

TOWARDS A HAITIAN-LED ROADMAP FOR STABILITY AND PEACE¹ WITH REGIONAL AND INTERNATIONAL SUPPORT



OEA | OAS

1. Implementation Disclaimer: The full implementation of this Roadmap is entirely contingent upon the political, financial and logistical support of international partners. Some of the institutional, technical, and operational capacities required to execute this Roadmap must be built urgently. All funding figures, timelines, and projections are indicative and subject to refinement as project proposals are further developed and validated with stakeholders.

August 2025

LIST OF ACRONYMS

AC	Advisory Council
AGD	General Administration of Customs
APN	National Port Authority
BAFE	Bureau of Economic and Financial Crimes
BAFOS	Bureau for the Administration of Special Funds
BINUH	United Nations Integrated Office in Haiti
BLTS	Counter-Narcotics Trafficking Brigade
CARICOM	Caribbean Community
CDB	Caribbean Development Bank
CEP	Provisional Electoral Council
CFI	Center for Investment Facilitation
CONALD	National Drug Commission
CONATEL	National Council of Telecommunications
CSO	Civil Society Organization
DCPJ	Central Directorate of the Judicial Police
DGPC	National Civil Protection Directorate
DPO	Department of Peacekeeping Operations
DPS	Department of Social Protection
ECLAC	Economic Commission for Latin America and the Caribbean
EOM	Electoral Observation Mission
EPG	Eminent Persons Group
FAES	Economic and Social Assistance Fund
GBV	Gender-Based Violence
GS/OAS	General Secretariat of the Organization of American States
HNP	Haitian National Police
IACHR	Inter-American Commission on Human Rights
IADB	Interamerican Defense Board
ICRC	International Committee of the Red Cross
IDB	Inter-American Development Bank
IDBG	Inter-American Development Bank Group
IICA	Inter-American Institute for Cooperation on Agriculture
IOM	International Organization for Migration
MENFP	Ministry of National Education and Vocational Training
MJPS	Ministry of Justice and Public Security
MSME	Micro, Small and Medium Enterprises
MSS	Multinational Security Support Mission
MTPTC	Ministry of Public Works, Transport and Communications
NAM	Needs Assessment Mission
OAS	Organization of American States
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ONI	National Office of Identification
PAHO	Pan American Health Organization
PHEF	Public Health Emergency Fund
POLIFRONT	Border Police
PPO	Public Prosecutor Office
TPC	Transitional Presidential Council
UCREF	Central Financial Intelligence Unit
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNICEF	United Nations Children's Fund
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme

INTRODUCTION

Haiti today represents the most severe governance and security crisis in the Western Hemisphere. Armed gangs have entrenched themselves in key territories, undermining state authority and exposing the population to violence, escalating insecurity, human displacement, and critical gaps in access to basic services. Despite the scale and gravity of the crisis, Haiti has yet to garner the sustained international attention, support, and resources commensurate with the urgency of the situation.

Recognizing this urgent need, the General Assembly of the Organization of American States (OAS) in Antigua and Barbuda adopted a Resolution² calling for concrete solutions to resolve the grave security and institutional crisis in Haiti and to articulate international and regional cooperation more effectively. The resolution, approved on June 27, 2025, also calls on the OAS Secretary General (SG) to develop, within forty-five (45) days, and in consultation with the Government of Haiti, the United Nations Integrated Office in Haiti (BINUH) and the Multinational Security Support (MSS) Mission, a consolidated Action Plan outlining the Organization's support in the areas of multidimensional security, humanitarian assistance, political consensus-building, and the holding of free and fair elections.

The OAS acknowledges that the proposed Roadmap to guide the response must be Haitian-led, nationally owned, and firmly embedded in a coordinated international architecture where the United Nations retains its mandate in peace and security, and the OAS acts as a facilitator, convener, and provider of targeted civilian and technical support within its own mandates.

This document is a contribution toward the construction of a comprehensive Action Plan to address Haiti's urgent needs and its long-term priorities. This Roadmap is intended to serve as a tool for the Government of Haiti to guide its efforts toward political stability and economic development. It is conceived as a flexible, living, adaptable framework, that will evolve as conditions on the ground change, and designed to link emergency stabilization with structural reforms. The Roadmap proposes a response that empowers Haitian leadership while ensuring that regional and global support is effectively coordinated and aligned with defined national priorities taking into account that security is the foundational priority that must be addressed first and with a sense of urgency in order to create the conditions necessary for progress.

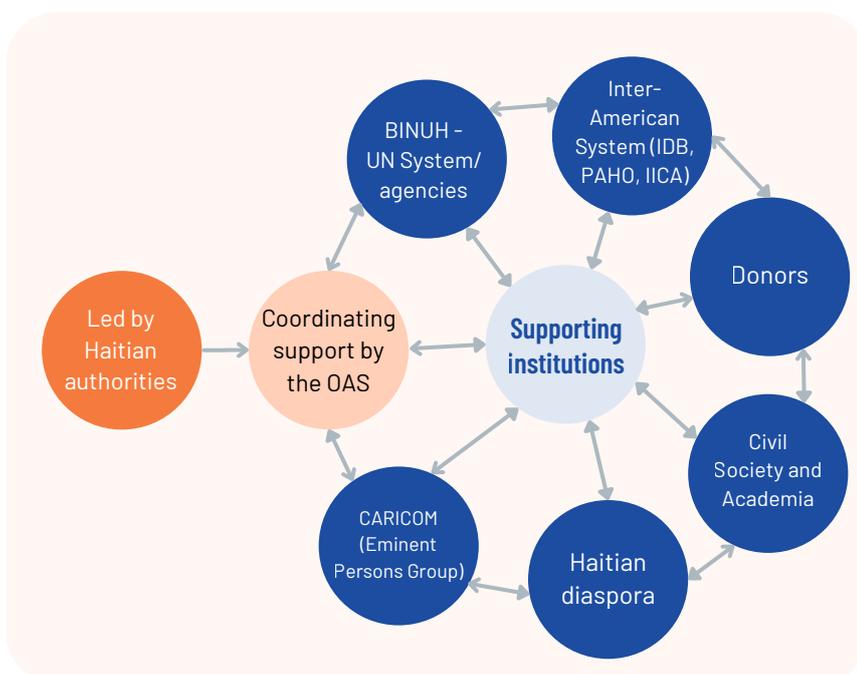
2. OAS General Assembly Resolution AG/doc.5882/25 rev.1.

To this end, the OAS General Secretariat proposes this Roadmap as a political and operational framework for identifying concrete solutions in consultation with Haitian authorities and to guide a common strategic direction among key multilateral and regional partners, aligned with Haitian priorities. Recognizing the complexity of the crisis, it is clear that no single actor can resolve these challenges alone, and no donor can shoulder the entire financial burden. Only through collaborative efforts and shared responsibility can Haiti's path to stability and recovery be realized. This approach seeks to maximize complementarities, draw upon lessons learned from previous initiatives, and ensure that resources are deployed where they will have the greatest measurable outcomes. These elements are essential to generating impact, avoiding duplication, and linking immediate stabilization with the longer-term requirements of institutional reconstruction and economic recovery.

The Roadmap does not replace existing initiatives but rather builds upon Haiti's own priorities and ongoing initiatives while recognizing work is underway on various fronts to address the many dimensions of the crisis. These include:

- Political facilitation efforts by the CARICOM Eminent Persons Group (EPG).
- The Kenyan-led Multinational Security Support (MSS) Mission.
- The mandates and actions of the United Nations (UN) and specialized agencies.
- The initiatives of Interamerican institutions, including the GS/OAS, the Inter-American Development Bank (IDB), through the Medium Term Recovery and Development Plan under preparation and the IDB Country Engagement Note 2025-2026, approved last December 2024, the Pan-American Health Organization (PAHO), the Inter-American Institute for Cooperation on Agriculture (IICA) and the Interamerican Defense Board (IADB), among others.
- The contributions of regional organizations and partners, international financial institutions, bilateral donors, foundations and other key stakeholders.

By recognizing and aligning with these ongoing efforts, the Roadmap aims to act as a connector and catalyst, fostering greater coherence, synergy, and measurable impact in support of Haiti's recovery and long-term stability.

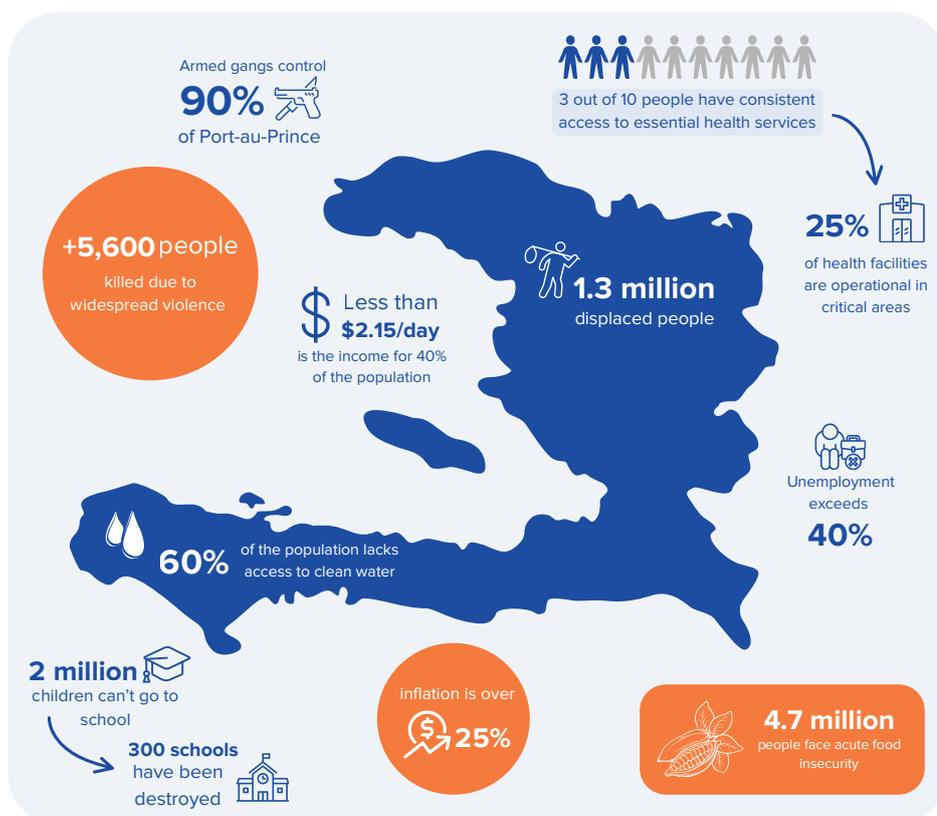


1. DIAGNOSIS AND JUSTIFICATION

Haiti at a glance-Key Figures

Armed gangs control about 90% of Port-au-Prince, contributing to widespread violence. As of 2024, gang related violence has killed over 5,600 people. Haiti accounts for approximately 1.3 million of the 122.1 million globally displaced people - representing about 1% of global displacement despite its small population, highlighting the severity of the crisis. Haiti has become the country with the highest number of global displacements per capita due to crime-related violence, with nearly 25 percent of the displaced being children (IOM, 2025).³

Sexual and gender-based violence is being used systematically as a weapon of intimidation (UN Women, 2025)⁴. Similarly, nearly 4.7 million people face acute food insecurity (WFP, 2025),⁵ over 60% lack access to clean water, and only 30% have reliable access to basic healthcare, with less than 25% of health facilities operational in critical areas. Around 2 million children are out of school, and 300 schools have been destroyed (UNICEF, 2025)⁶. Unemployment exceeds 40%, inflation is over 25%, and poverty is deepening, with nearly 40% of Haitians living on less than \$2.15 per day (World Bank, 2025).⁷



3. IOM Haiti Mobility Tracking [Haiti - Mobility Tracking: Monthly update on the displacement situation in spontaneous sites \(June 2025\) - Haiti | ReliefWeb](#)

4. UN Women, 2025 Gender-Based Violence in Haiti Analysis

5. WFP (World Food Programme), 2025 Food Security Assessment

6. UNICEF, 2025 Education Statistics

7. World Bank, 2025 Economic Overview and Inflation Data

Since the assassination of President Jovenel Moïse in 2021, Haiti has faced a deepening human rights crisis marked by extreme violence, the erosion of institutional capacity, and the proliferation of armed criminal groups, which have committed serious human rights violations, including sexual violence, assassinations, kidnappings, and attacks against civilians. The humanitarian consequences are severe: mass displacement, lack of access to food, healthcare, and education, and growing insecurity, especially for women and children. The Inter-American Commission on Human Rights (IACHR), during its 193rd Period of Sessions (2025), highlighted the erosion of the rule of law, widespread impunity and Human rights violations and the urgent need to ensure the protection of rights in contexts of internal displacement and migration. This climate of impunity further exacerbates the situation of vulnerable populations, particularly women and children, and undermines efforts for sustainable peace and development.

Without functional institutions, Haiti remains trapped in a cycle of fragility, with growing risks for both the country and the broader region. The spillover effects, including irregular migration, insecurity, and transnational criminal activity, underscore the urgent need for coordinated, and coherent renewal of international engagement.

The establishment of the Transitional Presidential Council (TPC), the nine-member body established to guide the country through a transitional period towards elections, brokered by the CARICOM EPG, represents a fragile but significant advance in breaking the political deadlock. However, the imminent end of the TPC's mandate on February 7, 2026, places Haiti on the verge of a political vacuum, a potential crisis that, combined with the country's severe security challenges, could further undermine progress in other areas and weaken the momentum of ongoing national and international efforts to promote stability and development.

For Haiti's transition to succeed, it must ensure the meaningful participation of a wide range of actors.

Limitations of current efforts to resolve the crisis

UN Security Council Resolution 2699 authorized the deployment of the MSS Mission led by Kenya, funded through voluntary contributions from Member States. However, current responses to Haiti's security crises remain inadequate. While MSS personnel are actively working to contain violence on the ground, the Mission faces significant structural and financial constraints. The MSS Mission lacks formal international legal status which limits its ability to directly manage funds or execute logistical operations. Voluntary contributions have fallen short of the estimated annual cost. According to UN Secretary-General António Guterres, the Trust Fund has \$110.8 million in voluntary contributions, of which \$48 million have not been allocated, and much more is needed. Deployment has also lagged behind targets. Despite plans for 2,500 personnel, only 40% of officers are currently deployed, keeping operational capacity well below critical levels required for effective stabilization.

In February 2025, the UN Secretary-General proposed establishing a support office to provide logistical and coordination assistance to the MSS Mission. This hybrid support model would enhance existing MSS Mission structures without replacing them. The proposal addresses critical gaps in Haiti's international support infrastructure. The absence of international institutions in Haiti with logistical mandates has significantly delayed MSS deployment, generated uncertainty among contributing countries, and further delayed the disbursement of pledged resources. The UN Security Council will consider the UN Secretary-General's proposal in the coming months.

Meanwhile, national institutions face structural limitations, and humanitarian access is increasingly constrained. By mid-2025, only 9 per cent of Haiti's \$908 million humanitarian funding needs have been met. This is limiting the ability to meet urgent needs in food security, health, water, sanitation, protection, and shelter.

2. GUIDING PRINCIPLES AND GENERAL APPROACH TO THE ROADMAP

The strategic approach of the Roadmap is anchored in 6 guiding principles:



Haitian Leadership and National Ownership:

All actions must be grounded in Haitian-defined priorities and engage national institutions, civil society, and local authorities to ensure legitimacy, foster civic trust, and promote sustainability.



Multilateral Support and Effective Coordination:

The Roadmap must reflect a shared hemispheric commitment to support Haiti through coordinated action among the OAS, CARICOM, Inter-American institutions, the United Nations, and the entire international community. It must harmonize efforts, avoid duplication, and ensure that international cooperation remains aligned with Haitian priorities and needs. This coordination will prioritize complementarity with the UN operations in Haiti, CARICOM initiatives, and other established frameworks to prevent fragmentation of efforts.⁸



Sequenced and Integrated Action:

The Roadmap proposes that security is the foundational priority to establish the conditions necessary for progress across all sectors. Progress across sectors must advance in a phased, interconnected manner. Emergency response and structural measures should advance concurrently where feasible, ensuring that immediate stabilization contributes to long-term resilience.



Local Community Focus:

Interventions must reflect Haiti's local realities and prioritize vulnerable populations while strengthening local institutions and community participation. Participation of women and youth in the Haitian-led process would be taken into account.

8. Including existing coordination frameworks such as the Sustainable Development Cooperation Framework (UNSDCF) or the Rapid Crisis Impact Assessment (RCIA), conducted jointly by the Inter-American Development Bank (IDB), World Bank, European Union (EU) and the UN in 2024.



Rights-Based and Accountable:

All efforts must uphold human rights, transparency, and the rule of law, ensuring the responsible implementation and institutional resilience. Where relevant, initiatives will integrate transitional justice, reconciliation, and accountability measures in line with international norms, including UNGA Resolution 68/165 (“Right to the Truth”).



Accountability:

To ensure effective implementation, the Roadmap will be supported by assertive oversight and accountability mechanisms, with clear benchmarks, independent monitoring, and transparent reporting to track progress, uphold standards, and guarantee that resources are used efficiently and objectives are met. A follow-up tool will be developed for accountability purposes. The OAS SG will provide periodic presentations to OAS Member States to maintain collective oversight.

3. RATIONALE FOR THE PROPOSED ROADMAP

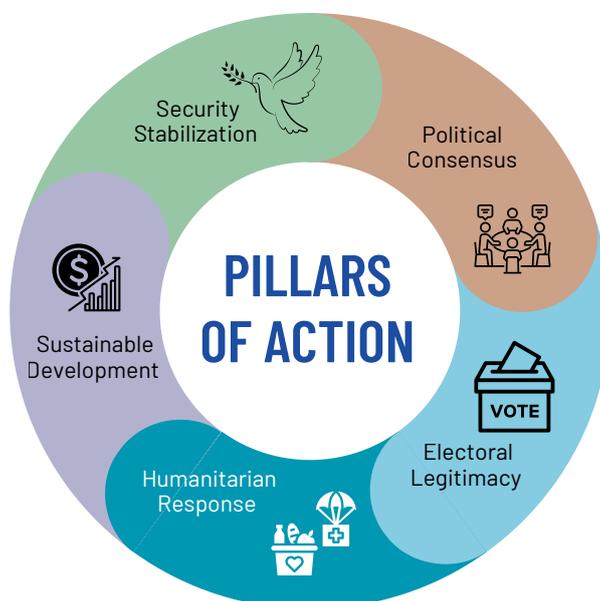
To respond to the crisis in Haiti, and in recognition of the urgency of the situation the country is currently facing and the pressing need for coordinated action, at the General Assembly in Antigua and Barbuda, OAS Member States underlined “the need to strengthen, through the OAS, the Americas region’s support for security, stability, governability, and constitutional order to be restored in Haiti in full compliance with the Organization’s Charter and existing mandates.” By underlining this, OAS Member States sought to ensure clarity on institutional roles and avoiding overlap with the mandates of other international organizations, particularly the United Nations, which retains political leadership on peacekeeping and security matters.

This means supporting Haiti’s efforts by providing strategic coordination, political facilitation, civilian logistical support, and international donor articulation, under the leadership of Haitian institutions and in partnership with regional and international actors. All this recognizing that security is the foundational priority that must be addressed first and with a sense of urgency in order to create the conditions necessary for progress in all other pillars.

This Roadmap thus prioritizes Haitian ownership and adopts an approach that balances urgent needs with long-term reforms by leveraging the comparative strengths of the OAS, CARICOM, the United Nations, Inter-American System agencies, and other partners - within a unified governance framework and with the political support of countries in the region.

This Roadmap proposes structuring a coordination mechanism for the international community’s support to Haiti, grounded in OAS mandates. The mechanism will map and integrate existing diagnostics, baseline assessments, and operational plans already developed by Haitian institutions, the UN, and other actors, ensuring that new interventions are needs-driven and evidence-based. The collective response will be structured around five strategic pillars:

1. Security Stabilization
2. Political Consensus
3. Electoral Legitimacy
4. Humanitarian Response
5. Sustainable Development



Prioritizing Human Rights

Haiti also faces a crisis of human rights evidenced by widespread violence in the hands of armed gangs, which has led to numerous deaths, injuries, and mass displacement. In addition, there are widespread human rights abuses linked to gang activity, including sexual violence, human displacement and the recruitment of children. Protecting human rights is therefore of the utmost importance. In this regard, although it does not have a thematic pillar, Human Rights will be cross-cutting throughout all five strategic pillars, ensuring that every action, intervention, and policy is rooted in international human rights standards, and that they seek to reestablish the enjoyment of those rights.

4. ROADMAP PILLARS OF ACTION

Preparatory Actions (0 months-3 months)



The OAS remains one of the few international organizations with a stable presence in Haiti. While it has an operational structure both in the country and at its Headquarters that allows for agile responses, it is essential to strengthen its institutional capacity to more effectively support Haitian institutions and to facilitate the coordination of international and regional cooperation.

In an initial phase, a review of the existing infrastructure and functional needs required to support the implementation of the proposed Roadmap will be undertaken, with the objective of establishing an appropriate support structure. As part of this strategy, the OAS National Office in Haiti - within the framework of the OAS Charter and existing mandates - will be recognized as a key platform for political and logistical support for the eventual establishment of a permanent support infrastructure in Haiti or Special Mission, as agreed upon by key stakeholders.

Given the complexity of coordinating the different partners and levels of support at the international and regional levels, it is important to mobilize political leadership from countries of the region, and the CARICOM EPG, with the technical support of an international organization, to help implement the actions outlined in the Roadmap.

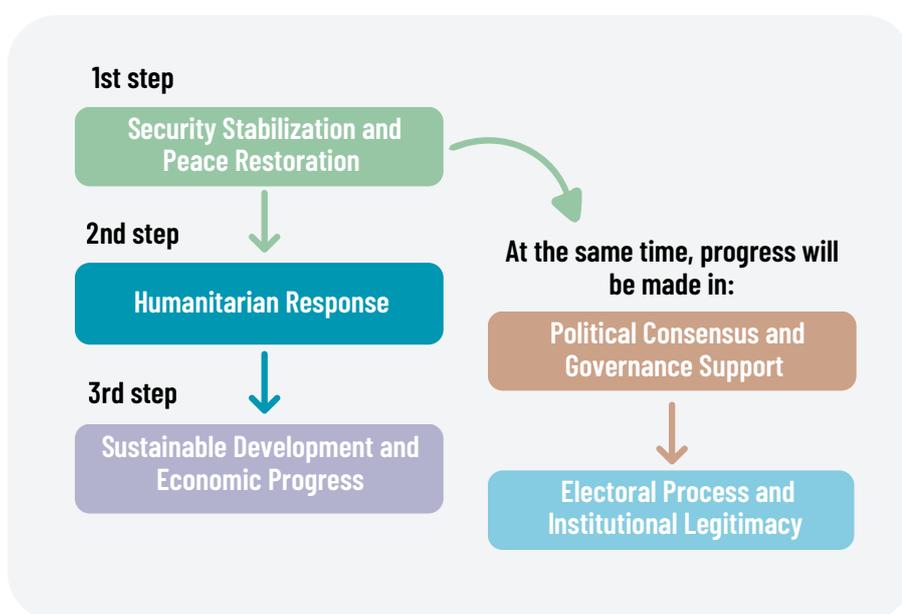
To support an expanded role in Haiti, the OAS General Secretariat will need dedicated technical and political teams to undertake:

- Political Engagement and Facilitation: Support and facilitate sustained political multi-stakeholder engagement, dialogue, consultation, and mediation with Haitian authorities.
- Consultation and coordination with international organizations: to support future implementation of the Roadmap.
- Mapping of International Efforts: Gather and compile information on initiatives, programs and projects of different international organizations, regional banks and bilateral donors.
- Resource Mobilization: Mobilize the required funding aligned with Haitian priorities and convene an international donors' conference jointly with the Inter-American Development Bank. This mobilization will be carried out ensuring coherence with existing frameworks to avoid duplication of efforts. It will build upon lessons learned from previous resource mobilization initiatives and integrate relevant ongoing programs.

- Operational capacity building: Expand OAS operational capacities, leveraging partnerships and seeking synergies.
- Accountability and reporting: Strengthen reporting, results-based monitoring, and evaluation mechanisms.
- Administration: Ensure timely administrative and financial execution.

This preparatory phase is not simply administrative - it is foundational.

The Roadmap is organized into five overlapping pillars of work:



Pillar 1: Security Stabilization and Peace Restoration *(See Annex 1)*



This pillar sets out the international community's contribution to a comprehensive and interconnected response to Haiti's multidimensional crisis, with particular emphasis on stabilizing the current security situation as a prerequisite for enabling humanitarian access and restoring core state institutions.

The Security Pillar is the highest priority for achieving stabilization and peace, but it is not pursued in isolation, it is framed as a strategic enabler for broader political, electoral, and development goals. Re-establishing territorial control and public order, including securing key corridors, is essential to facilitate humanitarian assistance, restore state legitimacy, and rebuild the rule of law.

This Roadmap acknowledges that restoring security in Haiti requires more than operational support to the Haitian National Police (HNP). It demands the strengthening of a coherent national security system that integrates justice institutions, border management, civil protection agencies, and local governance, under Haitian national leadership. The Security Pillar therefore adopts a dual approach, structured in two phases and aligned with ongoing initiatives led by international organizations and bilateral partners:

- **Short-term Emergency Response:** Focused on securing strategic assets, critical infrastructure, and regaining territories controlled by gangs to establish immediate stability. It also focuses on mechanisms to curb the influx of firearms and ammunitions into the country.
- **Medium- to Long-term Sustainability:** Centered on rebuilding responsive and accountable security and justice systems through institutional strengthening, professionalization of the police, and reform of legal and operational frameworks.

The Emergency Response Phase

The Emergency Response Phase focuses on the urgent task of securing Haiti's main communication corridors and strategic facilities, including police stations and justice-related infrastructure, in order to operate as hubs for HNP deployments, particularly in high-risk areas including the West, Central, and Artibonite Departments.

As mandated by United Nations Security Council Resolution 2699, the MSS mission is the lead entity for this phase. Its role is to provide operational support to the HNP, plan and conduct joint security operations to counter gangs, improve security conditions, and safeguard critical infrastructure sites and transit points, including airports, ports, schools, hospitals, and key intersections.

Within this framework, the OAS, through the SECURE-Haiti program, is positioned to support and complement MSS-led actions. The OAS's role is to provide logistical and operational support that enables the MSS mandate, including reinforcing logistics and services, refurbishing infrastructure, equipping mobile units, and establishing food and asset management systems, among others, in order to restore the functionality of secured sites, integration of secure digital tools for real-time coordination and surveillance, and facilitation of conditions for humanitarian access, electoral operations, and broader rule-of-law initiatives.

The Roadmap underscores that the mechanisms to lead and execute this emergency phase rests with MSS, and that the OAS acts strictly in a supporting capacity. Accordingly, all financial estimations for the completion of this phase have been provided by the MSS.

The rebuilding of security and justice institutions phase

The Security Pillar will transition into a nationally led process aimed at rebuilding Haiti's law enforcement, justice, and border institutions. This second phase focuses on long-term stabilization through institutional reform, professionalization of the Haitian National Police (HNP), expansion of community-based policing, reform of justice and judicial systems, and dismantling transnational criminal economies that finance violence and erode state authority.

The OAS's mandates and technical capacities position it to contribute to this phase in close coordination with international partners and security-focused missions. Through the SECURE-Haiti program, the OAS/SMS mobilizes its specialized units—the Department of Public Security (DPS), the Department against Transnational Organized Crime (DTCO), the Inter-American Committee against Terrorism (CICTE), and the Inter-American Drug Abuse Control Commission (CICAD)—to deliver a comprehensive strategy against organized crime while strengthening Haiti's public security architecture.

Summary of priority actions needed:

1. Baseline assessment of Haiti's current security infrastructure;
2. Reinforce Haiti National Police's institutionality (chain of command, recruitment, emergency training and deployment);
3. Prioritize and secure strategic territories and critical infrastructure replacing the international troops with HNP forces;
4. Implement oversight mechanism with the judiciary system.
5. The OAS is in position to make financial estimations for the completion of this phase (Annex 1).

This effort is further supported by the strategic partnership with the Inter-American Defense Board (IADB), consistent with Mandate 11 of Resolution AG/doc.5882/25 rev.1, which integrates defense-related expertise into civilian-led coordination frameworks.

The security pillar of this Roadmap places peace at the center of national recovery, advancing security as a human right and a condition for democratic and social renewal. It promotes inclusive, nonviolent engagement with affected communities to understand insecurity, support reintegration pathways, and foster civic spaces for trust-building and conflict de-escalation, complemented by joint problem-solving between authorities and local actors.

Strategic Objectives

- Secure strategic assets and critical infrastructure by providing logistical and operational support to facilitate HNP-MSS deployments in high-risk areas, within UN-led security operations, and respecting OAS mandates.
- Rebuild responsive and accountable security and justice systems through a sustainable and nationally owned process to restore Haiti's security institutions.

Lines of Action

- Support logistics and operational capacities of MSS-HNP joint operations in targeted high-risk zones.
- Increase qualified personnel deployment.
- Establish secure logistical and monitoring systems.
- Establish tactical support and logistics infrastructure.
- Enhance maritime surveillance and enforcement capabilities

- Strengthen border security as a priority element of national stabilization
- Establish institutional presence through the restoration/modernization of security infrastructure and secure digital systems.
- Establish a baseline assessment of Haiti's national security system to identify institutional priorities, operational gaps, and humanitarian access needs.
- Rebuild the HNP prioritizing recruitment, training, and equipping of new police officers.
- Rebuild law-enforcement agencies to guarantee better security border management.
- Strengthen law enforcement capacity to counter illicit trafficking of firearms and drugs.
- Facilitate cooperation to counter cross-border criminal networks and firearms trafficking through supported dialogue platforms and joint risk assessments
- Disrupt the finances of organized crime through support to Haitian-led investigative and judicial processes.
- Build rule of law and judicial capacity.
- Ensure the minimum working conditions for the judiciary including a secure environment and basic infrastructure and equipment for judicial institutions to function, among others.
- Promote community policing and social cohesion.
- Prevent gang violence and youth recruitment.
- Strengthen the national response to human trafficking.
- Ensure project sustainability and national ownership.
- Integrate women perspectives in the reform and modernization of security institutions.
- Develop strategic communication campaigns to counter misinformation and disinformation, in coordination with Haitian authorities.
- Cooperate with UNODC and BINUH to provide specialized training in investigation, evidence handling, and anti-trafficking measures.

Pillar 2: Political Consensus and Governance Support *(See Annex 2)*



Following the assassination of President Jovenel Moïse in July 2021, a power vacuum resulted with no functioning parliament and no elected officials to provide checks and balances. The pressures emerging from political divisions and mass protests hindered state responses to the violence perpetrated by gangs, leading to widespread violence and humanitarian disruption. In response to this situation, the UN Security Council authorized the MSS, led by Kenya, to assist the HNP. Faced with growing political instability, Prime Minister Ariel Henry agreed to resign once a transitional council was established. With a view to facilitating dialogue among Haitian stakeholders, CARICOM deployed the EPG which proposed a framework for a transitional government.

Through the crisis and until now, the EPG stepped in to offer support, aiming to stabilize the country and provide temporary governance. A key element of this support has been the establishment of the Transitional Presidential Council (TPC), a short-term solution designed to fill the leadership gap and facilitate the country's recovery. However, its mandate is set to expire in February, which raises significant concerns about the sustainability of Haiti's political framework and the continuation of governance structures. The looming expiration of the TPC's mandate underscores the urgency for a clear, long-term solution that can restore constitutional order and ensure the legitimacy of the country's authorities. Without a plan for elections or the establishment of a new political order, the risk of further instability and governance challenges remains high, threatening Haiti's ability to make meaningful progress in its recovery efforts.

Efforts undertaken by CARICOM's EPG and BINUH in sustaining a Haitian-owned political dialogue remain critical. CARICOM's EPG's contributions have been fundamental to keep the political process alive, build bridges among fractured groups, and maintain regional and international attention on Haiti's transition. For its part, BINUH has been instrumental in facilitating efforts between various Haitian political and social groups as well as business leaders to resolve the political crisis while the OAS has maintained its attention in the country participating in diplomatic and political mediation, conducting good offices and advocacy on behalf of Haiti.

CARICOM's EPG leadership is essential for the continuity in navigating the transition to a more permanent governance solution that is aligned with Haiti's needs and aspirations. BINUH will continue to accompany these efforts as well as the OAS, which will provide support with CARICOM in the lead.

In addition to this more immediate challenge, Haiti's recurrent political crises are driven by a variety of other factors, including an imbalance of executive authority, the absence of effective parliamentary oversight, weak local governance, limited judicial independence and a long-standing structural weakness of its constitutional framework. Addressing these issues is essential for any governance actions under this Roadmap. This requires an open, inclusive, and nationally led dialogue on a new social contract and a more effective institutional architecture, ensuring Haitian ownership of the process at every stage, one that is built on previous CARICOM, BINUH and OAS good offices.

The draft of the new constitution already circulating, and widely discussed, along with other key priorities like security, offers a starting point for a broad-based, participatory national dialogue aimed not at dividing power, but forging a forward looking agenda for the country.

Strategic Objective

This pillar will focus on facilitating Haiti's transition toward stable, inclusive, and accountable governance and lays the foundations for the processes of implementing and establishing a new constitution and democratic renewal beyond the February 7, 2026 deadline, structured into seven major stages:

1. Establishment of a High-Level Mission
2. Exploratory Dialogue
3. Rules and Agenda Definition
4. Public Dialogue Sessions
5. Validation and Implementation
6. Review draft of new constitution
7. New constitution awareness campaigns

National dialogues will prioritize the discussion of security issues and the implementation of the text of the new constitution.

These stages provide a comprehensive and actionable timeline for the restoration of democratic governance.

To support previous work by CARICOM and BINUH and in coordination with these institutions, the OAS offers its institutional expertise to serve as the technical secretariat for constitutional dialogue. In this role, the OAS will ensure institutional continuity, documentation, methodological clarity, and transparent coordination. The Organization will support convening a national dialogue anchored in inclusive participation, geographic representativeness, and structured deliberation. As mentioned, these efforts will be coordinated with the TPC, the CARICOM EPG, the United Nations, as well as with universities, civil society, and the Haitian diaspora to ensure plural and sovereign deliberation.

Pillar 3: Electoral Process and Institutional Legitimacy *(See Annex 3)*



Strategic Objective

This pillar is fundamental to fostering stability and sustainability in Haiti by rebuilding a credible and trusted democratic pathway. Its core objective is to ensure that future Haitian leadership is genuinely chosen by the people through transparent, inclusive, and free and fair elections with international observation. A key priority is to establish clarity regarding the sequence and scope of elections, taking into account constitutional decisions and the election of authorities. In addition, continued support to Haiti's National Office of Identification (ONI) remains essential to guarantee citizens' rights to civil identity, voting, and political participation – all of which are foundational for stabilization and democratic legitimacy.

Specific emphasis will be placed on ensuring the inclusive political participation of women, youth, persons with disabilities, and historically marginalized groups, through targeted outreach and institutional measures.

Lines of Action

- Decide on the constitutional question.
- Reform the Legal Framework for elections.
- Strengthen the capacity of the Electoral Management Authority, the Provisional Electoral Council (CEP).
- Call for Elections.
- Register Political Parties.
- Ensure Voter Registration and Electoral Roll Integrity.
- Strengthen ONI's Capacity to Ensure Accessible and Secure Civil Identification Services.
- Regulate candidate nomination.
- Conduct robust civic education and training of electoral personnel.
- Manage logistics and technology securely.
- Accredite party agents and national observers.
- Deploy international electoral observation mission.
- Conduct elections.
- Manage preliminary and official counting of votes.
- Conduct post-electoral dispute resolution.
- Ensure official proclamation of results (timely, legally grounded, clearly communicated).
- Implement specific programs to remove barriers to participation for women and marginalized groups, including accessibility measures, capacity-building, and incentives for political parties to adopt inclusive candidate lists.

Under this pillar, it would be important to support domestic observation with national observers from civil society organizations – particularly human rights groups – and the media serving as watchdogs of the electoral process. Their role is key to ensure transparency, accountability and ownership. Similarly, through BINUH, the UN has supported the creation of the Provisional Electoral Council, and supported a plan towards elections. In addition, the UNDP has also extensively supported election preparations.

For its part, the OAS can support the electoral process by forming a risk analysis team to monitor and assess key factors that may affect the integrity and feasibility of the elections. This team could identify potential threats related to security, logistics, political tensions, institutional readiness, and social dynamics, and provide timely recommendations to help mitigate risks and inform decision-making by national authorities.

At present, the OAS can begin to design the deployment plan of a limited electoral observation mission (an Experts Mission), to be ready when the elections in Haiti are called. The OAS anticipates a 20-member Experts Mission, comprising a core group of five persons who are specialists in electoral organization, electoral technology, electoral justice, and electoral violence, supported by additional staff, including four security officers. The eventual size and scope of the Mission would depend on the prevailing security conditions and operational realities on the ground.

The work-plan of the mission would be implemented in four phases:

1. A Needs Assessment Mission (NAM) to assess the conditions on the ground and finalize the different elements of the proposed EOM.
2. Monthly Preliminary Technical Visits in the lead-up to the polls, to assess the progress made towards elections, and to evaluate, on an ongoing basis, the conditions in Haiti.
3. A Preliminary Visit by the Chief of Mission approximately 4 - 6 weeks before the elections, for discussions with all stakeholders.
4. Deployment of the Experts Mission.

Pillar 4: Humanitarian Response *(See Annex 4)*



The humanitarian response in Haiti is grounded in international humanitarian law and adopts a rights-based, community-centered approach that recognizes the protracted nature of the crisis, marked by chronic insecurity, mass displacement, and multidimensional vulnerabilities. This pillar will address life-saving aid, ongoing sustained humanitarian response, and also lay the groundwork for long-term recovery by reinforcing local resilience, promoting social cohesion, and safeguarding human dignity.

New initiatives under this pillar will be closely coordinated with ongoing development and stabilization efforts to promote complementarity, avoid duplication, and siloed interventions. It will also align with ongoing initiatives like the 2025 UN Haiti Humanitarian Needs and Response Plan, PAHO's Health Emergency Appeal and WFP in-country programming.

In addition, the humanitarian response will incorporate an "integrated delivery approach" to maximize efficiency and avoid the negative impacts of fragmented aid. Whenever possible, local agricultural products will be used in humanitarian programs such as school feeding, lactating mothers' support, and institutional food provision, both to meet nutritional needs and to strengthen the domestic economy. Successful community-based food security projects—such as the La Gonave vulnerability reduction model—will be scaled up to other critical areas.

Strategic Objectives

- Mitigate protection risks and promote social cohesion for all those affected by the crisis.
- Coordinate and deliver multisectoral emergency assistance (food, health, shelter, water, social protection, education).
- Strengthen community resilience through emergency preparedness and anticipatory action.

Lines of Action

- **Water, Sanitation and Hygiene (WASH):** Emergency water supply and water safety, rehabilitation of water systems, and hygiene kits in high-risk zones.
- **Food Security and Nutrition:** Emergency rations, nutrition screening, targeted feeding programs, with priority procurement from local producers to boost the Haitian agricultural economy.
- **Shelter and Settlements:** Emergency shelters, support for host families, repairs, and relocation from high-risk zones.
- **Health services:** Operational support to health facilities, access to primary and emergency care, mobile clinics, epidemiological surveillance, primary care access, maternal and reproductive services, vaccination, access to diagnostics, basic medicines and supplies, mental health support, and cholera response.
- **Education in Emergencies:** Temporary learning spaces, back-to-school kits, support for teachers and psychosocial services.

- **People in situations of vulnerability:** women, older persons, persons with disabilities, and people living and affected by HIV in gang-controlled areas, internally displaced persons, returned migrants, cholera-affected communities, and those in need of mental health and psychosocial support.
- **Specialized protection needs:** Gender-Based Violence (GBV) case management, child protection, legal assistance, family reunification, protection monitoring.

Pillar 5: Sustainable Development and Economic Progress^{9 10} (See Annex 5)



This pillar aims to support Haiti's stabilization and recovery by restoring basic services, promoting economic revitalization, advancing rural development, creating jobs, and strengthening institutional capacity—with a particular focus persons in situations of vulnerability and building resilience to future shocks.

It emphasizes building Haiti's economic resilience through sustainable growth, poverty reduction, and enhanced capacity to manage climate and disaster-related risks. The GS/OAS, in collaboration with the Inter-American Development Bank Group (IDBG), the Inter-American Institute for Cooperation on Agriculture (IICA), the Pan American Health Organization (PAHO), the Caribbean Development Bank (CDB), the Economic Commission for Latin America and the Caribbean (ECLAC), and other development partners—working in coordination with Haitian authorities—can support this effort.

A strong emphasis will be placed on agriculture, rural development, and food security as essential drivers of economic stability, peace, and resilience. Building on IICA's ongoing work in Haiti, this includes technical training for small farmers, animal health programs, provision of seeds and tools, and climate adaptation measures. Initiatives such as the Green Climate Fund-supported project to enhance resilience in the agricultural sector through expanded irrigation access, reforestation, and land recovery will be integrated. Export potential in key agricultural value chains will be explored alongside strengthening domestic markets.

This engagement is grounded in the Humanitarian-Development-Peace Nexus and adapted to the unique territorial diversity and structural fragility of the Haitian context. Short-term actions should serve as foundations for long-term sustainable growth and development.

Strategic Objectives

- Bolster Economic Development, Job Creation, Rural Development and Connectivity for future rapid, inclusive, and sustained growth.
- Restore and Expand Access to Basic Services.
- Promote climate action and Disaster Risk Management.
- Improve Institutional Capacity and the Rule of Law.

Lines of Action

- **Employment Generation and Retention:** Promote employment generation and retention to reduce vulnerability to gang recruitment and foster the development of Haiti's national labor market.
- **Develop Human Capital:** Invest in quality education, healthcare, and vocational training programs to improve the productivity of the workforce, create a skilled labor pool, and enhance the overall human capital index, making Haiti more competitive.
- **Youth Inclusion and Resilience:** Promote youth inclusion and resilience through community-based opportunities for education, employment, and civic engagement.

9. This pillar will be further consulted and validated with the Inter-American Development Bank and other partners

10. Further consultations on this pillar will be held with the World Bank to ensure alignment with its [Haiti Country Partnership Framework for FY25-FY29](#).

- **Enhance the Business Environment:** Support Micro Small and Medium Enterprises (MSME) and attract investment by streamlining business registration processes, improve contract enforcement, address energy scarcity, and develop reliable infrastructure like roads, water, digital access that are vital to attracting both domestic and foreign investment, leading to job creation.
- **Economic Connectivity:** Strengthen national and international economic connectivity to enable trade, investment, and private sector growth
- **Scale Agricultural and Manufacturing:** Support agricultural production with climate-resilient practices, value chain development, and improved market access (with the support from IICA) and manufacturing outputs to enhance food supply, promote diversification, and expand participation in international markets.
- **Promote Agriculture and Rural Development:** Invest in climate-resilient agriculture, improve infrastructure in rural areas, and provide access to credit and resources for farmers to boost food security, create jobs, and reduce poverty in a significant sector of the Haitian economy.
- **Economic Recovery and Resilience:** Facilitate economic recovery and resilience through targeted investments in critical infrastructure, livelihoods, private sector revitalization, and local economic ecosystems.
- **Food Security:** Implement measures to reduce vulnerability to food insecurity, with a focus on the most at-risk populations. Complementarity with work being implemented under the Humanitarian pillar will be ensured.
- **Water Security:** Expand the Integrated Water Resources Management and waste-water management program to include water governance particularly in the transboundary region with the Dominican Republic – Complementarity with Pillar 4 WASH.
- **Disaster Preparedness and Climate Resilience:** Given Haiti's vulnerability to natural disasters, investing in robust disaster preparedness mechanisms and climate-resilient infrastructure is crucial to protect economic gains and prevent future humanitarian crises.
- **Social Protection Systems:** Provide continued support to the social protection system to safeguard livelihoods and build household resilience.
- **Health Services:** Support the recovery and strengthening of health services to ensure Universal Health Coverage, built upon the foundation of Primary Health Care, including equitable access to quality health services; the recovery of critical health infrastructure; and strengthening the health workforce.
- **Institutional Capacity:** Enhance the institutional capacity and connectivity of key public institutions through digital transformation.
- **Technological Solutions:** Implement technological enablers and capabilities to improve the efficiency, transparency, and accountability of core public sector management systems.
- **Cybersecurity:** Strengthen cybersecurity capacities to protect public infrastructure and ensure the resilience of digital governance tools.
- **Economic Connectivity:** Strengthen national and international economic connectivity to enable trade, investment, and private sector growth.

5. PROPOSED INITIAL GOVERNANCE STRUCTURE

a) Coordinating Group Mechanism (CGM)

It is proposed that a coordinating group mechanism be established to periodically assess progress in Haiti and to undertake good offices in moving forward with the response. This group will be composed initially of representatives of the Haitian Government, the UN, CARICOM and the OAS to provide strategic direction and political oversight for the Roadmap's implementation. As the Roadmap evolves, the membership can be expanded to include other relevant actors, including other institutions and/or OAS member states.

b) Special Representative of the OAS

To support OAS and international efforts related to the Roadmap, the OAS Secretary General may appoint a high-level Special Representative for Haiti. This individual will liaise with Haitian officials on Roadmap implementation, coordinate with donors and partners, and lead efforts to advance the Haiti response. Given the priority nature of this initiative, the Special Representative will report directly to the OAS Secretary General and be supported by a coordinating team, which will also assist the OAS Interdepartmental Working Group on Haiti (See below).

c) The Group of Friends of Haiti

An informal, consultative platform comprising key international partners to coordinate support, share information, and align international and regional actions to effectively respond to Haiti's evolving challenges. This Group can guide the resource mobilization for the Roadmap, as well as share updates and lessons learned to ensure that efforts remain aligned and responsive to Haiti's emerging challenges.

d) OAS Interdepartmental Working Group on Haiti

A coordinating space within the General Secretariat of the OAS tasked with facilitating cooperation across OAS departments and units, guiding OAS efforts in support of the Roadmap.

e) Other inter-agency spaces, as agreed upon amongst stakeholders:

A range of inter-agency technical spaces may be established or leveraged to facilitate coordination, resource mobilization, and knowledge sharing among key stakeholders. These spaces will serve as dynamic platforms for thematic discussions and collaborative actions, focusing on the pillars of the roadmap or other emergent critical areas as the context in Haiti evolves.

Role of the OAS:

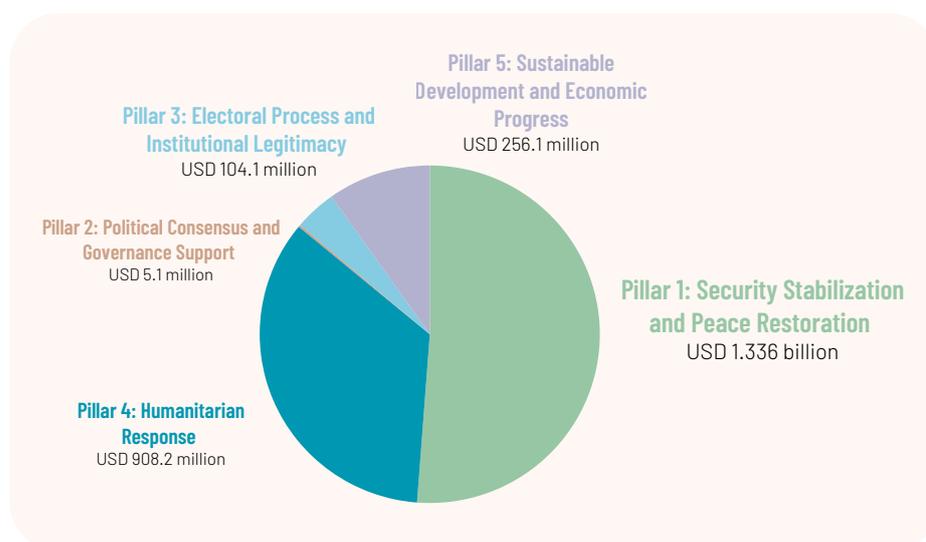
As the premier forum for political dialogue and cooperation in the Americas, and realizing the Members States vision for the OAS in General Assembly AG/doc.5882/25 rev.1 (June 27, 2025), the OAS will play a convening role to follow up on progress for Haiti, as proposed in the Roadmap document.

6. OPERATIONAL FRAMEWORK

6.1 Estimated Funds Required

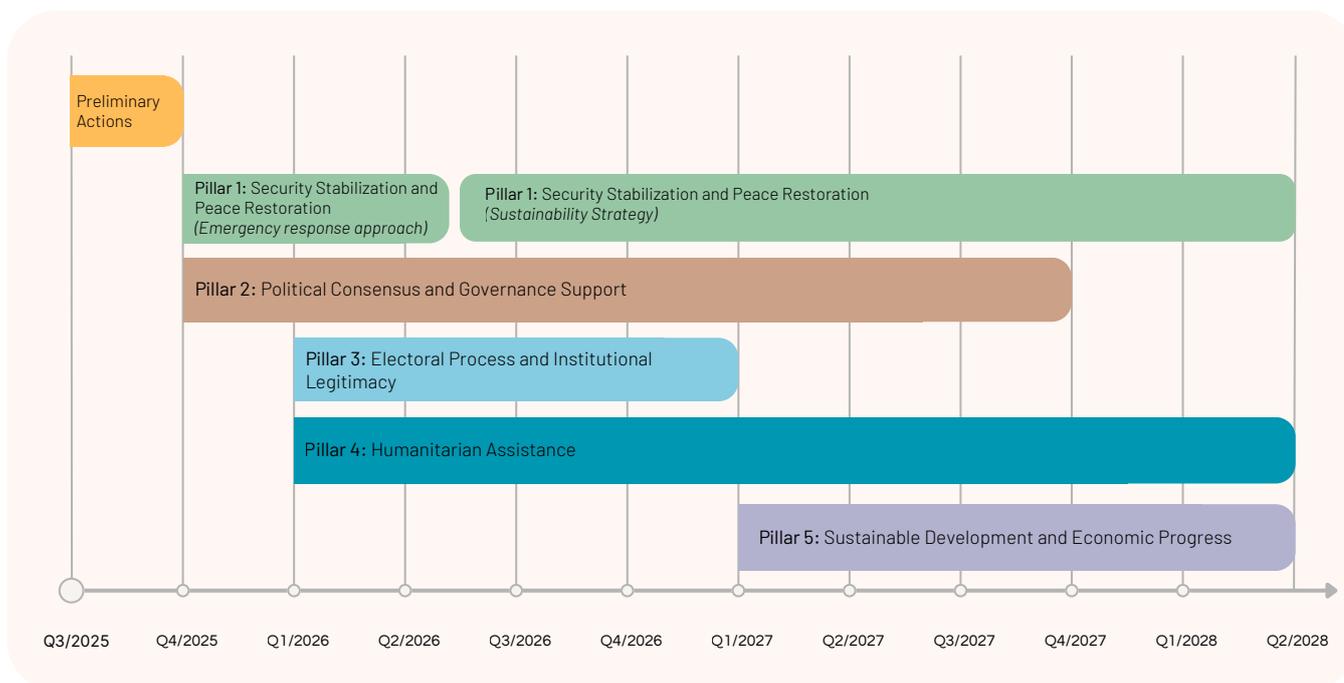
The implementation of the actions outlined under all five pillars is projected to require an estimated total budget of **USD 2.6035 billion**. In this budget estimate does not represent the total financial requirement for the implementation of each pillar. It reflects current projections based on preliminarily defined activities and available information. Several components remain subject to further quantification in coordination with national authorities, international partners, and relevant stakeholders. Additional activities may be incorporated based on evolving needs and joint planning processes, and corresponding financial adjustments will be made accordingly.

- On the estimated funding for the Security Pillar, the estimated amount considers OAS capacity building and logistical support via the SECURE-Haiti program, as well as the annual budget under the MSS-SO, and projections on the global short-term security needs in Haiti, which would support some 2500 personnel for a multinational security force to neutralize gangs. This would be applied to the challenges of the first year, as well as into the future, per annum. Please note that these figures are placing priority on two high challenges in the upcoming year to both neutralize gangs and to undertake the establishment of a much strengthened, revised UN framework that incorporates wide international participation, including from the OAS. Also please note that key decision points under the new model remain to be determined, and thus, this is a figure that is subject to revision.
- On the Humanitarian Pillar, values are based on figures reported in the UN Haiti Humanitarian Needs and Response Plan 2025.
- On the estimated funding for the Sustainable Development Pillar, the IADB expected 2023-2024 gross approvals for the country totaling US\$256.1 million. A new concessional resource allocation is being prepared for Board discussion and approval.



Additionally, it is understood that no single donor will be expected to assume the full financial responsibility for this comprehensive response. The Roadmap is designed to identify the needs and associated costs, with the understanding that these will be shared collaboratively among all partners who are in a position to provide financial and technical support to Haiti.

6.2 Roadmap Timeline (by quarters)



6.3 Monitoring, Evaluation, and Follow-Up

The design of the monitoring, evaluation, and accountability system will be finalized upon completion of the operational definitions and activities under each thematic pillar. This will ensure that all indicators, performance benchmarks, and review mechanisms are fully aligned with the specific goals, timelines, and territorial contexts of implementation. A comprehensive M&E framework, including quantitative and qualitative indicators, reporting cycles, and mechanisms for feedback and lessons learned, will be detailed in the final version of the proposed Roadmap.

ANNEXES

Annex 1:

Pillar 1: Security Stabilization and Peace Restoration – Operational Overview

Annex 2:

Pillar 2: Political Consensus and Governance Support – Operational Overview

Annex 3:

Pillar 3: Electoral Process and Institutional Legitimacy – Operational Overview

Annex 4:

Pillar 4: Humanitarian Assistance – Operational Overview

Annex 5:

Pillar 5: Sustainable Development and Economic Progress – Operational Overview

Annex 6:

Existing GS/OAS initiatives supporting Haiti

Annex 7:

Existing OAS Mandates

Annex 8:

Existing structures supporting Haiti

Annex 9:

Existing Inter-American Development Bank (IDB) initiatives supporting Haiti

Annex 10:

Existing Pan American Health Organization (PAHO) Activities in Haiti

Annex 11:

Existing Inter-American Institute for Cooperation on Agriculture (IICA) initiatives supporting Haiti

Annex 12:

Existing United Nations (UN) initiatives supporting Haiti

*To be completed once input from the UN is received.

Annex 1:

Pillar 1: Security Stabilization and Peace Restoration – Operational Overview

Emergency response

Pillar	Lines of Action	Short-Term Goals	Medium term goals	Long-term goals	Key actors	Main risk	Probability (low/medium/high)	Mitigation measure
Pillar 1: Security Stabilization and Peace Restoration Emergency response	Support logistics and operational capacities of MSS-HNP joint operations in targeted high-risk zones	Provide needed resources and infrastructure for MSS-HNP joint operations in targeted high-risk zones	Allow MSS-HNP presence in strategic corridors through fully operational and logistical support	HNP operations maintain sustained control over key security corridors without external support	OAS, Haitian National Police (HNP), Multinational Security Support (MSS) Mission	Limited capacity and lack of coordination among actors	High	Establish coordination committees to ensure alignment with national authorities
	Establish secure logistical and monitoring systems.	Identify, classify, and register information on firearms and ammunition in state arsenals	Improve capacities to classify, and register information on firearms and ammunition in state arsenals	HNP arsenals are systematically documented and monitored, enabling better control and risk management	OAS, Haitian National Police (HNP)	Resistance from internal units delays the classification and registration process; Lack of access to the physical location hinders classification	Medium	Work closely with HNP leadership to ensure access and designate focal points; provide standard templates for registration
		Install inventory control system to maintain accountability of HNP arsenals	Improve inventory control capacities to maintain accountability of HNP arsenals	HNP arsenals are systematically documented and monitored, enabling better control and risk management	OAS, Haitian National Police (HNP)	Resistance from internal units delays the classification and registration process; Lack of access to the physical location hinders installation of system	High	Work closely with HNP leadership to ensure access and designate focal points; provide standard templates for registration; work with other agencies to establish secure access to locations
	Establish tactical support and logistics infrastructure.	Provide tactical support and logistics infrastructure for HNP	Support capacities to provide logistical support to field operations	HNP logistics infrastructure and field operations are consistently deployed across priority regions	OAS, Haitian National Police (HNP), Multinational Security Support (MSS) Mission	Limited capacity and lack of coordination among actors	High	Establish coordination committees to ensure alignment with national authorities
	Establish institutional presence through restoration of security infrastructure and secure digital systems.	Refurbishment of Police Stations, operation bases, and other security facilities	Provide resources for improving security infrastructure in high-risk zones	HNP security infrastructure and field operations are consistently deployed across priority regions	OAS, Haitian National Police (HNP), Multinational Security Support (MSS) Mission	Limited access to high-risk zones	Medium	Establish coordination committees to ensure alignment with national authorities.
		Provide technical and material support to improve the storage facilities of state arsenals	Improve operational infrastructure and storage facilities	Enabled proper access of HNP to stockpiles, while reducing unauthorized use or diversion of national arsenals.	OAS, Haitian National Police (HNP), Multinational Security Support (MSS) Mission	Delays in procurement processes or import restrictions prevent timely delivery of technical and material support.	Medium	Plan procurement well in advance, maintain regular communication with national authorities on customs and import procedures, and explore local alternatives if feasible

Pillar	Lines of Action	Short-Term Goals	Medium term goals	Long-term goals	Key actors	Main risk	Probability (low/medium/high)	Mitigation measure
Pillar 1: Security Stabilization and Peace Restoration	Establish institutional presence through restoration of security infrastructure and secure digital systems.	Provision of near real time detection indicator of credential of police authorities leaks	Reduction of exposure of .gouv.ht and police digital identity, credentials and sensitive information	Near real time detection indicator of credential of police authorities leaks improved	OAS, CONATEL	Leak of information	Medium	Create secure communication channel and establish trusted point of contact
		Develop secure, cloud-based infrastructure and mobile digital tools to support real-time command, surveillance, interagency coordination, and evidence management, including public reporting platforms and AI-driven technologies like drones and body cameras	Consolidate a secure and interoperable digital platform that integrates public safety entities, enabling effective coordination to improve operational response times and ensuring traceability and transparency in public administration.	Enhance the digital ecosystem of security and justice that promotes institutional strengthening and a sustained reduction in crime.	CONATEL, Ministry of Justice and Public Security, Police, Prosecutor's Office, Civil Society	Lack of continuity in the projects of participating institutions due to the instability of the State	Medium	Establish public policies that transcend changes in government and ensure funding over time.
		Provide comprehensive training for officers and IT personnel on digital tool use, data protection, and cybersecurity to ensure sustainable, secure operations	Establish a network of government officials specializing in IT who receive ongoing training and serve as local trainers to operate and protect the government's information systems.	Strengthen information systems to ensure efficient and reliable services provided by the State, and create greater resilience to cyber threats.	CONATEL, Ministry of Interior and Territorial Communities, Police, Ministry of Justice and Public Security	Challenges in ensuring the continuity of specialized human capital in the government sector	Medium	Implement a cross-cutting digital training policy in the State that considers talent retention schemes.
	Ensure project sustainability and national ownership.	Integrate HNP in designing, adquisition and management of restored infrastructure and logistics systems	HNP progressively assume management of restored infrastructure and logistics systems under clear transition protocols.	The HNP leads operations with minimal external support.	OAS, Haitian National Police (HNP),Ministry of Justice and Public Security,	Limited capacity and lack of coordination among actors.	Medium	Establish coordination committees to ensure alignment with national authorities.
	Establish a baseline assessment of Haiti's national security system to identify institutional priorities, operational gaps, and humanitarian access needs.	Identify institutional priorities, operational gaps, and humanitarian access needs.	Provide a validated national security baseline guides planning and resource allocation across security actors	Security planning and response are consistently based on national data and updated assessments.	OAS, Haitian National Police (HNP),Ministry of Justice and Public Security, Local authorities	Processes cannot be evaluated due to the impossibility of having access to certain locations (such as depot areas).	Medium	Establish coordination committees to ensure alignment with national authorities.
		Assess the HNP's capacities to prevent and address firearms trafficking	Provide a validated national security baseline assessment and recommendations for improvement across security actors	Develop acion plan to close identified key gaps in HNP operational capacities and processes that contribute to illegal use of firearms and ammunition by gangs	OAS, Haitian National Police (HNP),Ministry of Justice and Public Security, Local authorities	Processes cannot be evaluated due to the impossibility of having access to certain locations (such as depot areas)	Medium	Baseline should be carried out once other emergency measures take place and there is more control to certain territories
		Assess conditions of arsenals from key non-state actors, including private security companies	Provide a validated national security baseline assessment and recommendations for improvement across security actors	Develop acion plan to close identified key gaps in HNP operational capacities and processes that contribute to illegal use of firearms and ammunition by gangs	OAS, Haitian National Police (HNP),Ministry of Justice and Public Security, Local authorities	PSC do not provide access to information	Medium	Engagement of the Ministry of Defense and of PSC in the process; Evaluate if there are any frameworks that could be used to enforce access
	To integrate Explosive Ordnance Risk Education (EORE) into emergency response efforts in Haiti to reduce injuries and fatalities, particularly among vulnerable populations and first responders operating in high-risk areas.	Identify, analyse and prioritise the local EO risks, to assess the capacities and vulnerabilities of the affected communities and to determine the options for conducting EORE.	Develop context-specific risk education materials (radio, flyers, social media, posters) in Creole and French.	Develop a strategy for Training of Trainers and Community Capacities strengthening for EORE	Direction de la Protection Civile (DPC), Haitian National Police (PNH), Local and International NGOs, UN agencies	Security and Access Constraints; Lack of Verified EO Incident Data; Coordination Challenges	Medium	Work through trusted local actors, community leaders, and NGOs who have access and acceptance in insecure areas; Use protection cluster, health, and emergency reports to triangulate areas with blast injuries or unexplained explosions and establish or support anonymous, safe channels (hotlines, local focal points) for community members to report EO sightings or incidents; Collaborate with actors already working in target areas to leverage existing networks and outreach tools (e.g., shared messaging platforms, ToT trainers).
			Deliver community-based sessions through trusted local partners, community leaders, schools, and humanitarian channels.	Coordination with National and International Actors				

Pillar	Short-Term Goals	Medium term goals	Long-term goals	Key actors	Main risk	Probability (low/medium/high)	Mitigation measure	
Pillar 1: Security Stabilization and Peace Restoration	Strengthen law enforcement capacity to counter illicit trafficking of firearms and drugs	Deploy a cross-border intelligence-led operation to disrupt firearms trafficking networks	Generate intelligence and corresponding reports with conclusions of tracing and criminal investigation efforts	The HNP has strengthened its capabilities to detect, identify, trace, and investigate firearms trafficking and firearms-related crime	OAS, Haitian National Police (HNP), Ministry of Justice and Public Security, Central Directorate of the Judicial Police (DCPJ)	Limited coordination or insufficient actionable intelligence	Medium	Ensure prior intelligence analysis and shared across relevant units or institutions, designate clear operational roles and communication channels
		Develop a protocol for HNP for recovery of firearms, and train HNP personnel on its implementation	Buil capacities for tracing and investigation of recovered firearms	The HNP has strengthened its capabilities to detect, identify, trace, and investigate firearms trafficking and firearms-related crime	OAS, Haitian National Police (HNP), Ministry of Justice and Public Security, Central Directorate of the Judicial Police (DCPJ)	Lack of institutional ownership or low participation in training	Medium	Engage HNP leadership in protocol development, ensure training is mandatory
		Support and mentor HNP personnel in the implementation of the protocol	Buil capacities for tracing and investigation of recovered firearms	The HNP has strengthened its capabilities to detect, identify, trace, and investigate firearms trafficking and firearms-related crime	OAS, Haitian National Police (HNP), Central Directorate of the Judicial Police (DCPJ)	Lack of institutional ownership or institutional turnover	Medium	Schedule mentoring sessions aligned with field operations, maintain contact with focal points
		Conduct a High-level seminar to strengthen integrated strategies against firearms and drug trafficking.	Buil capacities for tracing and investigation of recovered firearms	The HNP has strengthened its capabilities to detect, identify, trace, and investigate firearms trafficking and firearms-related crime	OAS, Haitian National Police (HNP), Central Directorate of the Judicial Police (DCPJ), The Controlling of Narcotics Crimes Brigade (BLTS)	Limited engagement from senior officials or authorities	Medium	Coordinate well in advance with authorities; align seminar content with national priorities and ensure invitations are endorsed at the political level
	Address and reduce the risk posed by explosive ordnances	Conduct explosive ordnance threat and risk assessments	Advocate for international or regional clearance capacity to respond to confirmed explosive ordnance threats.	Align explosive ordnance risk work with peacebuilding, reconstruction, and development initiatives.	Haitian National Police (PNH), Direction de la Protection Civile (DPC), ICRC and the Haitian Red Cross (CRH), UN Agencies, International and National NGOs	Widespread gang violence and territorial control may restrict access to affected communities, especially in urban hotspots.	Medium	Work with trusted local actors (e.g., community leaders, NGOs, faith groups) who have access and acceptance in high-risk areas to deliver explosive ordnance risk education indirectly.
		Deliver urgent explosive ordnance risk education to high-risk communities using local media, mobile teams, and printed materials in Haitian Creole.	Build a cadre of community-based trainers who can deliver ongoing risk education in hard-to-reach areas.	Integrate explosive ordnance risk education into education, health, and protection programs.	Haitian National Police (PNH), Direction de la Protection Civile (DPC), ICRC and the Haitian Red Cross (CRH), UN Agencies, International and National NGOs	Absence of a centralized mine action coordination body or weak inter-agency alignment on explosive ordnance risk work.	Medium	If national structures are absent, assign a lead agency or temporary coordination role to manage explosive ordnance related data, planning, and communication.
		Set up anonymous, community-based explosive ordnance alert systems (e.g., phone lines, local focal points).	Support training and equipment for national bomb disposal units (e.g., PNH).	Advocate for the creation (or strengthening) of a national mine action or explosive ordnance tracking mechanism in coordination with security and civilian authorities.	Haitian National Police (PNH), Direction de la Protection Civile (DPC), ICRC and the Haitian Red Cross (CRH), UN Agencies, International and National NGOs	Absence of a centralized mine action coordination body or weak inter-agency alignment on explosive ordnance risk work.	Medium	If national structures are absent, assign a lead agency or temporary coordination role to manage explosive ordnance related data, planning, and communication.
	Combat the finances of organized crime	Support gang dismantling through training sessions on financial crimes investigations	Implement specialized financial crime training modules for prosecutors, police, and FIU analysts, with focus on asset recovery procedures.	Strengthen law enforcement capacity to investigate the finances of organized crime	OAS, Haitian National Police (HNP), Central Financial Intelligence Unit (UCREF), Bureau of Economic and Financial Crimes (BAFE), The Controlling of Narcotics Crimes Brigade (BLTS), Central Bank of Haiti, Ministry of Justice and Public Security, Public Prosecutor Office, Bureau for the Administration of Special Funds (BAFOS), Investigating Magistrates	Trainees without the profile requested and/or trainees with institutional approval for participating in the training. Delays in the nomination of the participants. Availability of training facilities.	Low	Close coordination with counterparts. Coordination with OAS National Office
		Support financial investigations and the recovery of illicit assets through training sessions	Build capacity in financial investigation and asset recovery	Strengthen law enforcement capacity to investigate the finances of organized crime	OAS, Bureau for the Administration of Special Funds (BAFOS), General Administration of Customs, Ministry of Justice and Public Security,	Operational implementation of processes and procedures developed	Low	Collaborative development of procedures and processes with counterparts
		Conduct technical needs assessments of Haiti's FIU and BAFOS to develop tailored capacity-building plans	Support Haiti's FIU and BAFOS with technical assistance to strengthen their capacity to track illicit assets	Strengthen law enforcement capacity to investigate the finances of organized crime	OAS, Central Financial Intelligence Unit (UCREF), Bureau for the Administration of Special Funds (BAFOS), Anti-Money Laundering Committee	Information unavailable or with low quality for analysis. UCREF Financial intelligence Analysis with low priority in PPO.	Medium	Close coordination with UCREF. Conducting liaison and technical meetings with PPO
		Develop AML/CFT frameworks and FATF's Recommendations compliance strategies	Support the legal and operational framework of AML/CFT aligned with FATF recommendations	Strengthen law enforcement capacity to investigate the finances of organized crime	OAS, Central Financial Intelligence Unit (UCREF), Ministry of Justice and Public Security, Public Prosecutor Office, Anti-Money Laundering Committee	Proposed frameworks and amendments not approved by authorities.	Medium	Coordination with counterparts and strategic partners such as CFATF. Development of recommendations of CFATF's MER.
	Build rule of law and judicial capacity	Conduct diagnostic assessments of existing legal frameworks governing law enforcement, identifying priority areas for modernization.	Support drafting and consensus-building around legal reforms to modernize policing and judicial operations in line with democratic and human rights standards.	Strengthen rule of law and judicial capacity	OAS, Haitian National Police (HNP), Ministry of Justice and Public Security, Central Directorate of the Judicial Police (DCPJ), Ministry of Defense	Limited capacity and lack of coordination among actors	Medium	Implement regular coordination meetings and joint task forces
Launch initial consultations with judicial actors to assess needs for operational independence and institutional protection.		Develop and implement training and support programs to strengthen the independence and technical capacity of prosecutors and judges, particularly in complex criminal cases.	Strengthen rule of law and judicial capacity	OAS, Haitian National Police (HNP), Ministry of Justice and Public Security, Central Directorate of the Judicial Police (DCPJ), Ministry of Defense	Limited capacity and lack of coordination among actors	Medium	Implement regular coordination meetings and joint task forces	
Evaluate current forensic and judicial case management systems to determine equipment and software gaps.		Procure and install forensic equipment and case management software in key jurisdictions to reduce case backlog and improve prosecution quality.	Strengthen rule of law and judicial capacity	OAS, Haitian National Police (HNP), Ministry of Justice and Public Security, Central Directorate of the Judicial Police (DCPJ), Ministry of Defense	Limited capacity and lack of coordination among actors	Medium	Implement regular coordination meetings and joint task forces	
Promote community policing and social cohesion	Conduct consultations with Haitian communities and HNP to define priorities and cultural specificities for a community policing curriculum.	Implement community policing training programs nationwide, incorporating human rights, de-escalation, and trust-building practices.	Promote community policing and social cohesion	OAS, Haitian National Police (HNP), Ministry of Justice and Public Security, Local Authorities	Limited capacity and lack of coordination among actors	Medium	Implement regular coordination meetings and joint task forces	
	Identify and engage women, youth, and religious leaders to prepare the first round of local safety forums.	Facilitate recurring safety forums as platforms for local dialogue, trust-building, and collaborative problem-solving between security forces and communities.	Promote community policing and social cohesion	OAS, Haitian National Police (HNP), Ministry of Justice and Public Security, Local Authorities	Limited capacity and lack of coordination among actors	Medium	Implement regular coordination meetings and joint task forces	
	Map existing community violence dynamics and identify potential civil society partners for violence interruption initiatives.	Implement pilot violence interruption initiatives in high-risk neighborhoods with local mediators and outreach workers.	Promote community policing and social cohesion	OAS, Haitian National Police (HNP), Ministry of Justice and Public Security, Local Authorities	Limited capacity and lack of coordination among actors	Medium	Implement regular coordination meetings and joint task forces	

Pillar	Short-Term Goals	Medium term goals	Long-term goals	Key actors	Main risk	Probability (low/medium/high)	Mitigation measure	
Pillar 1: Security Stabilization and Peace Restoration Sustainable Security Strategy	Conduct plans to recruit youth at-risk to participate in life skills training	Promote sustained participation of youth at-risk in life skills training	Prevent gang violence and youth recruitment	Youth at risk or engaged in gang violence at community level Saint Trinity School of Music, Youth Beyond Resilience Foundation, Fokal Foundation, Ministries of Culture and/or Education, Ministry of Justice and Public Security, local authorities	Security risks for actors and locations	High	Negotiate strong security measures in locations and for transportation of participants, stakeholders and OAS Staff with key security actors	
	Facilitate that psychosocial support team engage with State and local communities leaderships to build trust using violence and crime prevention interventions	Community members seek for psychosocial support and/or are referred to services from State and community mechanisms	Prevent gang violence and youth recruitment	Psychosocial support staff; Ministry of Justice and Public Security; Local authorities; Community leaders	Security risks for stakeholders, participants and OAS Staff	High	Negotiate strong security measures in locations and for transportation of participants, stakeholders and OAS Staff with key security actors	
	Sensitize private sector about youth integration in the job market; and Promote the engagement of at-risk youth, including those involved in gang-related activities, in educational reintegration strategies	Increase private sector hire rates of youth at-risk and or with gang related criminal background Increase enrollement of youth at-risk and/or engaged with gang related criminal background in school	Prevent gang violence and youth recruitment	Haitian National Police, Haitian Institute of Social Well-Being and Research, Ministry of Justice and Public Security, National Drug Commission (CONALD) - for drug related offenses- academia, private sector	Partners from the private sector do not offer opportunities to youth at-risk or with a criminal background Youth with criminal background suffer with prejudice within the school system	High	Sensibilization campaign for private sector candidates, search develop apprenticeship opportunities	
	Conduct violence prevention and victims' assistance training workshops for different public sector and community actors	Participants apply knowledge and skills acquired in training	Prevent gang violence and youth recruitment	Local & international consultants, OAS Portal of the Americas, local authorities	Security risks for actors and locations	High	Negotiate strong security measures in locations and for transportation of participants, stakeholders and OAS Staff with key security actors	
	Develop campaign about gang prevention	Communities sensitized about gang prevention	Prevent gang violence and youth recruitment	Local consultants, local authorities, local schools and university, local media	Security risks for actors and locations	High	Negotiate strong security measures in locations and for transportation of participants, stakeholders and OAS Staff with key security actors	
	Public spaces for intervention selected for improvement in partnership with the State and civil society	Start the mprovement of public spaces	Prevent gang violence and youth recruitment	Local cosultants, local government, local NGO, LAMIKA Program, EVA Studio	Security risks for actors and locations	High	Negotiate strong security measures in locations and for transportation of participants, stakeholders and OAS Staff with key security actors	
	Create Task Force and local commitees stakeholders on drug related crimes	Mobilize and established Task Force and local commitees stakeholders	Prevent gang violence and youth recruitment	OAS, CONALD - National Drug Commission-, BAC, BLTS, MJPS, PPO, PNH	Lack of political will and enabling environment	Low	Provide training, assistance and tecnicl tools to set multidsectoral coordination in place	
	Identify recruitment sources on drug related crimes through the Task Force	Enhance analysis of patterns, tactics, and digital recruitment strategies	Prevent gang violence and youth recruitment	OAS, CONALD - National Drug Commission-, BAC, BLTS, MJPS, PPO, PNH, private sector (social media), local and faith leaders	Lack of involvement from private sector and lack of information by institutional actors involved	Medium	Use secondary sources to find country comparison patterns	
	Develop study to analyze youth recruitment patterns to gangs, including those through social media	Conduct study to analyze youth recruitment patterns to gangs, including those through social media	Prevent gang violence and youth recruitment	Reseach institutes, academia	Lack of data	Medium	Conduct studies on the ground, interviews, focal groups	
	Develop training to enhance institucional capacities to preven youth recruitment to gangs	Conduct training to enhance institucional capacities to preven youth recruitment to gangs	Prevent gang violence and youth recruitment					
	Identify legislative gaps to effectively prosecute the recruitment of youth by criminal groups in the drug market	Support legislative review and development	Prevent gang violence and youth recruitment	OAS, Legislatures, judiciary stakeholders and CONALD.	Lack of political will or interest in revising existing gaps to effectively prosecute the recruitment of youth by criminal groups in the drug market	Medium	Connect with regional parliamentary forums or networks	
	Mobilize community to identify main needs for gang violence prevention initiatives (violence interruption, conflict management, anger management, sports, movie discussions, others)	Community participate in identified local led interventions	Prevent gang violence and youth recruitment	Community leaders, civil society organizations, State	Communities do not engage in interventions	low	Build partnerships with civil society organizations and community leaders	
	Develop case management system to coordinate individualized support for young offenders	Case management tool developed	Prevent gang violence and youth recruitment	Community leaders, civil society organizations, State	Low access of technological equipment, information security	Medium	Create a safe software	
	Support the development of youth leadership by facilitating the creation of a committee tasked with designing and implementing gang violence prevention strategies	Youth committees organized and plan of action developed	Prevent gang violence and youth recruitment	Ministry of Justice and Public Security, Group Croissance, Youth Beyond Resilience Foundation, existing local violence prevention committees	Security risks for participants and OAS staff	High	Negotiate strong security measures, in particular during committee sessions	
	Educate children to become aware of suspicious online activities through education on the safe use of digital media and targeted interventions.	Children take action reporting suspicious online activity	Prevent gang violence and youth recruitment	Community leaders, civil society organizations, State	Very low level of media literacy	High	Develop materials of media 1.0.1	
	Strengthen the national response to human trafficking	Conduct assessment of TIP frameworks	Develop/update at least 3 frameworks	Strengthen the national response to human trafficking	Ministry of Interior or Justice, National Authority on TIP, legislators, academia and CSO	Lack of political will or interest in revising existing laws or developing new ones	Medium	Provide financial and human resources to the responsible instances to develop and promote the new updates or new framework
		Develop materials and tools about identification of victims and cross-border cooperation	Conduct multisectorial and regional trainings on the detection of victims and their referral to assistance and protection services	Strengthen the national response to human trafficking	Migration, border control, service providers and NGOs	Lack of interest of the actors to attend the training	Low	Project will sign agreements and develop partnerships with responsible agencies and other actors to guarantee participation and understanding of the importance of the training.
		Map materials to be purchased to improve victims detection	Purchase materials to support victims detection work	Strengthen the national response to human trafficking				
		Facilitate bilateral meetings with State authorities to better detect victims	Improve State coordination for TIP victims detection	Strengthen the national response to human trafficking	National Authority on TIP, and NGOs	Lack of organizations that provide services to TIP victims or any other type of violence and adequate infrastructure	Medium	If there is no NGO or international organization to provide the services, work on supporting existing government agencies that provide or could provide services to victims of TIP and other manifestations of violence
		Develop protocols, SOPs and build or remodel offices, building and other infrastructures required for the provision of services to human trafficking survivors	SOPs and other frameworks are approved and available for application and space for providing services is built or renovated. Personnel of NGOs trained on the application of protocols and SOPs.	Strengthen the national response to human trafficking				
		Promote the signing of agreements with NGOs or government agencies, hiring of personnel, development, design and printing of training materials, purchase of first aid kits and other resources to support victims reintegration	Staff hired and trained offering services to victims Action flow for TIP victim screening used	Strengthen the national response to human trafficking	State and NGOs, Psychologists, social workers, first responders, educators	Lack of qualified professionals and programs	Medium	Provide training to staff and ongoing support through virtual mentorships and consultations with professionals in other countries. Enhance the TIP victim support program
		Develop action flow for TIP victims screening Develop, translate and print training materials to build mistakeholders capacities to prevent, investigate and prosecture human trafficking	Conduct training	Strengthen the national response to human trafficking	Security and justice system, border control, and migration officers, service providers	Lack of interest of the actors to attend the training	Low	Project will sign agreements and develop partnerships with responsible agencies and other actors to guarantee participation and understanding of the importance of the training.
	Select participants for the training							

Annex 2:

Pillar 2: Political Consensus and Governance Support – Operational Overview

Pillar	Major stages	Short-Term Goals	Medium term goals	Long-term goals	Key actors	Main risk	Probability (low/medium/high)	Mitigation measure	
Pillar 2: Political Consensus and Governance Support	Establishment of the High-Level Mission	Members of the High-Level mission identified and appointed by the Secretary General and accepted by the Haitian Authorities.	N/A	N/A	OAS	Differences in expectations among key actors regarding the composition or scope of the High-Level Mission could lead to delays or impact its perceived legitimacy	Medium	Engage in early and informal consultations with relevant stakeholders to foster common understanding and alignment on the mission's objectives and structure	
		Assemble the multidisciplinary High-Level Mission responsible for designing the dialogue framework, mapping stakeholders (including political actors, civil society, private sector, religious institutions, diaspora, and security influencers), and defining participation protocols, confidentiality arrangements, negotiation methodologies, and mechanisms for implementing agreed actions.	N/A	N/A					
	Exploratory Dialogue	Initiation of Exploratory Dialogue.	Discreet bilateral consultations conducted with key actors to assess interests, identify constraints, and explore areas of potential consensus	N/A	N/A	Members of the High-Level mission / OAS Technical Secretariat / CARICOM Eminent Persons Group / civil society	Limited willingness of key actors to engage in consultations due to mistrust or political sensitivities.	Medium	Engage respected intermediaries to initiate contact, build trust gradually, and ensure confidentiality to encourage open dialogue.
			Dialogue architecture refined, including format (e.g., number of roundtables), duration, validation mechanisms, and strategies to ensure broad representation.	N/A			Lack of consensus on the structure and objectives of the dialogue may hinder progress or stall the process.	High	Adopt a flexible, context-driven approach that is responsive to local dynamics, allowing the dialogue format and scope to evolve through consultation and iterative feedback.
			Number of roundtables determined; working methodology and rules of procedure for the High-Level Mission adopted; stakeholders for roundtable participation identified	N/A			Perceived exclusion of relevant actors may undermine the process and provoke resistance.	Medium	Ensure broad consultations for stakeholder mapping, and adopt transparent criteria that reflect the diversity of Haitian society, while remaining adaptable to emerging actors or shifts in the political landscape
	Rules and Agenda Definition	Develop internal regulations	Agree on rules of procedure for dialogue sessions.	N/A	N/A	TPC, OAS, Prime Minister and Key Cabinet Members (Justice, Interior, Finance, etc.), Haitian Civil Society Leaders and Experts (Constitutional Experts, Electoral Specialists, Human Rights Advocates, CARICOM, UN	Disagreements among key actors or lack of follow-through on commitments may delay the development and adoption of dialogue mechanisms, institutional frameworks, and reform priorities, undermining trust in the process and weakening implementation.	High	Foster inclusive participation from the outset through clearly defined roles, transparent procedures, and consensus-building mechanisms.
			Define roles and responsibilities for dialogue moderation.						
		Define the technical agenda focusing on core issues	Establish dialogue timetable and key meeting schedule by consensus.						
			Reaffirm confidentiality protocols and participant commitments.						
		Establish an electoral security framework	Develop a roadmap and establish a working group for constitutional reform.						
			Develop an electoral security framework.						
		Assess financial and infrastructural needs	Complete assessment report on financial and infrastructural needs.						
Establish effective monitoring mechanisms	Establish a framework for a dedicated monitoring mechanism.								
	Prioritized plan for core institutional reforms.								
Advance core institutional reforms	Finalize a consolidated timeline for delivering agreed outcomes								

Pillar	Major stages	Short-Term Goals	Medium term goals	Long-term goals	Key actors	Main risk	Probability (low/medium/high)	Mitigation measure
Pillar 2: Political Consensus and Governance Support	Public Dialogue Sessions	N/A	Finalize consensus among key stakeholders through inclusive dialogue mechanisms.	N/A	TPC, Haitian Transitional Government (Prime Minister and Key Ministries) CEP and/or Future Electoral Management Body, UN, OAS, CARICOM	Lack of public confidence or miscommunication about the dialogue process and its outcomes may result in low participation, misinformation spread, or rejection of agreements by segments of the population.	High	Develop and implement a proactive public engagement and communication plan that ensures inclusive access to information, regularly disseminates accurate updates and establishes mechanisms to counter misinformation
			Convene public plenary sessions to validate outcomes and reinforce transparency.					
			Reinforce public trust through open communication and visible commitment to agreed actions.					
			Draft operational agreements, including roadmaps, benchmarks, and responsibilities.					
			Prepare a consolidated summary of draft agreements for public dissemination.					
			Develop a public engagement plan.					
			Compile transcripts and summaries of public plenary sessions and collect public feedback.					
			Finalize and publicly endorse agreements.					
			Implement a sustained public communication campaign.					
			Establish mechanisms for real-time misinformation countering.					
Validation and Implementation	N/A	N/A	Formal endorsement of dialogue agreements.	N/A	TPC, Haitian Transitional Government (Prime Minister and Key Ministries) CEP and/or Future Electoral Management Body, UN, OAS, CARICOM	Delays in coordination or weak implementation of monitoring and reporting mechanisms may erode stakeholder confidence and disrupt continuity in agreed actions.	High	Define clear roles, responsibilities, and timelines for the monitoring unit and reporting bodies. Secure early commitments from key actors, and ensure that progress reports, endorsed agreements, and procedural documents are disseminated transparently and on schedule to support continuity and public trust.
			Establish an operational monitoring unit with a defined mandate and adequate resources.					
			Clarify future governance arrangements through TPC reporting					
			Document and implement handover protocols to the next governance structure.					
			Publish signed national consensus agreements through official channels.					
			Issue a joint statement of international support for the agreements.					
			Deliver the first progress report from the monitoring unit.					
			Provide regular public updates from the TPC on implementation progress.					
Produce the TPC's final status report outlining a clear post-mandate governance plan.								
Review draft of new constitution	N/A	N/A	Revise and update the latest version of the constitution.	Text of the new constitution approved by key political actors.	TCP New government authorities.	Lack of agreement among key actors on the content of the constitutional draft could stall the review and approval process.	High	Facilitate structured technical discussions and informal consultations to bridge differences, while promoting transparency and expert support to guide revisions and build consensus.
			Follow up on progress related to the new constitution.					
New constitution awareness campaign	N/A	N/A	Develop documentation to explain the constitutional reform process.	TCP New government authorities. Media Citizens	Low public awareness or misinformation about the constitutional reform process may lead to disengagement or resistance during the referendum stage.	Medium	Develop clear, accessible materials and implement a targeted outreach strategy	
			Organize inclusive dialogue sessions to help citizens, including minority groups, understand the reform process from drafting of the constitution to their participation at the referendum					
			Develop and disseminate promotional campaign material.					

Annex 3:

Pillar 3: Electoral Process and Institutional Legitimacy – Operational Overview

Pillar	Short-Term Goals	Medium term goals	Long-term goals	Key actors	Main risk	Probability (low/medium/high)	Mitigation measures	
Pillar 3: Electoral Process and Institutional Legitimacy	Clarify constitutional timeline	Call for elections (scope, date, eligible offices)	Conduct elections	TPC, CEP, UN, CSOs, OAS, CARICOM	Political disagreement or lack of consensus on the draft constitution and/or the electoral processes timeline. Delays or reversals due to instability.	High	Inclusive political dialogue supported by trusted facilitators. Continuous engagement with key stakeholders to promote consensus. Contingency planning	
		Register citizens and deliver ID cards for voting	Officially proclaimed results (timely, legally grounded, clear communication)					
	Strengthening CEP	Train electoral personnel		Oversee polling station operations	CEP, UN, Judiciary, Regional experts	Interference in CEP operations. Low public trust. Limited capacity.	High	Transparent recruitment process. Legal safeguards for independence. Sustained technical support. Strategic communication to build public confidence.
				Manage preliminary and official counting of votes				
		Improve electoral technology systems and related operational processes	Ensure transmission of results	Implement tally sheet management				
		Strengthen electoral justice system	Post-electoral dispute resolution					
	Enact electoral legal frameworks (updated decrees aligned with OAS/Venice Commission recommendations)	Register political parties	Political parties registered and participating in elections.	TPC, CEP, OAS, Venice Commission, UN, Political Parties, CSOs, CARICOM, Diplomatic Missions	Delays in drafting or adopting legal texts. Resistance from political actors. Legal uncertainty impacting trust.	High	Broad-based consultation to build political consensus. Alignment with Venice Commission recommendations to enhance legitimacy.	
		Nomination of candidates	Nominated candidates participate in elections					
		Accredit party agents and national observers	Accredited party agents and national observers monitor the electoral process					
		Deployment of international electoral observation missions	An international electoral observation mission is deployed					
Operational planning (electoral calendar, logistics, resources)	Execution of planned operations	Completion of election plan	TPC, CEP, UN	Weak inter-institutional coordination. Delays in procurement and logistics. Insufficient financial and human resources. Limited capacity to operate due to security conditions.	High	Early planning with clear responsibilities. Establishment of coordination mechanisms. Timely resource mobilization. Technical support.		
Conducting robust civic education	Increase informed and active citizen participation in the electoral process	Strengthen democratic culture and trust in institutions through sustained civic engagement	CEP, UN, CSOs, Political Parties	Low levels of trust in civic messages due to widespread distrust in authorities and institutions; Misinformation competing with official information.	High	Engage trusted local leaders and community-based organizations. Develop culturally inclusive materials. Ensure transparency and consistency in official messaging. Use diverse communication channels.		
Strengthening ONI's capacity to ensure accessible and secure civil identification services	Voter registration and electoral roll integrity	Completed electoral roll for conducting elections	ONI, CEP, OAS, Regional experts	Insufficient financial and human resources. Inability to operate in all areas due to security conditions. Social displacement creates challenges for voter registration and distribution of ID cards throughout the national territory.	High	Secure additional funding for ONI operations. Engage with CSOs. Explore mechanisms for voting by displaced communities.		

Annex 4:

Pillar 4: Humanitarian Assistance – Operational Overview

Pillar	Line of Action	Short-Term Goals	Medium term goals	Long-term goals	Key actors	Main risk	Probability (low/medium/high)	Mitigation measure
Pillar 4: Humanitarian Assistance	Shelter and Settlements	Ensure access to life-saving aid (food, water, health, shelter) in priority areas.	Strengthen local humanitarian response systems.	Strengthen and formalize risk reduction and emergency response capacity.	UN Agencies (FAO, IOM, UNDRR, UNICEF, OCHA, UNFPA, WFP, PAHO), ICRC, PHEF, international NGOs	Insecurity blocking humanitarian access.	High	Coordinate with MSS for secure humanitarian corridors.
	WASH	Establish humanitarian corridors in high-risk zones.	Rehabilitate health and WASH infrastructure.	Build resilient health and social protection systems.	Local civil society organizations, local governments	Funding gaps for sustained services.	High	Establish pooled funding mechanisms; embed humanitarian goals in national plans.
	Health services	Restore essential health and protection services, epidemiological surveillance, outbreak control.	Provide sustained nutrition and protection support, vaccination coverage.	Promote community-based disaster preparedness.	National health authorities, humanitarian clusters, PAHO	Natural disasters (e.g., hurricanes).	Medium	Preposition supplies in disaster-prone areas; implement early warning systems, rapid recovery of health facilities and essential health services.
	WASH Food Security and Nutrition Shelter and Settlements Health Services	Conduct rapid needs assessments in affected areas.	Develop mobile health and protection units.	Embed coordination mechanisms across national and local levels.	Community leaders, faith-based organizations	Community mistrust.	Medium	Use trusted local intermediaries and integrate community feedback channels.
	WASH Food Security and Nutrition Shelter and Settlements	Preposition core relief items for rapid deployment.	Expand multi-purpose cash-based assistance.	Integrate humanitarian response within national development strategies.	National institutions and local authorities	Political turnover undermining continuity.	Medium	Strengthen accountability frameworks; institutionalize cross-government coordination.
	Health services Food Security and Nutrition Shelter and Settlements	Re-establish safe access routes for humanitarian actors.	Enhance data collection for targeted response.	Develop permanent national emergency logistics hubs.	National Civil Protection Directorate (DGPC), Red Cross	Operational bottlenecks in logistics.	Medium	Coordinate with logistics clusters and pre-arranged supply chains.

Annex 5:

Pillar 5: Sustainable Development and Economic Progress – Operational Overview

Pillar	Line of Action	Short-Term Goals	Medium term goals	Long-term goals	Key actors	Main risk	Probability (low/medium/high)	Mitigation measure
Pillar 5: Sustainable Development and Economic Progress	Developing Human Capital	Restore and expand access to health, water, and electricity services	Rebuild health infrastructure and expand water/sanitation systems	Universal, climate-resilient access to essential services	IDB, PAHO, OAS and Ministries of Health and Public Works	Insecurity, weak infrastructure	High	Use decentralized delivery models and secure zones for implementation
	Promoting Agriculture and Rural Development	Deliver emergency food aid and input support to farmers	Develop agricultural value chains and rural roads	Food security and robust rural economy	IDB, IICA and Ministry of Agriculture	Climate variability, logistics gaps	Medium	Strengthen early warning systems and invest in storage/logistics
	Food Security							
	Youth Inclusion and Resilience	Launch temporary employment programs and youth inclusion projects	Build a skilled workforce via education and vocational training	Inclusive, youth-engaged national labor force	IDB, MENFP, Ministry of Youth, IICA and OAS	Low education access, urban violence	High	Target safe areas, mobile training centers, local mentors
	Enhancing the Business Environment	Support MSMEs with advisory and credit access	Streamline business registration and support private investment	Dynamic and formalized private sector	IDB, CFI, Ministry of Commerce and OAS	Administrative bottlenecks, legal insecurity	Medium	Support one-stop-shops and legal framework simplification
	Economic connectivity	Reopen roads and port infrastructure; repair key logistics links	Develop transport corridors and digital connectivity	Integrated national and international economic connectivity	IDB, MTPTC, Customs Agency and OAS	Infrastructure sabotage, funding gaps	Medium	Use resilient designs, co-financing with multilateral donors
	Enhancing the Business Environment	Provide bridge financing and grants to restart local businesses	Stimulate private sector development in strategic sectors	Diversified, resilient Haitian economy	IDB, CFI, OAS, and private sector platforms	Market volatility, investment hesitancy	High	Risk-sharing mechanisms and blended finance tools
	Healthcare services	Support restoration of health services and medical equipment	Expand maternal, child, and disability-focused services	Equitable, universal health care access	IDB, PAHO and Haitian Health Ministry	Staff shortages, low resilience of health system	High	Health worker training and incentive schemes
	Disaster Preparedness and Climate Resilience	Develop disaster preparedness plans and early warning systems	Invest in resilient housing, roads, and critical infrastructure	Nationwide disaster-resilient development framework	IDB, CDB, Civil Protection Agency and OAS	Recurring natural hazards, coordination challenges	High	Mainstream DRR in infrastructure planning and budget cycles
	Technological Solutions	Enhance digital systems for public services and registry	Integrate cybersecurity and data protection protocols	Transparent and accountable e-governance systems	IDB, Ministry of Finance, OAS and ECLAC	Cyber threats, capacity constraints	Medium	Cybersecurity frameworks and digital literacy campaigns
Social Protection Systems	Strengthen cash transfer systems and social registries	Expand national social protection coverage	Resilient households and reduced poverty	IDB, FAES, OAS and Ministry of Social Affairs	Targeting errors, limited fiscal space	Medium	Digital targeting systems and adaptive social policy	

**Annex 6:
Existing GS/OAS initiatives supporting Haiti**

	Project/Program/Initiative Name	Executing OAS area	Start – End Date	Status	Budget	Funding Source	Impact (in bullet points)
1	Strengthening Collaboration and Dialogue between Government Institutions and Community-Based Organizations to support marginalized areas in the West Department of Haiti - Increasing Social Cohesion and Countering Gang Violence in Haiti	DSI/OAS Haiti (supported by SMS)	January, 2024 - December 2025	In execution	\$11,330,000.00	1. US/INL (Phase 1-completed) 2. The Department of Foreign Affairs, Trade and Development (DFTD), Government of Canada (In execution)	1. 45 CBOs received USD 2.4 million for social inclusion projects 2. Training of Trainers (ToT) program reorienting 77 police toward citizen-focused service, 3. 28 police stations being remodeled for sexual gender-based violence cases. 4. 200-member Citizen Security Network strengthening collaboration between law enforcement & communities
2	Strengthening Collaboration and Dialogue between Government Institutions and Community-Based Organizations to support marginalized areas in the West Department of Haiti - Strengthening Haitian Capacity to Combat Corruption and Economic Crimes	DSI/OAS Haiti (supported by SMS)	January, 2024 - September 2025	In execution	\$2,100,000.00	1. UNODC 2. Government of Italy	1. Transformation of BAFE (Office of Financial and Economic Affairs) into 1. Haiti's leading financial investigative unit, including the provision of essential office equipment and infrastructure upgrades to modernize operational capacity. 2. Improved legal frameworks to combat money laundering and economic crimes, supported through targeted technical assistance. 3. Specialized training programs delivered in digital literacy, financial investigations, and strategic intelligence to build institutional and individual capacity. 4. Launch of the Haiti Anti-Corruption Task Force and adoption of a strategic shift toward international case processing, aligning investigative efforts with global enforcement practices. 5. International reintegration and operational alignment with global anti-corruption and financial crime standards. 6. Strengthened international cooperation and interagency information-sharing mechanisms to enhance coordination and intelligence exchange across borders.
3	SECURE-Haiti Program: Securing Efforts for a Comprehensive Unified Response to Enhance Stability in Haiti	SMS	December, 2024	In execution	To be determined	To be determined	1. Professionalization of the Haitian National Police (HNP): The program strengthens the operational capacity of the HNP through technical training, leadership development, recruitment of underrepresented groups, and modernization of infrastructure, technologies, and processes. 2. Rule of Law and Justice System Support: It improves legal and institutional frameworks, supports judicial and prosecutorial reforms, enhances police accountability mechanisms, and promotes the integration of technology in police and judicial processes. 3. Border Security and Transnational Threats: The initiative equips the HNP to address arms trafficking and other transnational crimes via training, advanced tools, and cross-border cooperation with neighboring countries and multilateral agencies. 4. Community-Oriented Policing: It promotes trust between law enforcement and communities through locally tailored strategies, crisis intervention training, and collaborative problem-solving models. 5. International and Internal Coordination: The program enhances OAS's ability to support security efforts by aligning with UN, MSS, and other partners, strengthening information-sharing, providing logistical and advisory support, and implementing robust project monitoring and evaluation systems.

4	Improving the Haitian National Police's Learning and Training Capacities to Combat Gang Violence - Building a Tactical Police Training Center (Morne Casse)	SMS/SECURE-Haiti	March, 2025	In execution	\$3,800,000.00	The Department of Foreign Affairs, Trade and Development (DFTD), Government of Canada	<ol style="list-style-type: none"> 1. Provide secure, purpose-built infrastructure for specialized tactical training operations 2. Host a curriculum designed and delivered by international experts in tactical operations 3. Focus on gang-related violence, urban operations, and police professionalism standards 4. Operate under a Train-the-Trainer model to ensure sustainability and local ownership
5	Securing Marine and Land Based Trade and Commercial Cargo in Latin America and the Caribbean	SMS-CICTE	March 2024-September 2026	In execution	4 million CAD	ACCBP Canada	<p>No impact yet. Project just completed the following items meant to gather information and establish relationships: Participation in one binational meeting with Haiti and DR and conducted one virtual Technical Assessment with Haitian border officials.</p> <p>Expected Impact: Build and strengthen technical capabilities, inspire interest in cybersecurity careers, and, in the long term, increase diversity within the industry.</p>
6	She Secures Haiti	SMS-CICTE	August 2025	To be implemented	N/A	ACCBP Canada	<ol style="list-style-type: none"> 1. Collaboration with the European Commission for Democracy through Law (Venice Commission): The Venice Commission has conducted a legal and technical review of key Haitian legislation and other election-related documents, resulting in the adoption of three legal opinions on suggested reforms to Haiti's existing and proposed electoral legislative framework: an Interim Opinion (June 2024) and a Final Opinion (December 2024) on possible constitutional and legislative solutions to conduct future electoral processes, and an Opinion on the draft referendum decree (June 2025). DECO will continue to facilitate and support this engagement. 2. Electoral Technical Cooperation Visits to Member State EMs: Haitian officials traveled to Mexico and Peru, where they met with representatives of the Instituto Nacional Electoral (INE) of Mexico and the Oficina Nacional de Procesos Electorales (ONPE) of Peru. These visits enabled Haitian officials to observe key aspects of electoral systems and operations in both countries, fostered opportunities for horizontal cooperation, and provided comparative guidance and best practices to inform preparations for Haiti's upcoming elections. 3. Advising and supporting the development of an electoral roadmap to guide future elections in Haiti: DECO is providing internal technical guidance to help define priorities and outline the steps toward a credible and transparent electoral process, and will continue to assess potential risks and requirements for holding elections.
7	Support for activities related to the preparation of the constitutional and electoral framework for the conduct of future elections in Haiti	DECO	January 2025 - December 2025	In progress	\$305,306.00	United States and France (Canada supported with funding in 2024).	<ol style="list-style-type: none"> 1. Collaboration with the European Commission for Democracy through Law (Venice Commission): The Venice Commission has conducted a legal and technical review of key Haitian legislation and other election-related documents, resulting in the adoption of three legal opinions on suggested reforms to Haiti's existing and proposed electoral legislative framework: an Interim Opinion (June 2024) and a Final Opinion (December 2024) on possible constitutional and legislative solutions to conduct future electoral processes, and an Opinion on the draft referendum decree (June 2025). DECO will continue to facilitate and support this engagement. 2. Electoral Technical Cooperation Visits to Member State EMs: Haitian officials traveled to Mexico and Peru, where they met with representatives of the Instituto Nacional Electoral (INE) of Mexico and the Oficina Nacional de Procesos Electorales (ONPE) of Peru. These visits enabled Haitian officials to observe key aspects of electoral systems and operations in both countries, fostered opportunities for horizontal cooperation, and provided comparative guidance and best practices to inform preparations for Haiti's upcoming elections. 3. Advising and supporting the development of an electoral roadmap to guide future elections in Haiti: DECO is providing internal technical guidance to help define priorities and outline the steps toward a credible and transparent electoral process, and will continue to assess potential risks and requirements for holding elections.
8	Supporting the Office of National Identification of Haiti in the registration, issuing and distribution of the national identification card	Department for Effective Public Management/ Universal Civil Identity Program in the Americas (PUICA)	June, 2023 - December, 2025	In execution	\$13,668,516.74	USAID (June 2023 - February 2025) Japan	<ol style="list-style-type: none"> 1. Since the start of mobile unit deployment in June 2024, the units have delivered 110,568 cards and registered 71,577 individuals. 2. Capacity building for ONI operators and technicians through specialized training programs. 3. Five year Strategic Plan for the Office of National Identification. 4. Public awareness campaigns to encourage citizen registration. 5. New server unit for the ONI to complement current server under repair.

9	Inclusion of Haiti in Program 12 of the 2023-2027 Strategic Plan. This program is responsible for timely attention and response to crises and emerging human rights situations.	IACHR	2023-2027	In execution	Indetermined	Regular Fund and Specific Funds	<ol style="list-style-type: none"> 1. Enhanced institutional visibility and prioritization of Haiti's human rights situation within the IACHR's strategic agenda. 2. Faster response times to urgent human rights developments, including acts of violence, institutional breakdowns, or humanitarian crises. 3. Systematic monitoring and documentation of evolving threats to human rights, helping to build evidence-based international awareness. 4. Improved coordination with other OAS bodies, UN agencies, and regional organizations working in emergency and crisis response. 5. Increased issuance of precautionary measures and public statements that draw attention to violations and promote protective action. 6. Strengthened collaboration with civil society organizations, particularly those working on the front lines, to ensure inclusive and responsive strategies. 7. Potential for capacity building of national institutions, including support for national human rights mechanisms and independent oversight bodies. 8. Positioning Haiti within a regional framework of solidarity, enabling comparative analysis, shared strategies, and South-South cooperation for institutional recovery and protection of human rights.
10	14 visits to Haiti since 1978	IACHR	1978-Now	In execution	Indetermined	Regular Fund and Specific Funds	<ol style="list-style-type: none"> 1. Direct observation of the human rights situation, allowing the Commission to gather first-hand, verified information on violations and institutional challenges. 2. Strengthening of dialogue with civil society organizations, enabling local actors to present concerns and evidence directly to an international human rights body. 3. Support for democratic transitions and political stability, particularly during key periods of political crisis and post-coup environments (e.g., in the 1990s and 2000s). 4. Development of country-specific reports and recommendations, which serve as reference documents for advocacy, legal reform, and accountability efforts. 5. Catalyzing reforms in laws and practices, particularly following high-level meetings with Haitian authorities or the publication of IACHR findings. 6. Documentation of patterns of violence and institutional weakness, which may contribute to transitional justice processes or reparations frameworks in the future.
11	10 country reports published since 1969 (last one in 2022)	IACHR	1969-Now	In execution	Indetermined	Regular Fund and Specific Funds	<ol style="list-style-type: none"> 1. Documentation of human rights violations, creating a permanent and accessible public record. 2. Evidence base for advocacy and litigation, as reports provide detailed factual findings, legal analysis, and recommendations that civil society organizations and international actors can reference. 3. Benchmarking progress and regression, allowing for comparisons over time across successive reports and tracking government implementation of IACHR recommendations. 4. Guidance for legislative and institutional reforms, offering concrete, actionable recommendations tailored to the country's context and based on international obligations. 5. Tool for international diplomacy, enabling other OAS member states, UN agencies, and donors to engage Haitian authorities.

12	37 press releases published on the situation in Haiti since 2011	IACHR	2011-Now	In execution	Indetermined	Regular Fund and Specific Funds	<ol style="list-style-type: none"> 1. Rapid response and visibility: Press releases allow the IACHR to react promptly to urgent developments, ensuring timely visibility of human rights concerns. 2. Mobilization of public attention by raising awareness among the general public, civil society, media, and diplomatic community. 3. Call for urgent measures: The Commission often uses press releases to demand immediate action (e.g., investigation, protection, humanitarian aid). 4. Support to civil society advocacy: Local human rights organizations can use IACHR press releases to amplify their own messaging and strengthen their advocacy efforts.
13	Resolutions by the IACHR (last one published in 2021 on the protection of Haitian people in human mobility)	IACHR	2021-Now	In execution	Indetermined	Regular Fund and Specific Funds	<ol style="list-style-type: none"> 1. Promotion of inter-American solidarity: The resolution explicitly calls on OAS Member States to adopt a cooperative approach in receiving and protecting Haitians in mobility, encouraging a collective regional responsibility. 2. The resolution provides concrete recommendations and standards to guide States in fulfilling their human rights obligations towards Haitians, particularly in the context of asylum, migration, and humanitarian protection. 3. Governments and legislative bodies may use the resolution as a normative reference to align national laws and policies with inter-American human rights standards. 4. It urges States to avoid expulsions and deportations, particularly collective or arbitrary ones, and to instead adopt measures such as regularization and non-refoulement, strengthening the international protection framework. 5. NGOs, legal aid organizations, and human rights defenders can rely on the resolution to advocate for the rights of Haitian migrants and hold governments accountable to the standards it outlines. 6. Preventing discrimination and xenophobia: It calls for actions against racism and xenophobia, encouraging States to adopt public campaigns and legal frameworks to prevent discriminatory treatment of Haitians. 7. The resolution advocates for regular migration pathways and humanitarian visas, which may inspire new State practices or reinforce existing ones.
14	59 public hearings held in the framework of IACHR Period of Sessions	IACHR	1997-Now	In execution	Indetermined	Regular Fund and Specific Funds	<ol style="list-style-type: none"> 1. Direct engagement with victims and civil society: Public hearings provide a unique platform for Haitian individuals and organizations to present testimonies, evidence, and urgent concerns directly to the IACHR in a formal, public, and protected environment. 2. Visibility to human rights violations: They amplify international awareness of human rights issues in Haiti by broadcasting concerns in a regional forum, often leading to media coverage and increased pressure on authorities. 3. Hearings offer the IACHR first-hand, updated data that helps the Commission assess the human rights situation on the ground and guide its monitoring and reporting. 4. Hearings can lead to subsequent press releases, precautionary measures, or working visits, based on the information disclosed and the seriousness of the concerns raised. 5. Participation in a regional human rights mechanism helps legitimize and strengthen Haitian civil society organizations, enhancing their credibility and advocacy capacity at both domestic and international levels.

15	Strategic focus of the Caribbean (2017 - 2021 and 2023 - 2027)	IACHR	2017 - Present/Cooperation	In execution	Indetermined	Regular Funds and Specific Funds	<ol style="list-style-type: none"> 1. IACHR's 175th period of session was held in Haiti as part of its Program for Assistance and Collaboration with the Caribbean and Central America, contemplated in the IACHR's Strategic Plan 2017-2021. 2. IACHR has been considering and analyzing the possibility of establishing a Technical Support Group (TSG) 3. Continued participation in the Working Group on Haiti. 4. Presentation on the "Crisis in Haiti: Women Rights' Defenders on the struggle for Women's Rights" on March 20, 2024 at the American University, Washington College of Law 5. Bilateral meeting with the Ombudsman of Haiti (Protecteur du Citoyen) in 2023; training on the Paris Principles also in June in 2023, and to provide technical cooperation on the role that Caribbean Ombudspersons can play in the promotion and protection of human rights, and to determine joint strategies that the IACHR can adopt with Ombudspersons to strengthen their work in human rights 6. Bilateral meetings with the OAS Representative for Haiti during Periods of Sessions 7. Participation by State and non-state actors in the International Course on Public Policies in 2024 8. Participation by the State in the annual CARICOM Seminar
16	Special Report on the situation of Press Freedom in Haiti	IACHR/Special Rapporteurship for Freedom of Expression (SRFOE)	2024-	In execution	Indetermined	Specific Funds	<ol style="list-style-type: none"> 1. The report offers an exhaustive account of nearly all violations of freedom of expression in Haiti between 2018 and 2025. It details cases of journalists deliberately killed; media outlets attacked; enforced disappearances and kidnappings; internal displacement and forced exile; and assaults on media workers covering protests. It also identifies victims and assesses the status of investigations, highlighting persistent patterns of violence and impunity. 2. The report underscores the essential role of journalism in confronting Haiti's multidimensional crisis. It emphasizes the press's capacity to expose human rights abuses and systemic impunity, promote accountability among national and international actors, enable informed public debate and public policy/multilateral action, and safeguard conditions necessary for free, fair, and transparent elections. 3. This is the first IACHR document to directly address and provide recommendations to the newly established national and international bodies, including the Presidential Transitional Council and the United Nations-backed Multinational Security Support Mission. In this sense, it also updates the Commission's last country report (which covered up to the second half of 2022).
17	Building Resilient Agricultural Value Chains for Sustainable Export Development in Northeast Haiti: From Field to Market	Water Program of the Department of Sustainable Development - (DSD/SEDI)	TBD (60 months)	Project proposal - planning phase	US\$10,350,000 total (US\$8,100,000 OAS/Partners + US\$2,250,000 Counterpart)	U.S. Government	<ul style="list-style-type: none"> - 5,000 farmers (45% women) directly benefiting from improved production techniques - US\$10 million in annual export revenue potential - 1,500 rural jobs created (60% for women and youth) - 5 modern collection centers with solar-powered cold storage - 15 strengthened producer cooperatives with democratic governance - 2,000 women in agricultural leadership positions increased hectares under sustainable management practices - decrease % reduction in agrochemical usage - Enhanced food security and reduced youth migration - Strengthened regional integration through cross-border trade

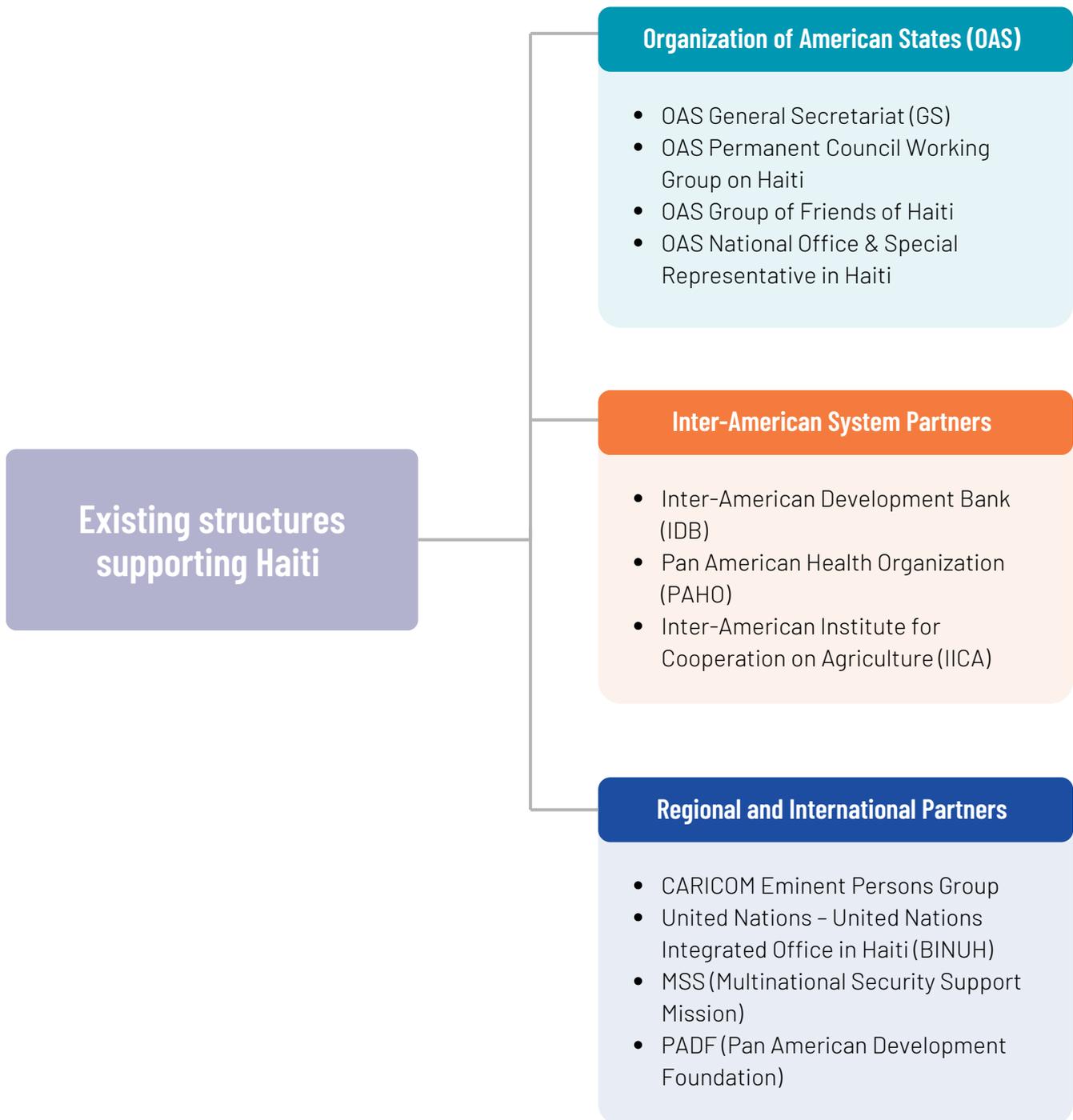
18	Community Driven Development (CDD)	Water Program of the Department of Sustainable Development - (DSD/SEDI)	April 2018 – March 2025 (7 years)	Completed	USD 13.7 million total Phase I: USD 9.82 million (2018-2021) Phase II: USD 3.9 million (2021-Mar 2025)	United States Agency for International Development (USAID)	<ul style="list-style-type: none"> - 10 Municipal Development Plans (PCD) prepared and approved - 117 Community-Based Organizations received capacity-building training - 10 Citizen Consultative Committees established - 50,000 direct and indirect residents benefited from community projects - 6,500 children benefited from new facilities or WASH educational services - 56 water sector institutions received organizational capacity building - 11 CBOs trained on sustainable irrigation systems - 24 WASH infrastructure sites rehabilitated (including hospitals and schools) - State University in Limonade Water Resilience Unit created and strengthened - Multiple community projects implemented (drainage canals, markets, roads, parks) - Enhanced citizen participation in local government planning and decision-making
19	Promoting Development, Democracy and Peace through Water Diplomacy in La Hispaniola Island	Water Program of the Department of Sustainable Development - (DSD/SEDI)	TBD	Project proposal - planning phase	\$ 150,000.00	U.S. Government	<ul style="list-style-type: none"> - Strengthen binational dialogue between Haiti and Dominican Republic on shared water resources - Develop long-term solutions for transboundary water management in Hispaniola - Foster regional stability and democratic growth through water cooperation - Prevent water-related conflicts that could destabilize the region - Support institutional strengthening in both countries - Promote transparency and public participation in water resource decisions - Address climate change vulnerability and water security challenges - Facilitate diplomatic dialogue and consensus-building on water issues
20	Fostering Water Security in the Hispaniola Island: Promoting Sustainable Planning and Binational Cooperation in the Dajabon-Massacre River Basin	Water Program of the Department of Sustainable Development - (DSD/SEDI)	TBD	Proposal - Design phase	\$ 6,000,000.00	GEF (Global Environment Facility) and BID (Inter-American Development Bank) partnership	<ul style="list-style-type: none"> - Foster water security with focus on gender equity and interculturality in Dajabon-Massacre River basin - Strengthen binational cooperation framework between Haiti and Dominican Republic - Develop comprehensive Transboundary Diagnostic Analysis (TDA) for the basin - Create Strategic Action Program (SAP) for sustainable water resource management - Implement community-based IWRM and climate resilient ecosystem-based solutions - Build institutional capacity for integrated water resources and climate risk management - Develop decision support and knowledge management tools for basin stakeholders - Reduce social and environmental vulnerability of local communities - Address climate change impacts through ecosystem resilience building - Promote sustainable livelihoods through demonstration projects in micro-basins
21	Small Grants Facility (SGF)	Water Program of the Department of Sustainable Development - (DSD/SEDI)	April 2018 – April 2023	Completed	\$ 9,000,000.00	United States Agency for International Development (USAID)	<ul style="list-style-type: none"> Support community-driven initiatives to address deforestation Increase access to credit/productive assets for alternatives to wood fuel and charcoal productions Increase farmer investment in long-term agroforestry and soil conservation practices Over 20,000 people have benefited from the RGF activity; Over 350 short term jobs were created; 10 local NGOs have received grants and improved their organizational capacity; 407 hectares of land are under improved agroforestry practices; Approximately 1.3 million fruit and forest trees are produced and planted.

22	Provision Of Financial And Training Support To Strengthen Gef Operational Focal Point Of [Country] Capacity For Project Oversight	Water Program of the Department of Sustainable Development - (DSD/SEDI)	May 2025 - March 2026	In Execution	\$ 32,000.00	The Global Environment Facility (GEF)	Provide financial and training support to strengthen the capacity of Minister or En OFPs for effective project oversight, including field visits and training activities, as part of the GEF-8 Country Engagement Strategy implementation.
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Annex 7: Existing OAS Mandates

No.	Resolution	Title
1	<u>AG/RES. 3039</u> (LV-0/25)	Calling for concrete solutions to be brought to bear as a matter of urgency to resolve the grave security and institutional crisis in Haiti
2	<u>AG/RES. 3023</u> (LIV-0/24)	Continued efforts toward the immediate restoration of security, strengthening of humanitarian assistance, promotion of socioeconomic development, and support for protecting human rights and democracy in Haiti
3	<u>AG/RES. 3007</u> (LIII-0/23)	Towards the immediate restoration of security, strengthening of humanitarian assistance, and support for protecting human rights and democracy in Haiti
4	<u>AG/RES. 2982</u> (LII-0/22)	The Security Situation in Haiti and Hemispheric Cooperation for the Preservation of Democracy and the Fight against Food Insecurity
5	<u>AG/DEC. 105</u> (LI-0/21)	The Situation in Haiti
6	<u>CP/RES. 1268</u> (2523/24)	In support of Haiti's request for a United Nations Peacekeeping Operation (Adopted by the Permanent Council at its regular meeting, held on November 13, 2024)
7	<u>CP/RES. 1251</u> (2492/24)	Support for Democratic Transition in Haiti (Adopted by the Permanent Council at its regular meeting held on April 3, 2024)
8	<u>CP/RES. 1237</u> (2469/23) rev. 1	Providing integrated humanitarian, electoral, democracy strengthening, human rights protection, and integral development assistance to Haiti in collaboration with the multinational security support mission and the Caricom eminent persons group (Adopted by the Permanent Council at its special meeting, held on November 17, 2023)
9	<u>CP/RES. 1214</u> (2414/23) rev. 2	Renewed support for security and humanitarian assistance, inclusive, free, fair, and credible elections, and democratic transition in the republic of Haiti (Adopted by the Permanent Council at its special meeting, held on February 10, 2023)
10	<u>CP/RES. 1168</u> (2315/21)	The Situation in Haiti (Adopted by the Permanent Council at its virtual regular meeting held on March 17, 2021)

Annex 8: Existing structures supporting Haiti



Annex 9: Existing Inter-American Development Bank (IDB) initiatives supporting Haiti

Project	Name	Current Approved
HA-L1103	Port-au-Prince Water and Sanitation Project III	\$65.000.000,00
HA-L1104	Transport and Departmental Connectivity	\$207.099.250,87
HA-L1106	Solid Waste Management in Northern Haiti	\$33.503.000,00
HA-L1131	Strengthening Public Management to Improve Service Delivery	\$55.000.000,00
HA-L1133	Project to Support Private Sector Development through Investment Promotion	\$17.500.000,00
HA-L1135	Water supply, sanitation and hygiene project in urban, periurban and rural areas in Haiti's Grand North Region	\$125.000.000,00
HA-L1140	Improving Electricity Access in Haiti	\$36.500.000,00
HA-L1095	Sustainable Coastal Tourism Program	\$11.970.974,96
HA-L1102	Support to the Haiti Education Sector Plan (SHESP)	\$50.000.000,00
HA-L1143	Productive Infrastructure Program V	\$65.000.000,00
HA-J0002	Rural Productivity and Connectivity Program with a Territorial Approach	\$60.000.000,00
HA-J0005	Program to Strengthen Safety Nets for Vulnerable Populations	\$81.800.000,00
HA-J0006	Support to the Haiti Education Sector Plan 2.0	\$15.000.000,00
HA-J0007	Tackling Food Insecurity and Fostering Resilience through Safety Net for Vulnerable Populations	\$68.300.000,00
HA-J0009	Support to Haiti Education Governance (SHEG)	\$20.000.000,00
HA-J0010	Strengthening the Foundations of Digital Transformation of Public Management to Improve Government Effectiveness	\$16.000.000,00
HA-J0008	Community-based Program to Foster Human Security in Haiti	\$110.000.000,00
		\$1.037.673.225,83

Annex 10: Existing Pan American Health Organization (PAHO) Activities in Haiti

The PAHO workforce in Haiti includes 137 staff members working in health emergency preparedness and response to disasters and epidemics; health systems and services; immunization; health promotion throughout the lifecourse; non-communicable diseases and mental health; communicable disease prevention and control; pharmaceutical supply management, communications and program management.

Given the current security situation and restricted access, PAHO has set-up two field offices: one in the Nord department in Cap-Haïtien, and one in the southern region in the Nippes department in Miragoâne, allowing for continued operations throughout the country. Additionally, PAHO's work in Haiti includes the Regional Incident Management System Team, Emergency Operations Center in Washington DC, and Regional Strategic Reserve based in Panama.

Haiti's inter-agency Health Cluster is co-led by PAHO and the Ministry of Health and Population (MSPP). Of the Cluster's 47 institutional partners, however, only 12 regularly report to the Cluster and have the capacity to conduct health interventions.

Health Cluster key activities for 2025

Key activities – Strategic objective 1: Ensure Availability of and Access to Emergency and Life-Saving Health Services

- Strengthen capacities of health institutions and partners for emergency care delivery for vulnerable groups, including pregnant women, children, internally displaced persons (IDPs), and those injured due to violence.
- Secure essential medicines and medical supplies to manage urgent health needs.

Key activities – Strategic objective 2: Maintain and Strengthen Disease Surveillance and Outbreak Response Mechanisms

- Maintain quick-response teams deployed across the country, including labo-moto nurses to support sampling for epidemic prone diseases, and community-based surveillance.
- Improve data reporting throughout the country.
- Ensure prompt vaccination and health interventions in high-risk areas like IDP camps

Key activities – Strategic objective 3: Secure Critical Supply Chain Operations

- Ensure continuous availability of stocks in the country for medicines and medical supplies, including reagents for the national transfusion center and the national laboratory of public health.
- Explore alternative routes and means for the delivery of medical supplies to ensure uninterrupted health service provision.

Priority PAHO Initiatives Requiring Additional Support

The following two priority initiatives are critical under current circumstances, requiring reinforcement and expanded coverage:

Health on the frontlines: caring for Haiti's displaced population

As the RoadMap details, Haiti faces an escalation of the ongoing security crisis that has displaced over 1,300,000 people. As of 2024, more than 100,000 were living in 95 makeshift sites across the metropolitan area of Port-au-Prince. The violence has severely strained the healthcare system, leaving vulnerable communities such as internally displaced persons with limited access to essential services. In response, PAHO, in collaboration with national and regional health authorities, has played a crucial role in restoring access to healthcare for displaced populations, offering vital services through mobile clinics.

The mobile clinics, staffed by a dedicated team of doctors, nurses, midwives, and psychologists from the Ministry of Health and Population (MSPP), deliver general medical care, sexual and reproductive health services, and psychosocial support to displaced populations. With the financial support of strategic partners, including the Government of the United States, the European Commission’s Civil Protection and Humanitarian Aid (ECHO), Canada, and the Central Emergency Response Fund (CERF), PAHO’s commitment to providing technical and logistical support has been vital in ensuring continued access to these lifesaving services.

PAHO, the Inter-American Development Bank (IDB), and the Fonds d’Assistance Économique et Sociale (FAES) have recently formalized a collaboration to strengthen support for Haiti. The IDB is financing the project “Combating Food Insecurity and Promoting Resilience through a Safety Net for Vulnerable Populations” with an allocation of up to USD 4 million. Within this framework, and under the long-standing institutional agreement between PAHO and the Government of Haiti, PAHO will serve as the technical partner to deliver health-related products and carry out related activities, working closely with FAES and leveraging the strategic cooperation between the IDB and PAHO.

Hôpital Universitaire La Paix (HUP)

The Hôpital Universitaire La Paix (HUP) has become a crucial lifeline in Haiti’s ongoing security crisis, which has left much of the country’s health system in disarray. As the only public hospital in Port-au-Prince capable of handling mass casualties, HUP has become the last refuge for many. PAHO’s support has been pivotal in keeping the hospital functioning. Thanks to the financial support of key donors, including the European Commission’s Civil Protection and Humanitarian Aid (ECHO), and the Central Emergency Response Fund (CERF), PAHO has provided several tons of medical supplies and medicines, as well as fuel to power the hospital’s generators, ensuring uninterrupted care, and has supported the hospital to implement its mass casualty plan. Key to HUP resilience during the crisis, a new ambulatory emergency room was inaugurated in 2022 as part of PAHO’s Smart Hospital initiative. Continued capacity to address the HUP’s workforce challenges and to adequately respond to the crisis requires reinforcement and expanded coverage of these initiatives.

Areas of Work	Amount (USD)
Outbreak and Crisis Response: Strengthen country capacities for rapid detection, assessment, and response to health emergencies, epidemics, and pandemics caused by high-impact pathogens.	\$ 18,421,644
Health Emergencies: Strengthen country capacities for all-hazards emergency and disaster risk management, rapid detection and response, and prevention and control of epidemics and pandemics.	\$ 2,426,423
Health Systems, Services, and Life Course: Strengthen people-centered health systems by improving integrated service networks, ensuring universal access to quality services, medicines, and technologies, expanding a competent health workforce, enhancing governance and public financing, and protecting against financial health risks.	\$ 8,993,105
NCDs and Risk Factors, Mental Health, Violence, and Injuries: Expand access to quality services for NCDs, mental health, violence, and injuries; reduce malnutrition and risk factors; and strengthen intersectoral action to promote mental health, prevent substance use disorders and suicide	\$ 1,452,303
Communicable Diseases: Strengthen health systems and integrated service networks to prevent, detect, treat, and eliminate communicable diseases, including addressing risk factors through intersectoral action.	\$ 5,977,824
Information Systems, Evidence, and Research: Strengthen and implement integrated health information systems and enhance capacities to generate, analyze, and use health evidence for decision-making at all levels.	\$ 29,562
Determinants of Health: Strengthen health promotion and country leadership to address social and environmental determinants of health through intersectoral action, prioritizing groups in conditions of vulnerability	\$ 284,524
Total	\$ 37,585,385

Annex 11: Existing Inter-American Institute for Cooperation on Agriculture (IICA) initiatives supporting Haiti

I. INTRODUCTION

The 2014-2018 strategy for the Delegation in Haiti was based on observations that, for the most part, still apply to the situation in 2020. An excerpt: "Despite the constraints and the low percentage of the Republic's budgetary resources allocated to the agricultural sector (2-3%), it remains a strategic sector with a much greater potential than the one we see. It is urgent to work on the revival of agriculture so that it is more competitive in order to ensure the food and nutritional security of the population and reduce dependence on imports, or even generate export surpluses in specific sectors (such as yams, mangoes, cocoa). »

In the context of the Covid-19 pandemic, through its effects on the supply chains of health and agri-food equipment, the activities were carried out with a specific focus on the need to increase the resilience of the Haitian agri-food system, both from the point of view of food safety and the organization of value chains. In its new 2020-2024 strategy, the Representation has opted to work for an inclusive agriculture turned towards the future, with four (4) major axes:

1. Improvement of Agricultural Governance (establishment of a Strategic Monitoring Unit; legal framework)
2. Capacity building of agricultural producers (establishment of a Technology Unit, Advisory Services System)
3. Expansion of access to markets (creation of a Haiti Organic Label, revitalization of rural markets)
4. Safeguarding natural capital and productive land potential.

II. ACTIVITIES CARRIED OUT

2.1. Support for innovation (Covid-19 response)

2.1.1. - Thanks to a fundraising, IICA financed a research activity on the farm of the CRDD of Bas-Boën under the supervision of the MARNDR and the FAMV relating to:

- The introduction of a motorcycle-drawn plough and a portable brush cutter, in response to the scarcity of agricultural labour at the time of ploughing. The innovative experiment was supported by the Department of Agricultural Infrastructure of the Ministry of Agriculture;
- Evaluation of the % of Brix in 4 local maize varieties and adaptation of a sweet variety *UW7* from Trinidad and Tobago.

2.1.2.- Under the leadership of Agriterra¹, IICA-Haiti participated in the implementation of the Agridigitalization project financed by IFAD², through:

- Training, mainly virtual, for members of producer organizations on the themes: introduction to digital marketing (15 participants from 5 institutions) and support for the promotion of

¹ Agriterra, a Dutch NGO

² IFAD, International Fund for Agricultural Development

their products; digital applications for marketing (Moncash, Facebook marketplace, WhatsApp Business Apps) for 22 organizations;

- The development, during various meetings and workshops, of the AgriExt mobile application, in close collaboration with the Ministry of Agriculture (MARNDR), for the distance training of farmers and its launch to 70 participants from MARNDR, the private sector, partners and producer organizations. The app will seek to streamline and improve interaction and information exchange between extension agents and farmers, as well as facilitate access to priority information to address producers' issues. The application will be managed by MARNDR and will be part of its extension system, through a special commission created for this purpose, with tools provided by IICA.
- This project aims to mitigate the effect of COVID-19 and the ensuing crisis in general, by promoting digital solutions that enable better internal management and better access to markets and finance.

2.2. Support for food safety

- IICA facilitated the presentation of the Chilean food safety system by their ACHIPIA Agency to the managers of the Health Protection Unit of the Ministry of Agriculture. This meeting opened the debates on the safety system to be established in Haiti by including all the institutions concerned, in order to strengthen the capacity of producers to produce healthy food, reassuring consumers and thereby increasing sales;
- Publication of posters for companies on safety on the themes: General Food Safety; Hygiene of the salesperson; Product Overview and Environment.

2.3. Support for Animal Health

As part of the special activity on African Swine Fever with the outbreaks detected in the Dominican Republic in 2021, support was provided to the Ministry of Agriculture, to inform the public of the disease, through 4 publications: 2500 brochures in Creole, 2500 brochures in French, 2500 posters in Creole and 31 banners for the streets.

Theme of the campaign related to prevention: Protecting the Haitian pig herd against the contamination and/or spread of African swine fever. The communication strategy proposed to the MARNDR aimed to:

- Breeders,
- State institutions (MSPP, MCI, MICT, MEF, etc.), customs/immigration and local authorities,
- Consumers, - Professional associations, veterinarians, faculties of agronomy, etc.
- The Butchers, restaurants/merchants

2.4. Support for the fight against climate change / Green Climate Fund (GCF)

As part of the Regional Project with the funds of the Green Climate Fund, IICA-Haiti has made it possible to:

- The organization of several meetings with the Ministry of Agriculture to establish a working group within the Ministry on Climate Change;

- The participation of the Designated National Authority in 2 regional meetings for the revision of the "Nationally Determined Contribution" document in order to highlight Haiti's commitments to develop a low-carbon economy through smart and organic agriculture;
- Highlight Haiti's needs in terms of capacity building to address the challenges of climate change in the agricultural sector;
- Identify project ideas with partners and the MARNDR for the GCF;
- To organize a COP27 restitution meeting with the Ministry of Agriculture in order to establish a working group within the Ministry on Climate Change.

The main objective of this project is to strengthen the foundations on which the region's agricultural sector prioritizes investments for resilience and to improve the conditions for improved reporting of greenhouse gas emissions in specified agricultural value chains.

2.5. Support for Capacity Building

- The Inter-American Institute for Cooperation on Agriculture (IICA), in partnership with CATIE³, has obtained a consultation with MARNDR for the IDB-funded PITAG Project to build the capacity of groups of suppliers of agricultural goods and services, enabling them to provide adequate technical advice to farmers benefiting from incentives. A total of 108 training sessions, on various themes (animal traction and cattle breeding, business management of agricultural goods and services, Operation and Maintenance of irrigation motor pumps, etc.) were organized for about 2300 suppliers, i.e. 100% of the planning. The objective of the "Technological Innovation Program in Agriculture and Agroforestry (PITAG) was to increase the agricultural productivity of small farmers in certain localities in the departments of North, Northeast, Artibonite, South and Grande Anse.
- IICA-HAITI, as per usual, facilitates the participation of professionals from both the MARNDR and the academic sector, the private sector in conferences, online and face-to-face training sessions on various themes including: Codex Alimentarius; Phytosanitary Intelligence and Biosecurity; Pesticide Risk Assessment; the chapters of the OIE Code⁴; the use of digital technologies for the provision of technical advisory services and the marketing of family farming products; African Swine Fever emergency response plans.

2.6. Support for Food and Nutrition Security

2.6.1. With funds from USAID's Humanitarian Office, IICA executed the implementation of the Food Vulnerability Reduction Projects on the Island of La Gonave (PREVAG and PREVAG2) and facilitated:

- The distribution, through local suppliers, to 12,000 families of 24,000 nutritious food kits containing local rice, cod, herring, enriched wheat flour, maize, black beans, iodized salt and oil;

³ CATIE, Centro Agronómico Tropical de Investigación y Enseñanza

⁴ OIE: Office International des Epizooties

- The organization, in collaboration with the Directorate of Nutrition of the Ministry of Public Health and Population (MSPP), of a series of conferences on nutrition with the participation of about 500 participants, including students;
- The distribution of 10.94 tons of sorghum, pigeon peas and root peas to more than 2,000 farmers (30% women);
- The distribution of 4000 seedlings according to the choice of the beneficiaries (citrus, tamarind, cedar, cassia, soursop), 4000 elephant grass cuttings (for goat farmers) and 500 mangrove seedlings;
- The creation of three nurseries for the production of 20,000 seedlings for the establishment of groves and energy plantations, including one at the level of the Agricultural Bureau of the eMoA;
- The organization of training sessions on wood energy, integrated pest management, post-harvest management for 5,000 farmers (38% are women);
- The publication of four didactic documents on seedling production techniques/reforestation and the management of energy plantations, a guide for artisanal seed production and a guide on integrated pest management, a guide on goat farming.

This project aimed to improve the availability of cereals and proteins, strengthen the capacity of beneficiaries to become more resilient, and ease the burden on vulnerable families with direct food assistance; also, to promote the rational production of charcoal through training on wood energy and the creation of nurseries, in the communal sections targeted.

- 2.6.2.** The IICA assisted the CNSA in its participation in COP 27 and the organization of the restitution session at the MARNDR. The Coordinator of the CNSA concluded during this session:

"The impacts of climate change, from extreme weather to slow-onset events, are being felt across several sectors of national economies and activities, including agriculture and food production, augmented by other challenges, whether geopolitical, cost-of-financing or supply chain-related. And at a time of heightened food insecurity, it is important to have a discussion on how to address the necessary increase in agricultural productivity, shift to resilient agriculture, reduce losses in the food production chain, including through cold chain solutions and ensure that relevant measures are in place to ensure sustainable food security and manage any potential food crisis."

- 2.6.3.** The Inter-American Institute for Cooperation on Agriculture (IICA) has provided financial support to CNSA to conduct the Integrated Food Security Framework (IPC) classification analysis it carried out in Haiti during the year 2024.

- 2.6.4.** Thanks to funding from the World Bank's International Development Association (IDA), the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR) has engaged since August 20, 2024, for a period of thirty months, the IICA-GIRADEL group as an Operator of Incentives Related to Animal Production, as part of the implementation of the "Resilient Agriculture for Food Security Project"(PARSA)". This project aims to respond to farmers' losses due to the passage of the earthquake of August 14, 2021 and Hurricane Grace on August 16 and 17, 2021 in the Great South and to a lesser extent to

the food insecurity crisis that is hitting the Centre department due to drought, difficulties in accessing production factors and other factors.

The main objective of this activity is to contribute to the repopulation of animals in the 32 affected communes, with a focus on gender.

2.6.5. Advocacy with the various ministers of agriculture for:

- A new approach to food and nutrition security, based on the conclusions of the document of the new strategy of the IICA in Haiti (involvement of the ministries concerned in the Food Security on their role;
- The establishment of a Strategic monitoring unit for the agricultural sector;
- The establishment of a Technology monitoring unit to encourage young people to come and stay in the sector and also increase productivity;
- The support for an attractive business environment and Safeguarding natural capital.

**TOWARDS A HAITIAN-LED
ROADMAP
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WITH REGIONAL AND
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