



March 2023

HAITI

USAID and State Should Improve Management and Assessment of Reconstruction Activities

GAO Highlights

Highlights of [GAO-23-105211](#), a report to congressional requesters

Why GAO Did This Study

In January 2010, a catastrophic earthquake in Haiti caused physical, social, and economic devastation. More than a decade later, Haiti continues to experience political and social unrest and natural disasters, including another large earthquake that struck the country in August 2021.

USAID provided nearly \$2.3 billion to support reconstruction and development activities in Haiti from fiscal years 2010 through 2020. State funded activities to develop the Haitian National Police.

GAO was asked to examine U.S. reconstruction activities in Haiti since 2010. GAO examined the extent to which: (1) USAID infrastructure and development activities achieved intended results; (2) State met its goals to develop the police; and (3) USAID undertook efforts to help build the capacity of Haitian entities to implement reconstruction activities.

GAO reviewed results from evaluations, agency documents, and implementer reports for a nongeneralizable sample of activities selected based on funding. GAO interviewed officials, implementers, and beneficiaries.

What GAO Recommends

GAO recommends that USAID improve its infrastructure planning, tracking, and assessment of results; and better track data on its local partnerships in Haiti and activities to strengthen local organizational capacity. GAO also recommends that State evaluate the effectiveness of its activities to develop the Haitian National Police. USAID and State concurred with the recommendations.

View [GAO-23-105211](#). For more information, contact Latesha Love-Grayer at (202) 512-4409 or lovegrayerl@gao.gov.

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What GAO Found

The U.S. Agency for International Development (USAID) completed four of the eight major post-earthquake infrastructure activities that GAO reviewed. Key results included constructing a power plant, building 906 homes, and improving 24 health and public facilities. Two activities are ongoing, including upgrading a port and two health facilities. Two other activities were canceled because costs were higher than initially anticipated. USAID's completed infrastructure activities supported Haiti's recovery—providing shelter, reliable electricity, and improved access to health services. However, due in part to unrealistic initial plans, most infrastructure activities experienced delays, budget increases, and scope reductions. GAO also found gaps in strategic planning and tracking and assessing the results of these activities, affecting management and oversight.

Progress in Constructing the State University Hospital from June 2014 and May 2021

June 2014

May 2021



Source: GAO (left) and U.S. Agency for International Development (right). | GAO-23-105211

GAO reviewed 29 evaluations, each of which discussed multiple results for USAID development activities. GAO found that across key sectors—economic and food security, governance, and health—at least half of the results were successful and at least one-third were unsuccessful. For example, under governance, evaluations indicated that an activity improved property tax systems and another activity fell short in strengthening judicial oversight.

The Department of State's Bureau of International Narcotics and Law Enforcement Affairs activities to develop the Haitian National Police achieved mixed results. The results that implementers reported for these activities usually focused on outputs, such as the number of trainings provided. However, State has not evaluated the outcomes of these activities, such as improvements to investigative capacity, limiting information about their overall effectiveness.

USAID has taken steps to strengthen the organizational capacity of local organizations in Haiti so that they can manage USAID awards. However, local entities secure limited USAID funding, due in part to capacity limitations, according to officials. The USAID mission in Haiti does not fully track data on its local partnerships, or its activities to strengthen local organizational capacity, which limits institutional knowledge about these efforts and understanding of results and lessons learned to inform future activities.

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