



# IOM-HAITI

## STRATEGIC PLAN

### 2013-2014



IOM International Organization for Migration

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IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

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## LIST OF ACRONYMS

AVRR	Assisted Voluntary Return and Reintegration
CBMM	Cross Border Migration Management
CCCM	Camp Coordination and Camp Management
CVR	Community Violence Reduction
DPC	Direction de la Protection Civile
DRR	Disaster Risk Reduction
ECHO	European Commission Humanitarian Office
GOH	Government of Haiti
IFRC	International Federation of the Red Cross
IOM-Haiti	International Organization for Migration, Mission in Haiti
ISF	Integrated Strategic Framework
J/PHRO	Jenkins Penn/Haiti Relief Organization
NFI	Non-food Items
PSEA	Prevention of Sexual Exploitation and Abuse
PREPEP	Programme de Revitalisation et de Promotion de l'Entente et de la Paix
TIP	Trafficking in Persons
UAM	Unaccompanied Minor
UCLBP	Unité de Construction de Logement et Bâtiments Publiques
USCG	United States Coast Guards
VoT	Victim of Trafficking
WASH	Water, Sanitation and Health





## 1. STATEMENT FROM IOM HAITI CHIEF OF MISSION

*Humane and orderly migration benefits migrants and society*

The last three years have been rife with achievements and challenges. As one of the largest missions in the world, we amassed a great deal of knowledge covering a broad range of issues facing Haiti. However, after all the work and the reflections, we are left to wonder, now what?

The context has changed significantly since I first arrived in January 2010. No longer a day-to-day emergency, the context is now transitioning into the recovery and development phase, with discussions focusing on reconstructing the country and providing adequate access to housing and basic services. Rather than saving lives directly every day, we are asking ourselves, how do we *prevent* deaths every day.

Probing into the root causes that have resulted in Haiti becoming one of the most underprivileged countries in the world— and addressing these concerns— is where we envision this mission going in the next two years. However, addressing what is important in the long term is not enough, we must concurrently address the urgent needs of vulnerable persons.

National and International actors must not forget that Haiti is more susceptible than ever to destruction caused by a natural disaster or causes. In addition to the earthquakes, the country is regularly in the foot-path of hurricanes and cyclones, and experiences heavy flooding and landslides with the twice yearly advent of the rainy seasons. Furthermore, the cholera epidemic is very much a clear and present danger to the lives of Haitians- 7,800 of whom have died from an entirely preventable and treatable disease.

And let us not forget that there are still nearly 350,000 people living in tents, displaced two and a half years ago and still in need of basic services and protection. Suffice it to say, whilst looking to the future, we must continue to see what is right in front of us. To achieve short and long sightedness, we must begin with three small steps.

First, it is time to reprioritize the desires of the Haitian people: we need to identify programs that can best serve the Haitian government and its people. Contained in this Strategy are the policy priorities of the current Martelly Administration. It will be imperative in this phase of recovery and development that we work in support of such plans.

Second, we must work together to best serve the Haitian government and its people: as part of an *Integrated Mission*, we must align ourselves with the work of our sister agencies as to avoid duplication and provide services with a comparative advantage. We must also consolidate our human and physical resources as one agency and increase integrated projects, programs, and services.

Third, we must engage in more real-time evaluation of our projects and encourage the production of lessons-learned materials to both inform ourselves and our peers experiencing similar challenges here and elsewhere.

Working in concert with our beneficiaries, the government, our partners and ourselves we can contribute to the recovery and development phase much as we have to the emergency phase.

## EXECUTIVE SUMMARY

Pursuant to the transition from emergency to recovery and development recently undergone in Haiti, IOM Haiti has produced this Strategic Plan, which outlines strategies and priorities for IOM in Haiti for the next two years. This strategic plan articulates the organization's priorities and identifies its approach to address current and emerging issues. This plan will serve as a framework of IOM Haiti's projects development and implementation, and will be an indicator of the organization's performance and ability to achieve its goals and objectives.

The Organization's objectives are three fold:

- SO1: To further Integrate the mission with the policy priorities of the GOH and those of our partners;
- SO2: To Strengthen our traditional migration portfolio, including migration and development; and
- SO3: To continue to fulfill our responsibilities to IDPs, including the provision of Durable Housing Solutions.

These objectives will guide project and policy development of the organization into the next two years.

## 2. BACKGROUND ON HAITI

There are myriad issues to address in Haiti, and a strategic policy must prioritize some issues over others.

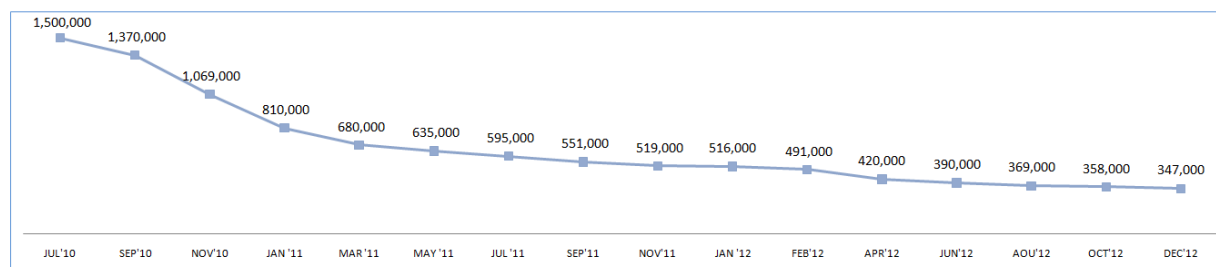
Preceding the earthquake, Haiti was noted for its political, economic, and security instability. Government overthrows were frequent, the country was the poorest in the Western hemisphere, and in 2004 the United Nations had to send 6,700 peacekeepers to quell endemic violence. Following the January 2010 earthquake- the situation got considerably worse.

According to the Post-Disaster Needs Assessment (PDNA), the impacts were profound: more than 300,000 persons were reported as dead following the quake with hundreds of thousand more injured; over 300,000 thousand homes were destroyed or damaged- with 60% of Port-au-Prince and 80% of Leogane, Petit Goave and Jacmel destroyed during the earthquake; schools, hospitals, and 80% of government buildings were destroyed and the environment experienced increased frailties in the form of soil erosion and high density population exploitation.

At its peak in July 2010, there were over 1.5 million displaced persons living across 1,500 camps. As of December 2012, there are 347,000 living across 450 camps. Even with this 76% reduction, the current displacement crisis in Haiti is still one of the largest on-going displacement crises caused by natural disaster to date<sup>1</sup>.

Magnitude of the earthquake aside, what the damage highlighted was the frailties of institutions charged with protecting the state and its citizens.

*Graph: Total number of displaced individuals from July 2010 to December 2012*



### *Context: Access to Services*

The institutions charged with providing basic protection and access to services to Haitians have and continue to be under-performing such that 70% of Haitians living in even better serviced urban areas lack basic services.

As regards basic provision of WASH, Health and Education services, the figures are disappointing: Only 52% of Haitians have access to potable water and there are only 5.9 doctors for every 10,000 persons. Furthermore, nearly 30% of the population is illiterate and there are half a million school-age children not

<sup>1</sup> As compared to the most recent displacement crises cause by natural disasters in Pakistan (floods), in Indonesia, Sri Lanka (tsunami), and Louisiana (USA) (hurricane).

currently in school, 83% of whom live in rural areas.

As regards access to justice mechanisms, there are only 4 judges for every 100,000 persons (with access to justice being even more limited in rural areas). Kidnappings, reports of Sexual and Gender Based Violence (SGBV), and murders remain alarmingly high, whilst MINUSTAH and UNPOL decrease their presence in country. In addition, formerly demobilized military personnel have been conducting protests around the country this year requesting compensation. Furthermore, 2012 saw the creation of paramilitary groups being organized and armed, requesting the establishment of armed forces in Haiti. The combination of virulent crime and lack of redress mechanisms warrant attention and support.

### *Context: Social, Economic, and Political*

The social, economic and political environment poses various challenges to the provision of assistance in Haiti.

Earthquake-related displacement continues to disrupt the social stability afforded by community settings and social networks that pre-existed the earthquake. Relocation settlements comprised of disparate communities find themselves compelled to share a common living space and the resulting social tumult has contributed to increased incidences of violence and concordant vulnerability of residents. Attaining the requisite community buy-in to make projects sustainable is a challenge.

The economic situation remains similarly challenging. Despite growth of 5.6%<sup>2</sup> in 2011, unemployment continues to exceed 85%, and the vast majority of the population falls below the *extreme poverty* line<sup>3</sup> with inflation raising the cost of living.

The political situation in Haiti has improved in the past year: Haiti currently has both a President and a Prime Minister after a protracted period of political tumult following the Preval administration. However, the previous two years of flux in leadership has raised legitimate concerns about the continuity of government counterparts and policies as they relate to the reconstruction of the country.

Suffice it to say, there are a litany of issues to address in Haiti that range from the immediate to the long-term. It is imperative that IOM Haiti select projects that address not only needs but reflect our capacity and our mandate to respond to said needs.

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<sup>2</sup> GDP Growth (annual %), World Bank. Available at: <http://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG>

<sup>3</sup> Extreme poverty is set by WFP at under 2 dollars/day.

## 3. BACKGROUND ON IOM

### 3.1. IOM Globally

The International Organization for Migration (IOM) is the leading international agency in the field of migration. Established in 1951 to assist refugees to resettle after World War II, the organization since enlarged its geographical reach and with it, its mandate which has grown to address the ever-evolving global needs of migration.

#### IOM's Global Mandate

IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants.

IOM works to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, be they refugees, displaced persons or other uprooted people. The IOM Constitution gives explicit recognition to the link between migration and economic, social and cultural development, as well as to the right of freedom of movement of persons. IOM works in the four broad areas of migration management: migration and development, facilitating migration, regulating migration, and addressing forced migration. Cross-cutting activities include the promotion of international migration law, policy debate and guidance, protection of migrants' rights, migration health and the gender dimension of migration.

IOM works closely with governmental, intergovernmental and non-governmental partners.

Building on its expertise and experience, and coordinating with other organizations in the field of migration, IOM is a key partner in migration management, with a strong commitment to its mandate, namely, *humane and orderly migration for all*. The organization addresses migration issues from an integrated and holistic perspective, which seeks to foster linkages between migration and development in order to maximize the benefits of migration and minimize its negative effects.

As an inter-governmental organization with 146 Member States, IOM now has 450 offices worldwide in over 100 countries.. This proliferation in presence was matched by an increase in staff members from approximately 1,100 in 1998 to more than 7,800 by the end of 2011.

At the request of its Member States, including the Government of Haiti, IOM focuses on the following 12 points:

#### IOM's Global Strategy (12-points)

1. To provide secure, reliable, flexible and cost-effective services for persons who require international migration assistance.
2. To enhance the humane and orderly management of migration and the effective respect for the human rights of migrants in accordance with international law.
3. To offer expert advice, research, technical cooperation and operational assistance to States, intergovernmental

and non-governmental organizations and other stakeholders, in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters.

4. To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programmes aimed at maximizing migration's benefits.

5. To support States, migrants and communities in addressing the challenges of irregular migration, including through research and analysis into root causes, sharing information and spreading best practices, as well as facilitating development-focused solutions.

6. To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing.

7. To promote, facilitate and support regional and global debate and dialogue on migration, including through the International Dialogue on Migration, so as to advance understanding of the opportunities and challenges it presents, the identification and development of effective policies for addressing those challenges and to identify comprehensive approaches and measures for advancing international cooperation.

8. To assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners.

9. To participate in coordinated humanitarian responses in the context of inter-agency arrangements in this field and to provide migration services in other emergency or post-crisis situations as appropriate and as relates to the needs of individuals, thereby contributing to protection.

10. To undertake programmes which facilitate the voluntary return and reintegration of refugees, displaced persons, migrants and other individuals in need of international migration services, in cooperation with other relevant international organizations as appropriate, and taking into account the needs and concerns of local communities.

11. To assist States in the development and delivery of programmes, studies and technical expertise on combating migrant smuggling and trafficking in persons, in particular women and children, in a manner consistent with international law.

12. To support the efforts of States in the area of labour migration, in particular short-term movements, and other types of circular migration.

### 3.2. IOM in the Caribbean



IOM's activities in the Caribbean region are coordinated with the Regional Office for Central and North America and the Caribbean, located in San Jose, Costa Rica. The regional office has administrative oversight over missions in Antigua & Barbuda, Bahamas, Belize, Canada, Costa Rica, Cuba, Dominican Re-

public, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Trinidad & Tobago, and The United States.

Situated at the crossroads between North and South America, the Caribbean is the origin of migration movement for the region, acting as both a destination and transit point for migrants travelling between the two continents. The Caribbean faces a wide range of challenges, from intra- and extra-regional migration, smuggling of migrants and contraband. Furthermore, the volatility of migration in the region is exacerbated by its vulnerability to natural disasters.

Responding to the region's needs, over the past sixteen years, IOM has concentrated its activities on priorities identified jointly with regional governments. These include: combating human trafficking, promoting inter-state dialogue, building capacities in migration management and operational procedures, promoting migrants' rights (including access to health care), increasing income-generating options in post-conflict and/or post-disaster, unstable environments, and facilitating labour migration.

Since the region is frequently affected by tropical storms and hurricanes, there is an acute need for preparedness and coordination of responses. Given the small size of the Caribbean islands, residents often suffer tremendous disruptions to their daily lives when natural disasters strike. IOM cooperates with the regional stakeholders to prepare and to respond to emergencies, assisting victims of natural disasters, *inter alia*.

### 3.3. IOM in Haiti

#### 3.3.1. Background on IOM Haiti



IOM has been present in Haiti since 1994, when the organization began partnering with the Government of Haiti on migration management, Disarmament Demobilization and Reintegration (DDR), and capacity building programs following years of turmoil that had caused internal and international displacement, forced migration and considerable economic decline.

In later years, IOM extended its cooperation to address and mitigate the effect that natural disasters have on the most vulnerable sections of the population. Such cooperation has included addressing the consequences of Tropical Storm Jeanne and the massive flooding in Fonds-Verettes, to which IOM responded by adding drainage, reforestation and watershed management to its project portfolio.

Additionally, IOM has implemented community stabilization programming throughout the country, strengthening municipalities by executing infrastructure works in highly salient communities. Furthermore, the Organization has been a national champion on issues related to Trafficking in Persons and strength-

ening border management. It is an active member of the ACP<sup>4</sup> Observatory on Migration, an institution designed to produce data on South-South migration flows in the African, Caribbean and Pacific regions, towards key policy-making for decision-makers and civil society.

### **IOM's Mandate in Haiti**

IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants. In Haiti, in the context of its migration mandate, IOM supports the GoH in the development of sustainable migration management policies, and implements activities aimed at reducing migration push factors and the correlating pull factors. This includes the management of migration both within the country and beyond Haiti's borders. This mandate is translated into broad programs of migration management, prevention of unsafe migration, and prevention of forced migration.

Since 2010, IOM duly assumed the global leadership mandate for emergencies involving internally displaced persons (IDPs) following natural disasters. As such, IOM-Haiti acts as the Camp Coordination and Camp Management (CCCM) Cluster lead, and assumed the Shelter/NFI cluster leadership in September 2011. As lead of the E-Shelter, CCCM, and NFI Cluster, IOM has the responsibility to provide direct assistance to vulnerable Haitian migrants, particularly IDPs. Similarly, this leadership entails a responsibility to respond to the on-going displacement crisis through a comprehensive sustainable approach. The displacement crisis in Haiti involves underlying factors relating, among others, to land tenure barriers, housing shortage, and chronic underdevelopment of the country. To efficiently respond to the crisis in a sustainable manner, IOM expanded its activities to address these underlying factors through the provision of assistance to return, increased access to livelihoods, land tenure legal and mapping services, community stabilization and early and reconstruction activities.

### ***Emergencies***

Across the globe, IOM responds to emergencies that result in mass displacement. In Haiti, IOM acts as the lead agency for the Emergency Shelter and Camp Coordination and Camp Management (E-Shelter/CCCM) Cluster in the event of a displacement crisis caused by a natural disaster. After the 2010 earthquake in Haiti, IOM personnel responded within 24 hours, providing and coordinating life-saving services and eventually partnering with the Government of Haiti and the international humanitarian community in the search for durable solutions to the displacement crisis. During the rainy seasons of 2010 and 2011, IOM acted as the agency of last resort in the provision of emergency shelters and NFIs for the over 1 million camp resident IDPs and affected communities beyond the camp setting.

### ***Cholera Response***

Only nine months after the January 2010 earthquake, vulnerability of the Haitian people increased due to the cholera epidemic, beginning in October 2010. Since the autumn of 2010, over 600,000 Haitians have been infected with the ailment and over 7,800 killed. IOM has and continues to work closely with the Ministry of Public Health and the Population (MSPP) to administer treatment and undertake prevention efforts to keep infection rates low in IDP camps. More specifically, IOM Haiti contributes to raising awareness amongst the population through mass sensitization campaigns, trainings of health brigadiers in early detection and response, and the establishment of Oral Rehydration Posts (ORPs).

On-going mass internal displacement compounded by a cholera epidemic and environmental vulnerability in a disaster-prone region demonstrates that the post-earthquake crisis is not yet over. To the contrary, urgent needs persist and life-saving measures still comprise much of the response today. That

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<sup>4</sup>African, Caribbean, and Pacific.



said, the challenges that pre-date the earthquake similarly require redress in tandem with the provision of life-saving assistance.

IOM-Haiti stands ready to accompany national authorities in responding to both the most urgent humanitarian needs as well as addressing the longer-term recovery requirements posed by the complexity of the post-earthquake situation through implementation of projects in the following programmatic areas:

- Camp Coordination and Camp Management (CCCM): Camp Management Operations, WASH, Site Planning, Protection;
- Migration and Data: Data Management, Census, Enumeration, and Land Tenure;
- Migration Health, including Psychosocial Assistance;
- Two-way Beneficiary Communications;
- Community Stabilization & Development (Housing & Urban Planning);
- Non-food items (NFI);
- Livelihoods;
- Disaster Risk Reduction (DRR);
- Migration Management: Counter-Trafficking, Assisted Voluntary Return and Reintegration (AVRR), and Capacity-Building on Migration Management (CBMM).

IOM has 53 active projects on-going in the above areas.

### *Financials/ Fund-Raising*

Overall, our fund-raising activities are moving in a positive direction. Since the earthquake, IOM Haiti has received over \$208 USD million dollars, of which \$12.5 USD million were raised through the *Consolidated Appeals Process 2012, inter alia*.

IOM Haiti has \$31 million in funds for projects that go beyond December 2012.

The mission's funding originates from an array of bilateral and multilateral partners, such as, the US, Spain, the UK, Sweden, Canada, Korea, Japan, Argentina, Brazil, CARICOM, ECHO, EU, and the World Bank.

### *Human Resources*

As of January 2013, there are 486 staff working with IOM-Haiti across 5 regional offices located in Leogane, Jacmel, Cap Haitien, Port-au-Prince, and Gonaives. At the height of the agency's post-earthquake operations, IOM employed over 1,000 employees, with over 90% national staff members.

IOM Haiti staff members come from a range of backgrounds both professionally and personally and main-



tains a gender balance of 40% female and 60% male staff-members.

To date, 60 trainings have been conducted for 905 IOM staff on Prevention of Sexual Exploitation and Abuse (PSEA). 24 Management staff have been trained in IOM Global's Project Development & Implementation. Furthermore, over 500 participants have been trained on CCCM, Disaster Risk Reduction, Gender Based Violence, Community Aid, and Capacity Building on Migration Management, *inter alia*.

### *Partnerships*

IOM continues to have solid partnerships with both national and international actors.

At the government level, we partner at various levels of government—from the Executive to the Ministerial and municipal levels. Some notable government partners are as follows:

- The UCLBP: the GOH counterpart for housing and reconstruction related matters- continues to partner with IOM both towards the implementation of on-going returns programs and priority neighbourhood development projects in metropolitan Port-au-Prince.
- The DPC: the GOH counterpart in charge of civil protection; falling under the Ministry of Interior, the DPC is the counterpart for all camp-related activities.
- ONM: falling under the Ministry for Haitians who live Abroad, the ONM is our direct counterpart for all migration management related issues, such as AVRR.
- ASEC, CASEC and Mairies: IOM implements all of its programming through local governance mechanisms to ensure sustainability.

At the International Community Level, IOM is part of the Integrated Strategic Framework (ISF) with the UN, is a member of both the UN Country Team and the Humanitarian Country Team.

IOM similarly works closely with key partners in secondment programs. For example, The Norwegian Refugee Council (NRC) remains a significant partner for IOM, providing technical assistance across IOM-Haiti's programmatic areas: from Site Planning and Protection, to the Shelter Cluster. IOM has also partnered with Argentina's *Cascos Blancos*, a technical unit under the Ministry of Interior that specializes in disasters and first response for the government of Argentina through the secondment of an urban planning expert; and the Danish Refugee Council (DRC), which provided technical expertise for the cholera response.

As the lead agency for the E-Shelter/NFI-CCCM Cluster<sup>5</sup>, IOM-Haiti engages the NGO community with 40 active member participants to the Cluster, such as J/PHRO, IFRC, and ECHO.

### 3.3.2. UN Framework in Haiti

#### *General Description*

The Integrated Strategic Framework (ISF) for the United Nations in Haiti represents the combined vision of the UN system in Haiti (MINUSTAH, UN Country Team and humanitarian agencies) aimed at improving

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<sup>5</sup> Website of the E-shelter and CCCM Cluster in Haiti, available at: <http://www.eshelter-cccmhaiti.info/jl/index.php>

safety and the rule of law, equitable economic development and social protection for the vulnerable. This ISF has the cross-cutting objective of strengthening government institutions and civil society– at central and departmental level-, on issues related to gender equity, environment respect and HIV/AIDS sensitization.

The ISF is aligned with several key GOH policies, namely the National Action Plan for the Recovery and Development of Haiti (March 2010) and the Strategic Plan for the Development of Haiti: Emerging Country in 2030 (2012). As a result, the ISF (like the Strategic Plan) lays out the expected results of the UN into the 4 prioritized areas for development set out by the GOH, namely:

1. Institutional Rebuilding;
2. Territorial Rebuilding;
3. Social Rebuilding;
4. Economic Rebuilding.

For agencies, funds and programs of the United Nations, the ISF replaces the Framework Plan for the United Nations Development Assistance Framework (UNDAF).

*The ISF & IOM*

IOM-Haiti will support the priorities laid out in the ISF and the *Strategic Plan (2012)*, through the implementation of projects aligned with the 4 priority areas for the GOH.

Expected Results in ISF (2012)	National Priorities/Strategies Supported in <i>Strategic Plan</i> -- that IOM will Support <sup>6</sup>
<b>1. Institutional Rebuilding</b>	
1.1 On the basis of a mutual commitment of the UN and Haitian authorities, <b>national institutions</b> , including those responsible for the rule of law, are further <b>strengthened</b> in order to fulfill the functions of government and provide basic services.	4.1. Revise the legal framework. 4.2. Strengthen national democratic institutions. 4.3. Modernize the central government. 4.7 Strengthen the justice and security administration.

<sup>6</sup>Note that in the GOH *Strategic Plan(2012)*, the section correspond as follows: 1.0 Territorial Reform, 2.0 Economic Reform, 3.0 Social Reform and 4.0 Institutional Reform.

1.2 The political environment is stable and democratic enough to ensure the continuity of national institutions and increased respect for human rights.	4.2. Strengthen national democratic institutions.
1.3 The non-state actors have been gradually strengthened to represent the demands and rights of their constituents including the women and at communal and departmental level.	4.2. Strengthen national democratic institutions. 4.6. Strengthen civil society.
1.4 The capacities of national institutions are strengthened in order to provide the population with a safe environment.	4.2. Strengthen national democratic institutions. 4.3. Modernize the central government. 4.7 Strengthen the justice and security administration.
1.5 Devolved and decentralized institutions of the state have the capacity to implement regional development strategies in a participatory manner.	1.1 Plan and develop the territories. 1.4 Renew the Urban sector. 4.5. Decentralize.
<b>2. Territorial Rebuilding</b>	
2.1. Community capacities (structure, empowerment) are strengthened for their participation in the definition, decision making and implementation of public policies, including programs of reconstruction and improvement of living conditions.	1.1 Plan and develop the territories. 1.4 Renew the Urban sector.
2.2. Environmental vulnerabilities are reduced and ecological potentialities developed by a sustainable management of natural and energy resources, within a decentralized territorial approach.	1.1 Plan and develop the territories. 1.2 Manage the environment. Manage watersheds.
2.3. The capacity of institutions (national and regional authorities) and civil society are strengthened for the prevention, management and response to natural disasters and hazards.	1.1 Plan and develop territories. 1.2 Manage the environment.
2.4. Mechanisms, development plans, and programs promoting the production of safe and decent housing for all are in place and implemented.	1.1 Plan and develop territories. 3.5 Increase access to housing. 1.4 Renew the Urban sector.

### 3. Economic Rebuilding

<p>3.2 The production and productivity of agriculture, livestock and fisheries have improved and agricultural employment increased through the adoption of methods of sustainable management of natural resources.</p>	<p>2.2: Modernize and revitalize the agriculture and livestock.</p> <p>2.2.1 Frame practices of agriculture and livestock.</p> <p>2.2.2. Facilitate the access to agriculture tools and inputs.</p> <p>2.2.3. Construction and rehabilitation of irrigation system.</p> <p>2.2.4. Establish a chain of storage for inputs and agricultural products.</p> <p>2.2.5 Establish a network of slaughterhouses and a cold chain for livestock products.</p> <p>2.3: Modernize and revitalize fishing.</p> <p>2.3.1 Frame the fishing practice.</p> <p>2.3.2. Facilitate the access to fishing tools and inputs.</p> <p>2.3.3. Settle a fish aggregating device.</p> <p>2.3.4 Plan the Collins lakes.</p> <p>2.3.5 Settle the fish farms.</p> <p>2.3.6. Settle aquatic farms.</p> <p>2.3.7. Establish a cold chain for fish products.</p>
<p>3.3. The productivity and competitiveness of Micro, Small and Medium Businesses (SMEs) are strengthened to promote the creation of decent jobs.</p>	<p>2.4: Support the Development of Industry (Production).</p> <p>2.5: Modernize and boost the service sector.</p> <p>2.6: Support development of tourism.</p> <p>2.8: Ensure the development of employment.</p>
<p>3.4. The technical capabilities of the workforce and management capacity of local entrepreneurs are enhanced to meet market demand and create the foundations for economic growth and job creation.</p>	<p>2.8: Ensure the development of employment.</p> <p>3.1: Strengthen vocational and technical training.</p>

3.5. Living conditions have improved in a sustainable manner through the support to the establishment of public investment initiatives and the green economy.	2.8: Ensure development of employment. 1.2: Manage the Environment.
<b>4. Social Rebuilding</b>	
4.1. Access to basic services (including health services, food, water and sanitation, housing) is increased by reducing financial barriers and improving the quality associated with the well-being of the population, the child survival and reducing maternal mortality.	3.3 Increase Access to Health Services.
4.4. A policy of protection against violence, abuse and exploitation of vulnerable groups including women, children and displaced persons, is developed and enforcement measures implemented.	3.9: Ensure Gender Equality. 3.8 Organize social solidarity.
4.6. The capacity of the national statistical system is strengthened to regularly collect, produce, disseminate and use reliable data on the socio-economic and demographic for decision-making, policy development and programs, and the fight against poverty.	<i>No priorities laid out in The Strategy (2012)</i>

**3.3.3. Governmental Framework:**

As previously noted, preceding the earthquake, Haiti was already the poorest country in the Western Hemisphere with serious social, political and economic stability concerns. The earthquake magnified these structural issues raising the need for an emergency humanitarian response. Promulgating from the rubble, were several GOH policies aimed at rehabilitating the country post-earthquake and addressing the structural issues that permitted the scale of the disaster to reach such epic proportions. The following are policies in place through which organizations, such as IOM, are to prioritize programming:

- ◆ *Strategic Plan for the Development of Haiti: Emerging Country in 2030 (May, 2012);*
- ◆ *Prime Minister Lamothe's General Policy (June, 2012);*
- ◆ *President Michel Martelly's 6 "E's";*
- ◆ *Housing, Habitat, and Urban Development National Policy (June 2012, draft).*

As an inter-governmental organization and a member of the United Nations Country Team, IOM's programming is to be aligned with the above GOH policies- offering both technical support and capacity-building in areas requested by the government. It is hence important to be well-versed in the contents of these new policies as articulated by the Martelly Administration. Note that elements of the immediate post-earthquake policy framework (e.g. Action Plan for National Recovery and Development of Haiti) are contained in the above policies, albeit revised to reflect the situation two years on.

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<sup>7</sup> As articulated in the Lamothe Policy.

## 4. MIGRATION TRENDS

### 4.1. Migration in the Caribbean



Haitians form a vibrant role in Caribbean migration playing key roles in labour migration and diaspora support to and from the country. That said, there are various forms of irregular and unsafe migration patterns among Haiti and its neighbours that warrant attention.

Irregular migration patterns amongst Haitian migrant workers within the Caribbean are highest to the Dominican Republic, Turks and Caicos Islands, and the Bahamas. There is a worrisome increase in the number of unaccompanied Haitian minors on their way to Guyana via the Dutch West Indies, often due parents first emigrating to establish themselves in the foreign country.

Irregular migration from the Caribbean to Haiti takes the form of Cubans continuing to seek a variety of means towards political asylum, among them crossing to Haiti or Jamaica by boat. Haiti is also an important transit route for irregular migrants from other parts of the world, notably, China, Sri Lanka, Africa, the Middle East, *inter alia*. Migrants from such parts of the world often stop in Haiti *en route* to more developed countries in the North, especially those in North America.

Trafficking in persons also persists in Haiti for the purposes of: (i) sexual exploitation to the DR and Jamaica, (ii) labour exploitation to the TCI, Bahamas, and the DR, (iii) and illegal adoption to the US, France, Canada and Europe (*see also Restavek* below).

Smuggling is similarly a problem to and from Haiti: Haitian (mostly) children are smuggled to the DR and Haitian adults to the US, and other Caribbean or North American countries. Smuggling usually occurs via the TCI-Bahamas route, due to USCG patrols which have moved traditional smuggling routes to the east. Smuggled migrants on their way to the US who find themselves stranded in the TCI and Bahamas are often exploited as labourers in these countries.

### *Irregular Migration from the Caribbean to abroad (Mainly North, Central and South America)*

Irregular Migration is frequent between Haitians to Peru and Ecuador, as the latter countries have liberal and or no visa requirements for Haitians. These countries are used as way stations to Brazil and, to a lesser degree, to Panama by commercial shipping vessels; the latter is supported by anecdotal evidence only.

The DR remains a major source country for VoTs who are sexually exploited in the US, Latin America and Europe, a large factor in this seems to be the gender bias of Dominican society.

### *Labour Migration*

There have been some positive developments in labour migration opportunities for Haitians. Haitians have access to the new US H2 seasonal worker visa scheme. In addition, Brazil has offered a 5-year “pathway to citizenship”. The US remains the primary country of destination for Haitians-- with family reunification being the predominant form of emigration authorization; the provision of green cards also plays a role. Dominicans main countries of emigration in terms of labour migration are the US, and Spain where they work largely in hospitality services.

Since 2008 there seems to be an increase in the rate of emigration from small island states that rely heavily on luxury tourism such as St. Kitts, St. Vincent and Grenadines, and St Lucia. This has also led to increased pressure on migrant workers residing in those countries (e.g. in the TCI) .

General trends in labour migration to, from and within the Caribbean are as follows:

- The French Department Guadeloupe has significantly higher rates of unemployment than mainland France.
- Filipino workers are becoming increasingly prevalent in the Caribbean, taking on management and wellness roles in the hospitality industry.
- A small amount of immigration from the Middle East, especially Christian Syrian and Lebanon, continue to arrive in the Caribbean, particularly in Haiti, and Jamaica.

### *Diaspora*

The Diaspora remains one of Haiti’s most valuable resources, with remittances making up 30% of GDP in 2011. IOM is exploring potential formal mechanisms and other ways to harness the human and financial capital of the Haitian Diaspora in support of the country’s development.

Borrowing from the trend in Jamaican diaspora, some Haitians abroad have created Associations for Haitians Living Abroad. However, these diaspora associations tend to form in areas where there is a significant concentration of middle to upper-class regular Haitian immigrants, such as the US, Canada, the Dominican Republic, and France. Places like the TCI, Bahamas, Jamaica and Dominica– where Haitians are mainly poor manual workers– have very limited access to communal and consular services.



## 4.2. Migration in Haiti



Migration patterns in post-earthquake Haiti are largely characterized by the presence of Internally Displaced Persons (IDPs) living in spontaneous encampments located throughout the earthquake-affected areas. At the height of the displacement crisis, approximately 1.5 million persons were displaced to over 1,500 camps. Three years later, there are 347,000 persons living across 450 camps located principally in metropolitan Port-au-Prince. Despite efforts to re-build the city and empty some of the camps through returns/resettlement programs, the displacement crisis in Haiti as it exists today still represents one of the largest displacement crises following a natural disaster in the world.

### Three Years Later: Displacement Estimates on the Third Anniversary of the Earthquake

Three years after the earthquake that struck Haiti, the December 2012 issue of the DTM estimates that 87,750 households remain in 450 IDP camps. This represents a population of 347,000 vulnerable individuals.

Weather and environmental vulnerability results in the cyclical nature of displacement in Haiti. With every rainy/hurricane season or drought, many Haitians find themselves in a situation of emergency displacement.

Lack of basic services and livelihood opportunities in rural areas has resulted in mass migration to urban areas that do not have the capacity to absorb the added populations.

### *Irregular migration to the DR*

Irregular migration to the DR is characterized by lax border controls, reported abuses of border authorities, and a large number of children crossing the border unaccompanied, smuggled, or trafficked. Infrastructure at the border, especially the lack of appropriate entry and exit monitoring equipment, is the main challenge, given the mountainous geography of the island.

Areas of particular concern in terms of smuggling and trafficking lie between Beladere and Ouanaminthe. There are an estimated 800,000 Haitians living in the DR and the new government has been applying a more rigorous, less rights-based approach to immigrants. IOM seeks to establish shared human rights principles, increase communication on the dangers of illegal migration, facilitate labour migration and im-

prove reception and accommodation structures available for returning migrants, UAMs and VoTs.

### *Internal Trafficking*

Internal trafficking in Haiti mainly takes the form of domestic labour known as the *Restavek System*<sup>8</sup>.

There are an estimated 200,000 to 300,000 children currently suffering this form of exploitation; approximately 60% are girls, of which 90% have reported physical abuse.

The System is caused by poverty: parents from poor, rural areas are told by recruiters that a better life is waiting for their children in urban areas, that the children will not have to work more than they do at home, and that they will be sent to school in exchange for their labour. This constitutes a major incentive for poor parents who are unable to provide an education to their children. The recruiter may be the same person as the exploiter and may be a member of the parents' families.

Upon arrival in their destination community *restavek* children are forced to work over 14 hours per day (carrying water, cleaning and cooking), are beaten, do not receive any education and in about 30% of cases, are victims of sexual violence. Children are usually recruited between 6-8 years old, just as they begin to attend school. A major element motivating parents to send their children away is the promise of free education.

The major areas of exploitation are Port-au-Prince, and the adjacent municipalities, Cap Haitien, St Marc, Gonaives, Les Cayes and Jacmel.

IOM supports *Restavek* children through direct assistance, the development of systems of referral for VoTs, lobby for the passage of the national law on Counter-Trafficking and reinforcement of bi-national cooperation with the DR.

### *Return of Haitian Migrants, including those returning from the US*

Haiti remains a major source of irregular migrants to the Caribbean and beyond. The major countries of destination are the US and the DR. A large number are rescued at sea after setting out in sea-unworthy vessels. These rescue operations are carried out by the US Coast Guard; IOM then provides return support.

With increased USCG patrols on the north shore of Haiti, many boats now attempt to steer to the east into the Atlantic toward the Turks and Caicos Islands. Boats generally land in TCI, and from there carry on to the Bahamas where smuggled migrants are then transferred to small speed boats that more easily evade USCG patrols. IOM seeks to continue to provide support to the National Office for Migration in order to reinforce its capacity to receive all returning migrants. Furthermore, through local communication campaigns in communities of origin IOM, seeks to discourage irregular migration.

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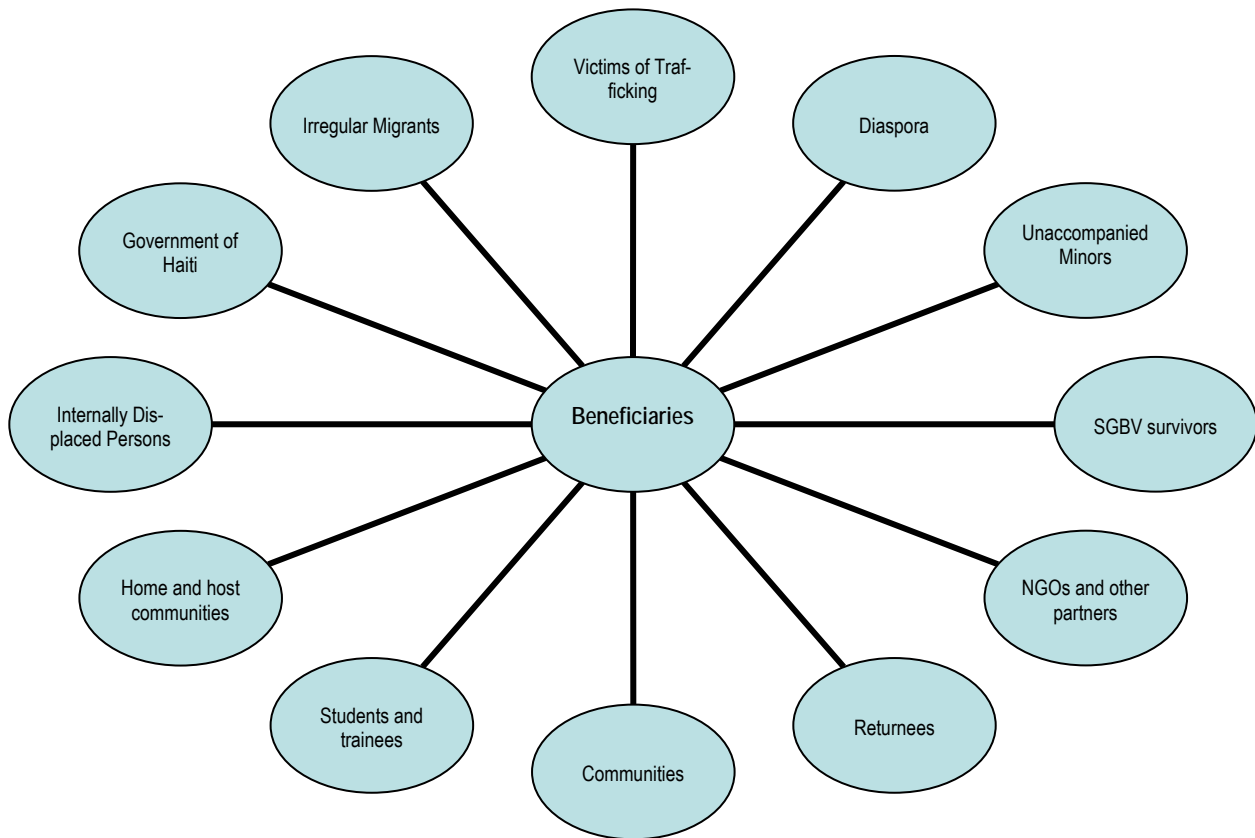
<sup>8</sup> The *Restavek System* should not be confused with "Family Solidarity" where children are treated in the same manner as the host families' own children (i.e. they are sent to school and not abused). This distinction is articulated in Haitian law in the 2003 Law on Domestic Servitude.

## 5. BENEFICIARIES

IOM Haiti works with myriad beneficiaries fully recognizing that it is only their engagement that sustainability of a project can occur.

Beneficiaries are represented in the figure below and include central and local government stakeholders, community leaders and members, the diaspora, partners, vulnerable persons, and earthquake-affected people, especially IDPs, *inter alia*.

Our beneficiaries are both direct and indirect and gender is a cross-cutting priority in beneficiary selection.



## 6. SUSTAINABILITY & CAPACITY BUILDING

Sustainability is a key element of IOM's programming in Haiti. As such, projects not only focus on deliverables but similarly on the *accompaniment* of beneficiaries and partners through the process, in order to strengthen capacity and increase the likelihood of sustainability for the project.

Capacity-building to GOH, NGOs, civil society, and other key partners will include the following elements: a) transfer of technical skills and knowledge; b) proposal and budget development; c) financial management; d) reporting; e) monitoring and evaluation; and f) infrastructure rehabilitation/construction and provision of equipments.

## 7. INSTITUTIONAL CAPACITY

It is not enough to gauge the need and the availability of resources. In order to provide the best possible services in an environment of increasing scarcity, it is important to evaluate capacity.

### SWOT Exercise<sup>9</sup>

#### STRENGTHS

- ◇ Expertise in project implementation;
- ◇ Extensive experience on the field with emergency operations;
- ◇ Good relations with partners and beneficiaries- in rural and urban areas;
- ◇ *Get things done* attitude and reputation
- ◇ Committed staff with low turnover;
- ◇ Solid reputation as a humanitarian agency;
- ◇ Well positioned: e.g. Cluster lead for both CCCM and E-Shelter;
- ◇ Seen as a credible authority on data related to the displacement and land tenure;
- ◇ We host key data relevant to both the displacement crisis (through DTM) and reconstruction, through the census of earthquake-affected areas.

#### WEAKNESSES

- ◇ Projectization;
- ◇ Not perceived as a recovery/development agency; seen as a humanitarian agency.

#### OPPORTUNITIES

- ◇ A full government has been installed and counterparts are more predictable;
- ◇ Many funding streams and partners have not spent their funds, especially development funds;
- ◇ There is an on-going displacement crisis that requires redress, in the form of soft and hard community construction/building;
- ◇ We have a migration mandate that allows us to contribute significantly to the inclusion of the Diaspora both economically and politically;
- ◇ There is a gap in recovery-capable partners.

#### THREATS

- ◇ There is limited interest in funding humanitarian activities;
- ◇ Loss of experienced and knowledgeable staff;
- ◇ Loss of experienced and knowledgeable partners externally, due to post-emergency down-sizing.

<sup>9</sup> The input was gathered from a SWOT analysis carried out by SIDA evaluators and facilitator from a Retreat in November 2011.

## 8. STRATEGIC OBJECTIVES FOR IOM HAITI

Recall that the overall objectives from IOM Haiti are three-fold:

- SO1: To further integrate the mission with the policy priorities of the GOH and those of our partners;
- SO2: To Strengthen our traditional migration portfolio, including migration and development; and
- SO3: To continue to fulfill our responsibilities to IDPs, including the provision of Durable Housing Solutions.

As the operational environment in Haiti changes from emergency to development and reflected in the GoH policy framework, the UN's approach and IOM's role in it, and the institutional capacity of the organization, the following priorities have been laid out:

### *Strategic Objective 1: To further integrate the mission with the policy priorities of the GOH and those of our partners*

*Deepening cooperation and coordination is crucial to achieving sustainable results in the next two years in Haiti. With the end of the emergency and, the inherent complexity of the development challenges facing the country, partnerships will be key to ensuring impact maximization.*

#### **#1: Increase Partner Liaison**

The new focus on recovery and development comes with the need to work together with our implementing partners— going beyond a results-oriented approach hitherto characterized by the emergency phase. Such an approach goes beyond coordination, but focuses on strengthening the capacity of Haitian institutions and long-term partners, with the aim of handing over our work. In order to do so, collation of all lessons-learned to date and sharing information is key as is outreach to engage and reinforce more local partners. The following strategic objectives should be prioritized in the next two years:

SO1.2.1      Increase outreach and support of local NGOs and civil society; and

SO1.2.2      Invest in social media and technology;

SO1.2.3      Increase production of best practices and lessons-learned material.

#### **#2 Accompaniment and Reinforcement of Government and Civil Society**

The current period is characterized by the government taking the lead on all issues that affect Haiti and the Haitian people; organizations such as IOM are to take the back-seat and support the government to arrive at sound policies and implement them accordingly. The following strategic objectives will be instituted to best accompany the GOH:

- SO1.3.1 Conduct regular trainings for local authorities and key GOH entities, such as the UCLBP, the Ministry of Interior, the Civil Protection Department (DPC, in French), and the Ministry of Planning (MTPCE);
- SO1.3.2 Establish a secondment system to key GOH entities, such as the UCLBP, the Ministry of Interior, the Civil Protection Department (DPC, in French), and the Ministry of Planning (MTPCE); and
- SO1.3.3 Ensure that direct implementation of operations are joint operations between IOM and the relevant GOH counterpart.

***Strategic Objective 2: To Strengthen our traditional migration portfolio, including migration and development***

*It is important not to lose our core traditional mandate—despite funding trends. As the international agency charged with ensuring the orderly migration of persons, it is the mission’s responsibility to make our partners focus on this issue.*

**#1: Migration and Development**

*As the main international organization focusing on migration, IOM acknowledges that migration – including diaspora – is a major force driving economic development in countries of origin. This is especially true where migrants and their relatives who remain in-country are empowered through access to relevant information and tools.*

*Picture taken by: Ben Depp*



IOM has global experience and expertise on issues related to economic development and the diaspora that will support the Economic Development goals of the country for 2030. As noted above, remittances account for an astounding 30% of the country’s GDP in 2011 and will likely contribute even more to the reconstruction and recovery phase; harnessing this largely untapped resource is aligned with the GoH priorities (see *Strategic Plan, 2030* and *Prime Minister’s General Policy*). The diverse ways in which migration issues can contribute to the development of the country and its people can be prioritized as follows:

- SO2.1.1 Mobilize the human, financial, material, and social resources of the Haitian diasporas for the recovery and socioeconomic development of Haiti;

- SO2.1.2 Mainstream migration and development strategies in legislation, policy and planning;
- SO2.1.3 Support the government in implementing new constitutional reform to permit out of country voting;
- SO2.1.4 Facilitate civic participation in governance through communication for social change;
- SO2.1.5 Develop and maintain strong relations with the Ministry of Haitians Living Abroad;
- SO2.1.6 Design and implement Integrated Border Management Programming;
- SO2.1.7 Increase M&E and research on migrations trends to and from Haiti and the region, in coordination with Regional Office;
- SO2.1.8 Strengthen public health services in camps and communities; and
- SO2.1.9 Support the GOH in producing a Migration Profile.

## #2: Preventing Unsafe Migration

*Haitian irregular migrants are assisted to return to their country of origin after the boat that carried them to the United States of America sank.*



Unsafe migration results in unwarranted deaths and abuses of Haitians seeking opportunities abroad. IOM can play a role in preventing such unnecessary losses of life by prioritizing the following objectives:

- SO2.2.1 To contribute to community violence reduction by improving economic opportunities and reducing community instability and irregular emigration;
- SO2.2.2 To promote stability and rule-of-law in transforming and recovering communities;

- SO2.2.3 To facilitate livelihoods and professional trainings in order to reduce brain drain;
- SO2.2.4: To sensitize the population on economic opportunities available in-country and difficulties to find employment abroad in order to reduce push factors;
- SO2.2.5 To facilitate the return and reintegration of Haitian migrants from abroad;
- SO2.2.6 To reduce risks of dangerous departures at sea;
- SO2.2.7 To contribute to the Government of Haiti's efforts to prevent and combat human trafficking, with particular relevance to the *Restavek* phenomenon; and
- SO2.2.8 To increase immigration service capacity to track migration flows and improve inter-agency and international cooperation (Immigration – Customs – Police).

### #3: Preventing Forced Migration

*Corail IDP site in the aftermath of Hurricane Tomas, November 2010*

*Haiti is particularly vulnerable to hurricanes and, because of deforestation, to mud-slides and flooding.*



It is a widely-held belief that the scale of disaster and displacement following the January 2010 earthquake would not have reached such catastrophic proportions had institutional weaknesses not been so pervasive. The cycle of natural disaster to Haiti is frequent. However, the death and damage toll need not rise to any level beyond that of its regional neighbours who are similarly subject to natural disasters. Prevention is hence key and should be seen through the lens of preventing the compulsory migration of persons in fear of their corporal being. IOM must engage in the following strategic objectives towards addressing the systemic weaknesses that contribute to loss of life from natural disasters:

- SO2.3.1: To mitigate the risk of, prepare for and respond to potential disasters in the near term as



well as reduce the risk faced by the Haitian population to potential disasters in the long term future;

SO2.3.2 Contribute to the development of a policy framework with the GOH towards the prevention of internal displacement caused by a natural disaster.

#### #4: Migration and Data

*Registration of some 4,641 families gets underway in Champs de Mars camp. Every family registered was assisted by IOM and the public square cleared.*



In Haiti, the value of information detailing migration patterns of IDPs has been critical towards: (i) the provision of life-saving services to earthquake-affected populations, (ii) tracking the spread of and responding with prevention and treatment to the cholera epidemic and (iii) tracking land and property uses and ownership towards the creation of urban plans and the reconstruction of homes to address displacement. IOM should continue to strengthen its credibility in this area through the following strategic objectives:

SO2.4.1: To support the GoH in the data gathering and management, especially related to migration;

SO2.4.2 To facilitate housing and neighbourhood reconstruction through the provision of clean data;

SO2.4.3 To facilitate humanitarian activities through the registration and monitoring of the camp population in all earthquake-affected communes; and

SO2.4.4 To address obstacles posed by the absence of a land tenure system in Haiti.

### *Strategic Objective 3: To continue to fulfill our responsibilities to IDPs, including the provision of Durable Housing Solutions*

*The mandate to provide assistance and protection to Internally Displaced People is accompanied by the responsibility to see displacement through to the end— when IDPs have access to or are provided with durable housing solutions. IOM needs to underline this responsibility and realign both its programming and advocacy accordingly.*

#### **#1: Maintain Capacity to Respond to Emergencies**

*More than two years after the January 2010 earthquake that struck Haiti, many camps are under pressure, as funds dry up for basic services like toilet desludging and tent repair.*



As the global cluster lead on Camp Coordination and Camp Management (CCCM) and with the in-country agency lead of the Shelter/NFI Cluster, IOM is the *last resort* agency responsible for providing life-saving and protection services to the 347,000 camp resident IDPs remaining in camps, and Shelter beneficiaries in the event of an emergency. Given the extreme vulnerability to natural disasters, and the endemic presence of cholera in-country, it is important that IOM maintain its current response capacity and lobby funding partners accordingly.

Project areas aligned with the above objective are as follows:

- SO3.1.1 To coordinate the overall response in camps in earthquake-affected areas, in cooperation with partners under the supervision of the Government of Haiti;
- SO3.1.2 To manage and monitor camps, with the express aim to handover to municipal/national authorities;
- SO3.1.3 To maintain a logistics pipeline that ensures that emergency relief supplies reach areas affected by disasters in a timely manner;
- SO3.1.4: To provide water and sanitation services in camps and communities of return, integration, or resettlement;
- SO3.1.5 To develop and mainstream protection methodologies within the CCCM activities;

- SO3.1.6 To build rapid response networks for vulnerable IDP groups;
- SO3.1.7 To support the GOH in addressing critical gaps in public health services provision for earthquake-affected IDPs and returnees; and
- SO3.1.8: To prevent and respond to Sexual and Gender-Based Violence (SGBV).

**#2: Provide Durable Solutions to Mobile Populations through Returns, Resettlement, and Integration**

*A Haitian earthquake victim in front of the IOM-built transitional shelter that allowed him to exit the camp where he lived for a year and a half.*



To date, the provision of durable housing solutions has focused on return and resettlement but not yet on integration. The following strategic objectives should be pursued with an emphasis on advocating for more approaches to ending displacement and engaging in policy advocacy towards the creation of a displacement-specific policy:

- SO3.2.1 To ensure durable housing solutions to IDPs to include return, integration and resettlement/relocation;
- SO3.2.2 To continue to coordinate the return operations of camp residents ensuring the dignified return of persons living in camps, in conformity with international guidelines and principles and prioritizing most vulnerable groups;
- SO3.2.3 To support the GOH and local communities by providing urban planning, land tenure, and design services and technical assistance towards the provision of durable housing solutions to IDPs;
- SO3.2.4 To provide services for beneficiary selection for durable housing solution projects to government and partners;
- SO3.2.5 To establish criteria to determine when a durable solution has been provided to an IDP; and
- SO3.2.6 To ensure that the GOH policies are clearly explained to beneficiaries and that the latter's needs are listened to through effective, two-way communication strategies.



## ANNEX 1: MIGRATION AREAS AND STRATEGIC OBJECTIVES

Strategic Area	Strategic Objectives	Programmatic Strategic Interventions
<p>Providing Durable Solutions</p> <p>Provision of Durable Solutions to IDPs, Housing, Urban &amp; Site Planning, and Community Stabilization</p>	<ul style="list-style-type: none"> <li>◆ To provide durable housing solutions to Internally Displaced Persons affected by the January 2010 Earthquake and currently living in camps;</li> <li>◆ To provide for minimum SPHERE standards for IDPs;</li> <li>◆ To facilitate the return of IDPs through the construction of permanent housing solutions; and</li> <li>◆ To participate in the upgrading of neighborhoods.</li> <li>◆ To identify, develop and construct safe, durable and sustainable return, integration, or resettlement solutions for IDPs; and</li> <li>◆ To provide urban planning, design and policy assistance to GOH and external partners towards the provision of durable housing solutions for IDPs</li> <li>◆ To contribute to community violence reduction by improving economic opportunities and reducing community instability and risks of flight; and</li> <li>◆ To promote stability in transforming and recovering communities through empowering community leaders and projects that implies community involvement.</li> <li>◆ To empower government officials and institutions vis-à-vis the communities, especially in destitute and turbulent areas</li> </ul>	<ul style="list-style-type: none"> <li>◇ Mobilize communities and select beneficiaries;</li> <li>◇ Provide shelters (emergency, transitional and permanent) to earthquake-affected people;</li> <li>◇ Provide permanent housing solutions to IDPs;</li> <li>◇ Demolish unsound houses and remove rubble;</li> <li>◇ Construct retaining walls;</li> <li>◇ Improve drainage system;</li> <li>◇ Rehabilitate communal infrastructure.</li> <li>◇ Assess suitability of lands identified for return, integration, or resettlement (e.g. legal status, environmental risk, land use, topographical land surveys inter alia);</li> <li>◇ Develop and design holistic Community Development Plans for return, integration, or resettlement through Participatory Planning procedures in compliance with national and international norms and standards;</li> <li>◇ Manage and implement site and community construction and reconstruction (e.g. site clearance, demolition and debris removal, earthworks, soil stabilization, earth surfacing, storm and surface water management, solid waste management, public lighting, disaster risk reducing measurements / mitigation works, mobility infrastructure inter alia);</li> <li>◇ Coordinate with key planning and housing actors; and</li> <li>◇ Support and strengthen GoH's capacity to respond to urban planning prospects.</li> <li>◇ Implement soil conservation and reforestation activities;</li> <li>◇ Improve drainage system;</li> <li>◇ Rehabilitate roads and infrastructures;</li> <li>◇ Demolish unsound houses and remove rubble;</li> <li>◇ Rehabilitate schools and community centres;</li> <li>◇ Improve water and sanitation system;</li> <li>◇ Implement community sensitization campaigns</li> <li>◇ Repair, rehabilitate government facilities (commissariats, tribunals, penitentiaries, hospitals)</li> </ul>

Migration and Development	Diaspora	<ul style="list-style-type: none"> <li>◆ To mobilize the human, financial, material, and social resources of the Haitian Diaspora for the recovery and socioeconomic development of Haiti; and</li> <li>◆ To ensure the inclusion of migration and development strategies in policy and planning.</li> </ul>	<ul style="list-style-type: none"> <li>◇ Conduct capacity building and training activities of staff from the relevant Ministries and governmental institutions to facilitate the inclusion of the Diaspora in the political and economic life of the country;</li> <li>◇ Facilitate the participation of and mobilize the Haitian Diaspora for the reconstruction and development of Haiti;</li> </ul>
	Livelihoods	<ul style="list-style-type: none"> <li>◆ To empower vulnerable people through the facilitation of creation of sustainable income-generating activities for vulnerable households living in camps, volatile urban areas and poor rural areas;</li> <li>◆ To facilitate access to economic opportunities and professional trainings in order to mitigate the push factors; and</li> <li>◆ To sensitize the population on economic opportunities available in-country and difficulties to find employment abroad in order to reduce push factors.</li> </ul>	<ul style="list-style-type: none"> <li>◇ Advocate for migration policies including Diaspora-related topics.</li> <li>◇ Develop different options of vocational training and income-generating activities, adapted to targeted beneficiaries, areas, and economic opportunities;</li> <li>◇ Develop direct income-generating activities that do not require training;</li> <li>◇ Conduct trainings of vulnerable groups, particularly IDPs and youth;</li> <li>◇ Promote partnership with private actors to ensure the placing of trained beneficiaries;</li> <li>◇ Assist trained beneficiaries to create a profitable and sustainable business through the provision of items required for the conduct of their trade;</li> </ul>
Migration Management	AVRR	<ul style="list-style-type: none"> <li>◆ To facilitate the return and reintegration of Haitian migrants from abroad; and</li> <li>◆ To reduce risks of dangerous departures at sea.</li> </ul>	<ul style="list-style-type: none"> <li>◇ Provide immediate relief to Haitian repatriates upon arrival;</li> <li>◇ Build up government and private reintegration services for returnees;</li> <li>◇ Provide reintegration services to returnees;</li> <li>◇ Perform public sensitization campaign in Northern Haiti.</li> </ul>

Migration Management	Counter-Trafficking and Anti-Smuggling	To contribute to the Government of Haiti's efforts to prevent and combat human trafficking and migrant smuggling.	<ul style="list-style-type: none"> <li>◇ Provide direct assistance to VoTs in cooperation with local actors with a view to reinforcing their capacity to take ownership of the process;</li> <li>◇ Support the development and reinforcement of institutions and legal frameworks relevant to the prosecution of Trafficking in Persons (TIP) crimes;</li> <li>◇ Enhance GoH's capacity to fight against human trafficking and migrant smuggling;</li> <li>◇ Facilitate the adoption of a draft law on Counter-Trafficking;</li> <li>◇ Coordinate and foster partnership with local governmental and NGO actors as well as international organizational, governmental and NGO stakeholders;</li> <li>◇ Develop targeted awareness raising and sensitization campaigns to prevent trafficking in persons and migrant smuggling;</li> <li>◇ To produce trafficking policies;</li> <li>◇ Advocate to government and partners;</li> <li>◇ Facilitate the adoption on the draft law on Counter-Trafficking.</li> </ul>
Integrated Border Management CBMM		To increase immigration service capacity to track migration flows and improve inter-agency and international cooperation (Immigration – Customs – Police).	<ul style="list-style-type: none"> <li>◇ Improve the security of Haitian land, sea and air borders to reduce the occurrence of transnational organized crime, especially the prevalence of trafficking in persons and migrant smuggling;</li> <li>◇ Automate migrant processing; Very Small Aperture Terminals (VSATs);</li> <li>◇ Provide joint training to the 3 border agencies on Integrated Migration/Border Management;</li> <li>◇ Strengthen cross border cooperation (HT-DR);</li> </ul>
Assistance to Internally Displaced Persons	CCCM-Ops	<ul style="list-style-type: none"> <li>◆ To coordinate the overall response in camps in earthquake-affected areas, in cooperation with partners including the Government of Haiti;</li> <li>◆ To coordinate the return operations of camp residents; and</li> <li>◆ To facilitate the closure of camps and ending of displacement.</li> </ul>	<ul style="list-style-type: none"> <li>◇ Manage camps hosting people displaced by the January 2010 earthquake;</li> <li>◇ Ensure the provision of basic services to camp residents;</li> <li>◇ Provide assistance and protection to the most vulnerable IDPs;</li> <li>◇ Facilitate the return, local integration and relocation of IDPs.</li> </ul>

CCCM Units

<p>CMO/Return</p>	<ul style="list-style-type: none"> <li>◆ To manage and monitor camps;</li> <li>◆ To ensure the dignified return of persons living in camps; and</li> <li>◆ To ensure the closure of all camps.</li> </ul>	<ul style="list-style-type: none"> <li>◇ Manage and monitor camps ;</li> <li>◇ Provide emergency response in camps;</li> <li>◇ Provide assistance in eviction cases through mediation or relocation;</li> <li>◇ Facilitate the return or relocation of persons displaced and still living in camps.</li> </ul>
<p>WASH</p>	<p>To provide minimum water and sanitation services to IDPs in camps, as well as accompany beneficiaries throughout the return process.</p>	<ul style="list-style-type: none"> <li>◇ Implementation of water and sanitation infrastructure (e.g. hand washing stations, latrines);</li> <li>◇ Conduct mitigation works;</li> <li>◇ Implement solid waste management activities;</li> <li>◇ Implement hygiene promotion activities.</li> </ul>
<p>Protection</p>	<ul style="list-style-type: none"> <li>◆ To develop and mainstream protection methodologies within the CCCM activities;</li> <li>◆ To build rapid response networks for vulnerable IDP groups;</li> <li>◆ To provide a comprehensive response and prevention program to IDP victims/survivors of GBV through direct response, coordination and capacity building of key actors and institutions;</li> <li>◆ To provide immediate response to child protection and other vulnerable IDPs; and</li> <li>◆ To advocate and develop protection policies and standard operating procedures focusing on IDPs.</li> </ul>	<ul style="list-style-type: none"> <li>◇ Identify, refer and follow individual cases;</li> <li>◇ Train IOM staff and external actors on protection standards;</li> <li>◇ Jointly perform camp activities with IOM units;</li> <li>◇ Reinforce the capacities of local actors to respond to the protection needs of returned and remaining IDPs;</li> <li>◇ Improve safety conditions in camps;</li> <li>◇ Improve the services and the response capacity to the most urgent cases reported;</li> <li>◇ Coordinate with key security and protection actors.</li> </ul>



<p>Disaster Risk Reduction</p>	<p>◆ To reduce disaster risk through government and civil society engagement;  ◆ To facilitate the provision of durable solutions to IDPs, and prevent the recurrence of internal displacement; and  ◆ To prepare for and respond to potential disasters in the near term as well as reduce the risk faced by the Haitian population to potential disasters in the future.</p>	<p>◇ Strengthen GoH's capacity and DPC's to prevent and respond to natural disasters;  ◇ Build capacities of NGOs and communities;  ◇ Construct evacuation shelters and train relevant actors on their use;  ◇ Rehabilitate and construct infrastructures;  ◇ Implement reforestation, soil conservation, and flood control activities;  ◇ Facilitate the preparation for hurricane season;  ◇ Provide NFIs in cases of emergency;  ◇ Raise awareness and strengthen the response capacities of the population.</p>
<p>Provision of life-saving NFIs</p>	<p>To develop and maintain an elaborate system and structure that ensures that emergency relief supplies reach areas affected by disasters in a timely manner.</p>	<p>◇ Distribution of life-saving emergency relief supplies to disaster-affected people;  ◇ Pre-positioning of NFIs in disaster-prone areas as a contingency measure;  ◇ Engagement of the government and civil society in the distribution of relief supplies;  ◇ Post-distribution monitoring for evaluation of the adequacy and relevance of NFIs;  ◇ Develop and maintain emergency response capacities in Port-au-Prince and regional nodes;  ◇ Accountability and reporting to NFIs commitments as made by the government, civil society organizations, and the private sector.</p>
<p>Operations</p>	<p>Maintain Capacity to Respond to Emergencies</p>	<p>Maintain field teams from CCCM CMO and DMU Registration to conduct operations during emergencies.</p>
<p>DMU (Census &amp; GIS)</p>	<p>◆ To support overall reconstruction initiatives through the development and implementation of various data management programs in Haiti;  ◆ To support the GoH in the data gathering and management, especially relating to migration ;</p>	<p>◇ Monitor the displacement situation;  ◇ Provide data to humanitarian actors and GoH to better direct humanitarian and development efforts;  ◇ Evaluate the projects implemented by humanitarian actors and GoH;  ◇ Develop and establish regional-level programs in data management.</p>
<p>Preventing Forced Migration, &amp; Providing Emergency and Recovery Response</p>		<p>Migration and Data</p>

Migration and Data		<ul style="list-style-type: none"> <li>◆ To facilitate housing and neighborhood reconstruction through the provision of clear data; and</li> <li>◆ To facilitate humanitarian activities through the registration and monitoring of the camp population in all earthquake-affected communes.</li> </ul>	
	OLTB	To address obstacles posed by the absence of a land tenure system in Haiti.	<ul style="list-style-type: none"> <li>◇ Continue enumeration activities in informal settlements;</li> <li>◇ Move towards the formalization and regularization of camps to ensure the provision of durable solutions for IDPs;</li> <li>◇ Articulate a land-tenure policy and approach with relevant partners and support the GoH in land-tenure related issues.</li> </ul>
Cross-Cutting Issues	Migration Health	<ul style="list-style-type: none"> <li>◆ To support the GoH in addressing critical gaps in public health services provision for earthquake-affected IDPs and returnees;</li> <li>◆ To strengthen public health services in settlements.</li> </ul>	<ul style="list-style-type: none"> <li>◇ Direct psychosocial support in priority IDP camps;</li> <li>◇ Enhance psychosocially aware humanitarian assistance;</li> <li>◇ To facilitate safe, dignified and sustainable return and reintegration for the most vulnerable IDPs through addressing health and psychosocial barriers before, during and after return from IDP camps;</li> <li>◇ To reduce morbidity and mortality from cholera and water-borne diseases in IDP camps, vulnerable rural communities and border areas;</li> <li>◇ Build capacity of MSPP and health actors in Haiti.</li> </ul>
	Communications	To allow people to improve their lives through civic participation in governance through communication for social change.	<ul style="list-style-type: none"> <li>◇ Support other IOM programs to disseminate key messages to the population and beneficiaries;</li> <li>◇ Produce graphic material for low-literacy people providing information on major issues and the humanitarian actors' work;</li> <li>◇ Conduct screenings in camps and communities;</li> <li>◇ Design culturally-adapted films following the participative approach.</li> </ul>



## International Organization for Migration

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