

VI. RECOMMENDATIONS

A. Facilitating the Return to Democracy

1. COP should continue to work on concrete activities and with the existing community organizations, via local representations rather than seeking to direct scarce resources and energies for strictly civic education or to help in the creation of new groups.
2. COP should continue to work in a democratic manner with local officials, but also allow for some direct dealings with community organizations, particularly if local officials fall back into the chronic stance of non-responsiveness of previous periods.
3. As CGP approaches its termination, experiences should be shared with USAID/Haiti, other donors and government authorities to assist in longer range planning for local government development in Haiti.
4. OTI/IOM should continue the mode of participatory discussions and activities, involving both citizens and local officials, so as to provide practice in and reinforcement of democratic processes.
5. While the opportune time for municipal improvement projects may have passed for the CGP, OTI/IOM should coordinate with USAID/Haiti to determine whether such activities would help other USAID projects (e.g., Administration of Justice [AOJ]) to further reduce intimidation. Otherwise CGP should continue to focus on concrete community micro-projects.
6. OTI/IOM should continue to insist upon the full support of community groups and citizens in the planning and implementation of COP micro-projects.
7. In the few cases where COP might assist municipal activities (such as aid to other USAID projects). OTI/IOM should not necessarily insist on its usual requirement of community support or voluntary labor, particularly if there is not likely to be any concrete benefit to the people.
8. OTI/IOM should continue to focus COP resources on rural areas and remote urban centers as a means of benefitting those people so long neglected by the leadership in Port-au-Prince.
9. OTI/IOM should continue to work with CACs during the remainder of the extended COP and provide their assessments to USAID/Haiti and its contracts.
10. USAID and the military should schedule more frequent exchanges of information both at headquarters and on-the-ground to assure proper planning, coordination and continued maximum use of resources.
11. USAID and the military should designate official points-of-contact in their respective organizations in Haiti and elsewhere to coordinate these joint efforts.

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12. If the Canadian replacements for the U.S. military in the UN operation do not now plan to continue a civil affairs function, they should be encouraged to do so and to collaborate with

OTI/IOM.

B. Performance of IOM:

1. OTI/IOM should establish as many linkages as possible with other USAID and donor activities.
 2. OTI/IOM need to further solidify its management and documentation to facilitate the approaching phase-out of this program, an orderly hand-off to others and any further assessments or determinations of added lessons learned for use elsewhere.
 3. OTI/IOM need to continue with management improvements to cap off this successful program while also making known to the government and citizens that CGP is just one further example of U.S. support for both the restoration of democracy in Haiti and improved living conditions for the Haitian people.
 4. To the maximum extent possible, OTI and IOM should use the tried and proven management methods of their respective organizations to save time, effort and money.
 5. OTI/IOM should try to move qualified Haitian women into positions of greater responsibility among COP project staff.
- C. OTI/IOM should increasingly emphasize training of Haitian staff and counterparts as the COP prepares to phase-out and as a means of assuring greater sustainability of the democratic processes and management practices so well demonstrated in COP.

C. Next Steps:

1. OTI should carefully stipulate the purposes of an extension of COP and indicate the exact plans, conditions, and anticipated results of that extension in the amendment to the grant to IOM. In the context of the COP extension. OTI/IOM also need to develop specific work plans to address the close-out of the project.
2. Particularly now that the COP is to be extended to a total of two years, OTI/IOM should focus increasing efforts on maintenance of physical facilities as a matter of cost effectiveness as well as a further means of applying democratic processes.
3. As part of the CGP/IOM grant extension, OTI, in consultation with USAID/Haiti, should develop a realistic work plan with IOM regarding how CACs can better develop their capabilities to obtain resources from others.
4. OTI/IOM should keep an open mind about the future role of CACs and not commit to their continued existence as separate organizations. The impending elections for local assemblies may very well eliminate any further need for CACs, but that is a local decision. If CACs do not prove their worth in terms of obtaining and directing needed resources, there is little reason to

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perpetuate them. Instead, OTI/IOM should focus on the functions and democratic processes provided by CACs and share the benefits of that experience with USAID/Haiti and other implementing agents.

5. IOM/OTI and USAID/Haiti need to share information and coordinate efforts regarding the funding of local government development projects so that operating assumptions and activities are as realistic as possible.
6. OTI/IOM should actively seek opportunities to disseminate COP experiences so that others might carry these efforts forward.

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