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# Emergency Plan of Action Final Report

## Haiti: Civil Unrest

 International Federation  
of Red Cross and Red Crescent Societies

|   |   |
|---|---|
| <b>DREF operation n° MDRHT016</b>   |   |
| <b>Date of Issue:</b> 16 October 2019   |   |
| <b>Operation Start Date:</b> 17 February 2019   | <b>Operation end date:</b> 17 July 2019             |
| <b>Host National Society:</b> Haitian Red Cross   | <b>Operation budget:</b> 321,861 Swiss francs (CHF) |
| <b>Number of people affected:</b> No official numbers available   | <b>Number of people assisted:</b> 89                |
| <b>N° of National Societies involved in the operation:</b> The International Federation of Red Cross and Red Crescent Societies (IFRC), the International Committee of the Red Cross (ICRC), Partner National Societies (PNS): The American Red Cross, The Canadian Red Cross, The Dutch Red Cross, The French Red Cross, The German Red Cross, The Spanish Red Cross and the Swiss Red Cross.  |   |
| <b>N° of other partner organizations involved in the operation:</b> The Ministry of Public Health and the Population, The National Ambulance Center, The Direction of Civil Protection, The United Nations Mission for Justice Support in Haiti (MINUJUSTH), UNICEF, DINEPA.  |   |
| The major donors and partners of the Disaster Relief Emergency Fund (DREF) include the Red Cross Societies and governments of Belgium, Britain, Canada, Denmark, German, Ireland, Italy, Japan, Luxembourg, New Zealand, Norway, Republic of Korea, Spain, Sweden and Switzerland, as well as DG ECHO and Blizzard Entertainment, Mondelez International Foundation, and Fortive Corporation and other corporate and private donors. The IFRC, on behalf of the national society, would like to extend thanks to all for their generous contributions. AECID (Spanish Agency for International Development Cooperation) and the government of Canada have replenished the DREF in the occasion of this operation. |   |
| <b>The Haitian Red Cross spent a total of 211,364 CHF. The remaining balance of 110,497 CHF will be reimbursed to the Disaster Relief Emergency Fund.</b>   |   |

[<Click here for the Final Financial Report and here for the contact information >](#)

## A. SITUATION ANALYSIS

### Description of the disaster

Since January 2019 large protests have taken place in the capital and other main cities of the country.

The socio-economic crisis and the devaluation of the local currency, the Gourde, against the American dollar (USD) and the resulting increase in prices have fuelled a strong public discontent. Fuel shortages have sparked riots and have led to interrupted water supplies, while people have struggled to find fuel for their generators, stoves, and vehicles. At least 17 people have died and nearly 200 have been injured in the recent protests, according to the Haiti-based National Network for the Defense of Human Rights.<sup>1</sup>

The current protracted economic crisis has generated an inflation rate of nearly 18%<sup>2</sup> over a one-year period; reaching at least 20% on rice and 30% on certain other food products. It is also hampering the stability of all petrol-products' supply throughout the country; which has heavy impacts on



*Photo: Haitian volunteers providing First Aid services during protests. Source: Haitian Red Cross. 2019*

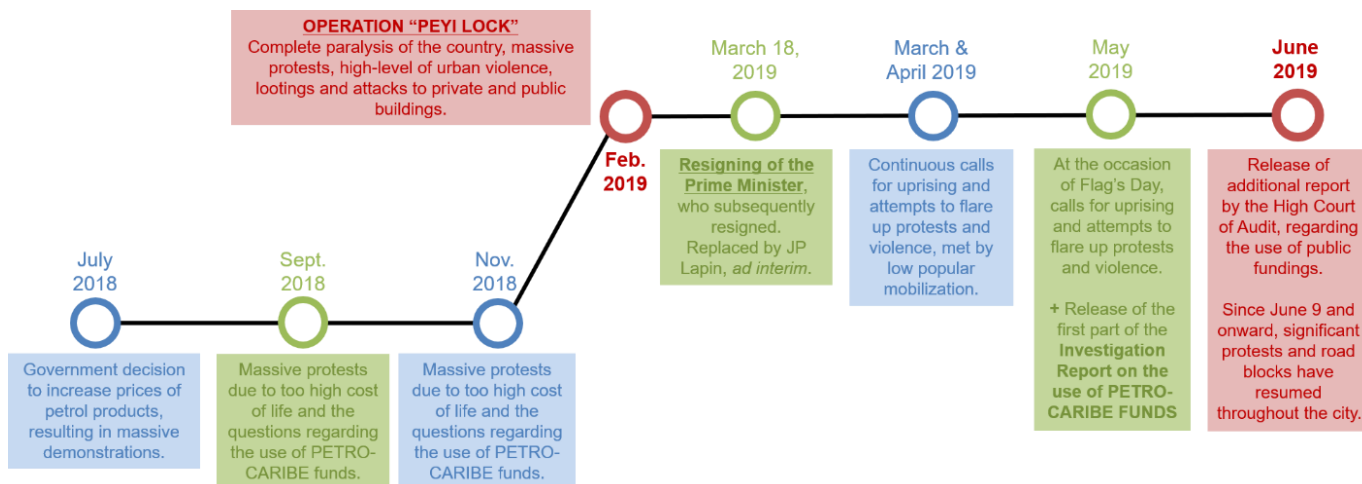
<sup>1</sup> [The New Humanitarian. Food and medical aid under threat as Haiti protests worsen. 7 October 2019.](#)

<sup>2</sup> Institut Haitien de Statistique et d'Informatique (IHSI).

transports and electricity supply.

At humanitarian needs level, the United Nations (UN) figures identify nearly 2.6 million people in situation of food insecurity<sup>3</sup>; with a specific vulnerability for the population which hardly recovered from the previous disasters (hurricane Matthew, earthquake in the North, January drought and/or cholera outbreaks).

As a result, the context in Haiti remains tense, with sporadic small protests and roadblocks throughout the country. Acts of violence, as infighting between criminal groups, have been occurring on a regular basis but generally limited to specific areas. As detailed in the timeline below, several calls for protests have been issued by civil society groups between March & May 2019, with low popular mobilization, however.



On June 9, 2019, however, the release by the High Court of Audit of its conclusions regarding the Petro-Caribe file has fuelled up a new round of protests. Stronger calls for mobilization and blockades have been issued; with higher level of mobilization from the population throughout the country.

Until July 2019, the situation remained tensed, but no major disruption had been reported in the country.

## Summary of response

### Overview of Host National Society

Since the beginning of the operation, The Haitian Red Cross have been monitoring closely all the situation to support the people affected by the civil unrest, as well as following contingency plans to secure its assets and protect its staff. The National Society has implemented the following actions in preparedness or response to the current situation:

- Constitution of an emergency coordination core group in charge of collecting information from the field and publishing situation reports.
- DREF management team constituted.
- Mobilization of 55 first-aid volunteers at headquarter level and 17 first aid volunteers in most of the regions (see figures below):



Photo: Haitian volunteers providing First Aid services during protests. Source: Haitian Red Cross. 2019

<sup>3</sup> Haiti Humanitarian Response Plan 2019.

| Regional Comity  | Number of Volunteers |
|--|----------------------|
| Sud  | 17 Volunteers        |
| Haut Artibonite  | 17 Volunteers        |
| Les Palmes   | 17 Volunteers        |
| Nord   | 17 Volunteers        |
| Bas Plateau  | 17 Volunteers        |
| Belladere Comité Local   | 5 Volunteers         |
| Ganthier Comité Local  | 5 Volunteers         |
| Service Ambulancier Ouest<br>Métropolitain (Head Quarter<br>Level) | 55 Volunteers        |

- Mobilization of Service Ambulance Ouest Metropolitain (SAOM) volunteers to first aid and pre-hospital actions during the events (see table below)
- Sensitization of SAOM volunteers to Safer Access methodology, in coordination with the ICRC.
- Sensitization training of 26 HRC volunteers to fundamental principles, use of the emblem and sharing key messages from Cabaret, Carrefour-Feuilles, Tabarre, Delmas, Piéton Ville and Arcahaie.
- Workshop on operational security with teams of SAOM.
- Presential Stay Safe training provided to SAOM volunteers, and volunteers from the local comité of Tabarre, Delmas, Pétion Ville.
- Stay Safe training CD's shared with Bas Artibonite region.

#### Haitian Red Cross Volunteers trained in Stay Safe

| Region              | Number of Volunteers | Completed |
|---------------------|----------------------|-----------|
| Ouest Métropolitain | 80                   | 75        |
| Bas Artibonite      | 40                   | 37        |

- High intensity training designed and given to 60 people for Haitian Red Cross and Partner National Societies
- Supplementary training for drivers of HRC and PNS to strengthen their capacity to drive in complex security context.
- Information Management Training for 22 staff and volunteers of the National Society.
- Volunteers: visibility and protection items purchased and received (100 vests and 100 helmets)
- Volunteers insured (150 volunteers insure for 5 months with local insurance DASH).
- Ambulance service: 7 vehicles maintained in Port-au-Prince and regions.
- Purchase of 7 prehospital care kits and 7 first aid kits for ambulances
- RLF: 2 teams of 4 people identified to roll out activity. Restoring Family Links (RFL) points activated in Malpasse and Beladere. and SIM cards have been procured. The RLF activities were cancelled in the last revision of the DREF. Volunteer teams remain mobilized in the area to monitor situation and report possible needs.
- Communication: Radio Spot broadcasted on local radios. Content of the radio spot has been updated to improve efficiency.
- 5,000 Sensitization and RLF pamphlets redesigned and printed: 2,000 pamphlets on Red Cross mandate, 2,000 pamphlets on Red Cross emblem, 1,000 pamphlets on RLF
- DREF operations implementation is coordinated with PNSs for improved efficiency; specifically, in the regions
- Safer Access draft action plan has been developed with IFRC and International Committee of the Red Cross (ICRC) and presented/shared with HRC
- A security assessment has been carried out by IFRC regional security coordinator
- Contingency satellite phones activated

Two observation and reporting cells have been created in order to closely monitor the events and report in order to facilitate the decision-making process and improve security of volunteers and PNS in the country.

The Haitian Red Cross strengthened coordination with the regions in order to report on events affecting the different areas of the country.

#### Overview of Red Cross Red Crescent Movement in country

The International Federation of Red Cross and Red Crescent Societies counts with an office in Port-au-Prince. The Country Cluster Support Team and the America's Regional Office have been providing support for movement coordination and monitoring of the security situation. The CCST office of Port-au-Prince is completely dedicated to support the HRC with the implementation of the DREF; managing the funds in their entirety.

The following actions have been implemented:

- Surge Operations Coordinator deployed to Haiti from 27 February until 26 April.
- Second Surge Operations Coordinator deployed to Haiti since 09 June.
- IFRC CCST DM deployed from 11 February to 7 March.
- Monitoring visits/support to operations implementation of CCST DM to Haiti on 7-12 April and on 9-17 June.
- IFRC CCST prepared to support Haitian Red Cross with management of DREF's financial operations
- Surge security personnel hired as of 8 March.
- Contingency plans activated for IFRC staff in country.
- Security Orange phase declared since 12 February.
- Weekly security coordination meetings held with Movement partners.
- Coordination with other humanitarian actors involved in Haiti, including donors and UN agencies.

The ICRC has been supporting the Haitian Red Cross from its Panama Regional Office. The ICRC is an active member of the coordination mechanism established to address the situation, by supporting the elaboration of a radio campaign that aims to encourage the respect of the emblem and promote the work of the Red Cross Movement. ICRC is in constant and direct coordination with the IFRC.

Seven Partner National Societies (PNS) are currently operating in the country and hold presence through a delegation: The American Red Cross, the Canadian Red Cross, the Dutch Red Cross, the French Red Cross, The German Red Cross, The Spanish Red Cross and the Swiss Red Cross. Each of them implements joint programs with the Haitian Red Cross in fields such as: health, water, sanitation and hygiene (WASH), disaster risk reduction, food security and livelihoods, and preparedness and organizational development, with a total staff of 20 international delegates.

None of the PNS acting in Haiti operate under a security integration agreement with the IFRC. Consequently, security is self-managed. However, the movement is maintaining the organization of a weekly security meeting with presence of HRC, IFRC, and all PNSs involved in country.

IFRC and ICRC have worked closely to align strategies to best support the National Society. A joint document for enhanced safer access has been produced.

IFRC is also providing support to PNS's with advices related to security management even if the latter do not count with a security integration agreement with IFRC. A High Intensity Training has been offered to 60 staff from HRC and PNS to strengthen individual capacities. A specific training has also been offered for HRC and PNS drivers.

### **Overview of non-RCRC actors in country**

The Ministry of Public Health and the People, and the National Ambulance Service have been coordinating their actions with the Haitian Red Cross in a bilateral manner.

OCHA and other UN partners have been coordinating on a regular basis. Both IFRC and HRC have been attending the "Intersectoral" meetings held every two weeks which aims to update and coordinate field activities of all partners.

UNICEF provided safe drinking water to close to 1,000,000 people in the country; mainly in the metropolitan area during the crisis in February 2019. UNICEF also provided 18,000 gallons of fuel to DINEPA in order to support continuity of pumping operations.

The complexity of the security situation implied several humanitarian agencies (UN/NGO's) had to temporarily suspend their activities on several occasions during the implementation timeframe of this DREF. Such interruption in the delivery of humanitarian assistance further negatively impacted the humanitarian situation in the country.

### **Needs analysis and scenario planning**

The widespread protests and high level of violence in the country has brought an increased level of activity for the prehospital care of the Haitian Red Cross. Human and material resources are currently under high level of stress and capacities are overwhelmed.

A support to increase the operational capacities of the National Society was necessary to ensure continuity of its services as an independent and neutral humanitarian service provider during the crisis.

The teams decided to support repairing of ambulance vehicles, providing pre-hospital care equipment and first aid kits in the branches in order to support local response.

Identified priorities to support and strengthen were:

- Coordination mechanisms, both internally to the NS and externally with government and non-government agencies.
- Information Management, to collect, process and share information regarding the situation to support the decision-making process.
- Communication and sensitization for continued campaign to encourage respect of the emblem and promote the work of the Red Cross.
- First Aid and prehospital care in order to ensure services to wounded people during the protest
- Monitoring to migration movement as the worsen socio-economic could trigger internal and external population movements.
- Strengthening security of all volunteers and staff of the Haitian Red Cross and Movement partner encouraging best behaviours and offering adequate protection.
- Strengthen security management capacities; both for HRC operations and PNS staff in country.

The Haitian Red Cross with support of the IFRC, ICRC and PNSs was encouraged to play an active role in the management of this crisis, in the capital Port-au-Prince; as much as in the other regions of the country.

Acceptance and respect of the Red Cross, its emblem and work, remained a key component to guarantee continuity of humanitarian actions carried out by all Movement partners in the country.

The Haitian Red Cross with support of the IFRC, ICRC and PNSs was encouraged to play an active role in the management of this crisis, in the capital Port-au-Prince; as much as in the other regions of the country.

The original DREF operation had been built based on a scenario of frequently repeated events such as in February 2019. This scenario has not materialized during the timeframe of the implementation of the DREF Operation despite constant pressure to maintain the system active and ready to respond. The unpredictability of the context proved to be the stronger challenge the Haitian Red Cross has faced during the past months when it came to plan and implement a response strategy. Although contingency plans have been designed, a high level of uncertainty always persisted around what was to be the level of popular mobilization to the different calls to block the streets or protest.

Such situation required a permanently mobilized staff in order to be ready at all time to respond to a volatile situation. Therefore, dedicated staff was entirely covered for the time of the operations. A total of five positions were covered by the operation, including: a DREF operations coordinator, a Logistics officer, a Security officer, a communications officer and a Finance Officer.

The DREF Operation was revised in May 2019 and extended once in order to best adapt to a very unpredictable situation (for further information see [DREF Operation Update no.1](#)). Activities planned in February 2019, proved to be hard to implement or had become irrelevant due to the evolution of the situation (RFL, Food & Water Distributions). The Haitian Red Cross recognized the need to extend the DREF until July 2019 as the situation in the country remained tensed and issues unsolved.

The initial target of 2,500 people to be assisted by the Haitian Red Cross has not been met due to the unpredictability of the situation and limited preparedness to the management of civil unrest situation within the tools available to the Haitian Red Cross.

Despite the closing of the DREF Operation, it is generally agreed that the civil unrest situation in the country will persist for months and years to come as the socio-economic situation strongly affects an already very vulnerable population. Projects and mechanisms will have to be found to pursue the efforts provided during the implementation of the DREF operations; and support the Haitian Red Cross with dealing with a civil unrest situation which will see repeated protests and violence in the coming weeks and months.

## **Risk Analysis**

The DREF operation was built on the scenario of a prolonged and aggravated crisis in Haiti such as was seen in February 2019. This level of mobilization was never repeated during the time of the implementation of the DREF.

Unpredictability had been mentioned as one of the anticipated limiting factors to the operations and proved to have deeply affected the capacity of the Haitian Red Cross to plan and implement a response strategy. The civil unrest situation in the country is to be approached as a non-linear situation with alternate moments of relative calm and moments of increased insecurity which worsen the precarious humanitarian situation of the country.

## **B. OPERATIONAL STRATEGY**

### **Proposed strategy**

#### **Overall Operational objective**

The main objectives of the operation were to guarantee continuity of the first aid and prehospital services provided by the Haitian Red Cross, continuous coordination and qualitative information management in order to support the decision-making process.

The DREF operations encouraged acceptance of the Red Cross by all parties as a neutral and impartial actor with the aim to guarantee continuity and security of humanitarian work completed by all Movement entities in the country.

#### **Proposed strategy**

A two months extension of the DREF operation was requested in order to keep implementing the activities until 17 July 2019. The extension of the operation supported enhanced preparedness in the Haitian Red Cross Headquarter in Port-au-Prince and in the different regions.

Implementation of activities in Haiti proved to come at an extremely high price in order to ensure the security of assets and the good quality activities with a supported coordination team.

The Haitian Red Cross was to insure distributions of emergency food and water supplies to highly vulnerable groups: (1) people with physical or mental disabilities, elderly, people with chronic diseases, single-parent families with providing them with food parcels for 2 weeks; the target was to distribute 200 food parcels in order to reach 1,000 people; (2) 500 people: women or children in prison with facilitating supplying of drinking water trucks. The distribution would have been based on previous assessment and design of a distribution plan taking in consideration a beneficiary selection based on vulnerability criteria. The HRC would have provided post distribution monitoring in order to measure effectiveness of distributions. This activity was part of the contingency for response to further events and was maintained as such in the operation. Implementation of these activities were subject to worsening of the situation.

Contingency for these activities were designed. No stocks were purchased under the DREF as the situation did not require the implementation of these contingency actions. The Haitian Red Cross has built ties with providers in order to be able to implement such activities should it be necessary in the future.

The Haitian Red Cross continued to provide first aid and prehospital care in Port-au-Prince with one ambulance and in province with six ambulances (Mirebalais, St Marc, Gonaives, Les Cayes, Cap Haitien, Petit-Goave) during the events with the objective to offer service to 2,500 people. The Haitian Red Cross was able to provide assistance to a total of 89 people.

Each ambulance operated in optimal conditions after maintenance and with adequate visibility to support acceptance, access and protection to the teams. Each ambulance and team were provided enough first aid and prehospital care supplies and equipment to provide a high quality, neutral and impartial service to the people.

Two RFL points had to be set up by volunteers for 60 days in two strategic point at the border with Dominican Republic in Malpasse and Baladere. This service was to reach an expected target of 1,000 people and offer a strategic positioning to monitor the migration situation from and toward Dominican Republic.

The RLF points were replaced with volunteer's information points at the border areas in order to provide a wider range of information and continue monitoring of the humanitarian needs in the area. The RLF activity was cancelled in the DREF revision.

A total of 150 Volunteers were provided with insurance and adequate protection and visibility equipment to operate in a safer environment. The volunteers were involved in, first-aid, ambulance service and coordination activities at headquarters and at branch level. All volunteers involved in the operations had the possibility to be provided with psychosocial support. This support was offered by an external actor as the National Society does not count with internal capacities to carry this action. Activation of the contract was never required.

Coordination structures of the Haitian Red Cross were provided with adequate support in order to ensure continuity of action in terms of functioning costs support and communication means. International surge capacities were deployed with aim to provide constant support to the National Society to implement and update a response strategy and contingency plans.

Information management capacities of the national society were strengthened through the support of communication costs at headquarter level and in regions in order to support an enhanced flow of information between all parts of the National Society. An IM training was given to 22 members of the National Society to provide technical support to the process. The Information Management (IM) training was supported by the deployment of one IM roster personnel.

Communication campaigns were broadcasted on radio and TV based on spots raising awareness of the impartiality of the emblem and promoting the work of the Red Cross. The campaigns aimed to reach a large number of the Haitian population.


An outreach/sensitization brigade (26 volunteers) was constituted in order carry out sensitization campaigns at community/local level to encourage respect of the emblem and promote the work of the Red Cross. Pamphlets were designed and printed and are being distributed along with the ambulance services.

This brigade never was effectively activated to complete the task originally designed. This activity could be pursued in the future through ICRC projects in Haiti.

Security improved through security threat, vulnerability and risk assessments, the frequent updating of the security plan and an operational security training given to 146 staff and volunteers of the Haitian Red Cross and to 60 personnel from the Movement in country. Contingency stocks for prolonged hibernation periods are to be provided to staff and volunteers of the Haitian Red Cross as well as to staff of the IFRC in Haiti in the case of future crisis.

Furthermore, the security of IFRC staff was improved with adequate telecommunication equipment and provision of funds for contingency stocks for each staff and for the potential execution of a relocation plan.

## C. DETAILED OPERATIONAL PLAN

|   |               |               |
|---|---------------|---------------|
|  <p><b>Livelihoods and basic needs</b><br/> <b>People reached: 0</b><br/> Male: 0<br/> Female: 0</p>   |               |               |
| <b>Indicators:</b>  | <b>Target</b> | <b>Actual</b> |
| # of targeted households that have enough food to meet their survival threshold   | 1,000         | 0             |
| # of assessments completed  | 1             | 1             |
| # of food parcel purchased  | 200           | 0             |
| <b>Narrative description of achievements</b>  |               |               |
| <p>These activities were proposed as immediate response to the humanitarian needs based on the scenario of a repeated crisis such as seen in February 2019. The activity formed part of the contingency plan of the NS and was not implemented as the situation did not require it.</p> <p>However, the Haitian Red Cross completed the initial assessment and reached out to suppliers to build a plan of action for implementation of this contingency.</p> |               |               |
| <b>Challenges</b>   |               |               |
| <p>The level of violence, barricades and blockage of the country seen in February 2019 did not repeat during the implementation timeframe of the DREF; this activity had been built on the scenario that further blockage would generate needs in food supply.</p> <p>Convincing suppliers to sign pre-agreements proved to be challenging in such a context, which put a lot of economic stress on food suppliers.</p>                                       |               |               |
| <b>Lessons Learned</b>  |               |               |
| <p>The Haitian Red Cross is capitalizing on this experience in order to sign pre-agreements with suppliers for future needs.</p>  |               |               |



## Health

People reached: 89

| Indicators:   | Target | Actual |
|---|--------|--------|
| # of people reached through health intervention actions | 2,500  | 89     |
| # of people reached through by First Aid services       | 2,500  | 89     |
| # of procured first aid kits                            | 7      | 7      |
| # of volunteers provided with psychosocial support      | 100    | 0      |

### Narrative description of achievements

The Haitian Red Cross counts with its own ambulance service, available in all the regions of the country, answering to emergency calls and responding to assistance needs of the population.

During the implementation of the DREF Operation, the Haitian Red Cross activated two vehicles in the central region (Port-au-Prince area) and six in the selected regions. A total of 150 volunteers were activated during the events to work within the ambulance service were insured and equipped to provide assistance to the victims. Volunteers have been trained in:

- Safer Access
- Information Management in emergencies
- General training on the Red Cross emblem and principles
- Operational Security
- Stay Safe training

Six ambulance vehicles were maintained throughout the implementation of the DREF and provided with adequate Red Cross visibility (stickers, flags).

Seven first aid and pre-hospital care kits were procured, approved by Haitian Red Cross doctor and nurse personnel.

Content of First Aid Kits: Non-Sterile Gauze, Sterile Gauze 10cm, Elasticized Bandage 10cm, Scalveine, Shaver and Scalpel, Syringe 5cc, Serum: lactate, ringer's, glucose, Adhesive, Salbutamol, Farmadine or Betadine, Latex Gloves, Non-Sterile Gloves, Alcohol, Oxygen Water, Hemostatic wick, Individual band-aid, Medical Paper 18', Nose cover, Catheters, Infusion set, Rolls of gauze, Paracetamol tablet, Loperamide tablet, Omeprazole tablet, Loratadine tablet, Anti-Acid gel, Voltagen gel.

Content of Ambulance pre-hospital care kits: Portable Oxygen Tank, Oxygen Tank fixed on-board, Straps, Head immobilization kit, Electronic sphygmomanometer, Tips, Retractor, Emergency Kit (Red), Suture kit (Black), Defibrillator, Extinguisher, Hard plane (orange), Stretcher type A, Rack, Cervical collar, On-board sphygmomanometer, Humidifier, Trash can, Stretcher type B, Suction equipment (fixed and portable), Trauma kit (orange), First aid kit (white), Oxygen mask, Pulse Oximeter, Electronic Thermometer, Pliers, Scissors, and Stethoscope.

### List of Ambulances Repaired

| No | Ambulance                        |
|----|----------------------------------|
| 1  | Cap-Haitien: Toyota Land Cruiser |
| 2  | Mirebalais: Toyota Land Cruiser  |
| 3  | St Marc: Toyota Land Cruiser     |
| 4  | Petit-Goave: Peugeot             |
| 5  | Les Cayes: Toyota Land Cruiser   |
| 6  | Gonaives: Peugeot                |



From 17 February to 17 July the Haitian Red Cross ambulances attended the following cases:

#### TABLE OF INTERVENTIONS FROM 17 FEBRUARY To 17 JULY

|   |            |
|---|------------|
| <b>Number of answered calls</b>           | <b>206</b> |
| Number of vehicle engagement <sup>4</sup> | 201        |
| Cancelled engagement                      | 109        |
| People attended                           | 89         |
| Transported people                        | 65         |
| Non traumatic cases                       | 3          |
| Trauma                                    | 37         |
| Pregnancy                                 | 32         |
| Road accidents                            | 4          |

A consultant was identified to provide Psychosocial Support (PSS) to the volunteers when necessary and a pre-contract was signed with the person. The contract was not activated during the timeframe of this operation.

#### Challenges

The Haitian Red Cross ambulance service is constantly challenged by the poor road system and insecurity in some areas limited the level of assistance Ambulances could provide.

Ensuring security of volunteers and equipment remained a main concern for the HRC as projectiles and other violence always threatened the ambulances. As a result, HRC took the decision to always keep a minimum distance away from protesters.

Although the ambulances would have to go through barricades, the population was always responsive to calls through megaphone to clear the roads in order to proceed with evacuations to health facilities.

The strategic positioning of ambulances remained challenging as protests were spontaneous, unplanned and protesters being scattered in several areas.

The Haitian market for pharmaceutical products is very limited and expensive.

The Haitian Red Cross does not count with trained PSS volunteers able to provide sessions to psychosocial support to their peers. Therefore, the Haitian Red Cross relies on external providers for this type sessions.

#### Lessons Learned

Initially the Haitian Red Cross positioned its ambulances in their headquarter in order to deploy from this area following calls at 118. The efficiency of this strategy proved to be limited and was reviewed by the crisis management cell. The ambulances were then positioned much closer to events and/or protests. Resulted an increase efficiency in the ambulance service.

Coordinating the repair of ambulances nation-wide proved to be challenging due to financial limitations to make payments effective from the headquarters. Solutions were identified in close coordination with other Movement partners in the country; for instance, with Swiss Red Cross.

Civil unrest events were not included in any of the Haitian Red Cross response and contingency plans. A set of elements were designed in order to best management and attend these types of events.

<sup>4</sup> Each time a vehicle goes out of the base to provide a service.



## Water, sanitation and hygiene

People reached: 0

Male: 0

Female: 0

| Indicators:  | Target | Actual |
|--|--------|--------|
| # people provided with safe drinking water   | 500    | 0      |
| # of water distributions pumps   | 18     | 0      |
| <b>Narrative description of achievements</b>   |        |        |
| <p>These activities had been proposed as immediate response to the humanitarian needs based on the scenario of a repeated crisis such as seen in February 2019. The activity formed part of the contingency plan of the NS and was not implemented as the situation did not require it.</p> <p>However, the Haitian Red Cross completed the initial assessment and reached out to suppliers in order to build a plan of action for implementation of this contingency.</p> <p>The initial assessment allowed the Haitian Red Cross to shortlist a number of institutions who could benefit from water supplying; including orphanages, women prisons and elders homes.</p> |        |        |
| <b>Challenges</b>  |        |        |
| <p>Water providers were reluctant to engage their vehicle in such activities due to the risk of damaging and/or losing their vehicle.</p>  |        |        |
| <b>Lessons Learned</b>   |        |        |
| <p>Providing safe drinking water to the population in time of complete paralysis of the country is one of the priorities for the Haitian Red Cross. The National Society will look for funds to repair water trucks which have been out of order for a certain time and therefore be more independent from the will of other organizations and/or service provider.</p>  |        |        |

## International Disaster Response

| Indicators:  | Target | Actual |
|--|--------|--------|
| # of response strategies for civil unrest developed  | 1      | 1      |
| # Contingency plans updated  | 1      | 1      |
| # of HRC volunteers trained in IM  | 15     | 22     |
| # of HRC volunteers trained in Operational Security  | 50     | 146    |
| # of HRC volunteers insured  | 300    | 150    |
| # of people deployed to support this DREF operation  | 5      | 4      |
| # of IFRC monitoring visits to Haiti   | 3      | 3      |
| <b>Narrative description of achievements</b>   |        |        |
| <p>Preparedness of the Haitian Red Cross to face the events has been strengthened by formalizing the management of civil unrest situation within the existing structure and plans of the Haitian Red Cross:</p> <ul style="list-style-type: none"> <li>- A coordination cell was created and has remained activated for most of the implementation of the operations. The cell aims to provide enhanced coordination and timely decision making when situation requires.</li> <li>- A specific WhatsApp group has been created in order to share information, monitor situation and anticipate events which might affect Haiti.</li> <li>- All members of the core coordination group of the National Society were provided with a cell phone line for back up purpose and allow more efficient communication between key actors of the National Society.</li> </ul> |        |        |

Capacities of the Haitian Red Cross to report on ongoing events and coordinate with the local branches has also been strengthened with the training of 22 people in Information Management. This training allows for increased quality in the reports provided by the coordination cell during and after events. These reports are being circulated among the Movement partners in Haiti of improved understanding of the context and better coordination. The latter has also been supported by presential meetings held with all Partner National Societies in the premises of the Haitian Red Cross during the past months.

Coordination with the humanitarian network in Haiti has also been improved with participation of the HRC to OCHA's intersectoral groups.

All mechanisms in place have been included in the response and contingency plans of the National Society as this type of event was not contemplated before this operation. The plans have been closely coordinated with ICRC both in their design and implementation.

Standard Operation Procedures (SOPs) for operational security of staff, volunteers and equipment of the Haitian Red Cross have been designed in order to improve safety and security during Red Cross activities within this context. Additionally, 26 people received a training in operational security and 120 people attended the Stay Safe training (112 people were certified). CDs of the Stay Safe training were shared in order to allow for offline trainings.

Volunteers engaged in the ground received proper visibility and protection equipment (100 kits) and 150 people were insured with the local DASH insurance.

The Haitian Red Cross received the support of 2 Surge Operations Coordinators deployed from 26 February to 26 April 2019 and then from 9 June to 15 July 2019. The regional DM was also deployed to the operations in order to support the initial request for DREF and monitoring of the operations.

### **Challenges**

The costs of implementing operations in Haiti remain extremely high due to (1) high costs in the country (2) the minimum-security requirement measures implemented by the IFRC. These costs had an impact on the original budget and therefore its revision in order to extend the operations to a total number for five months.

Given the very specific context of civil unrest situations, priority was given to maintain human resources permanently mobilized in order to offer immediate response to potential and materialized events.

150 volunteers were insured to the DASH insurance. No volunteers were insured to the IFRC insurance due to difficulties to provide the full list of first names, last names and date of birth for the targeted people. Volunteers had to be insured under the Ayiti Air Ambilans contract for helicopter med-evac, but the later company ceased activity following the events of February 2019.

Finding French speaking surge personnel to operate in Haiti remains a challenge within the existing surge roster available in the Americas region. For such reason, deployment of a Surge security was cancelled.

### **Lessons Learned**

Constant support provided to the coordination group proved positive at the moment of coordinating and managing the operations.

A partnership with the Belgian Red Cross was built to be able to deploy a Surge Operations coordinator and could be built upon in order to expand the French speaking base of personnel to deploy in support to the Haitian Red Cross.

## Influence others as leading strategic partner

| Indicators:   | Target  | Actual   |
|---|---------|----------|
| # of People reached with campaigns  | 500,000 | 500,000+ |
| # of monthly radio campaigns  | 5       | 5        |
| # of HRC volunteers trained in sensitization brigade  | 50      | 26       |
| # community sensitization campaigns   | 10      | 0        |
| <b>Narrative description of achievements</b>  |         |          |
| <p>Radio spots were broadcasted during 5 months on national radios in order to promote the work of the Red Cross and foster better acceptance. The spots were broadcasted on the following radios: Vision 2000, Univers FM, Espace FM, Radio Kiskeya, Radio Zenith FM, Univers FM, Espace FM, Radio Magic 9, Radio Mega, Radio Vision 2000</p> <p>The message for the spot was updated and modernized for improved impact on the population of the messages which promotes the origin of the Haitian Red Cross, the work of the Haitian Red Cross, its mandate and the mandate to protect the emblem.</p> <p>26 people have been trained to the principles of Red Cross and to promote the respect of the emblem. They were never activated during the period of implementation of the DREF.</p> <p>5,000 Sensitization and RLF pamphlets were redesigned and printed: 2,000 pamphlets on Red Cross mandate, 2,000 pamphlets on Red Cross emblem, 1,000 pamphlets on RLF. This documentation was meant to be distributed during campaigns by the sensitization brigade. Since the brigade was never deployed, the material is being distributed along with the ambulance interventions in order to foster better acceptance of the work of the Red Cross during events.</p> |         |          |
| <b>Challenges</b>   |         |          |
| <p>The sensitization brigade was never activated as originally thought and designed. Nonetheless trained volunteers remain available to carry this task and share information of the security status in their respective neighbourhoods.</p> <p>Spots were mainly broadcasted in the Port-au-Prince area. The broadcasting in other cities needs to be improved.</p>  |         |          |
| <b>Lessons Learned</b>  |         |          |
| <p>The Haitian Red Cross appointed a specific person in order to track the effectivity of broadcasting contracts due to the very high number of media reached.</p>  |         |          |

## Effective, credible and accountable IFRC

| Indicators:   | Target | Actual |
|---|--------|--------|
| # of security plan updated  | 1      | 1      |
| # of Movement staff trained in Operational Security   | 40     | 60     |
| <b>Narrative description of achievements</b>  |        |        |
| <p>A security officer was hired to support the HRC with updating Standard of Procedures (SOPs) and Security plan working in close relationship with the IFRC office and IFRC's security consultant in Haiti.</p> <p>The IFRC staff in Haiti updated the security plans and minimum-security requirements documents in order to best consider and plan contingency for civil unrest events in Haiti. The document increased security procedures for IFRC's staff working in the country and offer guidance for other Movement partners.</p> <p>Improvement of IFRC's staff safety and security also came with the implementation of contingency measures such as:</p> <ul style="list-style-type: none"> <li>- Provision of proper communication equipment to all IFRC staff</li> <li>- Constitution of contingency stocks (food, water) in the IFRC's office</li> </ul> <p>The overall security of the Movement has been improved by the provision of an adapted high intensity security training based on kidnapping and gun violence. A total of 60 representatives of the PNSs and Haitian Red Cross have been</p> |        |        |

trained to this component. Additionally, 15 drivers of the Haitian Red Cross, the IFRC and PNS's received a specific training on defensive driving.

### **Challenges**

Due to lack of available French speaking security surge at international level, a local security officer had to be contracted in order to bring in additional technical expertise.

Poor storage capacities and unavailable local suppliers did not allow for the purchase of meals ready to eat (food rations)'s as originally planned in the first version of the Plan of Action.

### **Lessons Learned**

The IFRC office in Haiti strengthened its capacity to face civil unrest events in Haiti.

The security training proposed to the Movement partners in Haiti proved to have an important impact on security preparedness of RCRC staff working in the country. Furthermore, the drivers training allowed to offer additional training to these key staff. These acclaimed trainings should be replicated in the future in order to maintain a good level of security preparedness amongst RCRC international and national staff in Haiti.

## **D. THE BUDGET**

For the Final Financial report see [Annex](#).

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## Contact information

Reference documents



Click here for:

- [DREF Plan of Action](#)
- [Operation Update no. 1](#)

**For further information, specifically related to this operation please contact:**

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## How we work

All IFRC assistance seeks to adhere to the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The IFRC's vision is to inspire, **encourage, facilitate and promote at all times all forms of humanitarian activities** by National Societies, with a view to **preventing and alleviating human suffering**, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

[www.ifrc.org](http://www.ifrc.org)

**Saving lives, changing minds.**



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace

# DREF Operation

FINAL FINANCIAL REPORT

| Selected Parameters |               |           |          |
|---------------------|---------------|-----------|----------|
| Reporting Timeframe | 2019/2-2019/9 | Operation | MDRHT016 |
| Budget Timeframe    | 2019/2-7      | Budget    | APPROVED |

Prepared on 16/Oct/2019

All figures are in Swiss Francs (CHF)

## MDRHT016 - Haiti - Civil Unrest

Operating Timeframe: 17 Feb 2019 to 17 Jul 2019

### I. Summary

|                                 |                 |
|---------------------------------|-----------------|
| <b>Opening Balance</b>          | <b>0</b>        |
| <b>Funds &amp; Other Income</b> | <b>321,861</b>  |
| DREF Allocations                | 321,861         |
| <b>Expenditure</b>              | <b>-211,364</b> |
| <b>Closing Balance</b>          | <b>110,497</b>  |

### II. Expenditure by area of focus / strategies for implementation

| Description   | Budget         | Expenditure    | Variance       |
|---|----------------|----------------|----------------|
| AOF1 - Disaster risk reduction                        |                |                | 0              |
| AOF2 - Shelter  |                |                | 0              |
| AOF3 - Livelihoods and basic needs                    | 14,145         |                | 14,145         |
| AOF4 - Health   | 72,236         | 51,523         | 20,713         |
| AOF5 - Water, sanitation and hygiene                  | 2,929          |                | 2,929          |
| AOF6 - Protection, Gender & Inclusion                 |                |                | 0              |
| AOF7 - Migration                                      |                |                | 0              |
| <b>Area of focus Total</b>                            | <b>89,310</b>  | <b>51,523</b>  | <b>37,787</b>  |
| SFI1 - Strengthen National Societies                  |                | 0              | 0              |
| SFI2 - Effective international disaster management    | 166,913        | 129,262        | 37,651         |
| SFI3 - Influence others as leading strategic partners | 33,892         | 13,732         | 20,160         |
| SFI4 - Ensure a strong IFRC                           | 31,747         | 16,847         | 14,900         |
| <b>Strategy for implementation Total</b>              | <b>232,552</b> | <b>159,841</b> | <b>72,710</b>  |
| <b>Grand Total</b>                                    | <b>321,862</b> | <b>211,364</b> | <b>110,498</b> |

# DREF Operation

FINAL FINANCIAL REPORT

| Selected Parameters |               |           |          |
|---------------------|---------------|-----------|----------|
| Reporting Timeframe | 2019/2-2019/9 | Operation | MDRHT016 |
| Budget Timeframe    | 2019/2-7      | Budget    | APPROVED |

Prepared on 16/Oct/2019

All figures are in Swiss Francs (CHF)

## MDRHT016 - Haiti - Civil Unrest

Operating Timeframe: 17 Feb 2019 to 17 Jul 2019

### III. Expenditure by budget category & group

| Description                                 | Budget         | Expenditure    | Variance       |
|---|----------------|----------------|----------------|
| <b>Relief items, Construction, Supplies</b> | <b>54,671</b>  | <b>27,835</b>  | <b>26,836</b>  |
| Food  | 13,081         |                | 13,081         |
| Water, Sanitation & Hygiene                 | 2,415          |                | 2,415          |
| Medical & First Aid                         | 39,175         | 27,835         | 11,340         |
| <b>Logistics, Transport &amp; Storage</b>   | <b>23,793</b>  | <b>4,811</b>   | <b>18,982</b>  |
| Distribution & Monitoring                   | 5,534          |                | 5,534          |
| Transport & Vehicles Costs                  | 16,750         | 4,811          | 11,939         |
| Logistics Services                          | 1,509          |                | 1,509          |
| <b>Personnel</b>                            | <b>112,610</b> | <b>86,801</b>  | <b>25,809</b>  |
| International Staff                         | 24,149         | 7,220          | 16,930         |
| National Staff                              | 12,075         | 6,335          | 5,739          |
| National Society Staff                      | 55,057         | 59,299         | -4,242         |
| Volunteers                                  | 17,968         | 12,095         | 5,874          |
| Other Staff Benefits                        | 3,361          | 1,852          | 1,508          |
| <b>Consultants &amp; Professional Fees</b>  | <b>12,175</b>  | <b>10,373</b>  | <b>1,802</b>   |
| Consultants                                 | 6,037          | 4,111          | 1,926          |
| Professional Fees                           | 6,138          | 6,262          | -124           |
| <b>Workshops &amp; Training</b>             | <b>35,218</b>  | <b>18,796</b>  | <b>16,422</b>  |
| Workshops & Training                        | 35,218         | 18,796         | 16,422         |
| <b>General Expenditure</b>                  | <b>63,751</b>  | <b>49,848</b>  | <b>13,903</b>  |
| Travel                                      | 15,093         | 19,521         | -4,427         |
| Information & Public Relations              | 25,615         | 13,547         | 12,068         |
| Office Costs                                | 8,553          | 9,767          | -1,214         |
| Communications                              | 8,100          | 4,924          | 3,177          |
| Financial Charges                           | 2,767          | 1,757          | 1,010          |
| Other General Expenses                      | 3,622          | 334            | 3,289          |
| <b>Indirect Costs</b>                       | <b>19,644</b>  | <b>12,900</b>  | <b>6,744</b>   |
| Programme & Services Support Recover        | 19,644         | 12,900         | 6,744          |
| <b>Grand Total</b>                          | <b>321,862</b> | <b>211,364</b> | <b>110,498</b> |