

TERMS OF REFERENCE

Haiti Rapid Crisis Impact Assessment (RCIA) on public security and rule of law

Haiti

HA-T1331

1. Background and Justification

Haiti has been struggling with sociopolitical, economic, and security challenges for decades. Haiti is one of the most fragile countries in the world, ranked 11 out of 179 countries.¹ Haiti's fragility, conflict, and criminal violence (FCCV) situation is associated to complex challenges on each of the elements of this condition. Haiti's fragility is directly related to the insufficient capacity of the state to deliver basic public services.² Haiti's severe limitations in institutional capacity and rule of law translate into deficient security and justice service delivery to citizens. The state's weak capacity to deliver on its functions and services renders it an ineffective government.

The general challenge identified in Haiti is the lack of citizen security and coexistence. The country shows significant signs of deterioration of the social fabric, largely due to the levels of inequality, the growth of vulnerable neighborhoods and high levels of urban violence. This generates non-compliance with regulations, changes in conflict resolution dynamics and high levels of informality in citizen services, in some cases accompanied by a weak institutional presence.

During 2023 and 2024, security has continued to deteriorate in Haiti, especially in its capital, Port-au-Prince, and in rural areas in the center and south of the country ([GI-TOC](#)). In 2023, over 4,789 people were murdered, 2,490 kidnapped. That year, the homicide rate of 40.9 per 100 000, more than doubled the 2022 rate ([UNODC](#)). There is a high concentration of violent crimes such as homicides and gender-based violence in specific cities. Insecurity is considered the country's main problem by 45.4% of the population ([LAPOP](#)).

In 2022, the United Nations mission in the country (BINUH) and the Office of the United Nations High Commissioner for Human Rights (OHCHR), **registered an average of 98 victims of sexual violence per month, mainly women, girls and boys, in areas of Port-au-Prince controlled by gangs,** and 21.7% of citizens reported having been the victim of a crime in the last twelve months ([BINUH and OHCHR](#)).

Gangs in Haiti control or influence over 80% of its capital city. In the past years, gang violence has increased dramatically, particularly in the Port-au-Prince metropolitan area and in some regional cities,³ where neither the police nor public service delivery can effectively reach, and violent confrontations between gangs have severe consequences for the population and daily activities. Over the past years, gangs have undergone an evolution, going from unstructured actors that were dependent on public or private resources, to violent groups who control territories and exercise criminal governance. This shift has been

¹ [Fragile States Index, 2022](#).

² The [IDBG Framework to Support Populations in Situations of Fragility, Conflict, and Criminal Violence, 2024-2027](#) (FCCV Framework, in preparation) defines the three elements of FCCV-fragility, conflict, and criminal violence. Fragility is defined as the "insufficient capacity of the state, or the subsystems within it, to deliver basic public services and mitigate, manage, or recover from the effects of shocks and risks associated with them". According to the FCCV Framework methodology to identify FCCV countries, one of the two criteria assessed is "Countries with high institutional and social fragility" which is measured by "extremely weak institutional and policy environment", among other indicators. Based on these criteria, Haiti is classified as a fragile country.

³ There are now an estimated 200 gangs operating across Haiti, and around 95 in the capital, Port-au-Prince, alone. This has resulted in a major insecurity crisis, with large-scale attacks on communities, politicians and journalists, high levels of violence, mass kidnappings and large-scale forced displacements.

enabled by gangs' unprecedented access to firearms, the state's inability to stop their expansion, and the collusion by elements of the country's political and economic elites ([GI-TOC](#)).

Rising insecurity is worsened by the inability of the Haitian National Police (HNP) to provide security at the community level, particularly in the urban areas, which remain the epicenter of the country's ongoing gang-driven security crisis. In 2021, 65.7% of the population said they felt unsafe in their neighborhood due to the possibility of being robbed ([LAPOP](#)). This creates a perceived climate of impunity which further erodes citizen's trust in the state, fueling increased insecurity and social unrest. Therefore, there are high levels of citizen mistrust towards the police. Only 23.5% of the population trusts the police, below the LAC regional average of 36.1% ([LAPOP 2018](#)).

The international community has responded to control Haiti's security crisis. In 2022, the United Nations Security Council (UNSC) agreed on a sanctions regime for Haiti imposing sanctions on key gang leaders, businessmen, and politicians, followed by unilateral designations issued by Canada, the United States, and the European Union. In October 2023, the UNSC adopted a resolution authorizing a non-UN multinational security support (MSS) mission to Haiti and the Kenyan government agreed to lead the deployment to support the HNP in addressing gang violence and re-establishing security ([GI-TOC](#)). However, this plan has been challenged in the Kenyan courts and sparked an increase in gang violence and unrest in the country in March 2024, which led the government to declare a state of emergency after thousands of inmates escaped from its largest prison ([CNN](#)).

Haiti presents an unprecedented crisis that requires policies that strengthen the rule of law including interventions on public security, governance, and economic development. In the context of this crisis, a nine-person Transitional Presidential Council has been proposed to resolve the crisis and rebuild the public institutions across all sectors. In this sense, as part of the efforts to respond to this crisis, it is essential to build a long-term public security strategy in Haiti putting the Haitian institutions, public officials, and civil society actors, at the core of the country's future rebuilding efforts.

In this context, the World Bank, United Nations, European Union and Inter-American Development Bank, are jointly conducting a Haiti Rapid Crisis Impact Assessment (RCIA) to: (i) estimate the impact of the 2021-2024 crisis on the population, the economy and society, physical assets and service delivery infrastructure, and public institutions and administration, and identify priority needs, building on rapid diagnostics and a quick review of existing relevant assessments and analyses; (ii) support the Government of Haiti in the development of a short-term (1-2 years) Crisis Recovery Framework to transition out of the security crisis, including assistance to reduce vulnerability of crisis-affected populations during the transition period; and, (iii) provide a platform for coordinated provision of support from the World Bank, United Nations, European Union and Inter-American Development Bank, and alignment with broader international humanitarian, development and security efforts. This RCIA includes four thematic components: (i) Economic and Social Recovery; (ii) Infrastructure and services; (iii) Governance and institutions; and (iv) Public security and rule of law. The RCIA will focus on Port-au-Prince Metropolitan Area (the geographic area most impacted by insecurity and gang violence). The RCIA will complement and build on on-going humanitarian assistance and the deployment of the MSSM and will be an exercise conducted jointly by the Government and the UN, World Bank, and EU, in line with the 2008 Joint Declaration on Post-Crisis Assessments and Recovery Planning, together with the IDB. Through IFD/ICS we will be providing inputs for the thematic area of component (iv) related to strengthening public security and rule of law.

2. Objective and scope

The objective is to carry-out an analytical policy report with specific recommendations of public policy to strengthen institutional capacities in the security and justice sector in Haiti, especially for the Haitian

National Police. This analytical report will allow to prepare the documentation required to contribute with this input to the Haiti Rapid Crisis Impact Assessment (RCIA) on public security and rule of law.

3. Key Activities

The specific tasks may include, but not be limited to the following:

- a) Estimate the impact of the insecurity crisis in Haiti (2021-2024) on the population (with a special focus on the vulnerable populations such as children, youth, women, and diverse population groups), the economy and society, physical assets and service delivery infrastructure, and public institutions and administration.
- b) Identify priority needs, building on rapid diagnostics and a quick review of existing relevant assessments and analyses focus on key governance institutions in the security and justice sector. As part of this diagnostic, identify and collect relevant administrative and survey data on crime and violence in Haiti to identify pockets of fragility and criminal governance, specifically for the capital Port-au-Prince; make suggestions on variables related to the presence, activity, and influence of organized crime. The search for information should cover at least the following data consolidated from existing assessments that will capture age and sex disaggregated data where available. Whenever possible, administrative records or microdata from surveys that provide the greatest amount of information and allow the greatest possible temporal and geographic disaggregation will be sought and collected:
 - Homicides (victim characteristics, perpetrator characteristics, precise location, incident characteristics).
 - Other criminal acts (robberies, thefts, extortions, threats, assaults, kidnappings, injuries, gender violence, sexual violence, domestic violence).
 - Police arrests
 - Victimization rate
 - Perception of insecurity
 - Presence and activity of criminal groups (e.g. illegal roadblocks; recruitment of children and adolescents; land dispossession; ambushes; confrontations; armed harassment)
 - Trust in institutions of the criminal justice system (police, prosecutor's office, etc.)
 - Drug markets (points of sale, volume, seizures, reports and arrests, prices)
 - Drug trafficking incidence and routes (seizures, reports and arrests, prices, routes identified, location of incidents, production laboratories dismantled, prices)
 - Trafficking in persons (cases detected, reports, arrests, incident locations)
 - Arms trafficking (seizures, arrests, routes identified, location of incidents, prices)
 - Smuggling (volume, seizures, arrests, identified routes, incident locations, prices)
 - Inequality
 - School performance (schooling rate, dropout, graduation, grades)
 - Presence of slums/building conditions
 - Drug use (deaths due to drug use)
 - Poverty rate
 - Existence of access to justice facilities
 - Presence and scope of social assistance plans
 - Justice system resolution rates (indictment, conviction, sentencing)
- c) Elaborate an assessment of the institutional capacities of public security institutions, focusing on the Haitian National Police (HNP) including an analysis of the: (i) recruitment process for the police force including a gender perspective; (ii) geographic coverage of the police at the local level; (iii)

career path at the HNP; if this is integrated with the personnel administration system and based on objective criteria relating to the institutional strategy and the functions of the different positions to promote meritocracy as well as enhancing transparency; (iv) academic programs within career advancement courses for different levels of police officers; (v) existing continuous and specialized training police courses; (vi) community policing model; (vi) information technology systems for crime analysis; (vii) existing police well-being system, considering a variety of incentives (financial and nonfinancial), including mental health programs, in order to improve the motivation of police staff, the work environment, and work-life balance with a gender equality focus; (viii) internal affair processes for the prevention of police disciplinary violations; (ix) police infrastructure for academic purpose, criminal investigation facilities (laboratories); citizen services (police stations), among others.

- d) Elaborate an assessment at the local level for the police's violence prevention programs, focusing on the national police's capacity to prevent crime and violence through social violence prevention programs, implementing territorial-focused prevention programs in collaboration with local civil society organizations, targeting at-risk children and youth in vulnerable neighborhoods, and improving the quality of citizen security and justice services at the local level.
- e) Provide key recommendations on how to strengthen the security and justice institutions, especially the HNP, to support the Government of Haiti to prepare a policy roadmap for a short-term (1-2 years) and contribute to the Crisis Recovery Framework to transition out of the security crisis, including assistance to reduce vulnerability of crisis-affected populations during the transition period. Specially, the analysis should focus on how the Government can contribute to design and implement interventions to: (i) build resilience among victims and the affected communities in pockets of FCCV at the local level, including enhanced reporting mechanisms and attention and reintegration services; and (ii) identify the building blocks to generate capacities especially at the HNP. Also, including key recommendations for prosecutors' agencies, judicial systems, and penitentiary systems, including increasing the quality of human capital formation/training and professionalization.
- f) Provide support to facilitate dialogue platforms with experts invited by the Inter-American Development Bank to discuss relevant issues for the Government of Haiti on security and justice challenges.

4. Expected Outcome and Deliverables

The contract will run from July 31 through December 31, 2024. Each deliverable consists of a report that briefly describes the analysis performed. The report should also include links to the main folders containing all the replication files.

5. Project Schedule and Milestones

The deliverables and expected dates are as follows.

1. Expected: August 12th. First deliverable – Preliminary diagnostic report, detailing the identification of information sources for both quantitative and qualitative assessments, as well as the scope of interviews conducted with various security and justice institutions.
2. Expected: August 23rd. Second deliverable – diagnosis report, including the analysis of the development gap in terms of institutional capacities for the security and justice institutions, especially for the HNP.

3. Expected: September 10th. Third deliverable – first report including the public policy recommendations to contribute with the Haiti Rapid Crisis Impact Assessment.
4. Expected: October 30th. Fourth deliverable – Final report including the comments and suggestions from the IDB Citizen Security and Justice team.

6. Reporting Requirements

A summary PowerPoint with the progress on the project will be sent to the supervisor to receive feedback from the IDB and the experts. This feedback should be incorporated, and adjustments made to the final report. The material should be presented in English.

7. Supervision and Reporting

The supervision of this contract, including payment approvals, will be under the responsibility of Karelia Villa Mar, IDB Modernization of the State Lead Specialist. All reports should be addressed to: Karelia Villa Mar, kareliav@iadb.org

8. Schedule of Payments

Payment terms will be based on project milestones or deliverables.

Payment Schedule	
<i>Deliverable</i> <i>(refer to section 5 of this TORs</i> <i>for more detail)</i>	%
First deliverable: Preliminary diagnostic	20%
Second deliverable: Qualitative and quantitative assessment with development gap analysis for the Citizen Security and Justice area.	25%
Third deliverable. - First version of the final report, including the public policy recommendations	30%
Fourth deliverable: Final report to contribute to the Haiti Rapid Crisis Impact Assessment	25%
TOTAL	100%

Consultant to design and implement a call for proposals to identify specific recommendations on how to design and implement citizen security and coexistence interventions in Haiti

Country of residence

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

About this position

Haiti has been struggling with sociopolitical, economic, and security challenges for decades. Haiti is one of the most fragile countries in the world, ranked 11 out of 179 countries.⁴ Haiti's fragility, conflict, and criminal violence (FCCV) situation is associated to complex challenges on each of the elements of this condition. Haiti's fragility is directly related to the insufficient capacity of the state to deliver basic public services.⁵ Haiti's severe limitations in institutional capacity and rule of law translate into deficient security and justice service delivery to citizens. The state's weak capacity to deliver on its functions and services renders it an ineffective government.

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Objective and scope. We are looking for a consultant to design and implement a call for proposals to identify specific recommendations on how to design and implement interventions to promote social prevention programs for vulnerable populations and capacity-building for local institutions responsible for citizen security.

You will work in the Citizen Security and Justice team of the Innovation in Citizen Services Division (ICS), which is part of the Institutions for Development (IFD) department. This team is responsible for promoting crime prevention policies, improving reintegration measures for people who have committed crimes, and strengthening related institutions through the development of public policies, strategic advice, technical assistance, and training.

What you’ll do:

The consultant will complete the following activities, without prejudice to those considered relevant in order to meet the objectives of this consultancy:

- Presentation of a work plan on the key activities to carry out the objectives of this consultancy.
- Prepare the basis for a call for research proposals to identify specific recommendations on how to design and implement interventions to promote social prevention programs for vulnerable populations and capacity-building for local institutions responsible for citizen security.
- Form a technical committee made up of academics and practitioners to select the best research proposals as part of the call.
- Prepare a report on the selection process of the best research proposals as part of the call.

Deliverables and Payments Timeline:

As part of the consultancy, the following products must be delivered on the indicated dates:

<u>Deliverable #</u>	<u>%</u>	<u>Planned Date to Submit</u>
1. Work plan	15%	July 1 st , 2025

2. Basis for a call for research proposals	35%	August 15 th , 2025
3. Report of selected research proposals	50%	November 30 th , 2025

What you'll need

- **Education:** Master's degree (or equivalent advanced degree) in criminology, security, public policy, international development, economics, international relations, or other fields relevant to the responsibilities of the role.
- **Experience:** At least 2 years of progressive experience in institutional management or social research accredited through publications or institutional certifications.
- **Languages:** Proficiency in English and one of the other Bank official languages (Spanish, French or Portuguese) is required.

Key skills:

- Learn continuously
- Collaborate and share knowledge
- Focus on clients
- Communicate and influence
- Innovate and try new things

Requirements:

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity:** You have no family members (up to the fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB, IDB Invest, or IDB Lab.
- **COVID-19 considerations:** the health and safety of our employees are our number one priority. As a condition of employment, IDB/IDB Invest requires all new hires to be fully vaccinated against COVID-19.

Type of contract and duration:

- **Type of contract:** External Products and Services Consultant (PEC), lump sum
- **Length of contract:** 50 days in a period of 5 months
- **Travel:** The consultant is expected to travel from the country of residence to the United States for a total of 5 working days.

What we offer

The IDB group provides benefits that respond to the different needs and moments of an employee's life. These benefits include:

- A **competitive compensation** package.
- A flexible way of working. You will be evaluated by deliverable.

Our culture

At the IDB Group we work so everyone brings their best and authentic selves to work, willing to try new approaches without fear, and where they are accountable and rewarded for their actions.

Diversity, Equity, Inclusion and Belonging (DEIB) are at the center of our organization. We celebrate all dimensions of diversity and encourage women, LGBTQ+ people, persons with disabilities, Afro-descendants, and Indigenous people to apply.

We will ensure that individuals with disabilities are provided reasonable accommodation to participate in the job interview process. If you are a qualified candidate with a disability, please e-mail us at diversity@iadb.org to request reasonable accommodation to complete this application.

Our Human Resources Team reviews carefully every application.

About the IDB Group

The IDB Group, composed of the Inter-American Development Bank (IDB), IDB Invest, and the IDB Lab offers flexible financing solutions to its member countries to finance economic and social development through lending and grants to public and private entities in Latin America and the Caribbean.

About IDB

We work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, we help improve health and education and advance infrastructure. Our aim is to achieve development in a sustainable, climate-friendly way. With a history dating back to 1959, today we are the leading source of development financing for Latin America and the Caribbean. We provide loans, grants, and technical assistance; and we conduct extensive research. We maintain a strong commitment to achieving measurable results and the highest standards of integrity, transparency, and accountability.

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<https://www.facebook.com/IADB.org>

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Consultant to design and implement an online course to work in contexts of fragility, conflict, and criminal violence (FCCV) settings

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What you'll do:

The consultant will complete the following activities, without prejudice to those considered relevant in order to meet the objectives of this consultancy:

- Presentation of a work plan on the key activities to carry out the objectives of this consultancy.
- Participate in planning meetings for the instructional design of the online course for individuals and organizations that are working in countries with contexts of FCCV settings, in collaboration with the ICS team and the KIC team through the IDB Academy.
- Elaborate an online course design proposal.
- Support the implementation of the course in its pilot phase.

Deliverables and Payments Timeline:

As part of the consultancy, the following products must be delivered on the indicated dates:

Deliverable #	Percentage	Planned Date to Submit
1. Work plan	15%	July 1 st , 2025
2. Design of the training curriculum for the online course	35%	August 15 th , 2025
3. Report of the implementation of the course in its pilot phase	50%	November 30 th , 2025

What you'll need

- **Education:** Master's degree (or equivalent advanced degree) in criminology, security, public policy, international development, economics, international relations, or other fields relevant to the responsibilities of the role.
- **Experience:** At least 2 years of progressive experience in institutional management or social research accredited through publications or institutional certifications.
- **Languages:** Proficiency in English and one of the other Bank official languages (Spanish, French or Portuguese) is required.

Key skills:

- Learn continuously
- Collaborate and share knowledge
- Focus on clients
- Communicate and influence
- Innovate and try new things

Requirements:

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity:** You have no family members (up to the fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB, IDB Invest, or IDB Lab.
- **COVID-19 considerations:** the health and safety of our employees are our number one priority. As a condition of employment, IDB/IDB Invest requires all new hires to be fully vaccinated against COVID-19.

Type of contract and duration:

- **Type of contract:** External Products and Services Consultant (PEC), lump sum
- **Length of contract:** 50 days in a period of 5 months
- **Travel:** The consultant is expected to travel from the country of residence to the United States for a total of 5 working days.

What we offer

The IDB group provides benefits that respond to the different needs and moments of an employee's life. These benefits include:

- A **competitive compensation** package.
- A flexible way of working. You will be evaluated by deliverable.

Our culture

At the IDB Group we work so everyone brings their best and authentic selves to work, willing to try new approaches without fear, and where they are accountable and rewarded for their actions. Diversity, Equity, Inclusion and Belonging (DEIB) are at the center of our organization. We celebrate all dimensions of diversity and encourage women, LGBTQ+ people, persons with disabilities, Afro-descendants, and Indigenous people to apply.

We will ensure that individuals with disabilities are provided reasonable accommodation to participate in the job interview process. If you are a qualified candidate with a disability, please e-mail us at diversity@iadb.org to request reasonable accommodation to complete this application.

Our Human Resources Team reviews carefully every application.

About the IDB Group

The IDB Group, composed of the Inter-American Development Bank (IDB), IDB Invest, and the IDB Lab offers flexible financing solutions to its member countries to finance economic and social development through lending and grants to public and private entities in Latin America and the Caribbean.

About IDB

We work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, we help improve health and education and advance infrastructure. Our aim is to achieve development in a sustainable, climate-friendly way. With a history dating back to 1959, today we are the leading source of development financing for Latin America and the Caribbean. We provide loans, grants, and technical assistance; and we conduct extensive research. We maintain a strong commitment to achieving measurable results and the highest standards of integrity, transparency, and accountability.

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