer technology community was at least as fast as any government in mobilizing a response, which ultimately added invaluably to the immediate recovery effort," recalls Abby Goldberg, who was working for Dd. "It was pretty game-changing in humanitarian and disaster response."

Mission 4636 allowed anyone within Haiti to send a text message for free to the short code '4636,' donated by Digicel, the largest telecom provider in Haiti.[5] The messages were translated, categorized, and mapped primarily by volunteers from the diaspora who spoke Creole and French. According to Robert Munro, the computational linguist who coordinated the mission, 80,000 messages were processed with 45,000 reports deemed useful and then funneled to responders on the ground. The median turnaround time from a message being received to it being translated, categorized, geo-located and streamed back to the responders within Haiti was less than 5 minutes.[6]

The disaster response in Haiti was big news for Internet-assisted efforts around recovery and response. According to Munro, many write-ups of the effort concluded that international organizations were responsible for the program's success, while in fact it was largely members of the Haitian diaspora who led the effort. Munro writes, "While ... there are still roles for international workers, relief organizations need to look within the crisis-affected populations for the core workforces" in crowd-based mapping and micro-tasking.
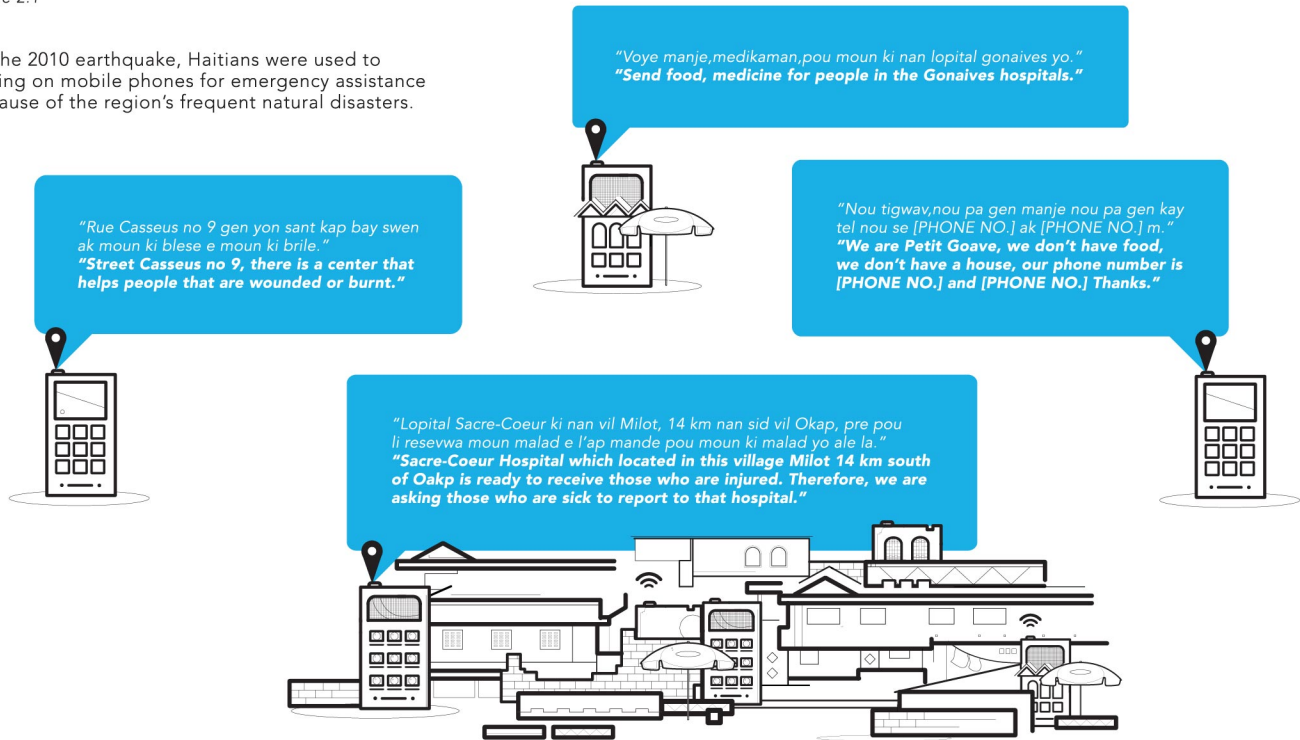
About 95% of the online disaster response workforce
was sourced from the Haitian population

SYSTEM

MOBILE MESSAGES AFTER THE EARTHQUAKE
figure 2.1

By the 2010 earthquake, Haitians were used to
relying on mobile phones for emergency assistance
because of the region's frequent natural disasters.

"Voye manje,medikaman,pou moun ki nan lopital gonaives yo."
"Send food, medicine for people in the Gonaives hospitals."

"Rue Casseus no 9 gen yon sant kap bay swen
ak moun ki blese e moun ki brile."
**"Street Casseus no 9, there is a center that
helps people that are wounded or burnt."**

"Nou tigwav,nou pa gen manje nou pa gen kay
tel nou se [PHONE NO.] ak [PHONE NO.] m."
**"We are Petit Goave, we don't have food,
we don't have a house, our phone number is
[PHONE NO.] and [PHONE NO.] Thanks."**

"Lopital Sacre-Coeur ki nan vil Milot, 14 km nan sid vil Okap, pre pou
li resevwa moun malad e l'ap mande pou moun ki malad yo ale la."
**"Sacre-Coeur Hospital which located in this village Milot 14 km south
of Oakp is ready to receive those who are injured. Therefore, we are
asking those who are sick to report to that hospital."**

STRATEGY

5 MINUTE MESSAGE JOURNEY
figure 2.2

After the 2010 earthquake, Mission 4636
used Haiti's mobile phones as a channel
for more efficient emergency relief.

HELP MESSAGE › TRANSLATION › GEOLOCATION › AID DELIVERY ✚

+ *earthquake survivor* — asks for help — receives aid

R *earthquake responder* — provides aid

T *earthquake translator* — translates help message (Creole to English)

C *earthquake coordinator* — geolocates message
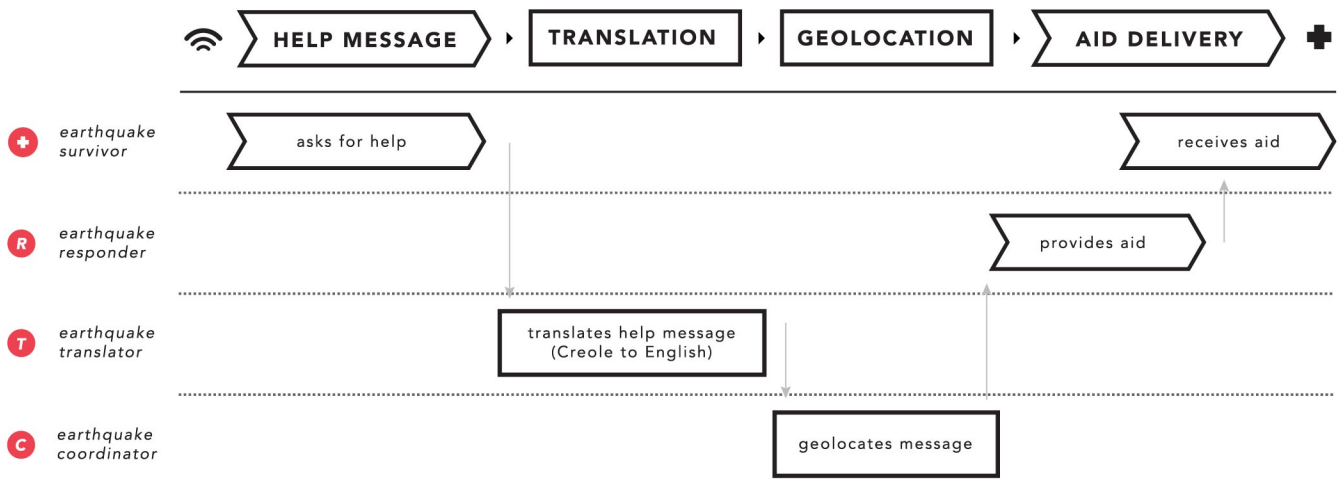
NAVIGATING INTERNATIONAL AID NETWORKS
How KOFAVIV and Digital Democracy Decided to Work Together

Haitian-born sociology professor Alex Dupuy notes that for many decades, Haiti's government has followed a policy of deferring to bilateral and multilateral aid donors and non-governmental organizations (NGOs) to provide services to the population. In fact, at the time of the earthquake, more NGOs per capita were operating in Haiti than in any other country in the world.[1]

This disorganized system with a distinct lack of government oversight has resulted in a battery of attempted reforms that have failed to improve conditions in the country. A 2006 study reveals the complex interplay of political and cultural dynamics that shape healthcare choices within Cité Soleil, a five square kilometer area on the northern edge of Port-au-Prince. The study's author, M. Catherine Maternowska, points out how poorly targeted public education campaigns (written in French for a 90% Creole speaking audience) and poorly designed infrastructure projects have resulted in millions of dollars spent with little to no improvements in the neighborhood's living conditions or built environment.[2]

At the beginning of 2010, there were approximately 10,000 NGOs working in Haiti. The earthquake resulted in a rapid influx of even more NGOs into the country, creating a cacophony of voices in the rebuilding dialogue, but a notable lack of access to participation for Haiti's women. "A lot of money came into the country under the guise of helping those in need," KOFAVIV cofounder Eramithe Delva says of those early months after the earthquake. "But many times the victims or those in need did not have a seat at the table to discuss their needs."

As longer-term recovery efforts began, the UN invited Dd to Haiti to advise them on how emergency response programs could be applied in a medium-term capacity to respond to GBV incidents. Jacobi and Goldberg landed in Port-au-Prince with four point-and-shoot cameras in hand, determined to make this trip to Haiti as useful as possible for the women who needed care but weren't being heard. With that goal in mind, Dd organized a two-day photography workshop hosted at the offices of Bureau des Avocats internationaux (BAI), a trusted nonprofit organization already well-established in Port-au-Prince. Workshop participants were composed of 12 women from six grassroots groups in Haiti.

The workshop had two goals: firstly, to give media trainings to leaders from Haitian women's groups to help them join the global conversation about Haiti's recovery; and secondly, to explore how Haitian women were using technology to design a reporting system to serve GBV survivors. This is where Dd first met KOFAVIV. "We wanted to bring technical training, digital tools, and new systems to support the fight against GBV in Haiti," says Jacobi. "From our workshops, KOFAVIV emerged as our strongest partner on the ground."

Of why they chose to work with Dd, KOFAVIV cofounder Malya Appolon Villard explains how the NGO took a different approach to the many others on the ground. "Their approach was to work together with existing organizations, the women, victims, to help. We sat at the table and discussed the problems, to see where we can find solutions. The other organizations that were there before, they didn't see the importance or vision of what we were trying to do, or the possibilities that lay ahead."

Confident that they had each found the right partner, KOFAVIV and Dd officially launched their partnership. An official three-year commitment through the Clinton Global Initiative and its Haiti Action Network followed soon after. Dd committed to assist KOFAVIV in designing and launching technologies to help the fight against GBV in Haiti. The commitment focused on four areas: mobiles, data, media, and mapping. Outcomes in that first year included a free and anonymous digital platform for Haitian women to tell their stories in English, French, and Creole as well as an SMS platform to report incidents of violence.
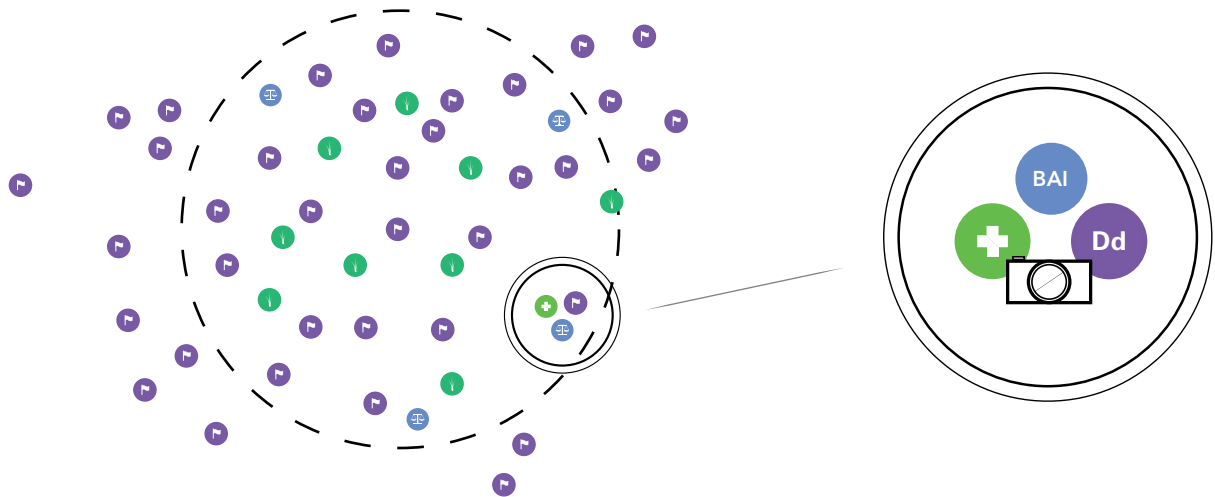
At the beginning of 2010, there were approximately 10,000 non-governmental organizations working in Haiti.

SYSTEM

FINDING A PARTNER THROUGH TRUSTED NETWORKS
figure 2.3

By aligning with Bureau des Avocats internationaux (BAI), an already established organization in Haiti, Dd was able to meet KOFAVIV in an environment conducive to building trust.

STRATEGY

SUPPORTING LOCAL STRATEGY
figure 2.4

Dd amplified KOFAVIV's mission by bolstering the organization's existing resources.

1 Creole   **4** Local Knowledge
2 Strategy   **5** Information Communication Technology
3 Services   **6** Access to outside technology resources
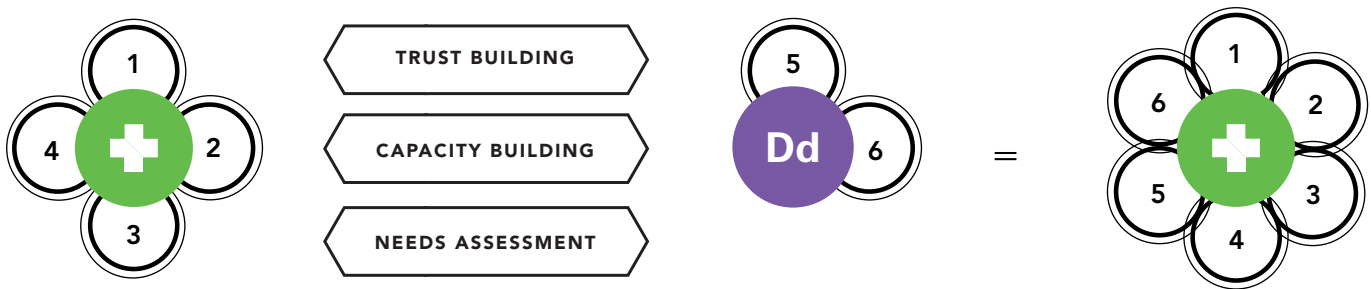
TRUST BUILDING

CAPACITY BUILDING

NEEDS ASSESSMENT

NGO   grassroots groups   digital democracy   — — — government   KOFAVIV

photography workshop   policy making agencies   BAI

CREATING NEW SERVICE CHANNELS
How KOFAVIV and Digital Democracy Created Haiti's First Free 24-Hour Hotline for GBV Survivors

Haiti's 1987 constitution declared Creole and French the official languages of the nation, and Creole remains the primary spoken language.[1] A cultural preference for person-to-person interaction in Haiti and low literacy rates (just two-thirds of the adult population is estimated to be literate as of 2009) are also important constraints around designing communications systems.[2,3]

According to Fafo's 2009 Youth Survey, the state of education in Haiti has improved over the past few decades but remains fragile. Those who have never attended school are over 50 percent of men and 60 percent of women aged 50 and over, but these numbers drop to 13 and 19 percent respectively among 25-29 year olds.[4]

Emilie Reiser joined Dd as a locally embedded researcher and technologist to work on designing the GBV reporting system in partnership with KOFAVIV. "We tried reporting GBV incidents through SMS, but it wasn't working in the local context," says Reiser. After the launch of the platform, Reiser began to understand that the team "needed to adapt to the oral culture of Haiti." The result was 572, a 24-hour free hotline for GBV survivors to connect to prevention and intervention services.

The hotline and call center that launched as a partnership with national telecom service provider Digicel gave survivors a way to connect with KOFAVIV agents remotely. Now that KOFAVIV's service delivery wasn't dependent on the geographic reach of its network of agents, their service area expanded from Port-au-Prince to all of Haiti.

Without replacing KOFAVIV's organizing model on the ground, 572 creates economies of scale that allow KOFAVIV to operate at a vastly expanded rate. Fewer than 10 KOFAVIV agents sitting in Port-au-Prince have served an average of 1,266 callers per month from January to May of this year.[5] The call center's potential was proven in March of 2013 when Digicel sent out a national text promoting the hotline, and call-in rates exploded to over 2,000 calls in just 48 hours.[6] But such widespread awareness-raising efforts need to continue for the call center to be able to serve as many survivors as possible.

Since its launch, it's become clear that expanded geographic reach isn't the only outcome of the call center. Survivors discouraged from seeking care in person due to physical dangers or emotional traumas now have a way to get in touch with complete anonymity. Callers are also able to receive direct assistance in Port-au-Prince, where KOFAVIV can send a vehicle to pick up the survivor.

Originally intended to serve GBV survivors seeking immediate care, the functions of the call center have adapted to the needs of its callers. Callers often seek general public health information or reproductive rights education, and KOFAVIV's agents provide information or direct callers to other channels for assistance. The hotline has fielded over 8,000 calls since its launch and connected more than 300 GBV survivors to medical, legal and psychosocial care.
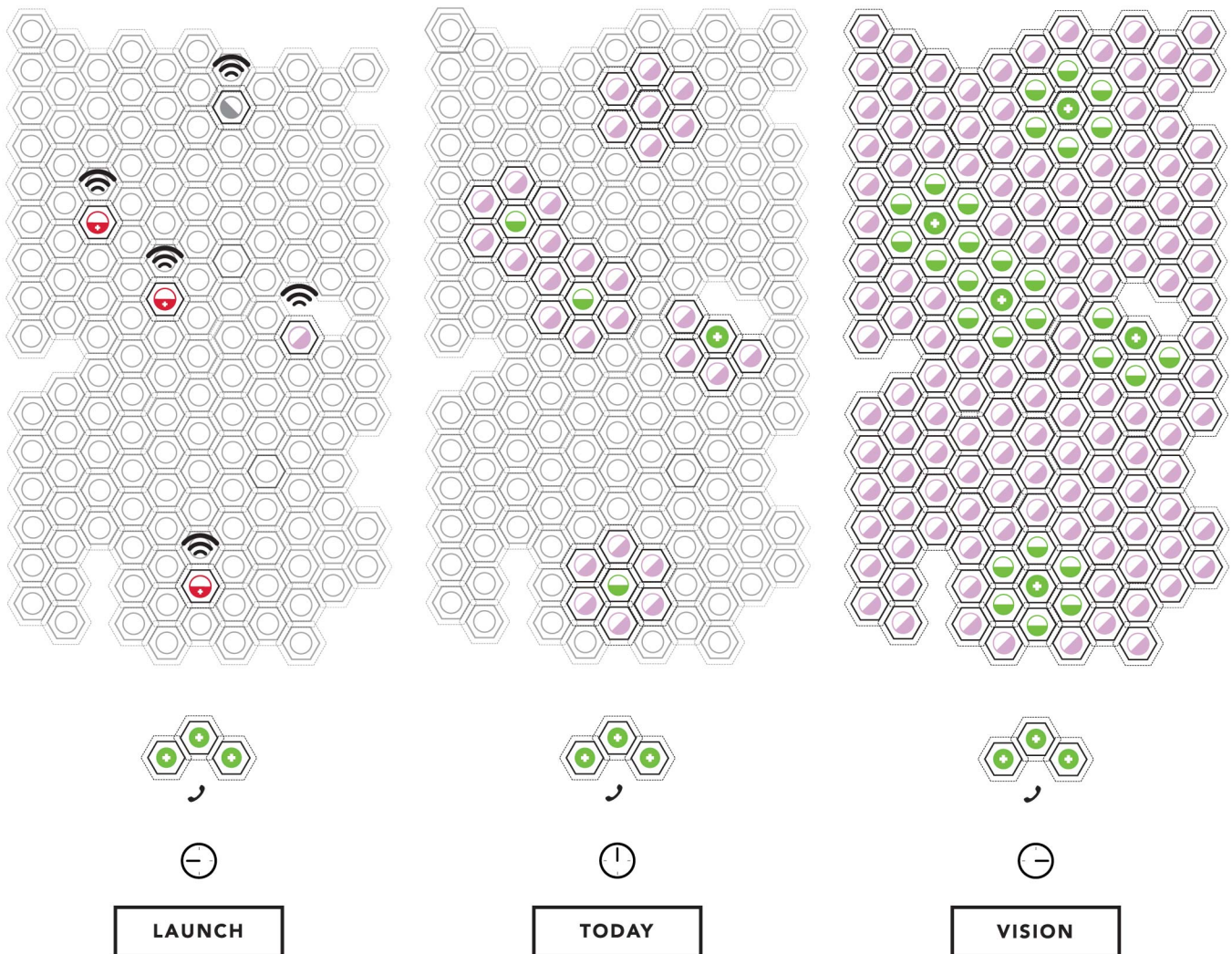
Without replacing KOFAVIV's organizing model on the ground, the 572 call center creates economies of scale that allow KOFAVIV to operate at a vastly expanded rate.

SYSTEM

572 CALL CENTER SERVICE MODEL AND CALLER JOURNEYS
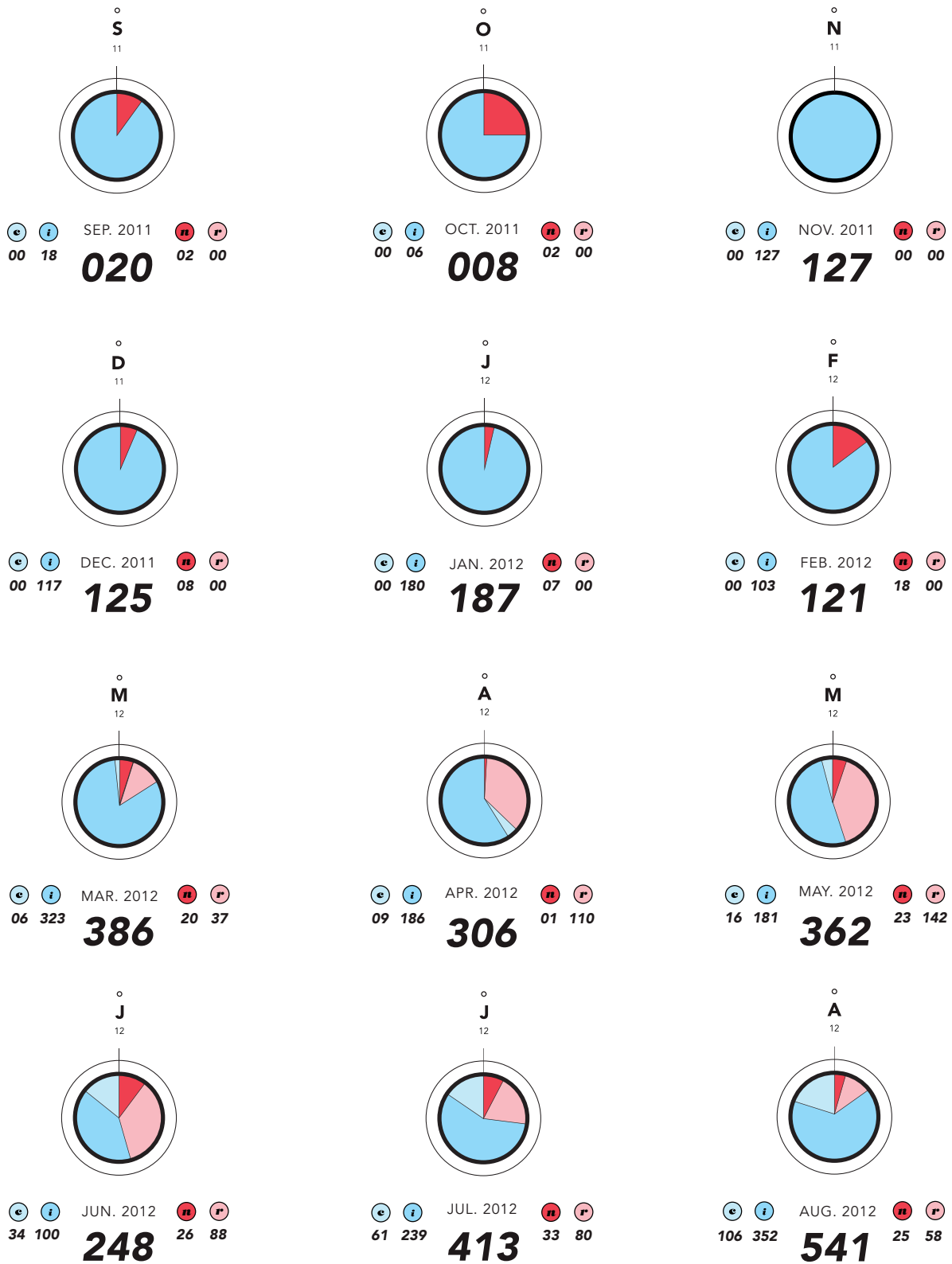*figure 3.1*

Three KOFAVIV call center agents serve Haiti's entire population, answering calls around the clock from survivors and the general public seeking care, information, and counseling.
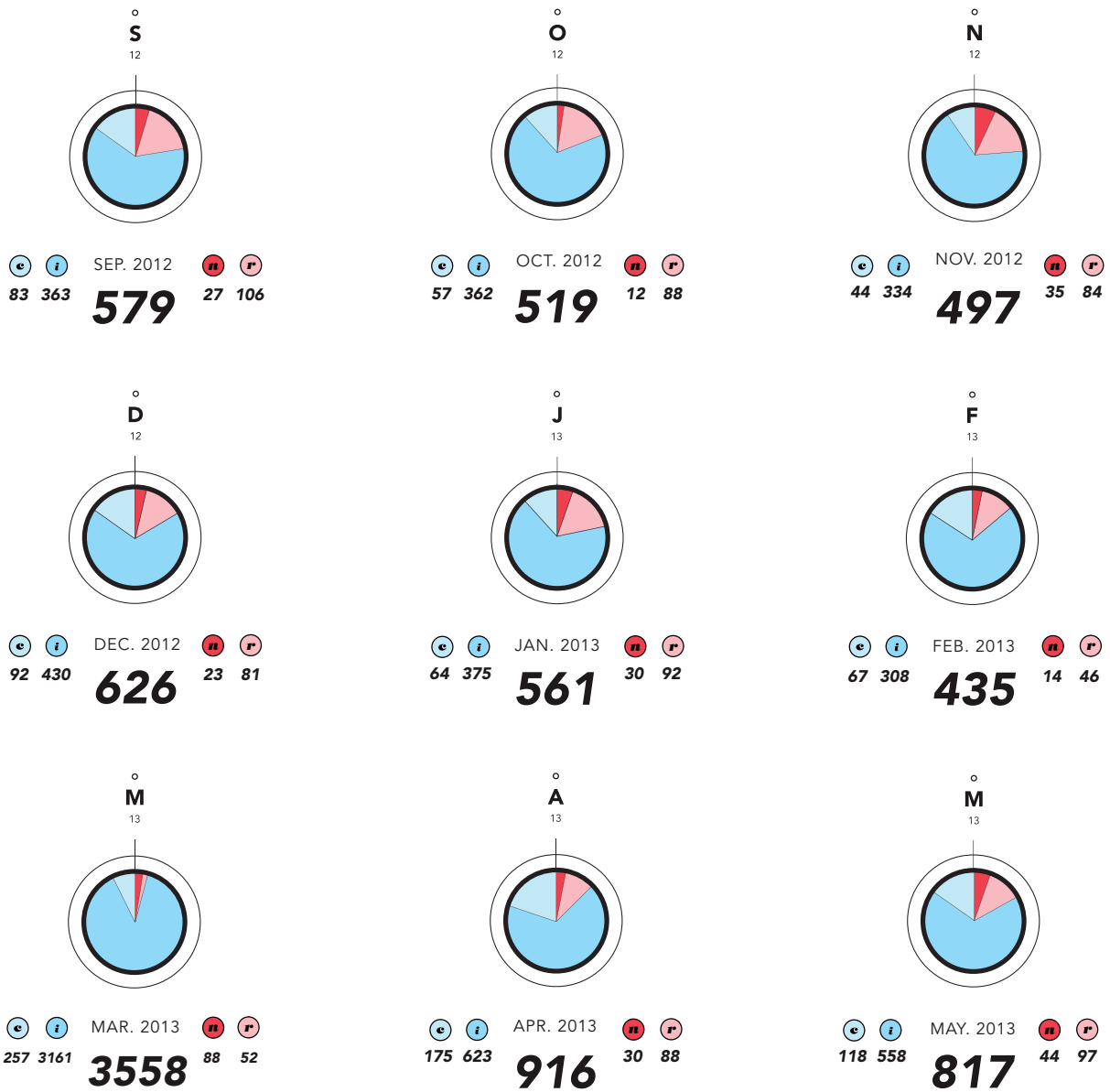

LAUNCH

TODAY

VISION

KOFAVIV *agent*　　KOFAVIV *member*　　*ally*　　*neutral*　　*survivor*　　*perpetrator*

STRATEGY

572 MONTHLY CALL VOLUME FROM LAUNCH TO MAY 2013

figure 3.2

S 11

	SEP. 2011		
c 00	**i** 18	**n** 02	**r** 00

020

O 11

	OCT. 2011		
c 00	**i** 06	**n** 02	**r** 00

008

N 11

	NOV. 2011		
c 00	**i** 127	**n** 00	**r** 00

127

D 11

	DEC. 2011		
c 00	**i** 117	**n** 08	**r** 00

125

J 12

	JAN. 2012		
c 00	**i** 180	**n** 07	**r** 00

187

F 12

	FEB. 2012		
c 00	**i** 103	**n** 18	**r** 00

121

M 12

	MAR. 2012		
c 06	**i** 323	**n** 20	**r** 37

386

A 12

	APR. 2012		
c 09	**i** 186	**n** 01	**r** 110

306

M 12

	MAY. 2012		
c 16	**i** 181	**n** 23	**r** 142

362

J 12

	JUN. 2012		
c 34	**i** 100	**n** 26	**r** 88

248

J 12

	JUL. 2012		
c 61	**i** 239	**n** 33	**r** 80

413

A 12

	AUG. 2012		
c 106	**i** 352	**n** 25	**r** 58

541

000 *total calls*   **r** *repeat survivor callers*   **n** *new survivor callers*   **i** *callers seeking information*   **c** *callers seeking counseling*

In addition to requesting services from KOFAVIV, callers often seek
general public health information or reproductive rights education.

S
12

SEP. 2012
e 83   i 363   **579**   n 27   r 106

O
12

OCT. 2012
e 57   i 362   **519**   n 12   r 88

N
12

NOV. 2012
e 44   i 334   **497**   n 35   r 84

D
12

DEC. 2012
e 92   i 430   **626**   n 23   r 81

J
13

JAN. 2013
e 64   i 375   **561**   n 30   r 92

F
13

FEB. 2013
e 67   i 308   **435**   n 14   r 46

M
13

MAR. 2013
e 257   i 3161   **3558**   n 88   r 52

A
13

APR. 2013
e 175   i 623   **916**   n 30   r 88

M
13

MAY. 2013
e 118   i 558   **817**   n 44   r 97

📞 **DIGICEL NATIONAL TEXT PROMOTION**
figure 3.3

In March 2013, Digicel sent out a national text
promoting 572, and call-in rates exploded to
over 2,000 calls in just 48 hours.

4000
3500
3000
2500
2000
1500
1000
500

S O N D J F M A M J J A S O N D J F M A M
11   12   13
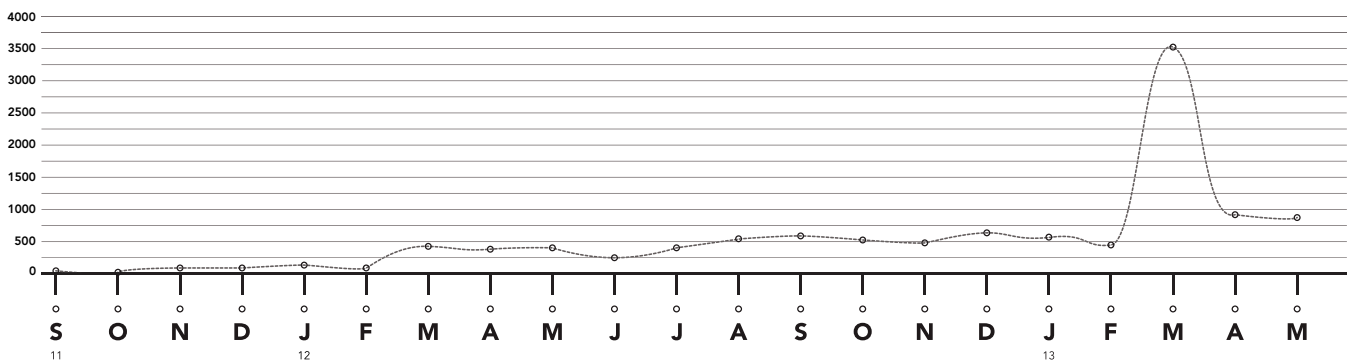
DESIGNING RESILIENT DATA
How Strengthening their Data System Improved All of KOFAVIV's Day-to-Day Activities

A 2012 study of information communication technologies (ICTs) in Haiti found that the earthquake destroyed the majority of information archives due to a widespread reliance on paper-based formats.[1] KOFAVIV's story was no different. Cofounder Malya Appolon Villard recounts that "in 2010, before the earthquake, we had a membership of three thousand people. They were documented. When the earthquake hit, we lost everything. Our offices were destroyed. We lost all of our documents."

It has been recognized that GBV data collection can have harmful social, physical, psychological or legal consequences if personal experiences of GBV are made public.[2] The identity of those who have provided information about sexual violence must be protected in order to avoid punitive retaliations or social stigmas associated with GBV.[3]

Before the earthquake, KOFAVIV agents were manually recording survivor data and filing hard copy records. This system allowed for storage and tracking of information on survivors' health and psychological well-being. But as the organization grew, it needed a more comprehensive data storage system to allow for a more efficient intake process and to maintain confidential data. KOFAVIV's hard copy filing system did not ensure adequate data security since any individual could have direct access to it.

KOFAVIV found that Dd was willing to engage in a conversation about their needs. "They sat with us," says Villard. "They worked on the project with us and asked questions. We were able to discuss our needs and what would be beneficial to survivors." The result of KOFAVIV and Dd's collaboration was a comprehensive system to track, analyze, map, and share GBV-related data with local, national, and international partners in order to increase preventive measures and advocacy.

The creation of KOFAVIV's digital database responded to three main needs: to protect survivor's data with secure storage and private access, to increase organizational efficiency, and to standardize data collection practices.

The database was also aimed at reinforcing KOFAVIV's relationships with aid organizations dealing with emergency response and human rights. The Office of the United Nations High Commissioner for Refugees (UNHCR) and BAI partnered with KOFAVIV to use their data for advocacy efforts at the national and international levels.

In order to share its information, KOFAVIV had to ensure that the intake process and format of data was in line with international standards for reporting on GBV. KOFAVIV and Dd worked with UNHCR to revise the intake form by integrating fields from the official national form.

Recognizing the need for KOFAVIV's local team to be able to make ongoing changes to the intake form, and realizing the organization needed a more robust case management system to track survivors, Dd decided to transition the database to a more flexible system built on Drupal, an open-source content management system.

The database fills an urgent role for KOFAVIV, enabling them to have up-to-date information on victims and the number of cases they have seen. Today, KOFAVIV generates and distributes monthly reports to its international partners to enhance their legal and political advocacy efforts, and the system currently contains over 1,100 documented incidents of GBV.
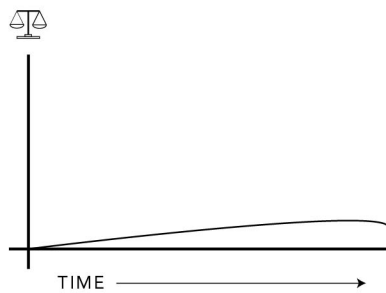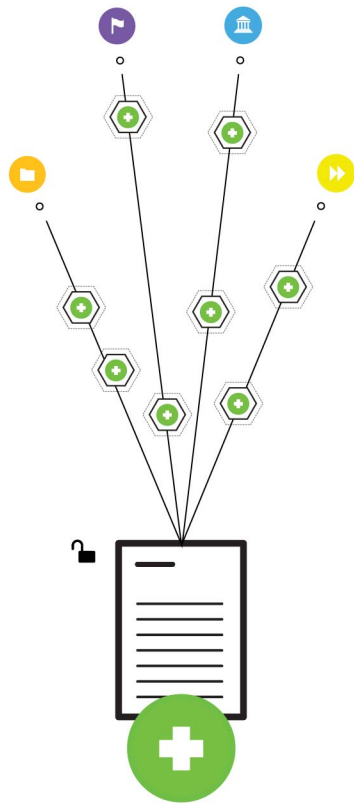
Today, KOFAVIV generates and distributes monthly reports to its international partners, and the system currently contains over 1,100 documented incidents of GBV.

SYSTEM

PRE-EARTHQUAKE DATA DISTRIBUTION MODEL
figure 3.4

Before the earthquake, KOFAVIV maintained low-security paper records and sent agents to distribute data to their partners.
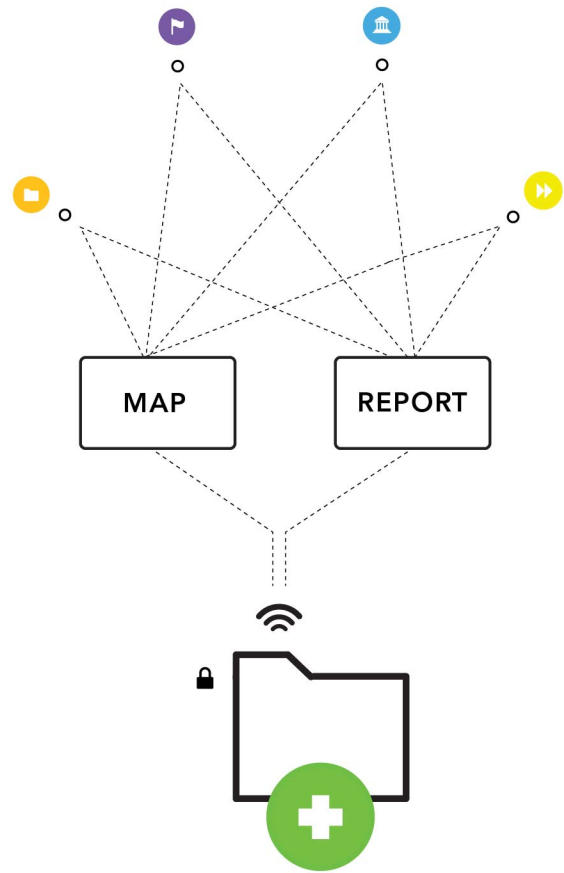
STRATEGY

POST-EARTHQUAKE DIGITAL DATA DISTRIBUTION MODEL
figure 3.5

After the earthquake, Dd upgraded KOFAVIV's data collection system to protect survivor's information, increase organizational efficiency, and standardize data collection practices.

EARTHQUAKE
2010

MAP   REPORT

TIME

TIME

THE POTENTIAL IMPACT OF KOFAVIV's DATA ON POLICY WITHOUT Dd's DIGITAL DATABASE
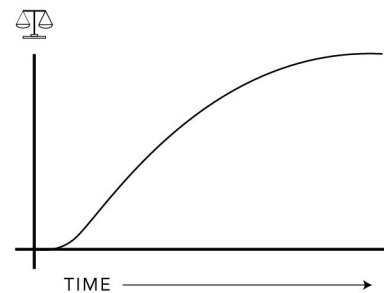
THE POTENTIAL IMPACT OF KOFAVIV's DATA ON POLICY WITH Dd's DIGITAL DATABASE

KOFAVIV *agent*   **POLICY** *influence*   **DIGITAL** *records*   **PAPER** *records*   *nonsecure information*

tech   *NGOs*   *government*   *media*   *secure information*

TRAINING TO BUILD CAPACITY

How Digital Democracy Helped KOFAVIV Sustain their New Technology Programs

University education is a key goal for Haitian students and their parents but remains out of reach for most Haitians.[1] Since jobs requiring educational skills are largely inaccessible to younger candidates, Haitian youth with formal educations are less likely to be employed than those with vocational training and skills.

Trainings and professional development opportunities for women are a core component of KOFAVIV's programs. The Dd partnership involved a series of trainings for KOFAVIV members in basic digital literacy, community journalism, blogging and SMS networking. Today, participants report an increased level of comfort with social media and blogging, increased computer skills, an increased connection to online communities, increased familiarity with data entry and data management, and higher confidence in their personal skillsets.[2]

The creation of the call center and the database required a new technology team at KOFAVIV, and Dd created a training program to develop the new team's ability to use and maintain the database and call center. A second imperative was to ensure that the organization would have the internal capacity to be able to continue to manage the new programs after the Dd partnership ended.

KOFAVIV's leadership worked with Dd program director Emilie Reiser to select a group of agents to comprise the *unité teknolojik*, the technology team. Some of the agents who were assigned to the technology unit had managed the paper-based data system or had conducted in-person intake, while others had a background in computer technology or expressed their interest in increasing their computer skills.

From 2011 to 2012, the team worked with Reiser to learn the new database system and develop call center procedures. New features introduced into the intake process included digital pens that could capture written data as well as record audio to reduce errors in recordkeeping. The result is that the utility of the technology and ease of use in the field dictate which procedures remain in use today.

By spring 2012, KOFAVIV's technology unit was composed of six agents in charge of the 24-hour call center, three database managers, and two technology support experts. The team reports that their new skills have increased their employment opportunities, although a wholehearted commitment to KOFAVIV's mission drives all of them to remain at the organization.

From the beginning of her stay until the end of the program, Reiser was embedded in KOFAVIV's office. Her presence enabled her to be on call for KOFAVIV and the other women's groups in a way that would be impossible if she only visited to lead pre-scheduled workshops. Some of the most critical training moments, from setting up emails to ongoing Twitter help to troubleshooting the call center implementation were only possible through Reiser's presence, and clearly improved the chance of successful adoption. Working out of KOFAVIV's offices also provided Reiser an ideal environment and opportunity to more deeply understand KOFAVIV's day-to-day issues and to learn Creole fluently, a vital part of her value in her role as technology culture mediator and program manager.

Trainings and professional development opportunities for women are at the core of KOFAVIV's programs, and the Dd partnership involved a series of trainings for KOFAVIV members in basic digital literacy, community journalism, blogging and SMS networking.

REINVENTING THE HACKATHON

How Haiti's Technology Students are Creating a New Mode of Collaboration

Dd organized Haiti's first hackathon, which brought grassroots leaders together with Haitian and international technologists to build an on-line resource map for GBV services throughout the country. The event has infused the country's technology sector with an invigorating spirit of collaboration, hearkening back to the traditional communal labor model known among Haitians as a *konbit*.

Hackathons are events aimed at building products through collaborative computer programming. A portmanteau of "hack" and "marathon," hackathons tend to be structured as intensive and continuous competitions conducted over a defined period of time. Developers and designers come together to plan and produce a software- or hardware-based project aimed at innovating around a set business goal or issue.

#HaitiHack, held at the beginning of February 2013 in Port-au-Prince, brought together KOFAVIV's technology team, students of *l'Ecole Supérieure d'Infotronique d'Haïti* (ESIH), and an international team of developers and designers. This was a hackathon with a twist: Instead of competing in small teams, every person involved was collaborating to build a single mapping application to enrich KOFAVIV's service delivery system. KOFAVIV agents would be able to better serve callers from outside of Port-au-Prince by directing them to local services without the delay of having to consult paper directories or seek out regional guidance.

After serving as content experts for developers to draw upon in the discovery phase, KOFAVIV's tech team designed interface icons linked to meaningful categories based on their services. ESIH students introduced the international team to a programming framework appropriate to the project and local context. The international team turned what seemed like a distant, intangible mode of production into concrete, replicable practice by modeling and demystifying current industry practices, like pair programming.

Three days of rapid-fire cross-cultural collaboration and skill-building produced the mapping tool for KOFAVIV. But the unanticipated outcomes were even more compelling: bridging networks, strengthening bonds, and building confidence among participants with tangible results in the following months.

The event provided the final component needed for KOFAVIV to fully own its new technology programs. "The Hackathon represents the final step in our fully transitioning the tech system we have built over the past three years into the capable hands of our partner KOFAVIV," says Dd executive director Emily Jacobi. "Success - to us - means systems that last long beyond our departure."

The hackathon also built confidence among student participants, according to ESIH founder and director Patrick Attié. "Students were confronted by people coming from foreign countries, fifteen foreigners, and they realized their own skills were not that bad. It's given them the confidence to go further."

ESIH's students have repurposed hackathon-style collaborative practices into their school routine. What students now call the *konbit* model is being used to complete school projects and participate in other hackathons, like NASA's International Space Apps Challenge.

ESIH student Richardson Ciguene participated in #HaitiHack, and is now working with other schools and government agencies to create a national platform for collaboration called *Konbit Nasyonal*. "In Haiti, the term *konbit* comes from agriculture," said Ciguene. "If one has more than the other, we come together to bring all of our resources to help make sure everyone has a piece of the pie. So, using the premise of *konbit* in technology means we use it to help those in need."

ESIH students recently organized their third *Konbit Nasyonal*, partnering with the *Bureau du Secrétaire d'Etat à l'Intégration des Personnes Handicapées* (BSEIPH) to develop an app to assist the visually impaired.

Bringing innovative models like the hackathon to ESIH are central to Attié's vision for how to develop Haiti's technology sector. "We are trying to identify those niches where we can make not an incrememental jump, but a quantum jump," Attié explains. "That's what technology allows us to do. We don't need to go through all the stages that developed countries have had to go through to develop the technology. We can use it and move forward."

By investing in added-value emerging industries like mobile technologies and virtual reality environments, ESIH is developing a cohort of home-grown Haitian technologists who are equipped to operate in any technology environment.
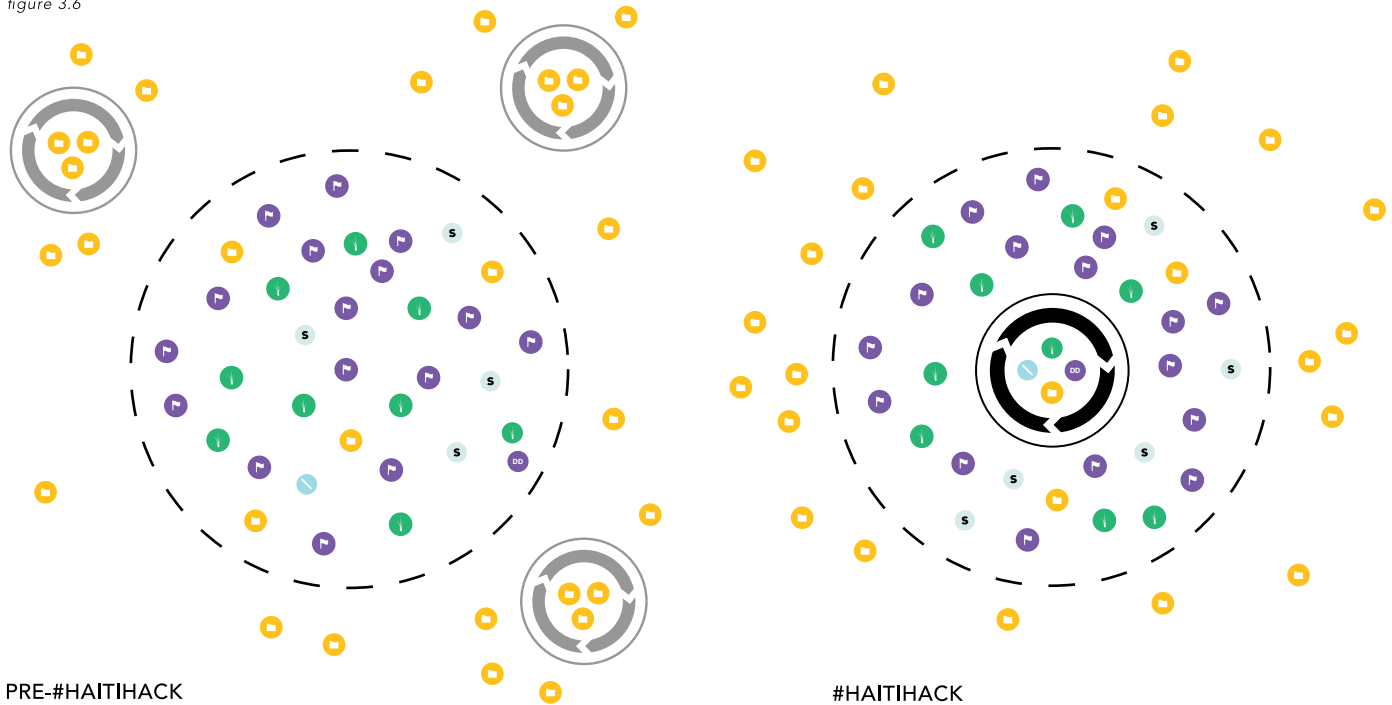
"The Hackathon represents the final step in our fully transitioning the tech system we have built over the past three years into the capable hands of our partner KOFAVIV. Success - to us - means systems that last long beyond our departure."

Emily Jacobi, Executive Director, Digital Democracy

SYSTEM

THE EVOLUTION OF THE HACKATHON
figure 3.6

PRE-#HAITIHACK
Before #HaitiHack, hackathons were held on behalf of Haiti, but never within the country.

#HAITIHACK
Dd organized Haiti's first hackathon, which brought grassroots leaders together with Haitian and international technologists to build an online resource map for GBV services throughout the country.
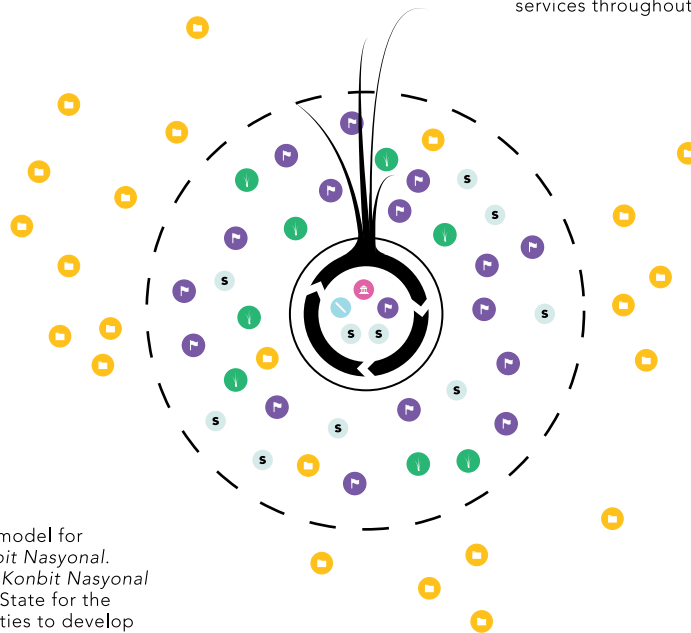
KONBIT NASYONAL
ESIH students have created a new model for innovation within Haiti, called *Konbit Nasyonal*. They recently organized their third *Konbit Nasyonal* with the Office of the Secretary of State for the Integration of Persons with Disabilities to develop an app to assist the visually impaired.

◯ hackathon	**Dd** digital democracy	⚑ NGOs
♨ BSEIPH	◯ ESIH	◻ tech groups
S technology schools	● grassroots groups	◯ konbit nasyonal

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OPENBOX TEAM
Co-Authors: Deepthi Welaratna & Garance Choko
Designer & Illustrator: Eli Rosenbloom

SUPPORT
Editor: Christian Howard, Cornell University
Data Collection: Emilie Reiser, Digital Democracy
Statistician: David Sinclair, Cornell University

Cover and interior illustrations by Eli Rosenbloom.
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