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### Financing of the United Nations Mission for Justice

#### Support in Haiti

## Budget for the United Nations Mission for Justice Support in Haiti for the period from 16 October 2017 to 30 June 2018

### Report of the Secretary-General\*\*

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\* Second reissue for technical reasons (30 November 2017).

\*\* The submission date of the present report reflects the adoption on 30 June 2017 of General Assembly resolution [71/302](#) and on 13 April 2017 of Security Council resolution [2350 \(2017\)](#).



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## Summary

The present report contains the budget for the United Nations Mission for Justice Support in Haiti (MINUJUSTH) for the period from 16 October 2017 to 30 June 2018, which amounts to \$93,182,100.

The Security Council, by its resolution [2350 \(2017\)](#) of 13 April 2017, established MINUJUSTH for an initial period of six months, from 16 October 2017 to 15 April 2018, and decided that MINUJUSTH should be composed of up to seven formed police units, or 980 personnel, 295 United Nations police officers and 38 Government-provided personnel. On 6 September 2017, the Controller sought the concurrence of the Advisory Committee on Administrative and Budgetary Questions to enter into commitments to meet the estimated preliminary resource requirements for start-up activities of MINUJUSTH for the period from 16 October to 31 December 2017. The Committee authorized the Secretary-General to enter into commitments of up to \$25 million until 31 December 2017. The present budget proposal takes into consideration the amount authorized by the Committee.

The proposed budget provides for the deployment of 295 United Nations police officers, 980 formed police personnel, 160 international staff, 185 national staff, 6 United Nations Volunteers and 38 Government-provided personnel.

The total resource requirements for MINUJUSTH for the financial period from 16 October 2017 to 30 June 2018 have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to components (security and stability, political and rule of law, human rights and support). The personnel of the Mission have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole.

Explanations of the nature and basis of the levels of resources, both human and financial, have been linked, where applicable, to specific outputs planned by the Mission.

### Financial resources

(Thousands of United States dollars. Budget period is from 16 October to 30 June.)

|  | <i>Authorized from<br/>16 October to<br/>31 December 2017</i> | <i>Additional<br/>requirements through<br/>30 June 2018</i> | <i>Total estimates<br/>16 October 2017<br/>to 30 June 2018</i> |
|--|---|---|--|
|  | <i>(1)</i>  | <i>(2)</i>  | <i>(3)=(1)+(2)</i>   |
| Military and police personnel              | 11 047.1  | 23 232.7  | 34 279.8   |
| Civilian personnel                         | 6 625.8   | 20 209.0  | 26 834.8   |
| Operational costs                          | 7 327.1   | 24 740.4  | 32 067.5   |
| <b>Gross requirements</b>                  | <b>25 000.0</b>   | <b>68 182.1</b>   | <b>93 182.1</b>  |
| Staff assessment income                    | 595.4   | 1 888.5   | 2 483.9  |
| <b>Net requirements</b>                    | <b>24 404.6</b>   | <b>66 293.6</b>   | <b>90 698.2</b>  |
| Voluntary contributions in kind (budgeted) | —   | —   | —  |
| <b>Total requirements</b>                  | <b>25 000.0</b>   | <b>68 182.1</b>   | <b>93 182.1</b>  |

**Human resources<sup>a</sup>**

|   | <i>United Nations police</i> | <i>Formed police units</i> | <i>International staff<sup>c</sup></i> | <i>National staff<sup>b,c</sup></i> | <i>United Nations Volunteers</i> | <i>Government-provided personnel</i> | <i>Total</i> |
|---|------------------------------|----------------------------|--|-------------------------------------|----------------------------------|--------------------------------------|--------------|
| <b>Executive direction and management</b> |                              |                            |  |                                     |                                  |                                      |              |
| Proposed 2017/18                          | –                            | –                          | 16                                     | 16                                  | 3                                | –                                    | <b>35</b>    |
| <b>Components</b>                         |                              |                            |  |                                     |                                  |                                      |              |
| Security and stability                    |                              |                            |  |                                     |                                  |                                      |              |
| Proposed 2017/18                          | 295                          | 980                        | 21                                     | 10                                  | –                                | –                                    | <b>1 306</b> |
| Political and rule of law                 |                              |                            |  |                                     |                                  |                                      |              |
| Proposed 2017/18                          | –                            | –                          | 22                                     | 37                                  |                                  | 38                                   | <b>97</b>    |
| Human rights                              |                              |                            |  |                                     |                                  |                                      |              |
| Proposed 2017/18                          | –                            | –                          | 9                                      | 9                                   | 3                                | –                                    | <b>21</b>    |
| Support                                   |                              |                            |  |                                     |                                  |                                      |              |
| Proposed 2017/18                          | –                            | –                          | 92                                     | 113                                 | –                                | –                                    | <b>205</b>   |
| <b>Total proposed</b>                     | <b>295</b>                   | <b>980</b>                 | <b>160</b>                             | <b>185</b>                          | <b>6</b>                         | <b>38</b>                            | <b>1 664</b> |

<sup>a</sup> Represents the highest level of authorized/proposed strength.

<sup>b</sup> Including National Professional Officers and national General Service staff.

<sup>c</sup> All international and national staff positions were funded under general temporary assistance for the 2.5-month period from 16 October to 31 December 2017 under the commitment authority authorized by the Advisory Committee. They are proposed to be established as regular posts from 1 January to 30 June 2018.

The actions to be taken by the General Assembly are set out in section IV of the present report.

## I. Mandate and planned results

### A. Overall

1. The mandate of the United Nations Mission for Justice Support in Haiti (MINUJUSTH) was established by the Security Council in its resolution [2350 \(2017\)](#) of 13 April 2017 for an initial period of six months, from 16 October 2017 to 15 April 2018.
2. The Mission is mandated to help the Security Council achieve an overall objective, namely, assisting the Government of Haiti in supporting and developing the Haitian national police; strengthening Haiti's rule of law institutions, including the justice and correctional sectors; and advancing the promotion and protection of human rights, including through monitoring, reporting and analysis.
3. Within this overall objective, MINUJUSTH will, during the budget period, contribute to a number of expected accomplishments by delivering the related key outputs shown in the frameworks below. The frameworks are organized according to four components: security and stability; political and rule of law; human rights; and support, which are derived from the mandate of the Mission.
4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of MINUJUSTH, and the indicators of achievement permit the measurement of progress towards such accomplishments during the budget period. The personnel of MINUJUSTH have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole.

### B. Planning assumptions and mission support initiatives

5. The inauguration of Jovenel Moïse as President of Haiti on 7 February 2017, following the conclusion in early 2017 of a protracted electoral process, marked the restoration of constitutional order after a period of transitional governance. The establishment of a new legislature with representation from across the political spectrum is viewed as having the potential to stabilize the two branches of power. Prime Minister Jack Guy Lafontant formed a government in March 2017 and developed a road map for the implementation of reform priorities. In May, President Moïse launched his flagship initiative, the "caravan of change", aimed at revitalizing the agricultural, environmental and transport sectors as set out in the programme of the Government. Overall, those developments have created much-needed political space and institutional stability for addressing the most pressing challenges in the country.
6. In view of the improved political environment and greater stability, the Security Council, in April 2017, mandated the closure of the United Nations Stabilization Mission in Haiti (MINUSTAH) and the establishment of a follow-on peacekeeping mission, MINUJUSTH, to, inter alia, assist the Government of Haiti in strengthening rule of law institutions; further support and develop the Haitian national police; and engage in human rights monitoring, reporting and analysis. Furthermore, the Security Council, in its resolution [2350 \(2017\)](#), mandated that the Special Representative of the Secretary-General play a good offices and advocacy role at the political level to ensure the full implementation of the mandate. The identification of rule of law, police development and human rights as the key priorities of MINUJUSTH is linked to the assessment that progress in those areas is crucial for the maintenance of longer-term stability and the preservation of the peacekeeping and peacebuilding gains of the past decade in Haiti. The inclusion of gender mainstreaming as a cross-cutting issue throughout the mandate of the Mission will also be important to its overall success.

7. The substantive components of MINUJUSTH (security and stability; political and rule of law; and human rights) will work together as a team to achieve the Mission's cross-cutting strategic objectives of increasing the professionalism and accountability of key Haitian rule of law institutions. MINUJUSTH, through its political leadership, will use its good offices role vis-à-vis the executive and legislative branches of the Government to achieve its objectives in the implementation of the mandate, thus maximizing its impact despite a relatively light presence.

8. In order to extend the political outreach of the Mission, and given the anticipated concentration of personnel in the capital, MINUJUSTH will have a team composed of individuals with expertise in the political, rule of law and human rights areas as part of its core staffing structure. The core team, referred to in the present report as the mobile team, will be required to travel to all nine regions outside Port-au-Prince to undertake mandated activities, including advocacy, monitoring and an early warning role, in a targeted manner. When travelling, the mobile team will be joined by civilian staff with relevant expertise from other sections based on the nature of the activities expected to be undertaken. To that end, the resource requirements take into consideration the expected frequency of official travel and include provisions for effective, safe and reliable ground and air transportation.

9. In addition to the use of United Nations vehicles, civilian staff will use dedicated aircraft to travel to regions, including the furthest and least accessible destinations, such as Port-de-Paix and North-West, Jérémie and Grand-Anse departments, which will have pre-positioned vehicles at the United Nations police sites. The formed police units will use the Mission's air assets to travel to any region to help address security threats that are beyond the capacity of the Haitian national police.

10. In furthering security and stability, MINUJUSTH will position its seven formed police units in five regions to safeguard the gains of the past years by providing operational support to the Haitian national police for the maintenance of law and order throughout the country, including for the protection of civilians, particularly outside the capital, where the presence of the national police remains weaker. The formed police units will conduct joint field patrols with the national police to increase its visibility and to provide on-the-job training to improve the skills of national police officers.

11. MINUJUSTH will also focus on further institutional development of the Haitian national police, within the framework of its strategic development plan for the period 2017–2021. This will enable the Mission to continue to gradually strengthen the capacity of the Haitian national police to function independently, without international operational support. In areas where its police units are deployed, MINUJUSTH will provide protection to civilians who are under imminent threat of physical violence, within the limits of its capabilities. Such protection will be provided with due regard to the responsibilities of the host nation. Supervisory mentoring and strategic advice will be provided to senior-level officers through the co-location of up to 295 United Nations police officers and contracted expert personnel within the 10 departmental directorates. Areas of such focus will include: (a) building capacities in police administration; (b) consolidating technical and specialized management and investigation skills; (c) implementing community-oriented policing strategies; (d) developing training programmes in key areas, identified in the Haitian national police strategic development plan for 2017–2021, including in arrest, detention and use of force; (e) strengthening accountability mechanisms, including the General Inspectorate of the Haitian national police; and (f) supporting sexual and gender-based violence prevention programmes.

12. With regard to the rule of law, MINUJUSTH will: (a) partner with local authorities to strengthen the accountability and oversight mechanisms in the justice

sector, such as the Superior Council of the Judiciary, the Supreme Court and similar institutions; (b) support the efforts to establish a fair, independent, credible and functioning justice system, with a particular emphasis on reinforcing the criminal justice system; (c) support the capacity of the Directorate of Prison Administration and undertake reforms envisaged in its strategic development plan for 2017–2021, to improve prison conditions; and (d) support efforts aimed at elaborating, adopting and implementing key legislation, in particular that related to justice, corrections and electoral reform.

13. The Mission's work on human rights will focus on supporting the efforts of civil society and the Office for the Protection of Citizens in performing their monitoring role to prevent violation of the constitution and to ensure respect for human rights in Haiti. MINUJUSTH will also work on strengthening the efforts of civil society in its pursuit of accountability for past and current human rights violations and help increase the Government's engagement with human rights mechanisms in order, *inter alia*, to improve compliance with signed and ratified international human rights instruments.

14. MINUJUSTH will use its innovative rule of law approach to address both local and national challenges. The Mission's community violence reduction programme will focus on the rule of law by building on such core areas as access to legal aid for marginalized communities, with a focus on gender justice issues; social reinsertion initiatives for female and male inmates and former gang members; income generation and vocational training for at-risk youth; and community policing. At the same time, MINUJUSTH will develop gender-sensitive community-based approaches to reinforce civic engagement with respect to political and human rights issues. As such, the community violence reduction programme will form the core of the community-driven focus of the Mission's rule of law approach. At local levels across the country, the mobile teams will oversee the implementation of quick-impact projects, with a focus on providing support in the areas of infrastructure and equipment to the justice, correctional and other security institutions in nine regional departments, as well as in Port-au-Prince.

15. The rule of law approach will be implemented in close collaboration with the United Nations country team over the anticipated two-year mandate of MINUJUSTH (see para. 19 below), with a view to ensuring a responsible and seamless transition of key rule of law tasks to the Government of Haiti and to development actors. MINUJUSTH will develop a new joint programme with the United Nations Development Programme (UNDP) and the United Nations country team on supporting police, justice and correctional institutions, continuing the programme developed by MINUSTAH. The new programme will prepare the country team to assume a greater role in those areas as the United Nations gradually phases out its peacekeeping operations. To that end, resource requirements for other programmatic activities will be critical to the country team and other actors as essential seed funding to attract future financial support from the donor community. Based on preliminary consultations, including with the Government of Haiti, and in line with the recommendations of the United Nations Global Focal Point for Police, Justice and Corrections on the rule of law in post-conflict and other crisis situations, following the mission to Haiti in May 2017 of its representatives, such support will focus on: (a) implementing key legislation; (b) strengthening legal assistance offices and model jurisdictions; (c) strengthening the administrative and managerial capacities of the Directorate of Prison Administration; (d) developing the infrastructure, including refurbishing and repairing commissariats of the Haitian national police; (e) carrying out anti-corruption initiatives; and (f) supporting the efforts of civil society and the Office for the Protection of Citizens in fulfilling their monitoring role to prevent the violation of the constitution and to ensure respect for human rights in Haiti.

16. The proposed staffing structure of MINUJUSTH is light but robust to enable it to effectively implement the mandate of the Mission. Personnel will be based in two locations in Port-au-Prince (the logistics base at Mission headquarters and Camp Jaborandy). The 295 United Nations police officers will be co-located in 17 Haitian national police commissariats across the country. Of the seven formed police units, three will be located in Port-au-Prince and four will be based in the regions (North, Artibonite, Nippes and Grand-Anse). MINUJUSTH will provide logistical support to the formed police personnel and will monitor safety and environmental standards in the camps of formed police units. A complement of 38 Government-provided correctional personnel will be co-located at the Directorate of Prison Administration headquarters and in nine certified prisons. In addition, mobile teams, including personnel from the Corrections Section, will cover the remaining 10 prisons and 4 police detention facilities.

17. The proposed budget is based on a number of key assumptions, most importantly that a relatively stable political environment will be maintained during the financial period and that the Government of Haiti will continue to have the will to adopt key reforms based on cooperative relations between the executive and legislative branches of the Government. A gradually improving socioeconomic situation will increase the State's ability to collect and manage revenue, including that collected as a result of improved customs and border management practices. Haiti's leading private sector entities will engage constructively and support the improvement of State functions, including through law enforcement and basic public services. Relations with regional neighbours will remain largely positive, in particular those with the Dominican Republic, in terms of managing the caseload of migrants of Haitian origin as well as people at risk of becoming stateless.

### **C. Regional cooperation**

18. The Mission will collaborate with regional organizations in the implementation of its mandated goals, including through consultations with the Organization of American States (OAS), the Union of South American Nations, the Caribbean Community (CARICOM) and the Caribbean Common Market. MINUJUSTH will work in partnership with OAS and CARICOM to support the high-level binational dialogue between Haiti and the Dominican Republic.

### **D. Partnerships, country team coordination and integrated missions**

19. In paragraph 22 of its resolution [2350 \(2017\)](#), the Security Council requested a clearly benchmarked two-year projected exit strategy to a non-peacekeeping United Nations presence in Haiti, to be presented in March 2018. In that regard, a core objective of the Mission will be to gradually transition key tasks in the areas of rule of law, human rights and security to the United Nations country team and other partners, including the Government of Haiti. Following an assessment of the capacities of the Government of Haiti and its ability to take on tasks without assistance from MINUJUSTH and in line with transition planning, areas in which Haiti no longer requires international support will be transitioned to the Government. Areas in which the Government still requires international support will be incorporated into the programmatic and longer-term development priorities of the country team.

20. MINUJUSTH leadership will also work in close consultation with the Special Envoy of the Secretary-General for Haiti to ensure close coordination of activities related to cholera, including the implementation of the new approach to cholera in Haiti. The coordination will be facilitated by the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator. Coordination



with the Special Envoy will be essential in the development of a coherent, holistic strategic vision for long-term support to Haiti, based on the 2030 Agenda for Sustainable Development, in partnership with the Government.

21. The Group of 12 plus (a group of 16 technical and financial partners of the Government of Haiti) will continue to be co-chaired by the Deputy Special Representative of the Secretary-General and the Ambassador of Switzerland. The role of the Group is expected to be strengthened once the Haitian authorities have developed a new framework for the implementation of the Sustainable Development Goals (2017–2021), including in the context of the rule of law, which is part of the mandate of the Mission. A national steering committee at the ministerial level, co-chaired by the United Nations, is expected to be established to oversee the implementation of the framework.

22. The United Nations country teams in Haiti and the Dominican Republic will continue to meet and have agreed to promote further cooperation between the two countries, in particular on issues pertaining to migration, social services and governance. As cooperation between the Governments of the two countries increases, the United Nations is expected to increase its level of support for the joint resolution of binational issues.

## E. Results-based-budgeting frameworks

23. In order to facilitate the presentation of human resources proposals, six categories of possible staffing action have been identified. Definitions of terms used with respect to the six categories are provided in annex I.A.

### Executive direction and management

24. Overall direction and management of the Mission are to be provided by the Office of the Special Representative of the Secretary-General.

Table 1

**Human resources: posts proposed under executive direction and management, 2017/18**

|   | <i>International staff</i> |                |                |                |                      |                 | <i>National staff<sup>a</sup></i> | <i>United Nations Volunteers</i> | <i>Total</i> |
|---|----------------------------|----------------|----------------|----------------|----------------------|-----------------|-----------------------------------|----------------------------------|--------------|
|   | <i>USG-ASG</i>             | <i>D-2-D-1</i> | <i>P-5-P-4</i> | <i>P-3-P-2</i> | <i>Field Service</i> | <i>Subtotal</i> |                                   |                                  |              |
| Office of the Special Representative of the Secretary-General | 1                          | —              | 1              | —              | 1                    | 3               | 3                                 | —                                | 6            |
| Office of the Chief of Staff                                  | —                          | 1              | 1              | —              | —                    | 2               | 4                                 | —                                | 6            |
| Joint Mission Analysis Centre                                 | —                          | —              | 1              | —              | —                    | 1               | 1                                 | 1                                | 3            |
| Joint Operations Centre                                       | —                          | —              | 1              | 1              | —                    | 2               | —                                 | —                                | 2            |
| Legal Affairs Unit  | —                          | —              | 1              | 1              | —                    | 2               | 2                                 | —                                | 4            |
| Information Management Unit                                   | —                          | —              | —              | 1              | —                    | 1               | 1                                 | —                                | 2            |
| Gender Unit   | —                          | —              | 1              | —              | —                    | 1               | 2                                 | —                                | 3            |
| Strategic Communications and Public Information Section       | —                          | —              | 2              | —              | —                    | 2               | 2                                 | 2                                | 6            |
| Conduct and Discipline Unit                                   | —                          | —              | 1              | 1              | —                    | 2               | 1                                 | —                                | 3            |
| <b>Total</b>  | <b>1</b>                   | <b>1</b>       | <b>9</b>       | <b>4</b>       | <b>1</b>             | <b>16</b>       | <b>16</b>                         | <b>3</b>                         | <b>35</b>    |

<sup>a</sup> Including National Professional Officers and national General Service staff.

### Office of the Special Representative of the Secretary-General

25. The Special Representative of the Secretary-General is responsible for the implementation of the Mission's mandate. The Special Representative will provide good offices vis-à-vis the executive and legislative branches of the Government, leveraging the Mission's broader work in the security and stability, political and rule of law, and human rights areas. The Office of the Special Representative will provide the required support to the complex and sensitive activities of the Mission and ensure accurate and timely reporting. In addition, the Special Representative will provide direction and guidance to all Mission components to ensure that mandated tasks are implemented.

26. Reporting directly to the Special Representative of the Secretary-General are the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator, the Police Commissioner and the Chief of Mission Support. Certain executive management elements, comprising the Office of the Spokesperson, the Gender Unit, the Chief Security Adviser and the Office of the Chief of Staff, will also report directly to the Office of the Special Representative.

27. The proposed staffing establishment for the Office of the Special Representative comprises the Special Representative (Assistant Secretary-General), one Special Assistant, Political Affairs (P-4), one Senior Staff Assistant (Field Service), one Administrative Assistant (national General Service) and two Drivers (national General Service).

#### **Office of the Chief of Staff**

28. Under the direct supervision of the Special Representative of the Secretary-General, the Chief of Staff will assist with the daily duties and long-range planning of the Special Representative's activities. The incumbent will be responsible for coordinating the work of: (a) the Joint Operations Centre, which will play a critical role in ensuring daily situational awareness; (b) the Joint Mission Analysis Centre, focusing on integrated analysis and predictive assessments, ensuring the Mission leadership's understanding of longer-term threats and trends; (c) the Conduct and Discipline Unit, which will act as the focal point for all conduct and discipline matters; (d) the Legal Affairs Unit, which will be the central and authoritative source of legal advice to the Mission; and (e) the Information Management Unit, which will be responsible for the establishment of Mission-wide procedures and systems for information analysis and document management.

29. The proposed staffing establishment for the Office of the Chief of Staff comprises the Chief of Staff (D-1), one Planning Officer (P-4), one Protocol Officer (National Professional Officer), two Administrative Assistants (national General Service) and one Driver (national General Service).

#### **Joint Mission Analysis Centre**

30. The proposed Joint Mission Analysis Centre will be the Mission's resource for integrated analysis and predictive assessments. The Chief of the Centre will be responsible for briefing the senior leadership of the Mission on threats and on challenges to mandate implementation, in particular in analysing information on organized crime and its nexus with the political community. The Chief will be supported by two staff members, who will be responsible for drafting cogent and forward-looking reports and provide relevant leadership advice, and by one uniformed staff member. The Centre will deliver to the senior leadership of the Mission forward-looking trend analysis, taking into account data and information collected from the political and rule of law, human rights and security and stability components.

31. The proposed staffing establishment for the Joint Mission Analysis Centre comprises one Information Analyst, Political Affairs (P-4); one Associate Information

Analyst, Political Affairs (National Professional Officer); and one Information Analyst, Political Affairs (United Nations Volunteer).

### **Joint Operations Centre**

32. The proposed Joint Operations Centre will be the Mission's information hub, responsible for ensuring Mission-wide situational awareness through integrated day-to-day situation reporting on the rule of law and political developments, human rights and the overall security situation in Haiti. The Centre will be an integrated unit that will include civilian personnel and be supported by three United Nations police officers, with the capacity to operate 24 hours a day, seven days a week. The Centre will serve as the focal point for crisis and/or emergency management in the Mission.

33. The proposed staffing establishment for the Joint Operations Centre comprises two Joint Operations Officers (1 P-4 and 1 P-3).

### **Legal Affairs Unit**

34. The proposed Legal Affairs Unit will advise senior leadership on matters pertaining to the Mission's mandate, the status-of-forces agreement, the Convention on the Privileges and Immunities of the United Nations of 1946, the Convention on the Safety of United Nations and Associated Personnel of 1994, relevant standards and rules under international law, including international humanitarian law, the laws and regulations of the host country and the overall legal and administrative framework of the Organization.

35. The main tasks of the Legal Affairs Unit will comprise: (a) interpreting and providing advice on the Mission's mandate, including the mandate to use force, and detention procedures; (b) drafting legally binding memorandums of understanding and other agreements with external entities to enable Mission operations and to ensure the sound implementation of existing agreements with third parties; (c) building awareness of United Nations privileges and immunities, including the functional immunity of the Mission's members among competent national authorities, including through outreach and advocacy; (d) drafting of official communications and attending regular meetings with the Ministry of Foreign Affairs and other ministries; and (e) participating in all administrative and standing committees of the Board of Inquiry.

36. The proposed staffing establishment for the Legal Affairs Unit comprises two Legal Affairs Officers (1 P-4 and 1 P-3), one Associate Legal Affairs Officer (National Professional Officer) and one Administrative Assistant (national General Service).

### **Information Management Unit**

37. The proposed Information Management Unit will be responsible for establishing Mission-wide procedures and systems for information analysis and document management, including the definition of parameters for intra-mission information-sharing, reporting requirements, the protection of sensitive information and business continuity, records management and the publication of intranet content, and providing data visualization support, as needed. The Unit will lead all projects that have an impact on large or multiple-user groups, including document, data, web content and records management services and tools, training programmes for information management, business intelligence dashboards, cross-cutting monitoring tools and staff intranet/web portals. The Unit will ensure that all offices have designated information management focal points and that those focal points receive regular training on information and records management systems and policies, including the protection of sensitive information.

38. The proposed staffing establishment for the Information Management Unit comprises a Chief of Unit, Information Management Officer (P-3), and one Information Management Assistant (national General Service).

#### **Gender Unit**

39. The main strategic priorities of the proposed Gender Unit are to provide guidance and support to the senior management of the Mission on the implementation of Security Council resolutions on women and peace and security. The Unit will develop and implement strategies to mainstream gender-sensitive approaches across Mission components, including capacity-building and processes to implement gender-sensitive approaches. The Unit, which will be headed by a Gender Adviser, will lead the efforts of the Mission to promote the participation of women in national political and electoral processes and their representation in decision-making bodies in all areas. As the focal point for the Mission on gender equality, the Unit will seek to establish working partnerships with United Nations entities, Government counterparts and non-governmental organizations.

40. The proposed staffing establishment for the Gender Unit comprises the Gender Affairs Officer (P-4), who will provide strategic guidance to the leadership of Mission, oversee the work of the Unit and direct the implementation of gender mainstreaming policies, and two Gender Affairs Officers (National Professional Officer), who will be responsible for outreach and coordination with civil society and national women's networks involved in justice and rule of law issues, capacity-building and reporting on gender equality.

#### **Strategic Communications and Public Information Section (Office of the Spokesperson)**

41. The proposed Strategic Communications and Public Information Section will support the effective implementation of the mandate of the Mission by: (a) fostering support for the mandate and objectives of the Mission among the host population from the early stages of its deployment; (b) managing the reputation of the Mission with regard to the expectations of the host population and international audiences, including on issues related to sexual exploitation and abuse and cholera; and (c) ensuring the timely, proactive and accurate dissemination of information to promote and advance the mandate of the Mission. To that end, the Office will develop and implement a strategic communication plan to promote the overall strategy and priorities of the Mission.

42. The proposed staffing establishment for the Strategic Communications and Public Information Section comprises the Spokesperson (P-5), four Public Information Officers (1 P-4, 1 National Professional Officer and 2 United Nations Volunteers) and one Associate Public Information Officer (National Professional Officer).

#### **Conduct and Discipline Unit**

43. The proposed Conduct and Discipline Unit will provide policy guidance and technical advice to the Mission on issues related to conduct and discipline to ensure coherence in the application of high standards of conduct and discipline for all categories of personnel. The Unit will report to the Special Representative of the Secretary-General through the Chief of Staff. The Unit will undertake activities designed to prevent misconduct by United Nations personnel, including training for all categories of staff members on conduct and discipline and on the prevention of sexual exploitation and abuse. The Unit will be responsible for receiving and assessing complaints and reports of misconduct, which will be referred to the Head of the Mission or the Office of Internal Oversight Services, as appropriate. The Unit will establish and

maintain a database of all cases of misconduct in the Mission and submit required periodic reports to the Department of Field Support. The Unit will also ensure that remedial actions are effected in accordance with the United Nations strategy for providing assistance and support to victims of sexual exploitation and abuse.

44. The proposed staffing establishment for the Conduct and Discipline Unit comprises two Conduct and Discipline Officers (1 P-4 and 1 P-3) and one Administrative Assistant (national General Service)

### **Component 1: security and stability**

45. The security and stability component of MINUJUSTH will maintain a focus on the institutional and professional development of the Haitian national police, within the framework of its strategic development plan for the period 2017–2021. Focusing on a number of priorities, the Mission will use the professional expertise of its police officers to mentor senior and middle-level management personnel of the Haitian national police and will provide strategic advice on leadership, investigation skills, police oversight, gender mainstreaming and prevention of sexual and gender-based violence. Mentoring and assistance will also be provided by civilian experts with specialized profiles to build capacities in police administration, in particular in the areas of reform and restructuring, planning, human resources, information technology, facilities management, transport, logistics, engineering, telecommunications, and budget and finance.

46. Activities will target the development and implementation of community-oriented policing strategies in order for the Haitian national police to build greater trust with local communities. Training programmes on criminal investigations, strategic planning, intervention and prevention, public order management, administration, logistics, budget and finance, communications, infrastructure and fleet management and maintenance, as well as in the prevention of illegal and arbitrary arrests, detention or excessive use of force, will also be provided. In addition, MINUJUSTH will promote the effectiveness of the accountability mechanism of the Haitian national police and its General Inspectorate with a view to extending its authority beyond Port-au-Prince and ensuring the swift treatment of cases of human rights violations and misconduct, when disciplinary measures or other judicial measures need to be applied. Furthermore, the community violence reduction programmes, mobilizing communities and local authorities to work with police, will aim to mitigate the risk of violence by targeting communities with socioeconomic vulnerability, including through vocational training and short-term employment.

47. MINUJUSTH will provide continued operational support to the Haitian national police in the maintenance of law and order throughout the country, including for the protection of civilians. MINUJUSTH will maintain the capacity to provide prompt support to the Haitian national police outside the capital, where such support is still required. Formed police units will conduct joint field patrols with the Haitian national police in order to increase its visibility as a deterrent to criminality and instil greater confidence of the population in its presence. Joint patrols and operations with formed police units are also expected to provide on-the-job training to Haitian national police officers aimed at improving their skills in protecting civilians against threats of physical violence. The provision of operational support to the national police will be geared towards the gradual transition of full responsibility for security tasks to the national police, to be harmonized with its gradual build-up, and ensuring the sustainability of security gains in the country.

- 
- 1.1 Improved security environment throughout Haiti
- 1.1.1 Decrease in the ratio of homicides per 100,000 citizens reported in the country (2015/16: 9.6; 2016/17: 9.5; 2017/18: 9.4)
- 1.1.2 Decrease in the number of kidnappings reported in the Port-au-Prince area (2015/16: 74; 2016/17: 60; 2017/18: 55)
- 1.1.3 Decrease in the number of Haitian national police officers killed (2015/16: 7; 2016/17: 6; 2017/18: 5)
- 1.1.4 Decrease in the number of armed gang activities in hotspot areas of Cité Soleil, Bel-Air and Martissant (2015/16: 16; 2016/17: 24; 2017/18: 22)
- 1.1.5 Decrease in requests by the Haitian national police for support in cases of crowd control and public order management incidents in 5 regional departments (West, Artibonite, Grand-Anse, Nippes and North) (2016/17: 658; 2017/18: 524)
- 

*Outputs*

- Daily patrols and planned joint operations carried out by the formed police units with the Haitian national police in 5 regional departments (West, Artibonite, Grand-Anse, Nippes and North)
- Provision of operational support for Haitian national police specialized units in conducting special operations throughout Haiti, especially in hotspot areas
- Provision of operational support to the Haitian national police for public order management and to safeguard security gains
- Provision of a quick-reaction police capability, including a specialized weapons and tactics unit, upon request, to support the operations and mobility of the national police
- Provision of operational support to the national police in cases of major events, upon request, in securing key Government sites and installations, focusing primarily on Port-au-Prince
- Weekly reconnaissance flights to regions to monitor the security situation
- Provision of daily mentoring support in the implementation of a national crime prevention strategy and community policing activities
- Provision of support for the development of strategies on community policing throughout the national police departments, with a specific focus on the prevention of sexual and gender-based violence crimes and safety issues affecting women and girls
- Implementation of 12 projects in the areas of employment, entrepreneurship and labour-intensive income-generation programmes for at-risk youth, men and women, in collaboration with Government entities, local community leaders and groups and the United Nations country team
- Implementation of 9 quick-impact projects for minor infrastructure improvement and provision of equipment to rule of law institutions

| <i>Expected accomplishments</i>   | <i>Indicators of achievement</i>   |
|---|--|
| 1.2 Improved operational and institutional capacities of the Haitian national police, with specialized units in place | <p>1.2.1 Increase in the number of national police officers per 10,000 civilians (2015/16: 14.0; 2016/17: 15.0; 2017/18: 15.7)</p> <p>1.2.2 Increase in the number of female police officers in the Haitian national police (2015/16: 1,051; 2016/17: 1,116; 2017/18: 1,249)</p> <p>1.2.3 Increase in the number of cases of sexual and gender-based violence investigated as a result of the enhanced investigation capacity of the national police (2015/16: 122; 2016/17: 164; 2017/18: 195)</p> <p>1.2.4 Increase in the number of middle- and upper-level management officials of the Haitian national police who undertake advanced training courses in key areas identified by the strategic development plan, such as criminal investigations, strategic planning, intervention and prevention, and public order (2016/17: 127; 2017/18: 145)</p> <p>1.2.5 Increase in the number of Haitian national police officers trained in forensic investigations, public order management and crowd control (2016/17: 495; 2017/18: 600)</p> |

#### *Outputs*

- Provision of daily advice and support to the human resources services of the national police to improve the recruitment process so as to ensure the expected number of cadets per entry-level class (promotion) and to strive to increase the percentage of female cadets
- Provision of daily support to the national police on sensitization campaigns aiming to increase the number of cadets admitted to and graduating per promotion, including with a view to increasing female cadets by 15 to 20 per cent
- Provision of support to increase the number of female police officers through regular information campaigns, as well as through networks of women's organizations and groups
- Provision of daily support to the national police on policies and processes regarding background checks of all aspiring cadets before their admission to the police force
- Provision of daily advice and support to the command-level staff of the national police to ensure the continued conduct of in-service training and specialized training programmes on community policing, general information and intelligence-gathering, border policing, traffic policing, command and leadership, ethics, security governance, gender mainstreaming, information technology, techniques and tactics of intervention and the maintenance of order, crime statistics and analysis, crime scene management, transnational and organized crime management, counter-terrorism and disaster management
- Provision of daily technical support to national police instructors in specialized and in-service training through the train-the-trainers programme, particularly in the areas identified in the Haitian national police strategic development plan for 2017–2021

- Daily supervision and mentoring by expert trainers of all specialized and in-service training, including but not limited to training in crowd control, human rights and incident management, the responsibility of commanders, forensics and crime scene management, judicial and administrative investigations, gender-based violence prevention and correctional and intervention units
- Provision of weekly technical support to the National Police Academy on the management support programme aimed at providing field training for 100 inspectors and 45 commissioners on the promotion of gender balance at senior levels, including senior and upper-middle managers of the Directorate of Prison Administration, including a benchmarking police exchange course, which allows foreign police forces to provide support in improving the management skills of national police officers through an agreement with the Police Community of the Americas
- Provision of technical advice on a monthly basis to the national police unit responsible for combating sexual crimes on the development of a database of reported cases of sexual and gender-based violence investigated and referred to the justice system
- Provision of technical assistance on a weekly basis to the national police Gender Coordination Office and focal points in all 10 departments of the country to ensure their ability to handle sexual and gender-based violence, including the organization of a workshop with the participation of the national police, prosecutors and magistrates and training of 45 specialized national police officers on sexual and gender-based violence
- Provision of technical assistance to the Ministry of Women's Affairs and Women's Rights through a study on progress achieved in the prevention of and response to sexual and gender-based violence, including concrete recommendations, and a validation workshop organized in collaboration with other ministries, United Nations agencies, women's organizations and other relevant stakeholders
- Conduct of 10 specialized training courses for a total of 100 national police trainers on crowd control, sexual and gender-based violence, HIV and civilian protection, with the goal of building the capacity of the national police instructors in those areas
- Conduct of 20 awareness-raising sessions for a total of 500 national police officers on human rights, ethics and values, especially for the personnel working in police stations, the Motorized Intervention Brigade, the Tactical Warrants and Intervention Bureau, the Crowd Control and Tactical Unit and the Public Order Unit, including training trainers for the headquarters of those units
- Provision of daily technical assistance to the national police forensic laboratory and crime scene investigation teams with the objective of increasing the capacity of the police to respond to a crime scene

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*Outputs proposed through the United Nations joint programme on police, justice and corrections*

- Renovation of 7 commissariats in 4 departments (1 in South-East, 2 in North-East, 2 in North-West and 2 in Grand-Anse) and subcommissariats in order to improve the working conditions of the national police officers and the effectiveness of the national police in providing policing services
- Provision of technical and logistical support to 300 crowd-control units in terms of equipment to ensure that they are operational and capable of managing disruptions to public order, including the provision of protective equipment to members of crowd-control mobile units and a unified advance mobile command post for crowd-control units
- Construction/renovation of the Port Marigot commissariat in order to increase the effectiveness of the national police in providing policing services



| <i>Expected accomplishments</i>   | <i>Indicators of achievement</i>  |
|---|---|
| 1.3 Improved administrative and management capacities of the Haitian national police with relevant specialized units in place | <p>1.3.1 Increased number of senior Haitian national police officers trained under the mentorship and advisory programme in line with its strategic development plan for 2017–2021 (2016/17: 28; 2017/18: 150)</p> <p>1.3.2 Increase in the rate of implementation of the budget of the Haitian national police (both functioning and capital investment) (2015/16: 98 per cent; 2016/17: 98.3 per cent; 2017/18: 99 per cent)</p> <p>1.3.3 Increase in the percentage of police school graduates assigned to the Directorate of Prison Administration (2015/16: 10 per cent; 2016/17: 10 per cent; 2017/18: 11 per cent)</p> |

*Outputs*

- Provision of daily mentorship and support to the Haitian national police leadership on the development and implementation of capacity-building strategies
- Provision of weekly technical assistance to the national police on the continued enhancement of its budget and finance system, including adequate and specific allocation of resources to the Directorate of Prison Administration and a continued increase in the capacity of its procurement management system
- Collaboration on a daily basis with the Strategic Planning and Development Section of the national police on the implementation of the strategic plan of the national police for the period 2017–2021, including the development of specific action plans and the elaboration of follow-up mechanisms
- Conduct of regular high-level advocacy activities with the leadership of the national police on increasing the proportion of police school graduates assigned to the Directorate of Prison Administration

*Outputs proposed through the United Nations joint programme on police, justice and corrections*

- Provision of specialized training for continuous learning of the members of the Strategic Planning Directorate of the national police, together with communication tactics and materials to promote the strategic plan of the national police for the period 2017–2021, through the United Nations joint interim programme on police, justice and corrections

| <i>Expected accomplishments</i>   | <i>Indicators of achievement</i>  |
|---|---|
| 1.4 Enhanced ability of the General Inspectorate of the Haitian national police to provide oversight to the entire police institution | <p>1.4.1 Increase in the number of staff of the General Inspectorate of the Haitian national police who are equitably deployed throughout the country, taking into account gender balance and administrative capacity to function in accordance with international norms (2015/16: 300; 2016/17: 300; 2017/18: 320)</p> <p>1.4.2 Implementation of the General Inspectorate of the Haitian national police strategic development plan 2017–2019 (2016/17: 0 per cent; 2017/18: 50 per cent)</p> |

1.4.3 Increase in the number of sanctions, such as the revocation or suspension of police duties, adopted by the Director General of the national police on the basis of the recommendations of the General Inspectorate (2015/16: 275; 2016/17: 300; 2017/18: 325)

1.4.4 Increase in the number of investigations fully concluded by the General Inspectorate of the national police on the misuse of firearms by Haitian national police officers (2016/17: 0, 2017/18: 60)

1.4.5 Increase in the number of investigations on the misuse of firearms transmitted to the Director General of the Haitian national police and for which a decision on whether the use of the firearm was justified is issued (2016/17: 0; 2017/18: 60)

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*Outputs*

- Organization of 3 capacity-building training sessions for 25 newly assigned officers on police oversight and accountability mechanisms and preparation for police inspections conducted by the General Inspectorate of the national police
- Conduct of meetings every two months with the General Inspectorate of the national police on the implementation of the recommendations contained in its annual report
- Provision of technical assistance to the General Inspectorate of the national police on the drafting, review and implementation of its strategic plan for the period 2017–2019
- Provision of daily assistance to the national police, in conjunction with the Office of the Chief Inspector General, on the final implementation of the vetting of the integrity of new recruits
- Provision of technical support and advice to the General Inspectorate through meetings every two months to review and/or develop regulations related to the implementation of inspections and annual audits of the police services
- Provision of support to the national police to build and implement an accountability office, which will be responsible for responding within 1 month to the complaints and recommendations of individuals, and creating a more accessible communications system using text messaging and email to correspond with applicants and to record feedback received from clients
- Provision of briefings to Haitian national police commanding officers on their responsibilities to investigate all cases of firearm use and distribution of relevant regulations on the use of firearms

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*Outputs proposed through the United Nations joint programme on police, justice and corrections*

- Provision of an integrated ballistic identification system to enable the national police to identify a significantly increased number of suspects committing serious crimes with firearms

*External factors*

Progress is made in the Haitian national police strategic development plan for 2017–2021 as planned, including by increasing the strength of the national police through the recruitment of 4,000 additional police officers by the end of 2021, 12 per cent of them women. The Government is able to secure the necessary funding for the Haitian national police strategic development plan. The portion of the State budget allocated to the national police is further increased and support by donors for establishing sustainable policing, including for community policing, increasing infrastructure capacity throughout the country (facilities and vehicles) and improving communications systems, continues. The number of armed gangs and the number of national police officers killed in the line of duty, figures that affect the sense of security and safety of individuals considering joining the force, remains the same or declines.

Table 2

**Human resources: posts proposed under component 1, security and stability, 2017/18**

|                                   |                            |                     |                     |                     |                          |                 |                                       |  |              |
|-----------------------------------|----------------------------|---------------------|---------------------|---------------------|--------------------------|-----------------|---------------------------------------|--|--------------|
| United Nations police             |                            |                     |                     |                     |                          |                 |                                       | 295                                      |              |
| Formed police units               |                            |                     |                     |                     |                          |                 |                                       | 980                                      |              |
| <b>Subtotal, police</b>           |                            |                     |                     |                     |                          |                 |                                       | <b>1 275</b>                             |              |
|                                   | <i>International staff</i> |                     |                     |                     |                          |                 |                                       |  |              |
|                                   | <i>USG-<br/>ASG</i>        | <i>D-2-<br/>D-1</i> | <i>P-5-<br/>P-4</i> | <i>P-3-<br/>P-2</i> | <i>Field<br/>Service</i> | <i>Subtotal</i> | <i>National<br/>staff<sup>a</sup></i> | <i>United<br/>Nations<br/>Volunteers</i> | <i>Total</i> |
| Civilian staff                    |                            |                     |                     |                     |                          |                 |                                       |  |              |
| Office of the Police Commissioner | –                          | 2                   | 3                   | –                   | 1                        | 6               | 1                                     | –  | 7            |
| Police Operations Unit            | –                          | –                   | 1                   | –                   | –                        | 1               | 8                                     | –  | 9            |
| Capacity-Building Section         | –                          | –                   | 3                   | 11                  | –                        | 14              | 1                                     | –  | 15           |
| <b>Subtotal, civilian staff</b>   | –                          | <b>2</b>            | <b>7</b>            | <b>11</b>           | <b>1</b>                 | <b>21</b>       | <b>10</b>                             | –  | <b>31</b>    |
| <b>Total</b>                      | –                          | <b>2</b>            | <b>7</b>            | <b>11</b>           | <b>1</b>                 | <b>21</b>       | <b>10</b>                             | –  | <b>1 306</b> |

**Office of the Police Commissioner**

48. The Office of the Police Commissioner will lead the implementation of the Mission's mandated task of supporting a secure and stable environment in Haiti by: (a) strengthening the rule of law; (b) assisting the Haitian national police in its reform and professionalization efforts in the framework of its strategic development plan for 2017–2021; (c) further strengthening the institutional and operational capacities of the Haitian national police, including by expanding its geographical coverage throughout the country; and (d) fully taking into account that gender mainstreaming and human rights monitoring, reporting and analysis are cross-cutting issues.

49. Reporting directly to the Special Representative of the Secretary-General, the Police Commissioner will oversee the operations of police personnel, which consist of 295 United Nations police officers and 980 formed police personnel, and are organized under the three pillars of operations, capacity-building and support.

50. The proposed staffing of the Office of the Police Commissioner comprises the Police Commissioner (D-2), one Deputy Police Commissioner (D-1), one United Nations Police Officer/Chief of Staff (P-4), one Special Assistant/Political Affairs Officer (P-4), one Logistics Officer (P-4), one Administrative Assistant (Field Service) and one Driver (national General Service). Under the leadership of the Police Commissioner, the Deputy Police Commissioner, the United Nations Police

Officer/Chief of Staff and the Special Assistant/Political Affairs Officer will support the command and control functions, including monitoring and analysis of the security situation as well as reporting on United Nations police operations. In addition, they will ensure proper day-to-day management of police personnel and ensure that all uniformed personnel comply with professional standards. In coordination mechanisms with the United Nations country team, bilateral contributors and other stakeholders, the incumbents will provide assistance to ensure that all mandated tasks are implemented properly. The Logistics Officer (P-4) will be seconded to the Mission Support Division to assist United Nations police and formed police units in logistics and service delivery.

### **Police Operations Unit**

51. The Police Operations Unit will be responsible for coordinating the United Nations police response to the operational needs of police, including the coordination of the deployment and operations of the formed police units, as well as mentoring personnel assigned to Haitian national police senior officers at the departmental level. The Unit, working closely with the Joint Operations Centre, will also coordinate the provision of operational support to the United Nations police officers and formed police personnel.

52. The proposed staffing establishment for the Police Operations Unit comprises a United Nations Police Officer/Chief of Operations (P-4) and eight Field Language Assistants (national General Service).

### **Capacity-Building Section**

53. The Capacity-Building Section, in coordination with United Nations police officers, will provide technical advice to Haitian national police officers' counterparts and support the implementation of the Haitian national police strategic development plan for 2017–2021, within a projected two-year time frame. The Section will strengthen the institutional capacities of the Haitian national police and its internal oversight mechanisms by providing training to middle- and upper-level national police officers in the areas of budget and finance, logistics, communications and accountability mechanisms. The Section will also support the recruitment process by conducting background checks of all police applicants.

54. The proposed staffing establishment for the Capacity-Building Section comprises the Senior United Nations Police Adviser/Senior Reform Adviser (P-5), one Finance and Budget Officer (P-4), two Engineers (1 P-4 and 1 P-3), one United Nations Police Planning Officer (P-3), one United Nations Police Reform Officer (P-3), two Information Systems Officers (P-3), one Logistics Officer (P-3), one Transport Officer (P-3), one Information Management Officer (P-3), one Facilities Management Officer (P-3), one Telecommunications Officer (P-3), one Human Resources Officer (P-3) and one Administrative Assistant (national General Service).

### **Component 2: political and rule of law**

55. The experience of the United Nations in Haiti points to the need for close links between the Mission's political strategies and its efforts in the area of rule of law reform, which in turn support the Mission's rule of law approach to addressing both national and local dynamics. MINUJUSTH will advocate and use its good offices vis-à-vis the executive and legislative branches of the Government to support the mandate of advancing rule of law reform and delivering key legislation that is compatible with human rights. The Mission will also actively engage with a wide range of national and international stakeholders, in government, civil society, including women's and youth groups, and the private sector. Such engagement will extend to nine departments

outside Port-au-Prince through the deployment of mobile teams of integrated expertise, combining political, justice, correctional, human rights and community violence reduction experts. The Community Violence Reduction Unit, in partnership with Political and Rule of Law Officers, will apply a bottom-up approach to the community violence reduction programme with projects that reinforce the rule of law through initiatives that ensure the access of marginalized communities to legal aid. To complement those efforts, the mobile teams will identify and implement quick-impact projects aimed at improving infrastructure and providing equipment in support of the local police and court facilities.

56. Activities undertaken by the political and rule of law component aim to support and strengthen the independence, accountability and oversight mechanisms in the justice sector, notably the Superior Council of the Judiciary and the Inspection Unit of the Ministry of Justice and Public Safety. The support of MINUJUSTH will enable those entities to execute more effectively their primary functions of providing recommendations for the appointment and extension of judges and prosecutors and sanctioning them for poor performance, misconduct or human rights violations.

57. MINUJUSTH will also advocate for the completion of key pieces of legislative reform, especially those that: (a) underpin the functioning of the criminal justice system (the penal and penal procedure codes, the law on legal aid and the prison law); (b) reinforce institutional functioning (review of the legal framework for elections); and (c) promote gender equality and action against sexual and gender-based violence (the gender equality bill and the law on prevention, punishment and eradication of violence against women). In improving the concept of model jurisdictions, MINUJUSTH will provide dedicated capacity-building and advisory support for the effective operation of police, criminal defence and justice and correctional institutions in one selected jurisdiction, with added emphasis on improving Haitian ownership. Successful results in the model jurisdiction will be expected to become a catalyst for improvement in other jurisdictions throughout Haiti.

58. Key elements of the Mission's work in the area of corrections will include supporting prison administration through the promulgation of the law on prisons and implementing the Directorate of Prison Administration's strategic development plan for 2017–2021, including the certification by the Directorate of Prison Administration of 9 of the 19 prisons in Haiti as being able to operate without full-time external support. Through mentoring and the transfer of expertise to senior-level officers of the Directorate, MINUJUSTH correctional experts, including Government-provided personnel, will provide assistance focusing on organizational development, security and improvement of detention conditions, and gender-responsive administration and management, including strengthening the autonomy of the Directorate in the management of its budget. MINUJUSTH will also support the Directorate in developing and implementing a recruitment and training road map with a view to increasing its personnel. As part of the Mission's community violence reduction efforts aimed at improving the rule of law, MINUJUSTH will reinforce the rehabilitation and reinsertion into society of prison inmates and former gang members. Further key targets include a significant decrease in criminal suspects held in pretrial detention for more than two years without trial, as well as pretrial detainees who have spent more than six months without meeting a prosecutor or investigating judge.

| <i>Expected accomplishments</i>   | <i>Indicators of achievement</i>   |
|---|--|
| 2.1 Enhanced national ownership through continuation of the institution-building process based on strengthening the rule of law | <p>2.1.1 A national comprehensive prioritization and development agenda is agreed upon among the executive, legislative and judicial branches of the Government</p> <p>2.1.2 A transition plan for the Mission is agreed upon with the Government and the United Nations country team and its implementation strategy is defined and adopted</p> |

*Outputs*

- Development of a political thematic agenda to support the Mission's good offices efforts in a systematic fashion vis-à-vis the Government and the international community
- Weekly engagement with relevant authorities, political parties, civil society representatives, including representatives of women's organizations, and United Nations agencies and programmes
- Provision of daily analysis and reporting to Mission headquarters and leadership on a broad spectrum of political issues in Haiti and, as relevant, the wider region
- Development and implementation of a holistic public sensitization campaign, advocacy and a gender-sensitive messaging strategy to engage local stakeholders in the institution-building process
- Implementation of 30 public outreach and community mediation projects in support of community forums and fostering of coordination among local authorities, communities, other national and international actors and the community violence reduction programme so as to determine needs and plan interventions
- Implementation of 9 quick-impact projects for minor infrastructure improvements and provision of equipment to justice institutions
- Conduct of 6 panel discussions and seminars in partnership with the media and civil society, including women's groups
- Holding of monthly advocacy and coordination meetings with the Government to set up a steering and monitoring committee aimed at harmonizing interventions and investments in the rule of law sector, promoting co-leadership with the Government with a view to its full empowerment
- Conduct of diplomatic and donor coordination meetings every two months to ensure common messaging and enhance efficiency
- Provision of regular analysis to the leadership of the Mission and the United Nations country team on streamlining technical and political efforts, thereby further strengthening national capacities and national ownership of electoral processes
- Provision of good offices and technical assistance for the elaboration of a national strategy and development plan in the rule of law sector, including benchmarks and a transition strategy
- Conduct of 6 advocacy campaigns to mainstream a gender perspective into the rule of law
- Co-organization of senior and technical coordination meetings with the United Nations country team with a view to elaborating and adopting a feasible transition, aligned with the priorities of the Government of Haiti
- Development of a transition implementation strategy for MINUJUSTH and the United Nations country team in partnership with and with the full involvement of the Government of Haiti

| <i>Expected accomplishments</i>   | <i>Indicators of achievement</i>   |
|---|--|
| 2.2 Progress towards the promulgation and implementation of key legislation | <p>2.2.1 Legal instruments drafted and submitted to Parliament (2017/18: 4)</p> <p>2.2.2 Laws passed and promulgated in line with international standards and conventions (2017/18: 3)</p> |

*Outputs*

- Provision of good offices through 12 meetings with parliamentary commissions supporting the passage and promulgation of new legislation
- Provision of support in elaborating public information, participation and sensitization campaigns to enhance visibility and civil society participation in consultation processes on the drafting of laws
- Active engagement, through weekly meetings, with Haitian electoral and legislative institutions in support of an informed revision of electoral legislation
- Conduct and organization, along with the respective branches of power, of 6 thematic discussions of panels of experts to ensure the technical appropriateness and feasibility of the legislative frameworks under development
- Provision of good offices and technical assistance to modernize the legislative framework regulating the functioning of the Ministry of Justice and Public Safety, the prosecutorial system and the Directorate of Prison Administration
- Provision of good offices, technical assistance and public information campaigns to support the process of implementing the new State-supported legal aid system, the ombudsperson function and gender-related legislation
- Provision of support and good offices for the passage of the criminal code and criminal procedure code and their dissemination and implementation
- Provision of expert advice on human rights standards in the development of legislative instruments

| <i>Expected accomplishments</i>   | <i>Indicators of achievement</i>  |
|---|---|
| 2.3 Progress in the functioning of key justice institutions and their oversight bodies, particularly in the selected model jurisdiction | <p>2.3.1 Elaboration and adoption of rules and procedures of the Superior Council of the Judiciary</p> <p>2.3.2 Elaboration, adoption and implementation of the strategic development plans for the period 2017–2019 for the Inspectorate of the Superior Council of the Judiciary and the Inspectorate of the Ministry of Justice and Public Safety</p> <p>2.3.3 Elaboration, adoption and implementation of the Ministry of Justice and Public Safety action plan 2017–2018</p> <p>2.3.4 Increase in the number of cases adjudicated in the Port-au-Prince first instance tribunal (2016/17: 28; 2017/18: 36)</p> <p>2.3.5 Decrease in the number of defendants in pretrial detention in excess of 2 years (2016/17: 63 per cent of the prison population; 2017/18: 50.4 per cent of the prison population)</p> |

2.3.6 Decrease in the number of pretrial detainees who have spent more than 6 months without meeting the prosecutor or investigating judge (2016/17: 59 per cent of the prison population; 2017/18: 47.2 per cent of the prison population)

#### *Outputs*

- Provision of good offices in support of the process of nominating candidates to fill the vacant positions on the Court of Cassation and in lower jurisdictions
- Provision of 12 technical support sessions to the Ministry of Justice and Public Safety, the Superior Council of the Judiciary, the Haitian national police and the Directorate of Prison Administration for the elaboration of key performance indicators for their personnel
- Provision of 12 technical support sessions to the Ministry of Justice and Public Safety for the elaboration of its action plan and to the Superior Council of the Judiciary for the development of its rules of procedure
- Conduct of 12 technical assistance, advocacy and support sessions to develop the strategic development plan for the Inspectorate of the Superior Council of the Judiciary and the Ministry of Justice and Public Safety
- Provision of good offices, technical assistance and support for reducing the number of detainees under prolonged pretrial or unlawful detention conditions through monthly working sessions in courts, police stations and prisons
- Provision of technical assistance and financial support to 4 legal aid offices in Port-au-Prince and Les Cayes to ensure access of marginalized communities to legal aid
- Conduct of biweekly coordination sessions with the legal aid offices to monitor progress in the processing of cases before the courts and the release of detainees
- Provision of technical support to key judicial oversight bodies across the criminal justice system aimed at revising and updating their regulatory frameworks
- Provision of technical support to strengthen the function of the registry, prosecutorial offices, investigative judges' cabinets and the office of the dean of the court in the model jurisdiction

#### *Expected accomplishments*

#### *Indicators of achievement*

2.4 Improvements in administrative, management and operational capacities of the Directorate of Prison Administration, including improvements in prison conditions

2.4.1 The law on prisons is promulgated and the Directorate of Prison Administration is elevated to the level of a central directorate

2.4.2 The Directorate of Prison Administration's strategic development plan for 2017–2021 is endorsed and implemented

2.4.3 The policy directive on gender mainstreaming and social reinsertion is developed and implemented

2.4.4 Directorate of Prison Administration officers, including women, are recruited and trained in management and administration (2017/18: 150)

2.4.5 Nine prisons are certified by the Directorate of Prison Administration to operate without external support



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*Outputs*

- Provision of good offices through 4 advocacy workshops to support the promulgation of the law on prisons and the Haitian national police organic law, elevating the Directorate of Prison Administration to the level of a central directorate within the national police as an intermediate step towards the full separation of the Directorate from the national police
  - Provision of technical support and advice to the Directorate General and the Central Division of Administration of the Haitian national police on the costing and implementation of the Directorate of Prison Administration's strategic development plan for 2017–2021
  - Provision of targeted support for the implementation of the Directorate of Prison Administration's strategic development plan for 2017–2021 in organizational development, prison security, improvement of detention conditions, gender-responsive prison management, administration and management, and rehabilitation and reintegration of inmates
  - Provision of technical support to the Haitian national police and the Directorate of Prison Administration to develop and implement a targeted and dedicated recruitment and training strategy for the Directorate
  - Mentoring and training of Directorate of Prison Administration officers at the headquarters level on management and administration, enabling them to gradually begin fulfilling their administrative functions and independently managing the Directorate's financial resources
  - Provision of support to the Directorate of Prison Administration as it commences the process of certifying nine prisons in Haiti as capable of operating without full-time mentoring support from MINUJUSTH or other international actors
  - Co-location of MINUJUSTH correctional officers in the key prison facilities, particularly 9 that will be supported for certification, including in the model jurisdiction location, to provide advisory and technical support on effective prison management, including on certification
  - Coordination of 4 advocacy meetings with national authorities from the Directorate of Prison Administration and the Haitian national police on prison and correctional development, policy, programming and services to increase their commitment, ownership and accountability
  - Implementation of 4 prisoner reinsertion programmes to contribute to social cohesion and mitigate the risk of violence in communities
  - Implementation of 9 quick-impact projects for minor infrastructure improvement and provision of equipment to correctional institutions
- 

*Outputs proposed through the United Nations joint programme on police, justice and corrections*

- Provision of support to the Directorate of Prison Administration to implement the gender policy and capacity-building on gender-responsive prison management
- Provision of both financial and technical support to the Directorate of Prison Administration in rolling out the Automated Fingerprint Identification System/Offender Management System in 6 out of 9 prisons identified by the Directorate for certification through the joint rule of law programme
- Coordination of 4 workshops to establish linkages of the court data management system with the Automated Fingerprint Identification System and the Bureau of International Narcotics and Law Enforcement Affairs data management system in prisons, and establishment mechanisms for data-sharing through the rule of law joint programme

*External factors*

After years of international support for the Government's rule of law institutions, the core obstacles are as much political as technical in nature. For MINUJUSTH to be successful, it will need positive engagement from the Government in assuming ownership of the long-term institution-building process, facilitating an eventual withdrawal of MINUJUSTH. The continued involvement of the Security Council in the institution-building aspects through increased focus on the rule of law in Haiti will be instrumental in effecting a seamless disengagement process and transition from a peacekeeping to a development context.

Table 3

**Human resources: posts proposed under component 2, political and rule of law, 2017/18**

|  | <i>International staff</i> |                |                |                |                      |                 | <i>National staff<sup>a</sup></i> | <i>United Nations Volunteers</i> | <i>Total</i> |
|--|----------------------------|----------------|----------------|----------------|----------------------|-----------------|-----------------------------------|----------------------------------|--------------|
|  | <i>USG-ASG</i>             | <i>D-2-D-1</i> | <i>P-5-P-4</i> | <i>P-3-P-2</i> | <i>Field Service</i> | <i>Subtotal</i> |                                   |                                  |              |
| Government-provided personnel  |                            |                |                |                |                      |                 |                                   |                                  | <b>38</b>    |
| Civilian staff   |                            |                |                |                |                      |                 |                                   |                                  |              |
| Office of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator | –                          | 1              | 2              | –              | 1                    | 4               | 2                                 | –                                | 6            |
| Office of the Chief, Political and Rule of Law Service   | –                          | 1              | –              | –              | –                    | 1               | 2                                 | –                                | 3            |
| Political Outreach Section   | –                          | –              | 2              | –              | –                    | 2               | 2                                 | –                                | 4            |
| Political Analysis and Reporting Unit  | –                          | –              | 2              | 1              | –                    | 3               | –                                 | –                                | 3            |
| Model Jurisdiction Section   | –                          | –              | 1              | 1              | –                    | 2               | 3                                 | –                                | 5            |
| Institutional Support Unit   | –                          | –              | 1              | 1              | –                    | 2               | 4                                 | –                                | 6            |
| Corrections Section  | –                          | –              | 2              | 1              | –                    | 3               | 4                                 | –                                | 7            |
| Mobile Teams Unit  | –                          | –              | 1              | 1              | –                    | 2               | 13                                | –                                | 15           |
| Community Violence Reduction Unit  | –                          | –              | 1              | 1              | 1                    | 3               | 7                                 | –                                | 10           |
| <b>Subtotal</b>  | –                          | <b>2</b>       | <b>12</b>      | <b>6</b>       | <b>2</b>             | <b>22</b>       | <b>37</b>                         | –                                | <b>59</b>    |
| <b>Total</b>   | –                          | <b>2</b>       | <b>12</b>      | <b>6</b>       | <b>2</b>             | <b>22</b>       | <b>37</b>                         | –                                | <b>97</b>    |

<sup>a</sup> Including National Professional Officers and national General Service staff.

**Office of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator**

59. The Deputy Special Representative of the Secretary-General, who is also the United Nations Resident Coordinator/Humanitarian Coordinator, will assist the Special Representative of the Secretary-General in the implementation of the mandate of MINUJUSTH and in the day-to-day management of the Mission, with a primary focus on the human rights, political and rule of law areas. The incumbent will facilitate consultation with the Special Envoy of the Secretary-General for Haiti to ensure close coordination of activities related to cholera, including the implementation of the new United Nations approach to cholera in Haiti.

60. The Office of the Deputy Special Representative of the Secretary-General is mandated to ensure that the Mission, the humanitarian country team (through the Office for the Coordination of Humanitarian Affairs) and the United Nations country team apply an integrated approach in the planning and implementation of the mandate of the Mission. The Office of the Deputy Special Representative will provide the

platform for coordination and integrated planning with the specialized agencies and aid agencies. The Deputy Special Representative will provide leadership to the United Nations operations, particularly with regard to integrating and coordinating activities of the country team, and advancing the transition process in due course from a peacekeeping presence to a development posture.

61. The proposed staffing establishment for the Office of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator comprises the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator (D-2), one Senior Electoral Officer (P-5), one Policy and Best Practices Officer (P-4), one Administrative Assistant (Field Service), one Coordination Officer (National Professional Officer) and one Driver (national General Service).

#### **Office of the Principal Political Affairs Officer, Chief, Political and Rule of Law Service**

62. Under the leadership of the Chief, Political and Rule of Law Service, MINUJUSTH will assist the Government of Haiti in strengthening its judicial and correctional institutions so as to foster full and effective national ownership and the transition of support for those institutions to key development actors. This political and rule of law pillar will consist of three sections (Political Outreach, Model Jurisdiction and Corrections) and two Units (Political Analysis Reporting and Institutional Support). All sections and units under this component will contribute staff, as required, to the deployment of joint political, justice, correctional and human rights expertise to the nine regions outside Port-au-Prince on a regular basis.

63. The proposed staffing establishment for the Office of the Chief, Political and Rule of Law Service, comprises a Principal Political Affairs Officer/Chief, Political and Rule of Law Service (D-1), one Administrative Assistant (national General Service) and one Driver (national General Service).

#### **Political Outreach Section**

64. The good offices, advocacy and political mandate of MINUJUSTH will underpin the broader efforts of the Mission in the areas of rule of law and human rights. In pursuing those objectives, MINUJUSTH, through its political leadership, will employ its good offices role vis-à-vis the executive and legislative branches of the Government to help maintain political momentum with a view to advancing reform and delivering key legislation.

65. The Political Outreach Section will assist the leadership of the Mission in establishing and maintaining contact with a wide range of national and international stakeholders, including the Government, civil society and the private sector. The Section will play a key role in advising the leadership of the Mission on a range of issues, including ensuring greater participation of women in the political process, promulgation of key pending legislation and judicious and targeted use of good offices initiatives to further the mandate of the Mission at the national and regional levels. Furthermore, the Section will support the Special Representative of the Secretary-General in leading the development of common political positions across the international community in order to ensure a coherent approach to any political issues that may arise.

66. The proposed staffing establishment for the Political Outreach Section comprises a Senior Political Affairs Officer (P-5), two Political Affairs Officers (1 P-4 and 1 National Professional Officer) and one Associate Political Affairs Officer (National Professional Officer).

**Political Analysis and Reporting Unit**

67. In support of the political process and to complement the efforts of the Political Outreach Section, the Political Analysis and Reporting Unit will analyse and report to the leadership of the Mission on a broad spectrum of political issues. The Unit will draft regular reports on political and security developments and updates for the senior leadership of the Mission and for Headquarters.

68. The proposed staffing establishment for the Political Analysis and Reporting Unit comprises three Political Affairs Officers (2 P-4 and 1 P-3).

**Model Jurisdiction Section**

69. The Model Jurisdiction Section will be responsible for the provision of dedicated capacity-building and advisory support to one selected jurisdiction through joint working and monitoring sessions as well as coordination meetings. The Section will support the selected jurisdiction in defining a legal strategy to prioritize the processing of its legal caseload on the basis of a data-driven analysis, with a view to processing a critical mass of legal cases and thereby reducing the number of prolonged pretrial detentions, particularly of vulnerable groups, such as minors and women.

70. The Section will coordinate the efforts of the police, justice and correctional components so as to reinforce the criminal justice system in the selected jurisdiction. Data collection, which will be a fundamental pillar of the work of the Model Jurisdiction Section, will make it possible to follow up on all cases of prolonged pretrial or unlawful detention. The Section will also undertake visits to courts, prosecution offices, prisons and police stations to review and monitor the backlog of criminal cases.

71. The proposed staffing establishment of the Model Jurisdiction Section comprises a Senior Rule of Law Officer (P-5), three Rule of Law Officers (1 P-3 and 2 National Professional Officer) and one Associate Rule of Law Officer (National Professional Officer).

**Institutional Support Unit**

72. The Institutional Support Unit will provide support to the Government of Haiti in developing a vision and elaborating a comprehensive plan and approach for justice sector reform. Working in a coordinated manner with the political advocacy efforts of the Mission, the Unit will strengthen the capacity of the Superior Council of the Judiciary and its Inspectorate and other accountability mechanisms (including processes for vetting and evaluation of judicial personnel). The Unit will help increase both the impact and national ownership by offering support and technical advice to key institutions, such as the Office of the President, the Ministry of Justice and Public Safety, prosecutorial offices, the Superior Council of the Judiciary and its Inspectorate, the Directorate of Prison Administration and the prosecutorial offices. The Unit will also seek to identify inconsistencies among different legal instruments in order to prepare proposed amendments and/or draft new legislation, in co-leadership with the Government.

73. The Unit will provide technical support to the Inspectorate of the Superior Council of the Judiciary to put in place the rules and procedures required to allow it to properly fulfil its role of oversight of the magistrates. The Mission will also support the Inspectorate in establishing a monitoring system using a dashboard of key performance indicators to enhance oversight and induce an increase in the productivity of the judiciary. The Unit will also follow up with and support the Superior Council of the Judiciary in taking prompt action on the recommendations

for appointment, extension of appointment and sanctions of judges, and will work towards reinforcing the overall education and training of all judicial personnel.

74. The proposed staffing establishment for the Institutional Support Unit comprises four Rule of Law Officers (1 P-4, 1 P-3 and 2 National Professional Officer) and two Associate Rule of Law Officers (National Professional Officer).

### **Corrections Section**

75. The proposed Corrections Section will assist the Directorate of Prison Administration in the areas of budget management, administration and human resources management. The Section will focus on supporting the promulgation of the law on prisons, elevating the Directorate of Prison Administration to the level of a central directorate within the Haitian national police, as an intermediate step towards the full separation of the Directorate from the national police. The Section will provide targeted support for the implementation of the Directorate of Prison Administration's strategic development plan for 2017–2021 in the areas of organizational development, prison security, improvement of detention conditions, gender-responsive prison management, administration and management, and the rehabilitation and reintegration of inmates.

76. The Section will work closely with the United Nations police to support the Haitian national police and the Directorate of Prison Administration in developing and implementing a targeted and dedicated recruitment and training strategy for the Directorate. The Section will ensure the transfer of its expertise to the senior-level officers of the Directorate of Prison Administration. It will consist of multidisciplinary teams with general correctional practitioners and specialized teams with prison security, strategic planning, training, engineering, medical, database, human resources and budgetary and financial expertise.

77. The proposed staffing establishment of the Corrections Section comprises a Senior Corrections Officer (P-5), four Corrections Officers (1 P-4, 1 P-3 and 2 National Professional Officer), one Associate Corrections Officer (National Professional Officer) and one Administrative Assistant (national General Service). The Section will also be supported by 38 Government-provided correctional personnel.

### **Mobile Teams Unit**

78. Under the human rights and political and rule of law components, the proposed Mobile Teams Unit will coordinate and facilitate the regular deployment of teams with integrated expertise, drawing on staff from the political, justice, corrections and human rights sections, to nine departments outside Port-au-Prince. This joint approach will ensure that the different elements of support are closely intertwined, ensuring that synergies are maximized and that the approach has a common intent, so that the Mission's reach in furthering its mandate is not hindered by the concentration of Mission personnel in the capital.

79. The mobile teams will perform monitoring and early warning tasks and will play political outreach and advocacy roles vis-à-vis key segments of the society and decision makers at the local and regional levels. The mobile teams will connect and interact with local administrations, political parties, civil society, community-based organizations, the Haitian national police and the Directorate of Prison Administration. In support of those efforts, the Mobile Teams Unit, in coordination with the other units in the political and rule of law component and with the human rights component, will identify and implement quick-impact projects aimed at providing support in the areas of infrastructure and equipment to the local police, courts and prison facilities. The mobile teams will also work in close coordination

with the Community Violence Reduction Unit to help identify possible programmes on which such dedicated and targeted programmes may have a greater impact in furthering political stability in Haiti.

80. The proposed staffing establishment for the Mobile Teams Unit comprises eight Political Affairs Officers (1 P-4, 1 P-3 and 6 National Professional Officer), four Associate Political Affairs Officers (National Professional Officer), two Assistant Political Affairs Officers (National Professional Officer) and one Administrative Assistant (national General Service). The National Professional Officers, who have the advantage of speaking the local language and who understand the local culture, will build relationships and maintain liaison with key interlocutors in each department, ensuring continuity of engagement, and will also have programme management expertise.

### **Community Violence Reduction Unit**

81. The proposed Community Violence Reduction Unit will underpin the innovative rule of law approach in the Mission, reinforcing core community violence reduction programmes and activities in the area of the rule of law and expanding support for human rights and political objectives. The Community Violence Reduction Unit will periodically brief and train Mission personnel on its bottom-up community-driven approach to the rule of law. This will facilitate the development of cross-cutting political and human rights projects, areas that are not typically covered by community violence reduction programmes. The Unit will participate in joint missions to visit projects and communities to identify potential new beneficiaries and new initiatives. Drawing on regular reporting from the mobile teams, the Unit will focus on the development of proposals and the evaluation of projects.

82. The Unit will be responsible for the design and implementation of community violence reduction programmes, working with governmental structures, the United Nations country team, other Mission components and implementing partners to adjust and further develop proposals to ensure the integration of a community-driven approach in the project's design. The Community Violence Reduction Unit will be responsible for developing a monitoring and evaluation framework to which other components will actively contribute. The Unit will assess partners' suitability and capacity, liaise with line ministries and municipal departments as required, conduct field visits and initiate and/or refine project proposals, as well as developing and monitoring critical project documents (e.g., proposals, reports and memorandums of understanding).

83. The proposed staffing establishment for the Community Violence Reduction Unit comprises four Disarmament, Demobilization and Reintegration Officer (1 P-4, 1 P-3 and 2 National Professional Officer), four Associate Disarmament, Demobilization and Reintegration Officers (National Professional Officer), one Finance and Budget Assistant (Field Service) and one Administrative Assistant (national General Service).

### **Component 3: human rights**

84. The human rights component will undertake activities covering three areas, namely, improved compliance of the State with human rights mechanisms, improved capacity of the Office for the Protection of Citizens and improved capacity of civil society organizations to promote and protect human rights in Haiti. The human rights component will focus its interventions on two broad strategic objectives, namely, improving the accountability and human rights compliance of relevant institutions and improving their professionalism and efficiency.

85. The engagement of Haiti with human rights mechanisms is critical, and an important focus of the component, supported by political advocacy, will be to assist in a process by which the Government collects recommendations from human rights bodies and mechanisms and adopts a plan of action for their implementation. At the end of the Mission's mandate, the Office for the Protection of Citizens will remain the main organization mandated to independently monitor human rights violations and advocate for accountability for human rights violations. During the next two years, MINUJUSTH will support the Office for the Protection of Citizens in consolidating its position as an oversight institution playing an effective monitoring role with respect to the constitution.

86. In view of the expected transition of the Mission, MINUJUSTH will adopt a strategy of gradually transferring its human rights support functions to national and local institutions. MINUJUSTH will provide technical assistance and support to, and work hand-in-hand with, the Office for the Protection of Citizens to strengthen its capacity. Technical assistance and support will also be extended to civil society organizations that are involved in human rights issues. The Human Rights Section will monitor, investigate, analyse and report on the human rights situation in Haiti, including by identifying patterns and trends of violations and advising the authorities on strategies and measures to address impunity for ongoing and past violations. Accordingly, staff members of the Human Rights Section will be part of the Mission's mobile teams for joint monitoring, when necessary. The Mission will explore how best to reinforce human rights efforts with further community violence reduction initiatives, including by providing training and logistical and technical support to human rights monitoring organizations.

87. Those efforts of the Mission, combined with those of other actors, should lead to better promotion and protection of human rights of the people of Haiti as well as increased compliance and engagement by the Government of Haiti with United Nations human rights instruments, mechanisms and bodies.

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*Expected accomplishments*

*Indicators of achievement*

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3.1 Increased compliance and engagement by Haiti with United Nations human rights instruments, mechanisms and bodies

3.1.1 The Government of Haiti adopts a plan of action for the implementation of the recommendations made by human rights mechanisms (2016/17: 0; 2017/18: 1)

3.1.2 The Government of Haiti accepts requests for visits by the United Nations human rights special procedures and United Nations human rights officials (2015/16: 2; 2016/17: 1; 2017/18: 1)

3.1.3 The number of reports from the Government of Haiti to human rights instruments, mechanisms and bodies on the implementation of their obligations that are overdue is kept to a minimum (2015/16: 1; 2016/17: 1; 2017/18: 1)

3.1.4 A high-level focal point is appointed within the executive branch to coordinate action on human rights issues and activate the Inter-Ministerial Committee on Human Rights (2017/18: 1)

*Outputs*

- Advocacy by the Mission for the appointment of a high-level focal point within the executive branch to coordinate action on human rights issues and activate the Inter-Ministerial Committee on Human Rights
- Monthly meetings with the Inter-Ministerial Committee on Human Rights and at least 3 initiatives on the part of the Mission's senior leadership to advocate with members of the executive branch of the Government of Haiti with respect to the Government's engagement with human rights reporting mechanisms
- Provision of support to the Inter-Ministerial Committee on Human Rights through monthly meetings and technical advice

*Expected accomplishments**Indicators of achievement*

3.2 Strengthened capacity of the national human rights institution, the Office for the Protection of Citizens, in operating as an independent and reliable human rights accountability mechanism

3.2.1 The Office for the Protection of Citizens maintains the structural capacity to operate independently, headed by an ombudsperson, a deputy ombudsperson and a director general, and with stable and predictable financing from the State budget (2016/17: 3 senior managers are appointed and in place; 2017/18: 3 senior managers are appointed and in place)

3.2.2 The Office for the Protection of Citizens releases a public report on its activities and achievements (2016/17: 0; 2017/18: 1)

3.2.3 The Office provides legal opinions to the legislative and executive branches of the Government on draft legislation and other issues, which have an impact on the enjoyment of human rights (2016/17: 0; 2017/18: 1)

3.2.4 The Office for the Protection of Citizens provides the police and justice oversight bodies with reports on its investigations of allegations of human rights abuses perpetrated by police officers or magistrates (2016/17: 0; 2017/18: 1)

3.2.5 The Office for the Protection of Citizens, with civil society organizations, jointly undertakes at least 1 advocacy initiative against impunity for the most serious human rights violations committed in the past (2016/17: 0; 2017/18: 1)

*Outputs*

- Provision of advocacy (good offices) for a structurally independent Office for the Protection of Citizens, the apportionment of a steady and predictable budget and appointment of its senior managers, through at least 3 initiatives on the part of the Mission's senior leadership to advocate with members of the executive branch of the Government of Haiti
- Provision of support to the Office for the Protection of Citizens in producing and releasing at least 1 public report on its activities and achievements, through weekly meetings with the Office's reporting team and 2 training sessions
- Provision of support to the Office for the Protection of Citizens in producing at least 1 legal opinion on draft laws and other issues that have an impact on the enjoyment of human rights through weekly meetings with the Office's legal advisers and 2 training sessions



- Conduct of at least 1 joint human rights investigation with the Office for the Protection of Citizens
- Conduct of weekly joint monitoring of allegations of corruption and their impact on human rights
- Conduct of weekly joint monitoring of the establishment of the armed forces and its impact on human rights
- Conduct of weekly joint monitoring of police stations and prisons
- Implementation of 3 quick-impact projects for minor infrastructure improvement and provision of equipment to human rights institutions

*Outputs proposed through the United Nations joint programme on police, justice and corrections*

- Provision of support to the human rights case management system, including information technology equipment and training

*Expected accomplishments*

*Indicators of achievement*

3.3 Strengthened capacity of civil society organizations mandated to monitor, in an independent manner, human rights violations

3.3.1 At least 5 civil society organizations continue to develop their skills to prepare alternative reports for human rights mechanisms and attend committee sessions and are enabled to engage with human rights mechanisms (2016/17: 5; 2017/18: 5)

3.3.2 Legal proceedings resume for one of the most serious human rights violations committed in the past as a result of joint advocacy initiatives on the part of civil society organizations vis-à-vis State authorities on the fight against impunity (2016/17: 0; 2017/18: 1)

3.3.3 State authorities adopt measures to protect vulnerable groups against discrimination, including discrimination affecting children in domestic servitude, migrants, women and lesbian, gay, bisexual, transgender and intersex persons as a result of joint advocacy initiatives by civil society organizations (2016/17: 0; 2017/18: 1)

*Outputs*

- Provision of technical assistance through the facilitation of 3 formal training opportunities to 5 civil society organizations to enhance their capacity in advocacy and in reporting to human rights mechanisms
- Implementation of 2 pilot projects in support of local civil society organizations that monitor human rights violations
- Joint organization and delivery of at least 1 training workshop on monitoring, investigating and reporting for civil society organizations
- Conduct of monthly monitoring, jointly with 1 civil society organization, of the response of the police and judicial authorities regarding cases of abuse against minors, including cases of children in domestic servitude
- Conduct of monthly monitoring, jointly with 1 civil society organization, of the response of the national authorities to allegations of discrimination against vulnerable groups, including lesbian, gay, bisexual, transgender and intersex persons
- Conduct of monthly monitoring, jointly with women's organizations, of the response of the national authorities regarding violence against women

- Conduct of monthly joint monitoring of the situation of Haitians and persons of Haitian origin in the Dominican Republic at risk of being expelled and those who have been expelled or returned
- Conduct of monitoring, jointly with civil society organizations, of the State response to allegations of the most serious human rights violations perpetrated in the past on a yearly basis
- Organization, jointly with civil society organizations, of celebrations for 5 international human rights days: International Women's Day (8 March), Day in Support of Victims of Torture (26 June), International Day of Older Persons (1 October), Universal Children's Day (20 November) and Human Rights Day (10 December)

*Expected accomplishments**Indicators of achievement*

3.4 Compliance of Haitian national police with international human rights standards is enhanced

3.4.1 Data on the number of suspects held without charge in police holding cells for more than 48 hours are collected and the proportion of those suspects compared with the total number of detainees decreases by 25 per cent

3.4.2 The proportion of persons illegally or arbitrarily arrested compared with the total number of those arrested decreases (2016/17: 80 per cent; 2017/18: 60 per cent)

*Outputs*

- Monitoring and collection of data on the number and proportion of persons held in police custody without charge for more than 48 hours
- Monitoring and collection of data on the number and proportion of persons illegally or arbitrarily arrested by the Haitian national police
- Advocacy with Haitian national police for the release of persons illegally or arbitrarily arrested and held in custody without charge
- Provision of support to the National Police Academy to provide specialized training on human rights, with a particular focus on use of force/arms and arrests

*External factors*

The Government maintains its engagement with human rights mechanisms and continues to support the work of the Inter-Ministerial Human Rights Committee.

The national human rights institution and civil society organizations continue to commit to the monitoring, reporting and analysis of the human rights situation, continue to cooperate in taking action against police and public officials suspected of human rights violations and further engage in advising the Parliament on human rights issues.

Donors continue to support institutional capacity-building. The United Nations country team increases support for the Government and Parliament in implementing the human rights agenda.

Table 4

**Human resources: posts proposed under component 3, human rights, 2017/18**

|                      | <i>International staff</i> |                |                |                |                      | <i>National staff<sup>a</sup></i> | <i>United Nations Volunteers</i> | <i>Total</i> |
|----------------------|----------------------------|----------------|----------------|----------------|----------------------|-----------------------------------|----------------------------------|--------------|
|                      | <i>USG-ASG</i>             | <i>D-2-D-1</i> | <i>P-5-P-4</i> | <i>P-3-P-2</i> | <i>Field Service</i> |                                   |                                  |              |
| Civilian staff       |                            |                |                |                |                      |                                   |                                  |              |
| Human Rights Service | –                          | 1              | 4              | 4              | –                    | 9                                 | 9                                | 21           |

<sup>a</sup> Including National Professional Officers and national General Service staff.

**Human Rights Service**

88. The promotion and protection of human rights in Haiti is a core objective of the Mission. The Human Rights Service will support the Government of Haiti in meeting its obligations under international human rights law and in preventing and addressing human rights violations with a view to pursuing accountability, including for past violations. The Service will monitor, investigate, analyse and report on the human rights situation in Haiti, identifying patterns and trends of violations and advising the authorities on strategies and measures to address impunity for ongoing and past violations. While the Service maintains its independence in planning and executing monitoring functions, it will join the mobile teams of the Mission for joint monitoring when necessary.

89. The Human Rights Service will support the Government of Haiti, the national human rights institution and civil society in strengthening the human rights protection and accountability system in the country, including in their engagement with the United Nations and regional human rights mechanisms and supporting the implementation of their recommendations.

90. The Human Rights Service will support the Mission in advising and strengthening the Haitian national police and other national security forces on human rights compliance and in the implementation of the human rights due diligence policy on the provision by United Nations entities of support to national security forces.

91. The Human Rights Service will work in an integrated manner with other components of the Mission, including the political and rule of law and security and stability components, as well as with specialized agencies of the United Nations system and other national and international actors, including through programmatic initiatives, when appropriate. To allow for focused mandate implementation, the Service will comprise the following three units: the Analysis and Reporting Unit; the Accountability and Capacity-Building Unit; and the Monitoring and Investigations Unit.

92. The proposed staffing of the Human Rights Service comprises the Principal Human Rights Officer (D-1); 1 Senior Human Rights Officer (P-5), who will also undertake the role of the Victims' Rights Advocate in line with the proposal of the Secretary-General in his report on special measures for protection from sexual exploitation and abuse: a new approach ([A/71/818](#), [A/71/818/Corr.1](#) and [A/71/818/Add.1](#)); 12 Human Rights Officers (3 P-4, 4 P-3, 2 National Professional Officer and 3 United Nations Volunteer); 2 Associate Human Rights Officers (National Professional Officer); 1 Assistant Human Rights Officer (National Professional Officer); 2 Human Rights Assistants (national General Service); 1 Administrative Assistant (national General Service); and 1 Team Assistant (national General Service).

**Component 4: support**

93. The support component will provide effective and efficient logistical, administrative and security services in support of the implementation of the mandate of the Mission through the delivery of related outputs and the introduction of service improvements and the realization of efficiency gains. Support will be provided to 980 formed police personnel, 295 United Nations police and 38 correctional officers, as well as to 160 international staff, 185 national staff and 6 United Nations Volunteers. Support will comprise all support services, including personnel, administration, contract management, finance and budget, environmental compliance, aviation safety, procurement, staff counselling, welfare, maintenance and construction of office and accommodation facilities, air and surface transport operations, information and communications technology and health care. This is in addition to the provision of security services Mission-wide. To improve transparency, comparability and accountability regarding the performance of those services and with a view to alignment with the strengthened results-based-budgeting framework, a core set of indicators of achievement will provide an enhanced view of support issues that are important for operational success.

| <i>Expected accomplishments</i>  | <i>Indicators of achievement</i>  |
|--|---|
| 4.1 Rapid, effective, efficient and responsible support services for the Mission | <p>4.1.1 Percentage of approved flight-hours utilized (excluding search and rescue and medical/casualty evacuation (2017/18: <math>\geq 90</math> per cent)</p> <p>4.1.2 Percentage of authorized international posts vacant as at 30 June 2018 (2017/18: 10 per cent)</p> <p>4.1.3 Percentage of female international civilian staff as at 30 June 2018 (2017/18: 50 per cent)</p> <p>4.1.4 Average number of working days required for roster recruitments, from closing of the job opening to selection, for all international staff (2017/18: <math>\leq 48</math>)</p> <p>4.1.5 Average number of working days required for post-specific recruitments, from closing of the job opening to selection, for all international staff (2017/18: <math>\leq 130</math>)</p> <p>4.1.6 Overall score on the Department of Field Support environmental management scorecard (2017/18: 100 per cent)</p> <p>4.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2017/18: <math>\geq 85</math> per cent)</p> <p>4.1.8 Compliance with the field occupational safety risk management policy (2017/18: 100 per cent)</p> <p>4.1.9 Overall score on the Department of Field Support property management index based on 20 underlying key performance indicators (2017/18: <math>\geq 1,800</math>)</p> <p>4.1.10 Percentage of formed police unit personnel in United Nations accommodations that are compliant</p> |

with standards on 30 June, in line with memorandums of understanding (2017/18: 100 per cent)

4.1.11 Compliance with United Nations standards for delivery, quality and stock management of rations (2017/18:  $\geq 85$  per cent)

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*Outputs*

**Service improvements**

- Implementation of the Mission-wide environmental action plan in line with the Department of Field Support environmental strategy
- Provision of support for the implementation of the Department of Field Support supply chain management strategy and blueprint

**Aviation services**

- Operation and maintenance of 3 aircraft (1 fixed-wing, 2 rotary wing)
- Provision of a total of 990 planned flight-hours for all services, including passenger, cargo, patrol and observation, search and rescue, casualty and medical evacuation services
- Oversight of aviation safety standards for 3 aircraft and 103 airports (5 airfields and 98 landing sites)

**Budget, finance and reporting services**

- Provision of budget, finance and reporting services for a budget of \$93.2 million, in line with delegated authority
- Finalization of annual financial statements for the Mission in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

**Civilian personnel services**

- Provision of human resources services for up to 351 authorized civilian personnel (160 international staff, 185 national staff and 6 United Nations Volunteers), including support for the processing of claims, entitlements and benefits, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-Mission training courses to 307 civilian personnel and support for training outside of the Mission for 87 civilian personnel
- Support for the processing of 1,827 requests for travel within the Mission area and 82 for travel outside of the Mission for non-training purposes and 64 requests for travel for training purposes for civilian personnel

**Facility, infrastructure and engineering services**

- Maintenance and repair services for 28 sites
- Operation and maintenance of 186 United Nations-owned generators, in addition to the electricity services contracted from the local government for 2 sites
- Operation and maintenance of United Nations-owned water supply and treatment facilities (9 wells/boreholes and 8 water treatment and purification plants) and provision of support to 7 formed police unit facilities at 7 sites in 5 regions, in addition to 2 local contractors for 2 sites and 1 Government provider for 4 sites providing raw and city water-supply services
- Provision of waste management services, including liquid and solid waste collection and disposal, at 28 sites

- Provision of cleaning, ground maintenance, pest control and laundry services at 28 sites

**Fuel management services**

- Management of supply and storage of 3,653,931 litres of fuel (586,229 for air operations, 566,267 for ground transportation and 2,501,435 for generators and other facilities) and of oil and lubricants across 6 distribution points and 2 storage facilities

**Information and telecommunications technology services**

- Provision of and support for 800 handheld portable radios, 239 mobile radios for vehicles and 10 base station radios
- Operation and maintenance of a network for voice, fax, video and data communication, including 5 small-aperture terminals, 23 telephone exchanges and 50 microwave links
- Provision of and support for 850 computing devices and 250 printers for an average strength of 662 civilian and uniformed end users, 7 formed police units and other common services
- Provision of support for and maintenance of 46 local area networks and 42 wide area networks
- Analysis of geospatial data covering 27,750 km<sup>2</sup>, maintenance of topographic and thematic layers and production of 29 maps

**Medical services**

- Operation and maintenance of United Nations-owned medical facilities (1 level I clinic and dispensary) and support for contingent-owned medical facilities (7 level I clinics) in 7 locations and maintenance of contractual arrangements with 1 level III hospital
- Maintenance of medical evacuation arrangements to 2 medical facilities (1 level II and 1 level III) in 2 locations inside and outside of the Mission area

**Supply chain management services**

- Provision of planning and sourcing support for the acquisition of goods and commodities at an estimated value of \$6.9 million, in line with delegated authority
- Receipt, management and onward distribution of up to 12,000 tons of cargo within the Mission area
- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below the threshold in line with delegated authority

**Uniformed personnel services**

- Emplacement, rotation and repatriation of a maximum strength of 1,275 authorized military and police personnel (295 United Nations police officers and 980 formed police personnel) and 38 correctional personnel
- Inspection, verification and reporting on major items of contingent-owned equipment and self-sustainment compliance for 7 formed police units in 4 sites
- Supply and storage of rations, combat rations and water for an average strength of 980 formed police personnel
- Provision of support for the processing of claims and entitlements for an average strength of 1,275 police personnel and 38 correctional personnel

## Vehicle management and ground transportation

- Operation and maintenance of 291 United Nations-owned vehicles comprising 177 light passenger vehicles, 52 special-purpose vehicles, 3 ambulances, 7 armoured vehicles and 52 other specialized vehicles, trailers and attachments
- Provision of transport and shuttle services for the movement of staff (national and international) and United Nations police officers within and throughout Port-au-Prince, including local shuttle services to and from work (national staff), as well as for routine movements between United Nations facilities within Port-au-Prince and to local medical providers as required

Table 5

### Human resources: posts proposed under component 4, support, 2017/18

|   | International staff |          |          |          |               |           | National staff <sup>a</sup> | United Nations Volunteers | Total     |
|---|---------------------|----------|----------|----------|---------------|-----------|-----------------------------|---------------------------|-----------|
|   | USG-ASG             | D-2-D-1  | P-5-P-4  | P-3-P-2  | Field Service | Subtotal  |                             |                           |           |
| <b>Civilian staff</b>                                       |                     |          |          |          |               |           |                             |                           |           |
| Security Section  | –                   | –        | 1        | 3        | 19            | 23        | 37                          | –                         | <b>60</b> |
| Mission Support Division                                    |                     |          |          |          |               |           |                             |                           |           |
| Office of the Chief   | –                   | 1        | 1        | 3        | 1             | 6         | 3                           | –                         | <b>9</b>  |
| Operations and Resource Management Section                  |                     |          |          |          |               |           |                             |                           |           |
| Office of the Chief   | –                   | –        | 1        | –        | –             | 1         | 1                           | –                         | 2         |
| Mission Support Centre                                      | –                   | –        | 1        | 1        | 3             | 5         | 3                           | –                         | 8         |
| Human Resources Unit  | –                   | –        | 1        | 1        | 3             | 5         | 7                           | –                         | 12        |
| Field Technology Unit                                       | –                   | –        | 1        | –        | 10            | 11        | 9                           | –                         | 20        |
| Financial Resourcing and Performance Unit                   | –                   | –        | 1        | 1        | 4             | 6         | 6                           | –                         | 12        |
| <b>Subtotal, Operations and Resource Management Section</b> | <b>–</b>            | <b>–</b> | <b>5</b> | <b>3</b> | <b>20</b>     | <b>28</b> | <b>26</b>                   | <b>–</b>                  | <b>54</b> |
| Service Delivery Management Section                         |                     |          |          |          |               |           |                             |                           |           |
| Office of the Chief   | –                   | –        | 1        | –        | –             | 1         | 1                           | –                         | 2         |
| Transport Unit  | –                   | –        | –        | 1        | 2             | 3         | 4                           | –                         | 7         |
| Engineering and Facilities Management Unit                  | –                   | –        | 1        | 1        | 3             | 5         | 7                           | –                         | 12        |
| Aviation Unit   | –                   | –        | 1        | –        | 2             | 3         | 4                           | –                         | 7         |
| Medical Services Unit                                       | –                   | –        | 1        | 1        | 4             | 6         | 5                           | –                         | 11        |
| Life Support Unit   | –                   | –        | 1        | –        | 2             | 3         | 4                           | –                         | 7         |
| <b>Subtotal, Service Delivery Management Section</b>        | <b>–</b>            | <b>–</b> | <b>5</b> | <b>3</b> | <b>13</b>     | <b>21</b> | <b>25</b>                   | <b>–</b>                  | <b>46</b> |
| Supply Chain Management Section                             |                     |          |          |          |               |           |                             |                           |           |
| Office of the Chief   | –                   | –        | 1        | 1        | –             | 2         | 2                           | –                         | 4         |
| Movement Control Unit                                       | –                   | –        | 1        | –        | 1             | 2         | 6                           | –                         | 8         |
| Centralized Warehousing and Distribution Unit               | –                   | –        | –        | 1        | 3             | 4         | 6                           | –                         | 10        |
| Procurement Unit  | –                   | –        | 1        | –        | 1             | 2         | 3                           | –                         | 5         |
| Acquisition Management Unit                                 | –                   | –        | –        | 1        | 2             | 3         | 2                           | –                         | 5         |

|  | International staff <sup>a</sup> |          |           |           |               |           | National staff <sup>a</sup> | United Nations Volunteers | Total      |
|--|----------------------------------|----------|-----------|-----------|---------------|-----------|-----------------------------|---------------------------|------------|
|  | USG-ASG                          | D-2-D-1  | P-5-P-4   | P-3-P-2   | Field Service | Subtotal  |                             |                           |            |
| Property Management Unit                         | –                                | –        | –         | 1         | –             | 1         | 3                           | –                         | 4          |
| <b>Subtotal, Supply Chain Management Section</b> | –                                | –        | <b>3</b>  | <b>4</b>  | <b>7</b>      | <b>14</b> | <b>22</b>                   | –                         | <b>36</b>  |
| <b>Total</b>                                     | –                                | <b>1</b> | <b>15</b> | <b>16</b> | <b>60</b>     | <b>92</b> | <b>113</b>                  | –                         | <b>205</b> |

<sup>a</sup> Including National Professional Officers and national General Service staff.

### Security Section

94. The proposed Security Section will be responsible for establishing and maintaining the security management system and the related United Nations security plans for Haiti. The Section will liaise with the Government of Haiti and local authorities on all security matters, and it will conduct threat assessments and risk analyses. The overall responsibility of the Section will be to manage the security and safety of MINUJUSTH personnel and property by providing emergency response 24 hours a day, seven days a week, directing the security guard force and providing security clearances for travel into and within the Mission area. The Section is also responsible for establishing and monitoring compliance with the required mitigation measures identified in the security risk management process. The Section will include planning, operations, administration and support, premises security, training, investigations, pass and identification, and fire safety capacity.

95. The Security Section will be headed by the Chief Security Adviser (P-5), supported by one Deputy Chief Security Adviser (P-4). Both posts are established and are provided for under the jointly financed field activities of the Department of Safety and Security.

96. In addition to the two posts financed through the approved budget of the Department of Safety and Security, the proposed staffing establishment for the Security Section comprises 1 Deputy Chief Security Officer (P-4), 3 Security Coordination Officers (P-3), 15 Security Officers (Field Service), 1 Fire Safety Officer (Field Service), 1 Administrative Assistant (Field Service), 1 Security Training Officer (Field Service), 1 Security Investigation Assistant (Field Service), 31 Field Security Assistants (national General Service) and 6 Field Security Radio Operators (national General Service).

### Mission Support Division

97. The Mission Support Division will be headed by the Chief of Mission Support, reporting directly to the Special Representative of the Secretary-General. The Division will provide the full range of financial, logistical, technical and administrative services to support the implementation of the mandate in a timely, effective, economical and efficient manner. The Chief of Mission Support will be responsible for ensuring that support is provided within the limits of the approved resources and in compliance with all applicable United Nations rules and regulations. The Chief of Mission Support will be supported by the Chiefs of the Operations and Resource Management Section, the Service Delivery Management Section and the Supply Chain Management Section.

98. An Environmental Compliance Unit, an Aviation Safety Unit and a Mission Support Centre are proposed to be part of the Office of the Chief of Mission Support. The proposed Environmental Compliance Unit will be responsible for implementing the Mission's environmental action plan in accordance with the United Nations



environmental and waste management policy. The Unit will conduct environmental assessments, provide technical advice, provide induction training on environmental issues and investigate cases of pollution, contamination, health hazards and other environmental incidents. On environmental issues, the Unit will liaise with local authorities and relevant United Nations agencies present in the country. The proposed Aviation Safety Unit will be responsible for the development and management of the Mission's aviation safety programme, in compliance with Department of Field Support aviation safety policies. The Unit will manage aviation emergency response and investigate all aviation incidents and hazards, as well as coordinating with the Haitian national civilian aviation office on all matters related to aviation safety. The Integrated Mission Training Centre will provide guidance on capacity-building and manage the overall training needs based on strategic and operational requirements, with a view to seeking innovative and cost-effective training solutions.

99. The proposed staffing establishment for the Office of the Chief of Mission Support comprises the Chief of Mission Support (D-1), one Administrative Officer (P-4), one Environmental Affairs Officer (P-3), one Aviation Safety Officer (P-3), one Associate Environmental Affairs Officer (National Professional Officer), one Training Officer (P-3) and three Administrative Assistants (1 Field Service and 2 national General Service).

### **Operations and Resource Management Section**

100. The proposed Operations and Resource Management Section will provide management, planning, coordination and quality control services to ensure the delivery of all support services under its responsibility. Reporting to the Chief of Mission Support, the Chief of the Operations and Resource Management Section will oversee, manage and direct the Mission Support Centre, the Human Resources Unit, the Field Technology Unit and the Financial Resourcing and Performance Unit.

101. The proposed staffing establishment for the Office of the Chief of Operations and Resource Management Section comprises the Chief, Operations and Resource Management/Senior Administrative Officer (P-5), and one Administrative Assistant (national General Service).

### **Mission Support Centre**

102. The proposed Mission Support Centre will provide integrated coordination and planning for the provision of the full range of logistical and technical support to all components of the Mission. The Centre will plan, coordinate and ensure the provision of logistical support to all United Nations police officers and formed police units and to the civilian operations as appropriate. The Centre will include contingent-owned equipment inspectors responsible for routine equipment verification reports and will be part of the contingent-owned equipment and memorandum of understanding management review board. The Centre will lead the coordination of uniformed personnel drawdown and the implementation of the Mission's plan with regard to the closure of camps of formed police units.

103. The proposed staffing establishment for the Mission Support Centre comprises the Chief of Unit, Logistics (P-4), one Logistics Officer (P-3), one Contingent-Owned Equipment Officer (Field Service), three Logistics Assistants (1 Field Service and 2 national General Service), one Contingent-Owned Equipment Assistant (Field Service) and one Administrative Assistant (national General Service).

### **Human Resources Unit**

104. The proposed Human Resources Unit will be headed by the Chief of Unit, Human Resources. The Unit will provide human resources services to the Mission's

civilian staff, including the administration of staff entitlements and benefits, recruitment, workforce planning and, with the United Nations country team, salary surveys. The Unit will provide advice on human resources policies, including performance management, staff development and mobility. The Unit will be responsible for travel and visa management and the administration of leave entitlements for all civilian and uniformed personnel and provide customer service for all United Nations personnel, including United Nations police officers, and Government-provided personnel.

105. The proposed staffing establishment for the Human Resources Unit comprises the Chief of Unit, Human Resources (P-4), two Human Resources Officers (1 P-3, and 1 Field Service) and nine Human Resources Assistants (2 Field Service and 7 national General Service).

### **Field Technology Unit**

106. The proposed Field Technology Unit will be headed by the Chief of Unit, Information Systems and Telecommunications. The Unit will provide uninterrupted, redundant data, voice and videoconference services to all MINUJUSTH personnel at all locations in Port-au-Prince and across the country. The Unit will operate, maintain and support all information and communications technology infrastructure, consisting of satellite, microwave, telephone and HF/UHF radio networks. The technical team will travel to United Nations police co-location sites for maintenance or repair work if and when required.

107. The proposed staffing establishment for the Field Technology Unit comprises a Chief of Unit, Information Systems and Telecommunications (P-4), one Chief of Unit, Telecommunications (Field Service), one Assistant Information Systems Officer (National Professional Officer), five Information Systems Assistants (3 Field Service and 2 national General Service), seven Telecommunications Assistants (2 Field Service and 5 national General Service), four Telecommunications Technicians (Field Service) and one Administrative Assistant (national General Service).

### **Financial Resourcing and Performance Unit**

108. The proposed Financial Resourcing and Performance Unit will be headed by the Chief of Unit, Finance and Budget. The Unit will provide a full range of services for the management of MINUJUSTH financial and budgetary activities. It will develop and apply financial systems for dynamic field operations and ensure compliance with the Financial Regulations and Rules of the United Nations. The Unit will advise the Chief of Mission Support and senior leadership of the Mission through the Chief of the Operations and Resource Management Section. The Unit will liaise with programme managers in support of cost-effective budgetary and financial management, planning, analysis and monitoring of expenditure. The Unit is mandated to deliver strategic support and business intelligence, including advice to operational counterparts and Mission leadership, on financial resourcing and stewardship, financial performance of the Mission and risk management in line with Mission priorities. The Unit will take the lead in developing and coordinating the Mission's budget proposals and other budgeting activities, including the preparation of results indicators, as well as ongoing monitoring and analysis to ensure that the resource requirements are aligned with mandates and priorities. The Unit will be responsible for preparing the Mission's budget, implementing the budgetary policies and procedures of the Office of Programme Planning, Budget and Accounts, monitoring the utilization of approved resources and preparing various financial reports.

109. The proposed staffing establishment for the Financial Resourcing and Performance Unit comprises the Chief of Unit, Finance and Budget (P-4), three

Finance and Budget Officers (1 P-3 and 2 Field Service), two Senior Finance and Budget Assistants (national General Service) and four Finance and Budget Assistants (1 Field Service and 3 national General Service).

110. The implementation of Umoja as a single integrated system across all missions has enabled the Organization to centralize payroll processing for all field-based national staff and uniformed personnel at the Regional Service Centre in Entebbe, Uganda, and the Kuwait Joint Support Office. As part of the process of harmonizing payroll preparations for all field-based national staff and uniformed personnel, payroll services for MINUJUSTH national staff and individual uniformed personnel will be provided by the Kuwait Joint Support Office on an interim basis, pending the development and implementation of the Secretary-General's global service delivery model. While this approach will fully leverage existing economies of scale, the Kuwait Joint Support Office will require additional capacity to handle the increased workload. In that regard, two posts, comprising one Finance and Budget Assistant (Field Service) and one Finance and Budget Assistant (national General Service), are proposed to be based in Kuwait.

### **Service Delivery Management Section**

111. The proposed Service Delivery Management Section will be headed by the Chief, Service Delivery Management, reporting directly to the Chief of Mission Support. The Section will be responsible for key logistics services in the Mission, including the provision of support to United Nations police officers that are based in co-location sites across the 10 departments. The Chief of Section will also oversee the Transport Unit, the Engineering and Facilities Management Unit, the Aviation Unit, the Medical Services Unit and the Life Support Unit.

112. The proposed staffing establishment for the office of the Chief of Section comprises the Chief, Service Delivery (P-5), and one Administrative Assistant (national General Service).

### **Transport Unit**

113. The proposed Transport Unit will be headed by the Transport Officer. The Unit will be responsible for managing the United Nations-owned fleet so as to meet the transportation requirements of the civilian and uniformed personnel. The Unit will be responsible for ensuring that fleet management is conducted in compliance with Department of Field Support policies and procedures. The Unit will support the expected frequent travel of the joint mobile teams that will be travelling to nine departments outside Port-au-Prince.

114. The proposed staffing establishment for the Transport Unit comprises a Transport Officer (P-3), two Transport Assistants (1 Field Service and 1 national General Service), two Vehicle Technicians (1 Field Service and 1 national General Service), one Heavy Vehicle Operator (national General Service) and one Driver (national General Service).

### **Engineering and Facilities Management Unit**

115. The proposed Engineering and Facilities Management Unit will be headed by the Chief of Unit, Engineering. The Unit will be responsible for maintaining all MINUJUSTH facilities and infrastructure, including the refurbishment, construction and preventive maintenance of camps and facilities. The Unit will oversee the facilities management services, including cleaning, janitorial and grounds maintenance services, which will be provided under local contractual arrangements at all MINUJUSTH camps and facilities. The Unit will operate and manage a full range of engineering and maintenance services in accordance with the United Nations

environmental policy, which will include the water purification and distribution system, working and living accommodations, security works, roads, drainage and other engineering infrastructure and other services.

116. The proposed staffing establishment for the Engineering and Facilities Management Unit comprises the Chief of Unit, Engineering (P-4), one Engineer (P-3), one Engineering Technician (Field Service), one Heating/Ventilation/Air-Conditioning Technician (Field Service), two Facilities Management Assistants (1 Field Service and 1 national General Service), one Electrician (national General Service), one Generator Mechanic (national General Service), one Plumber (national General Service), two Water and Sanitation Assistants (national General Service) and one Welder (national General Service).

#### **Aviation Unit**

117. The proposed Aviation Unit will be headed by the Chief of Unit, Air Operations. The Unit will manage air operations for MINUJUSTH, which will have commercially provided air assets consisting of one civilian fixed-wing aircraft and two civilian medium-utility rotary wing aircraft to meet the Mission's aviation requirements for the United Nations police and logistics support operations, as well as casualty and medical evacuations.

118. The proposed staffing establishment for the Aviation Unit comprises the Chief of Unit, Air Operations (P-4), one Air Operations Officer (Field Service), one Associate Air Operations Officer (National Professional Officer), three Air Operations Assistants (1 Field Service and 2 national General Service) and one Airfield Assistant (national General Service).

#### **Medical Services Unit**

119. The proposed Medical Services Unit will be headed by the Chief of Unit, Medical. The Unit will provide medical services to MINUJUSTH personnel. It will manage a United Nations level I clinic and an aeromedical evacuation capability in Port-au-Prince for medical and casualty evacuations. The Unit will provide medical support, record-keeping and medical services management for Mission civilian personnel and medical management advice to senior leadership, including advice on casualty and medical evacuations.

120. The proposed staffing establishment for the Medical Services Unit comprises the Chief of Unit, Medical (P-4), one Medical Officer (P-3), one Senior Nurse (Field Service), four Nurses (3 Field Service and 1 national General Service), one Administrative Assistant (national General Service), one Laboratory Technician (national General Service) and two Drivers (national General Service).

#### **Life Support Unit**

121. The proposed Life Support Unit will be headed by the Chief of Unit, Supply. The Unit will manage the uninterrupted provision of life support services, which include requisitioning, storing and distributing rations/food, water and fuel. The Unit will be responsible for planning monthly requirements of rations and fuel, in coordination with the formed police units. The Unit will engage with the Procurement Division of the Department of Management and the Logistics Support Division of the Department of Field Support at Headquarters, as well as with contractors, as necessary, to ensure that the contractual requirements are respected.

122. The proposed staffing establishment for the Life Support Unit comprises one Chief of Unit, Supply (P-4), one Supply Officer (Field Service), one Supply Assistant (Field Service), one Administrative Assistant (national General Service), two Fuel

Assistants (national General Service) and one Rations Assistant (national General Service).

### **Supply Chain Management Section**

123. The proposed Supply Chain Management Section will be headed by the Chief, Supply Chain Management, reporting directly to the Chief of Mission Support. The Section will manage all aspects of the supply chain to support MINUJUSTH. The Section will plan, execute, monitor, control, guide and coordinate the end-to-end processes of the integrated supply chain (planning, sourcing, delivering, returning and enabling), as well as covering activities related to demand planning, acquisition procurement, warehousing, asset and inventory management, planning of transportation and freight (air, land and sea), expediting movement and tracking distribution, business intelligence and performance management. The Section will manage the receipt, storage, safeguarding and issuance of goods with an effective centralized management approach to supporting civilian and uniformed personnel.

124. The proposed Contract Compliance and Monitoring Unit will be part of the Office of the Chief, Supply Chain Management. The Unit will provide oversight and management of supply contracts for goods and services in support of the mandate of MINUJUSTH. The Unit will be responsible for monitoring compliance with United Nations rules and regulations, performance and the effective implementation of contractual terms and conditions. The Unit will coordinate meetings with contractors, collect the necessary documentation and liaise with the Government of Haiti on contractors' tax-exemption status. The Chief of the Supply Chain Management Section will also oversee the Movement Control Unit, the Centralized Warehousing and Distribution Unit, the Procurement Unit, the Acquisition Management Unit and the Property Management Unit.

125. The proposed staffing establishment for the Office of the Chief, Supply Chain Management, comprises the Chief, Supply Chain Management (P-5), one Contracts Management Officer (P-3), one Contracts Management Assistant (national General Service) and one Administrative Assistant (national General Service).

### **Movement Control Unit**

126. The proposed Movement Control Unit will be headed by the Chief of Unit, Movement Control. The Unit will manage transportation operations for the delivery and distribution of goods to and within Haiti across the 10 departments. The Unit will coordinate movement control activities and will ensure the utilization of transport resources to support the mandate of MINUJUSTH.

127. The proposed staffing establishment for the Movement Control Unit comprises the Chief of Unit, Movement Control (P-4), six Movement Control Assistants (1 Field Service and 5 national General Service) and one Administrative Assistant (national General Service).

### **Centralized Warehousing and Distribution Unit**

128. The proposed Centralized Warehousing and Distribution Unit will be headed by the Centralized Warehousing Officer. The Unit will support the management of the MINUJUSTH centralized warehouse system in inspecting goods received from vendors and managing their storage and distribution to end users across all sections.

129. The proposed staffing establishment of the Centralized Warehousing and Distribution Unit comprises a Centralized Warehousing Officer (P-3), six Logistics Assistants (2 Field Service and 4 national General Service), one Property Disposal

Assistant (Field Service), one Administrative Assistant (national General Service) and one Receiving and Inspection Assistant (national General Service).

#### **Procurement Unit**

130. The proposed Procurement Unit will be headed by the Chief of Unit, Procurement. The Unit will provide procurement services within the procurement authority delegated to the Chief of Mission Support for MINUJUSTH, in compliance with the United Nations procurement manual policy guidelines, as well as the Financial Regulations and Rules of the United Nations. The Unit will manage solicitation processes, ensuring that they are carried out in a timely manner, develop and prepare contracts for worldwide suppliers/works and services, award and administer contracts, handle disputes, negotiate leases and capital improvements and coordinate with stakeholders with the objective of achieving best value for money for the Organization. The structure of the Unit will be based on the nature of goods and services to be acquired and will have an operational support capacity for registering vendors, expediting supply chain issues, managing commercial sales for the disposal of United Nations-owned equipment, developing standard operating procedures, reporting, handling audit queries and supporting overall quality management.

131. The proposed staffing establishment for the Procurement Unit comprises a Chief of Unit, Procurement (P-4), one Associate Procurement Officer (National Professional Officer) and three Procurement Assistants (1 Field Service and 2 national General Service).

#### **Acquisition Management Unit**

132. The proposed Acquisition Management Unit will be headed by the Acquisition Planning Officer. The Unit will provide support in the planning, development and management of the acquisition process for goods and services and acquisitions for projects. The Unit will also requisition goods and services on behalf of the Mission Support Division. The Unit will ensure the implementation of the Mission's acquisition plan and will coordinate with technical units regarding technical specifications, statements of work and terms of reference.

133. The proposed staffing establishment for the Acquisition Management Unit comprises an Acquisition Planning Officer (P-3), two Acquisition Planning Assistants (Field Service) and two Requisition Assistants (national General Service).

#### **Property Management Unit**

134. The proposed Property Management Unit will be headed by the Property Control and Inventory Officer. The Unit will discharge a full range of statutory property management responsibilities and reporting functions. It will provide support in ensuring compliance with financial regulations and rules and applicable property management policies and procedures.

135. The proposed staffing establishment for the Property Management Unit comprises a Property Control and Inventory Officer (P-3), one Property Control and Inventory Assistant (national General Service), one Property Management Assistant (national General Service) and one Receiving and Inspection Assistant (national General Service).

## II. Financial resources

### Authority to enter into commitments for start-up activities of the Mission

136. In view of the decision of the Security Council to close MINUSTAH and establish MINUJUSTH, which was made subsequent to the submission of the report of the Secretary-General on the budget for the United Nations Stabilization Mission in Haiti for the period from 1 July 2017 to 30 June 2018 (A/71/787), the Controller informed the Advisory Committee on Administrative and Budgetary Questions of the related financial implications for MINUSTAH and MINUJUSTH. Pending the results of the comprehensive assessment of the financial requirements for the 2017/18 period for both Missions, it was estimated that the preliminary projections to 31 December 2017 (1 July–15 October 2017 in respect of MINUSTAH and 16 October–31 December 2017 in respect of MINUJUSTH) would amount to \$153.2 million, compared with the proposed resource requirements of \$336.6 million for the full 2017/18 period, as contained in the budget for MINUSTAH.

137. The General Assembly, in its resolution 71/302, decided to authorize the Secretary-General to enter into commitments for an amount not to exceed \$90 million for the maintenance of MINUSTAH for the period from 1 July to 31 December 2017. The Assembly did not approve resources for MINUJUSTH for the 2017/18 period, in the expectation that the Secretary-General would submit a budget for the Mission for the period from 16 October 2017 to 30 June 2018 during the main part of its seventy-second session.

138. On 6 September 2017, the Controller sought the concurrence of the Advisory Committee to enter into commitments to meet the estimated preliminary resource requirements for start-up activities of MINUJUSTH for the period from 16 October to 31 December 2017 for an estimated amount of \$29,280,700 gross (\$28,492,800 net). In a letter dated 22 September 2017, the Advisory Committee authorized the Secretary-General to enter into commitments for up to \$25 million until 31 December 2017. The present budget proposal takes into consideration the amount authorized by the Committee, which is presented below.

### A. Overall financial resource requirements

(Thousands of United States dollars. Budget period is 16 October to 30 June.)

|                                      | Authorized,<br>16 October–<br>31 December 2017 | Additional<br>requirements to<br>30 June 2018 | Total estimates,<br>16 October 2017–<br>30 June 2018 |
|--------------------------------------|--|---|--|
|                                      | (1)  | (2)   | (3)=(1)+(2)  |
| <b>Military and police personnel</b> |  |   |  |
| Military observers                   | –  | –   | –  |
| Military contingents                 | –  | –   | –  |
| United Nations police                | 4 171.6  | 8 122.7                                       | 12 294.3   |
| Formed police units                  | 6 875.5  | 15 110.0                                      | 21 985.5   |
| <b>Subtotal</b>                      | <b>11 047.1</b>                                | <b>23 232.7</b>                               | <b>34 279.8</b>                                      |
| <b>Civilian personnel</b>            |  |   |  |
| International staff                  | –  | 16 263.1                                      | 16 263.1   |
| National staff                       | –  | 2 716.6                                       | 2 716.6  |
| United Nations Volunteers            | 122.4  | 186.0   | 308.4  |

|  | <i>Authorized,<br/>16 October–<br/>31 December 2017</i> | <i>Additional<br/>requirements to<br/>30 June 2018</i> | <i>Total estimates,<br/>16 October 2017–<br/>30 June 2018</i> |
|--|---|--|---|
|  | (1)   | (2)  | (3)=(1)+(2)   |
| General temporary assistance               | 5 951.8   | –  | 5 951.8   |
| Government-provided personnel              | 551.6   | 1 043.3  | 1 594.9   |
| <b>Subtotal</b>                            | <b>6 625.8</b>  | <b>20 209.0</b>  | <b>26 834.8</b>   |
| <b>Operational costs</b>                   |   |  |   |
| Civilian electoral observers               | –   | –  | –   |
| Consultants                                | 91.4  | 164.2  | 255.6   |
| Official travel                            | 289.0   | 871.0  | 1 160.0   |
| Facilities and infrastructure              | 2 013.1   | 7 039.8  | 9 052.9   |
| Ground transportation                      | 325.2   | 794.2  | 1 119.4   |
| Air operations                             | 1 894.8   | 4 658.6  | 6 553.4   |
| Naval transportation                       | –   | –  | –   |
| Communications                             | 610.1   | 1 861.2  | 2 471.3   |
| Information technology                     | 345.0   | 827.2  | 1 172.2   |
| Medical                                    | 152.8   | 273.2  | 426.0   |
| Special equipment                          | –   | –  | –   |
| Other supplies, services and equipment     | 1 305.7   | 7 551.0  | 8 856.7   |
| Quick-impact projects                      | 300.0   | 700.0  | 1 000.0   |
| <b>Subtotal</b>                            | <b>7 327.1</b>  | <b>24 740.4</b>  | <b>32 067.5</b>   |
| <b>Gross requirements</b>                  | <b>25 000.0</b>   | <b>68 182.1</b>  | <b>93 182.1</b>   |
| Staff assessment income                    | 595.4   | 1 888.5  | 2 483.9   |
| <b>Net requirements</b>                    | <b>24 404.6</b>   | <b>66 293.6</b>  | <b>90 698.2</b>   |
| Voluntary contributions in kind (budgeted) | –   | –  | –   |
| <b>Total requirements</b>                  | <b>25 000.0</b>   | <b>68 182.1</b>  | <b>93 182.1</b>   |

## B. Non-budgeted contributions

139. The estimated value of non-budgeted contributions for the period from 16 October 2017 to 30 June 2018 is as follows:

(Thousands of United States dollars)

|   |                |
|---|----------------|
| Status-of-mission agreement                                 | –              |
| Voluntary contributions in kind (non-budgeted) <sup>a</sup> | 1 293.5        |
| <b>Total</b>  | <b>1 293.5</b> |

<sup>a</sup> Estimated value of the waivers of departure/airport taxes, landing fees and customs duties.



## C. Vacancy factors

140. The cost estimates for the period from 16 October 2017 to 30 June 2018 take into account the following vacancy factors:

(Percentage)

|                                      |      |
|--------------------------------------|------|
| <b>Military and police personnel</b> |      |
| United Nations police                | 5.0  |
| Formed police units                  | 1.0  |
| <b>Civilian personnel</b>            |      |
| International staff                  | 13.8 |
| National staff                       |      |
| National Professional Officers       | 14.9 |
| National General Service staff       | 13.8 |
| United Nations Volunteers            | 5.0  |
| Government-provided personnel        | 5.0  |

141. The proposed vacancy rate for the United Nations police takes into consideration the rotation and/or emplacement of police officers. Full deployment is expected to be reached relatively quickly, given the ability to recruit from among the United Nations police officers who were engaged with MINUSTAH. The length of the recruitment process of individual police officers is incorporated in the proposed vacancy rate, based on historical patterns.

142. The proposed vacancy rate for formed police personnel takes into consideration the fact that formed police units were transferred from MINUSTAH to MINUJUSTH; hence, full deployment is expected in the first month of operation of the Mission. The rate also takes into consideration the rotation and/or emplacement of police officers.

143. The proposed vacancy rates for civilian personnel represent an average of the monthly vacancy rates expected over the 8.5-month period from 16 October 2017 to 30 June 2018 and are calculated on the basis of the historical recruitment patterns during the first year of mission start-up activities, adjusted for the expected relatively short period required to fill the posts, given the possibility of recruiting civilian staff from peacekeeping missions that have recently closed or are in the process of being closed.

144. The proposed vacancy rate for Government-provided personnel is calculated on the basis of historical deployment patterns during the first year of past mission start-up activities, adjusted to take into consideration the possibility of recruiting Government-provided corrections officers who were with MINUSTAH.

## D. Contingent-owned equipment: major equipment and self-sustainment

145. Requirements for the period from 16 October 2017 to 30 June 2018 are based on the standard reimbursement rates for major equipment and self-sustainment in the total amount of \$6,484,600 as follows:

(Thousands of United States dollars)

|                  | <i>Estimated amount</i>     |                            |                |
|------------------|-----------------------------|----------------------------|----------------|
|                  | <i>Military contingents</i> | <i>Formed police units</i> | <i>Total</i>   |
| Major equipment  | –                           | 3 864.7                    | 3 864.7        |
| Self-sustainment | –                           | 2 619.9                    | 2 619.9        |
| <b>Total</b>     | <b>–</b>                    | <b>6 484.6</b>             | <b>6 484.6</b> |

| <i>Mission factors</i>                           | <i>Percentage</i> | <i>Effective</i> | <i>Last review</i> |
|--|-------------------|------------------|--------------------|
| <b>A. Applicable to Mission area<sup>a</sup></b> |                   |                  |                    |
| Extreme environmental conditions                 | 1.10              | 1 October 2016   | 7 September 2016   |
| Intensified operational conditions               | 1.70              | 1 October 2016   | 7 September 2016   |
| Hostile action/forced abandonment                | 0.90              | 1 October 2016   | 7 September 2016   |
| <b>B. Applicable to home country</b>             |                   |                  |                    |
| Incremental transportation factor                | 1.50–5.75         |                  |                    |

<sup>a</sup> MINUSTAH mission factors applied.

## E. Training

146. The estimated resources required for training for the period from 16 October 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

|  |              |
|--|--------------|
| Consultants                            |              |
| Training of consultants                | 78.4         |
| Official travel                        |              |
| Official travel for training           | 156.0        |
| Other supplies, services and equipment |              |
| Training fees, supplies and services   | 127.7        |
| <b>Total</b>                           | <b>362.1</b> |

147. The number of participants in training programmes planned for the period from 16 October 2017 to 30 June 2018 is as follows:

(Number of participants)

|                       | <i>Proposed for the 2017/18 period</i> |                       |                         |
|-----------------------|--|-----------------------|-------------------------|
|                       | <i>International staff</i>             | <i>National staff</i> | <i>Police personnel</i> |
| Internal              | 143                                    | 164                   | –                       |
| External <sup>a</sup> | 79                                     | 8                     | –                       |
| <b>Total</b>          | <b>222</b>                             | <b>172</b>            | <b>–</b>                |

<sup>a</sup> Including United Nations Logistics Base and other areas outside the Mission area.

148. The training requirements are based on the need to ensure that all personnel across all components of the Mission are supported in enhancing their skills. Staff

will receive training in such areas as United Nations core values and competencies, leadership, management and organizational development, performance management, administration, financial and budget management, air operations, information and communications technology, engineering, ground transportation, human resources, medical services, supply chain management, the environment and hazardous waste management, and language training. Substantive training will focus on such areas as gender affairs, human rights, HIV/AIDS awareness, civil affairs, community violence reduction and security.

## F. Community violence reduction programme

149. The estimated resource requirements for the community violence reduction programme for the period 16 October 2017–30 June 2018 are as follows:

(Thousands of United States dollars)

|  |              |
|--|--------------|
| Other supplies, services and equipment |              |
| Other services                         | 4 500        |
| <b>Total</b>                           | <b>4 500</b> |

150. The community violence reduction programme will implement a bottom-up community-based approach building on innovative initiatives, which early on contributed to stability and the rule of law in fragile communities in Haiti. The community violence reduction programme will aim to engage at-risk youth and communities in reinforcing the security and stabilization gains achieved thus far. Furthermore, as part of a smaller integrated United Nations presence, the community violence reduction programme will refocus and expand initiatives that contribute to the Mission's objectives to strengthen the rule of law, support the Haitian national police and promote respect for human rights. Those initiatives will include the provision of short-term employment and access to legal aid and will mobilize community leaders to partner with police through dialogue on local security concerns.

151. The programme will be guided by a set of four principles aimed at ensuring that projects are rooted in local needs and guided by community input. In this regard, the Mission will ensure that: (a) projects contribute to violence reduction through initiatives that improve security and stabilize the environment by engaging at-risk youth and communities with a view to reinforcing the rule of law; (b) community actors and leaders are engaged in the design and development of projects through such tools as needs-mapping and/or dialogue; (c) one quarter of projects engage a local implementing partner, such as a community-based organization or non-governmental organization; and (d) Government entities or United Nations agencies, funds and programmes are involved in either the design or the implementation of projects as part of an overall strategy towards a responsible progressive transition to the Government and other development actors.

152. Specifically, the Mission will develop and implement 52 projects in three categories: (a) security and stability; (b) political and rule of law; and (c) human rights. Projects under security and stability will include short-term employment and income generation for at-risk youth and will support the Haitian national police in community policing. Under the political and rule of law category, the Mission will support three legal aid centres in Port-au-Prince, prisoner reinsertion and the training of judicial actors, including on procedures for receiving victims of sexual and gender-based violence. To reinforce respect for human rights, MINUJUSTH will partner with

a local non-profit organization to support its efforts in monitoring, promotion and protection of human rights in critical areas.

## G. Other programmatic activities

153. The estimated resource requirements for other programmatic activities for the period from 16 October 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

|  |                |
|--|----------------|
| Provision to support progress towards the implementation of key legislation and in the functioning of key justice institutions and their oversight bodies                                | 871.1          |
| Provision to support improvements in administrative, management, gender mainstreaming and operational capacities of the Directorate of Prison Administration                             | 297.0          |
| Provision to support improvements of the operational and institutional capacities of the Haitian national police   | 1 020.0        |
| Provision to support capacity strengthening of the Office for the Protection of Citizens and civil society organizations in ensuring human rights accountability of Haitian institutions | 1 292.5        |
| <b>Total</b>   | <b>3 480.6</b> |

154. To build upon the achievements of the United Nations joint interim programme on police justice and corrections implemented by MINUSTAH, a new joint rule of law programme will strengthen the Haitian, judicial, police and correctional and human rights institutions by delivering capacity-building development support. The programme will play a key role as a platform on which to pivot international assistance to other United Nations actors in the longer term and structure the elaboration of a transition strategy. Those efforts will reflect governmental priorities and plans.

155. The proposed joint rule of law programme will reflect the efforts of the United Nations country team on public sector reform, governance and anti-corruption work that can have a direct impact on rule of law development. The proposed programme will be directed towards supporting the major expected accomplishments of MINUJUSTH, namely: (a) progress towards the promulgation and implementation of key legislation; (b) progress in the functioning of key justice institutions and their oversight bodies; (c) improvements in administrative, management and operational capacities of the Directorate of Prison Administration, including in prison conditions; (d) improved operational and institutional capacities of the Haitian national police; and (e) strengthened capacity of the Office for the Protection of Citizens and of civil society in ensuring the human rights accountability of Haitian institutions.

156. The activities of the programme will include the provision of support for: (a) the implementation of key legislation and strategic reform plans through their publication and dissemination, sensitization of the public and capacity-building of police, legal professionals, court staff and the Directorate of Prison Administration (such as the criminal code and criminal procedure code, the law on prisons, the law on legal aid and the law on prevention, punishment and eradication of violence against women); (b) the operations of the legal aid offices and one model jurisdiction; (c) the implementation of the social reinsertion and gender policies of the Directorate of Prison Administration, including capacity-building on gender-responsive prison management; (d) the construction or renovation of police commissariats and the provision of equipment; (e) the provision of specialized equipment to strengthen the capacity of the crowd control department of the Haitian national police; and (f) the

provision of support for capacity-building in human rights institutions and civil society, including women's rights organizations, to strengthen accountability for human rights violations and enhance sustainability through training, workshops and the building of a case management database.

## H. Quick-impact projects

157. The estimated resource requirements for quick-impact projects for the period from 16 October 2017 to 30 June 2018, are as follows:

(Thousands of United States dollars)

|                              | <i>Amount</i> | <i>Number of projects</i> |
|------------------------------|---------------|---------------------------|
| 16 October 2017–30 June 2018 | 1 000.0       | 30                        |

158. Quick-impact projects will be a key tool at the disposal of the mobile teams, which integrate the human rights, political and rule of law objectives of the Mission. In the context of the relatively lighter footprint of MINUJUSTH, the quick-impact projects will remain of key importance in this transition phase and will significantly enhance the level and quality of access and engagement of the teams in order to effectively implement their monitoring, outreach and advocacy roles vis-à-vis key sectors of the society and local decision makers at the regional level, including local administrations, political parties, civil society, community-based organizations and the Haitian national police. Furthermore, the projects will enhance the synergies of the integrated approach by bolstering a common intent and allowing a more effective reach, despite the relatively light presence of the Mission outside of the capital.

159. For the 2017/18 period, through the implementation of up to 30 quick-impact projects, the Mission will aim to meet minor infrastructure and equipment needs of the justice and security institutions, such as local police and court facilities, in the 10 regional departments, including in Port-au-Prince. By improving infrastructure at the local level, Haitian police and judicial institutions will be better placed operationally and institutionally to more effectively exercise their authority.

## III. Analysis of resource requirements<sup>1</sup>

160. The standard terminology applied with respect to the analysis of resource variances are defined in annex I.B to the present report.

|                              | <i>Cost estimate</i> |
|------------------------------|----------------------|
| <b>United Nations police</b> | <b>\$12 294.3</b>    |

161. The provision under this heading reflects requirements for the deployment of 295 United Nations police officers. A vacancy rate of 5 per cent has been applied, which takes into consideration rotation and/or emplacement of new police officers and the ability of the Mission to recruit United Nations police officers that were engaged with MINUSTAH.

<sup>1</sup> Resource amounts are expressed in thousands of United States dollars.

|                            |                      |
|----------------------------|----------------------|
|                            | <i>Cost estimate</i> |
| <b>Formed police units</b> | <b>\$21 985.5</b>    |

162. The provision under this heading reflects requirements for the deployment of 980 formed police unit personnel. Given the transfer of formed police units from MINUSTAH, the estimates assume full deployment in the first month of the Mission. A vacancy rate of 1 per cent has been applied, which takes into consideration the rotation and/or emplacement of police officers.

|                            |                      |
|----------------------------|----------------------|
|                            | <i>Cost estimate</i> |
| <b>International staff</b> | <b>\$16 263.1</b>    |

163. The provision under this heading reflects requirements for salaries and related common staff costs for 160 international staff for the six-month period from 1 January to 30 June 2018. A vacancy rate of 5 per cent has been applied for the six months. The estimates assume that concerted recruitment efforts during the 2.5-month period from 16 October 2017 would result in full incumbency on 1 January 2018, taking into account the possibility of recruiting international staff from missions that have recently closed or are in the process of closing.

|                       |                      |
|-----------------------|----------------------|
|                       | <i>Cost estimate</i> |
| <b>National staff</b> | <b>\$2 716.6</b>     |

164. The provision under this heading reflects requirements for salaries and related common staff costs for 185 national staff for the six-month period from 1 January to 30 June 2018. A vacancy rate of 5 per cent has been applied for the six months. The estimates assume that concerted recruitment efforts during the 2.5-month period from 16 October 2017 would result in full incumbency on 1 January 2018, taking into account the possibility of recruiting national staff who worked for MINUSTAH.

|                                  |                      |
|----------------------------------|----------------------|
|                                  | <i>Cost estimate</i> |
| <b>United Nations Volunteers</b> | <b>\$308.4</b>       |

165. The provision under this heading reflects requirements to cover the costs of six proposed United Nations Volunteers. A vacancy rate of 5 per cent has been applied, which reflects the possibility of hiring Volunteers relatively quickly, given the existing pool of United Nations Volunteers who were engaged with MINUSTAH.

|                                     |                      |
|-------------------------------------|----------------------|
|                                     | <i>Cost estimate</i> |
| <b>General temporary assistance</b> | <b>\$5 951.8</b>     |

166. The provision under this heading reflects requirements for general temporary assistance to cover salaries and related common staff costs for 160 international temporary positions and 185 national temporary positions for the 2.5-month period from 16 October to 31 December 2017. A vacancy rate of 32 per cent has been applied for the 2.5-month period. The temporary positions were put in place on an interim basis following the concurrence of the Advisory Committee on Administrative and Budgetary Questions to enter into commitments for start-up activities. It is, therefore, envisaged to replace all the temporary positions with posts, subject to the approval of the General Assembly, starting from 1 January 2018 (see paras. 163 and 164 above).

|                                      |                      |
|--------------------------------------|----------------------|
|                                      | <i>Cost estimate</i> |
| <b>Government-provided personnel</b> | <b>\$1 594.9</b>     |

167. The provision under this heading reflects requirements for the deployment of 38 Government-provided personnel. A vacancy rate of 5 per cent has been applied, which takes into consideration the possibility of recruiting Government-provided correctional officers who were formerly engaged with MINUSTAH.

|                    |                      |
|--------------------|----------------------|
|                    | <i>Cost estimate</i> |
| <b>Consultants</b> | <b>\$255.6</b>       |

168. The provision under this heading reflects requirements for consultant services for the provision of technical support to civil society organizations in the area of human rights and the provision of technical advice to the Mission in its support of the implementation of the Haitian national police strategic development plan for 2017–2021.

|                        |                      |
|------------------------|----------------------|
|                        | <i>Cost estimate</i> |
| <b>Official travel</b> | <b>\$1 160.0</b>     |

169. The provision under this heading reflects requirements for official travel for 1,909 trips, consisting of 1,827 within-Mission trips and 82 trips outside of the Mission. The majority of the planned trips are for substantive activities, including those of the joint mobile teams that will travel to nine departments for political outreach, advocacy, early warning and monitoring tasks. Three mobile teams of four staff members each will undertake a total of six team visits per month to a department for a period of three to four days.

|                                      |                      |
|--------------------------------------|----------------------|
|                                      | <i>Cost estimate</i> |
| <b>Facilities and infrastructure</b> | <b>\$9 052.9</b>     |

170. The provision under this heading reflects requirements for the rental of premises used by the Mission, utilities and waste disposal, security services, spare parts and supplies as well as petrol, oil and lubricants. The estimated requirements are based on the assumption that security services will be outsourced to commercial contractors. Where applicable, the estimated requirements are based on terms and conditions of legacy contracts with MINUSTAH, which are being transferred to MINUJUSTH, scaled down, extended or otherwise modified as necessary. The resource requirements include provisions for 2.5 million litres of fuel for generators, which reflects a scaled-down infrastructure as compared with that of MINUSTAH. The average cost of \$0.69 per litre is based on the most recent fuel prices prevailing in the local market.

|                              |                      |
|------------------------------|----------------------|
|                              | <i>Cost estimate</i> |
| <b>Ground transportation</b> | <b>\$1 119.4</b>     |

171. The provision under this heading reflects requirements for the operation of 291 vehicles and ground transportation equipment. This consists of 177 light passenger vehicles and 114 special-purpose vehicles such as cargo, fuel and fire trucks, ambulances and armoured vehicles, as well as engineering equipment and material-handling equipment. The resource requirements include provisions for spare parts, liability insurance and petrol, oil and lubricants. It is planned to transfer all vehicles to MINUJUSTH from MINUSTAH. As such, no provisions have been included for the acquisition of new vehicles. It is also anticipated that repair and maintenance

services will be outsourced to commercial contractors. The resource requirements for petrol, oil and lubricants include provisions for an estimated 566,267 litres of fuel at an average cost of \$0.69 per litre, based on the most recent fuel prices prevailing in the local market.

|                       | <i>Variance</i>  |
|-----------------------|------------------|
| <b>Air operations</b> | <b>\$6 553.4</b> |

172. The provision under this heading reflects requirements for rental and related costs for three aircraft, comprising one civilian fixed-wing aircraft, which is currently contracted by MINUSTAH, and two civilian medium-utility rotary-wing aircraft, which will be contracted by MINUJUSTH to replace two military helicopters that were previously provided under letters of assist by two countries contributing troops to MINUSTAH.

|                       | <i>Cost estimate</i> |
|-----------------------|----------------------|
| <b>Communications</b> | <b>\$2 471.3</b>     |

173. The provision under this heading reflects requirements for commercial communication, maintenance and repair of existing communications equipment, spare parts and public information services. MINUJUSTH is expected to use communications equipment transferred from MINUSTAH. Consequently, no provisions have been included for the acquisition of such equipment.

|                               | <i>Cost estimate</i> |
|-------------------------------|----------------------|
| <b>Information technology</b> | <b>\$1 172.2</b>     |

174. The provision under this heading reflects requirements for information technology services based on standard rates applied to the planned number of workstations. The estimated requirements also include provisions for maintenance and repairs as well as spare parts. The provision does not include amounts for the acquisition of information technology equipment because MINUJUSTH is expected to use equipment transferred from MINUSTAH.

|                | <i>Cost estimate</i> |
|----------------|----------------------|
| <b>Medical</b> | <b>\$426.0</b>       |

175. The provision under this heading reflects requirements for standard medical services and medical supplies for the operation and maintenance of a United Nations-owned level I clinic and dispensary and support for contingent-owned medical facilities.

|   | <i>Cost estimate</i> |
|---|----------------------|
| <b>Other supplies, services and equipment</b> | <b>\$8 856.7</b>     |

176. The provision under this heading reflects requirements for other supplies, services and equipment. The estimated requirements are primarily for community violence reduction programmes (\$4.5 million) and other programmatic activities (\$3.5 million). The community violence reduction programme and other programmatic activities are explained in paragraphs 149–156 above.



|                              | <i>Cost estimate</i> |
|------------------------------|----------------------|
| <b>Quick-impact projects</b> | <b>\$1 000.0</b>     |

177. The provision under this heading reflects requirements for quick-impact projects for small-scale rapidly implementable projects to improve the infrastructure and provide equipment needed by the justice and security institutions in all 10 departments. In addressing the basic needs of the Haitian people, the projects enable the Mission to reinforce and build trust with the local population, thereby improving the environment for effective mandate implementation.

#### **IV. Actions to be taken by the General Assembly**

178. The actions to be taken by the General Assembly in connection with the financing of the United Nations Mission for Justice Support in Haiti are:

- (a) To approve the use for MINUJUSTH of the special account established for MINUSTAH;
- (b) To appropriate the amount of \$93,182,100 for the maintenance of the Mission for the 8.5-month period from 16 October 2017 to 30 June 2018, inclusive of the amount of \$25 million previously authorized for the period from 16 October to 31 December 2017;
- (c) To assess the amount of \$65,775,600 for the maintenance of the Mission for the period from 16 October 2017 to 15 April 2018;
- (d) To assess the amount of \$27,406,500 for the period from 16 April to 30 June 2018 at a monthly rate of \$10,962,600, should the Security Council decide to continue the mandate of the Mission.

## Annex I

### Definitions

#### A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I);

- **Post establishment.** A new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment.** An approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment.** An approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification.** An approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment.** An approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion.** Three possible options for post conversion are as follows:
  - o Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - o Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution [59/296](#), individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - o Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

## B. Terminology related to variance analysis

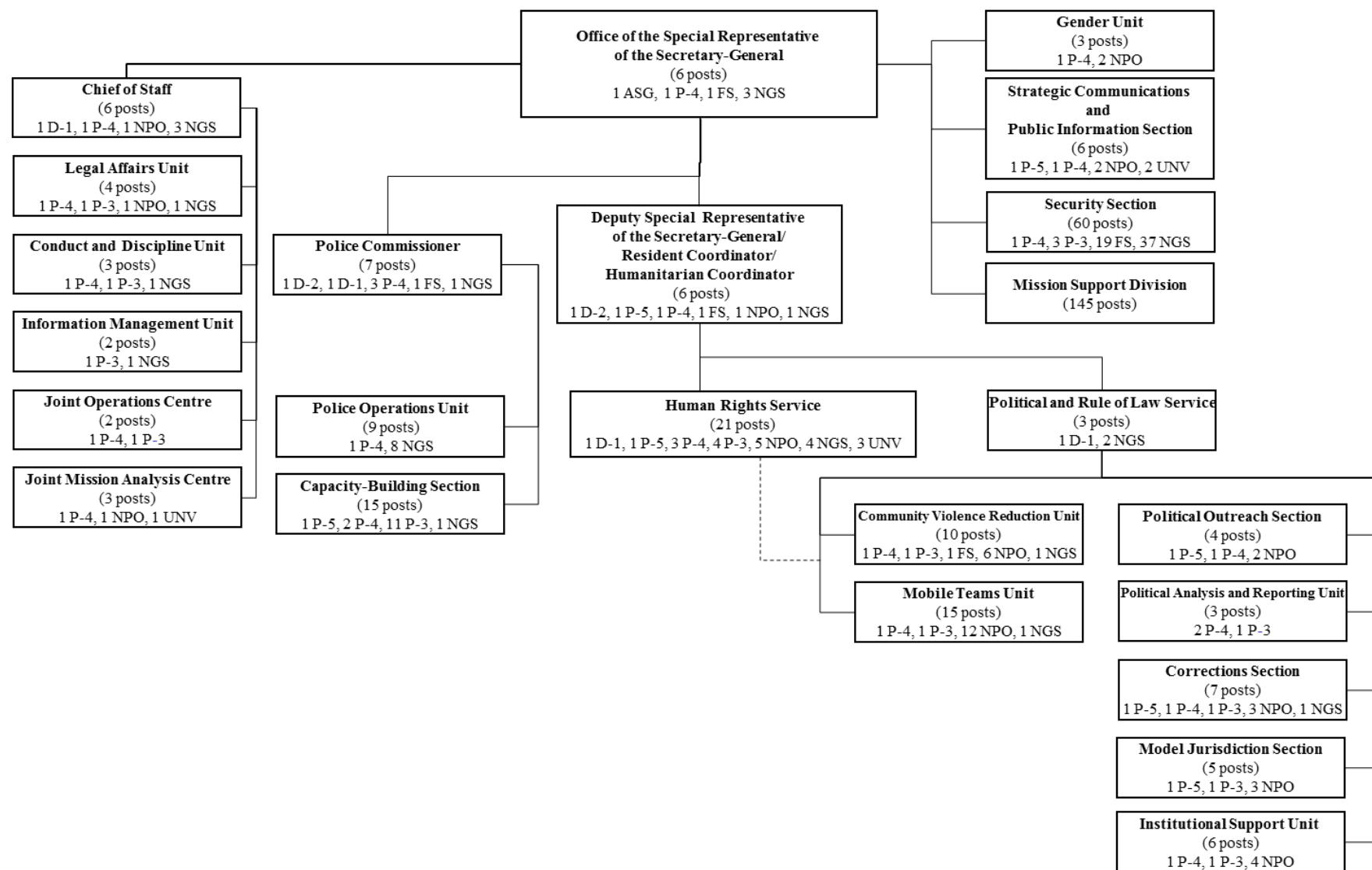
The single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below is indicated in section III of the present report:

- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External:** variances caused by parties or situations external to the United Nations
- **Cost parameters:** variances caused by United Nations regulations, rules and policies
- **Management:** variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

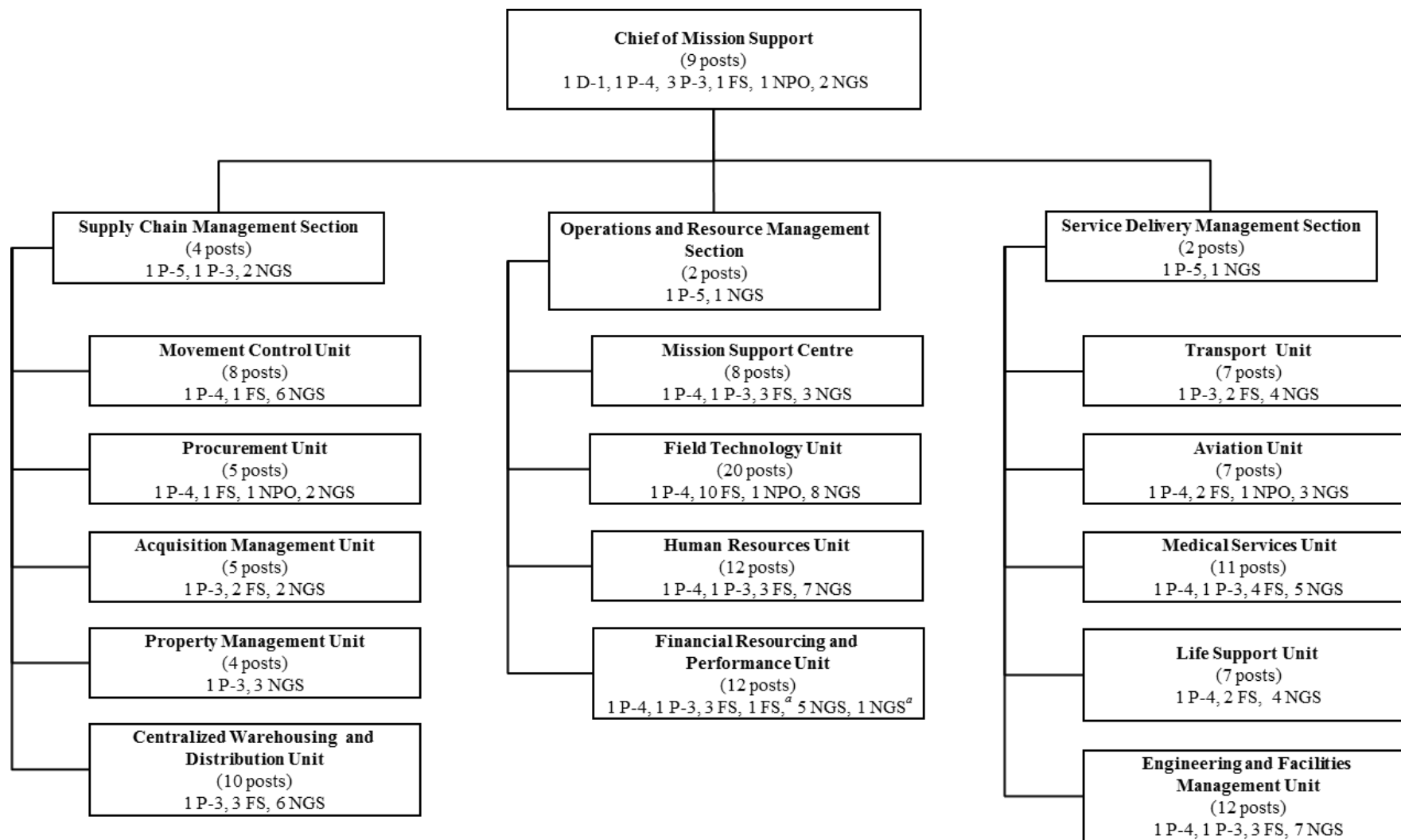
## Annex II

## Organization charts

## A. United Nations Mission for Justice Support in Haiti



## B. Mission Support Division



*Abbreviations:* ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

<sup>a</sup> Located in Kuwait duty station.

## Annex III

### Information on funding provisions and activities of United Nations agencies, funds and programmes

| <i>Priorities</i>   | <i>Outcomes</i>   | <i>Outputs</i>   | <i>Lead, partners, mechanism</i>  |
|---|---|--|---|
| Progress towards the implementation of key legislation and the functioning of key justice institutions and their oversight bodies | Strategic reform plans developed for the rule of law sector   | <ul style="list-style-type: none"> <li>• Provision of support to a Haitian strategic justice plan for 2017–2021 — ongoing mentoring (target: 3 workshops)</li> </ul>   | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme           |
|   | Justice system in Haiti enacts plans to implement key legislation, such as a criminal code, a criminal procedure code, a law on legal aid and a law on the prevention, punishment and eradication of violence against women | <ul style="list-style-type: none"> <li>• Updated assessment of court capacities and functions and an expenditure review for requirements for the justice sector</li> </ul>   | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme           |
|   | Effective operations of the office of legal aid and one model jurisdiction  | <ul style="list-style-type: none"> <li>• Provision of technical support to the Ministry of Justice and Public Safety and the Superior Council of the Judiciary in human resources management, gender-sensitive recruitment, performance appraisals, procurement and asset management (target: 2 training sessions and ongoing day-to-day mentoring)</li> </ul> | Lead: UNDP, UN-Women<br>Partners: MINUSTAH<br>Mechanism: joint programme  |
|   |   | <ul style="list-style-type: none"> <li>• Extensive training of judges (target 25) and prosecutors (50) and joint training that includes police (50) and custodial corps (25) to address the criminal justice system, with special attention to women's rights, gender equality, sexual and gender-based violence and all relevant provisions</li> </ul>        | Lead: MINUJUSTH<br>Partners: UNDP, UN-Women<br>Mechanism: joint programme |
|   |   | <ul style="list-style-type: none"> <li>• Establishment of a juvenile justice court</li> </ul>  | Lead: UNICEF<br>Partners: MINUJUSTH<br>Mechanism: joint programme         |

| <i>Priorities</i>  | <i>Outcomes</i>   | <i>Outputs</i>  | <i>Lead, partners, mechanism</i>   |
|--|---|---|--|
|  |   | <ul style="list-style-type: none"> <li>• Development of a judicial inspection scheme</li> </ul>   | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme  |
|  |   | <ul style="list-style-type: none"> <li>• Provision of support for the implementation of a State-provided legal aid programme as a strategy for achieving a sustainable reduction in prolonged pretrial detention</li> </ul>   | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme and community violence reduction programme |
| Improvements in administration, management, gender mainstreaming and operational capacities of the Directorate of Prison Administration, including with respect to prison conditions | Implementation of a law on prisons and the Directorate of Prison Administration strategic plan for 2017–2021<br><br>Implementation of the Directorate of Prison Administration social reinsertion and gender policies, including capacity-building on gender-responsive prison management | <ul style="list-style-type: none"> <li>• Calculation of the cost and provision of support for the implementation of the Directorate of Prison Administration's strategic development plan for 2017–2021, the gender policy directive and the social reinsertion policy</li> </ul> | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme  |
|  |   | <ul style="list-style-type: none"> <li>• Development of an advocacy strategy for the elevation of the Directorate of Prison Administration to the level of a central directorate</li> </ul>   | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme  |
|  |   | <ul style="list-style-type: none"> <li>• Development of a recruitment strategy for the Directorate of Prison Administration and commencement of the development of a dedicated training strategy to achieve greater representation of women in the custodial corps</li> </ul>     | Lead: MINUJUSTH<br>Partners: UN-Women<br>Mechanism: joint programme  |
|  |   | <ul style="list-style-type: none"> <li>• Harmonization of the court data management system and prison record-keeping systems to create a uniformed data management system in the prison sector (starting in 3 pilot locations)</li> </ul>   | Lead: UNDP<br>Partners: MINUJUSTH<br>Mechanism: joint programme  |

| <i>Priorities</i>  | <i>Outcomes</i>  | <i>Outputs</i>   | <i>Lead, partners, mechanism</i>  |
|--|--|--|---|
| Improved operational and institutional capacities of the Haitian national police |  | <ul style="list-style-type: none"> <li>• Provision of support to selected civil society organizations for gender-responsive reintegration programmes in selected model prisons</li> </ul>  | Lead: MINUJUSTH<br>Partners: UN-Women<br>Mechanism: joint programme   |
|  |  | <ul style="list-style-type: none"> <li>• Provision of support to legal aid offices and other mechanisms for legal aid and assistance to women and girls within prisons (target: 2 prisons for piloting reaching 100 women)</li> </ul>  | Lead: MINUJUSTH<br>Partners: UN-Women, UNDP<br>Mechanism: joint programme   |
|  |  | <ul style="list-style-type: none"> <li>• Provision of training and mentoring support to Directorate of Prison Administration middle management to improve competency and capacities (reaching 50)</li> </ul>   | Lead: MINUJUSTH<br>Partners: United Nations country team joint programme  |
|  | Implementation of key legislation and strategic reform plans, such as a law on the prevention, punishment and eradication of violence against women and the Haitian national police strategic development plan for 2017–2021 | <ul style="list-style-type: none"> <li>• Enhancement of the Haitian national police legal framework, including the harmonization of existing statutes, decrees and operational procedures, including policy and operational standards on sexual and gender-based violence and sexual harassment</li> </ul>   | Lead: MINUJUSTH<br>Partners: UNDP, UN-Women<br>Mechanism: joint programme   |
|  | Construction or renovation of Haitian national police infrastructure   |  |   |
|  | Strengthened capacity of the Haitian national police crowd control department through the provision of specialized equipment   | <ul style="list-style-type: none"> <li>• Provision of support for the restructuring and reform of the Haitian national police, including decentralization (on-the-job advice and facilitation of 2 workshops)</li> <li>• Enhancement of the strategic planning capacity, including a gender-sensitive strategic plan with linkages to the annual budget of the Haitian national police strategic development plan for 2017–2021 through advisory capacity</li> </ul> | Lead: MINUJUSTH<br>Partners: United Nations country team<br>Mechanism: joint programme<br><br>Lead: MINUJUSTH<br>Partners: UN-Women<br>Mechanism: joint programme |



| <i>Priorities</i> | <i>Outcomes</i> | <i>Outputs</i>   | <i>Lead, partners, mechanism</i>                                    |
|-------------------|-----------------|--|---|
|                   |                 | <ul style="list-style-type: none"> <li>• Strengthening of the Haitian national police women's advisory board</li> </ul>  | Lead: UN-Women<br>Partners: MINUJUSTH<br>Mechanism: joint programme |
|                   |                 | <ul style="list-style-type: none"> <li>• Provision of support for increasing institutional capacity (human resources and gender-sensitive recruitment, management, asset management, finance and accounting, planning and gender-sensitive budgeting)</li> </ul>   |   |
|                   |                 | <ul style="list-style-type: none"> <li>• Training (100 officers) on women's rights in the administration of justice, sexual and gender-based violence, provisions in the criminal code, criminal procedure code, prison law, law on legal aid, gender equality bill and law on prevention, punishment and eradication of violence against women</li> </ul> | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme     |
|                   |                 | <ul style="list-style-type: none"> <li>• Development of an action plan to enhance the human rights training of the Haitian national police in coordination with the Office for the Protection of Citizens</li> </ul>   | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme     |
|                   |                 | <ul style="list-style-type: none"> <li>• Improvement of the capacity of the General Inspectorate of the Haitian national police to process and manage data related to human rights violations and sexual and gender-based violence (setting of baselines to measure number of cases)</li> </ul>  | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme     |
|                   |                 | <ul style="list-style-type: none"> <li>• Provision of support to the Haitian national police to strengthen capacity for conducting criminal investigations, carrying out warranted arrests and tackling organized crime and trafficking through training (target: 200 officers)</li> </ul>   | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme     |

| <i>Priorities</i>   | <i>Outcomes</i>  | <i>Outputs</i>  | <i>Lead, partners, mechanism</i>                                     |
|---|--|---|--|
| Strengthened capacities of the Office for the Protection of Citizens and of the civil society in ensuring human rights accountability of Haitian institutions | Capacity-building of human rights institutions and civil society, including women's rights organizations, to strengthen accountability for human rights violations and enhance sustainability, through training, workshops and building a case management database | <ul style="list-style-type: none"> <li>• Provision of support to the Haitian national police in developing a training calendar through daily advisory capacity</li> </ul>   | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme      |
|   |  | <ul style="list-style-type: none"> <li>• Provision of technical support for the control and registration of firearms/ weapon in civilian hands through advisory capacity</li> </ul>   | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme      |
|   |  | <ul style="list-style-type: none"> <li>• Provision of technical and advisory support to enhance mechanisms to manage the repatriation of Haitian citizens</li> </ul>  | Lead: UNDP, IOM<br>Partners: MINUJUSTH<br>Mechanism: joint programme |
|   |  | <ul style="list-style-type: none"> <li>• Provision of support for the refurbishment or repair of five commissariats</li> </ul>  | Lead: UNDP<br>Partners: MINUJUSTH<br>Mechanism: joint programme      |
|   |  | <ul style="list-style-type: none"> <li>• Provision of support to the Government in adopting a plan of action for the implementation of the recommendations made by human rights mechanisms</li> </ul>   | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme      |
|   |  | <ul style="list-style-type: none"> <li>• Provision of training and technical assistance to the Office for the Protection of Citizens (6 training sessions)</li> </ul>   | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme      |
|   |  | <ul style="list-style-type: none"> <li>• Development of a social mobilization and legal awareness-raising campaign (1) to prevent and address sexual and gender-based violence among the public, civil society organizations and local communities, including through surveys, focus group discussions and dialogues</li> </ul> | Lead: UN-Women<br>Partners: MINUJUSTH<br>Mechanism: joint programme  |

| <i>Priorities</i> | <i>Outcomes</i> | <i>Outputs</i>   | <i>Lead, partners, mechanism</i>  |
|-------------------|-----------------|--|---|
|                   |                 | <ul style="list-style-type: none"> <li>• Provision of support to the Government of Haiti in complying with its reporting obligations to human rights instruments, mechanisms and bodies on the implementation of their recommendations (2 workshops and on-the-job mentoring)</li> </ul>   | <p>Lead: MINUJUSTH</p> <p>Partners: United Nations country team</p> <p>Mechanism: joint programme</p> |
|                   |                 | <ul style="list-style-type: none"> <li>• Provision of support for the relaunching of a national human rights action plan in inclusive and equitable consultation with key stakeholders (2 workshops)</li> </ul>  | <p>Lead: MINUJUSTH</p> <p>Partners: UNDP, UN-Women</p> <p>Mechanism: joint programme</p>              |
|                   |                 | <ul style="list-style-type: none"> <li>• Provision of support for the implementation of the national gender equality action plan through assistance to civil society organizations, particularly women's organizations, in identifying and addressing discriminatory laws against women and capacity-building on gender-based investigation techniques and gender and the administration of justice (3 training sessions and 2 workshops)</li> </ul> | <p>Lead: UN-Women</p> <p>Partners: MINUJUSTH</p> <p>Mechanism: joint programme</p>                    |
|                   |                 | <ul style="list-style-type: none"> <li>• Provision of support to civil society organizations to strengthen their capacity at both the strategic/policy and operational levels to include documentation of human rights violations and impunity in the justice and security sectors (2 training sessions and funding)</li> </ul>  | <p>Lead: MINUJUSTH</p> <p>Partners: UNDP</p> <p>Mechanism: joint programme</p>                        |
|                   |                 | <ul style="list-style-type: none"> <li>• Provision of technical assistance and funding to civil society organizations and legal aid providers, with a focus on women and girls and the most vulnerable</li> </ul>  | <p>Lead: UN-Women</p> <p>Partners: MINUJUSTH</p> <p>Mechanism: joint programme</p>                    |

| <i>Priorities</i> | <i>Outcomes</i> | <i>Outputs</i>  | <i>Lead, partners, mechanism</i>   |
|-------------------|-----------------|---|--|
|                   |                 | <ul style="list-style-type: none"> <li>• Provision of support in the implementation of the national plan of action on ending violence against women for the period 2017–2021, once adopted (as relevant in selected jurisdictions)</li> </ul> | <p>Lead: UN-Women</p> <p>Partners: MINUJUSTH</p> <p>Mechanism: joint programme</p> |

*Abbreviations:* IOM, International Organization for Migration; MINUJUSTH, United Nations Mission for Justice Support in Haiti; UNDP, United Nations Development Programme; UNICEF, United Nations Children’s Fund; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women.

