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**Proposed programme budget for 2020**

## **Proposed programme budget for 2020**

### **Part II**

#### **Political affairs**

### **Section 3**

#### **Political affairs**

##### **Special political missions**

##### **Thematic cluster III: regional offices, offices in support of political processes and other missions**

#### **United Nations Integrated Office in Haiti**

#### *Summary*

The present report contains the proposed resource requirements for 2020 for the United Nations Integrated Office in Haiti under the thematic cluster of regional offices, offices in support of political processes and other missions that emanate from the decisions of the Security Council.

The proposed resources for 2020 for the United Nations Integrated Office in Haiti amount to \$20,395,200 (net of staff assessment).



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\* The part consisting of the proposed programme plan for 2020 is submitted for consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 13 of resolution [72/266 A](#).

\*\* In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.

## I. Overview of the Office

(\$20,395,200)



### Foreword

In September 2018, I arrived in Haiti as Head of the now-closed United Nations Mission for Justice Support in Haiti peacekeeping mission and was struck not by the challenges that the country faces, but by the many stories of resilience and hope that Haitians shared with me. It is in this positive spirit that the United Nations has, over the course of my tenure, adjusted its role and refashioned its presence to be in a better position to support Haitian authorities and institutions to address the interlocking acute political, social and economic fragilities that ail the country. Haiti's political woes, the limited capacities and lack of credibility of its State institutions, the hardship that its population endures because of stiff economic headwinds and the surge in activity of criminal gangs operating with impunity in parts of its territory are stark reminders of the challenges to overcome. National leadership, together with private sector and civil society stakeholders, will need to be clear-eyed in forging a consensus on a road map to lift the country up in the short and medium term.

I am nevertheless confident that, with a cogent, effective and actionable vision premised on a greater integration of its entities and a more effective coordination with the broader international community, as well as with corresponding means, the United Nations is well positioned to help Haiti to achieve its goals.

The priorities for the United Nations Integrated Office in Haiti are clear: it will advise the Government of Haiti on promoting and strengthening political stability and good governance, including the rule of law; preserving and advancing a peaceful and stable environment, including through supporting an inclusive inter-Haitian national dialogue; and protecting and promoting human rights.

The year 2020 therefore offers a fresh opportunity for renewed, focused and integrated United Nations support to Haiti, which will build on the many achievements of past engagements in the country. A right-sized and properly-staffed Office, operating alongside a well-resourced United Nations country team, and working in close collaboration with bilateral actors and regional institutions, is the most appropriate tool to help the country to advance the complex processes necessary to build political consensus, help to implement structural reforms and achieve small but realistic steps towards sustainable development.

I am confident that reaching those goals will create measurable benefits for the Haitian population and open new horizons to the country's young people. The United Nations will continue to stand with all Haitians on their journey to meet their hopes and expectations.

*(Signed)* Helen Ruth **Meagher La Lime**  
Head of Office, United Nations Integrated Office in Haiti

## Overall orientation

### Mandates and background

1. The mandate of the United Nations Integrated Office in Haiti is set out in Security Council resolution [2476 \(2019\)](#), which provides for the Office and the United Nations country team in Haiti to become fully integrated, with the latter assuming the programmatic and technical assistance role.
2. The establishment of the Office's mandate on 16 October 2019 marked the end of more than two decades of peacekeeping operations in Haiti, which had been implemented through seven field missions since 1993. The Office will operate in a highly complex and volatile environment characterized by major political, security and socioeconomic challenges.
3. The Office will be responsible for advising the Government of Haiti on promoting and strengthening political stability and good governance, including the rule of law; advancing a peaceful and stable environment, including through supporting an inclusive inter-Haitian national dialogue; and protecting and promoting human rights.
4. The Office will also be responsible for assisting the Government in its efforts to: (a) plan and execute free, fair and transparent elections; (b) reinforce the capacity of the Haitian National Police, including through training on human rights and crowd control, to respond to gang violence and sexual and gender-based violence, and to maintain public order; (c) develop an inclusive approach with all sectors of society to reduce community violence, in particular gang violence; (d) address human rights abuses and violations and comply with international human rights obligations; (e) improve the penitentiary administration's management and oversight of prison facilities to ensure the proper treatment of detainees in accordance with international standards; and (f) strengthen the justice sector, including by adopting and implementing key legislation to promote justice sector reform, improving internal oversight and accountability, in particular with regard to corruption, addressing prolonged pretrial detention and ensuring merit-based judicial appointments and the timely renewal of judicial mandates.
5. Persistent risks associated with civil unrest, gang violence and organized crime render the security situation in Haiti volatile, in particular around electoral processes, and in the absence of progress on a comprehensive dialogue among national stakeholders. Political and electoral violence, combined with systemic gender inequality, discrimination and continued impunity for gender-based violence, risk further deteriorating social cohesion, including the empowerment of women in politics, and economic development. The number of women in key decision-making positions in public institutions remains low, including in the national police. Electoral violence severely affects the turnout in elections, further disenfranchising women and young people. The participation of women in political and national processes remains persistently low, currently with less than 3 per cent of women in Parliament, compared with 9 per cent in 2006, below the constitutional minimum quota of 30 per cent. Dire living conditions resulting from low economic growth and poverty (59 per cent of the population under the poverty line, with 25 per cent of them living in extreme poverty) further exacerbate the situation.
6. While the capacity of national institutions remains limited, there are promising signs that institution-building has made significant strides. Essential reforms to the justice sector need to be completed in order to build resilient and accountable institutions. With increased operational and institutional capacities built in recent years with United Nations and donor support, the Haitian National Police has taken full responsibility for law and order, for the first time without the support of international peacekeepers. Sustaining the upward curve of stronger autonomy of the national police, integrity and effectiveness will be a major test for the institution in the period ahead.
7. Three years after Hurricane Matthew and nine years since the most destructive earthquake in the modern history of Haiti, the ongoing efforts to strengthen capacities to mitigate the risks of natural hazards remain challenging. The country is highly vulnerable to severe storms, flash floods and coastal inundations. It is vital that the Office's mandate and its effective integration with the United

Nations country team help to forge the conditions for continuous stability, security and respect for human rights in order to set Haiti on a path to sustainable development.

### **Alignment with the Charter of the United Nations and the Sustainable Development Goals**

8. The mandate of the Office guides it in producing the respective deliverables, which contribute to the attainment of the objective. The objective of the Office is aligned with the Organization's purpose to maintain international peace and security, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with a number of Sustainable Development Goals, as reflected in paragraphs 28 and 29 below.

### **Recent developments**

9. In 2019, Haiti had a caretaker Government for several months. In July, President Jovenel Moïse appointed his fourth Prime Minister since taking office in February 2017, after his previous nominee had failed to have his Cabinet approved by the legislature. The preceding Prime Minister had resigned in March following a vote of non-confidence, following protests over the deteriorating economic situation and the scandal surrounding the alleged mismanagement of funds from the PetroCaribe alliance.<sup>1</sup> An impeachment motion against President Moïse presented by opposition legislators in February 2019 was revived after the second instalment of the investigation into the PetroCaribe scandal had been made public in May. In August, the Chamber of Deputies voted not to impeach President Moïse.
10. The deadlock in efforts to confirm a new Government significantly affected the functioning of Parliament, impeding the adoption of important laws, including the 2018–2019 budget law and the electoral law. Both laws were essential for the holding of legislative elections in October 2019. The failure to confirm a new Government has led donors, such as the International Monetary Fund, to put financial support to Haiti on hold. With legislative elections unlikely to take place in 2019, Parliament is poised to be rendered non-functional in January 2020, when the term in office of all the members of the Lower Chamber and part of the Senate is due to expire. The capacity of President Moïse to navigate a polarized political environment will be further tested because he will have to build consensus around a national dialogue and elections, while constitutionally required to govern by decree.
11. The year 2018 saw a marked deterioration in the macroeconomic situation, which was aggravated by violent protests resulting from an attempt in July to increase fuel prices and by the lingering instability that has since gripped the country. Gross domestic product growth, estimated at 1.5 per cent for 2018, is projected to be 0.4 per cent in 2019, while the national currency, the gourde, continued to depreciate against the United States dollar. The ongoing slowdown in agricultural production will have adverse effects on food security and overall poverty levels, with a disproportionate impact on women, who represent 47 per cent of household heads nationwide. An estimated 2.6 million Haitians are facing severe food insecurity in 2019, of whom 571,000 require emergency assistance.
12. The protracted political crisis and the deteriorating economic situation have contributed to an increase in violence and criminality. In 2018 and 2019, the persistent risks associated with civil unrest and gang violence rendered the security situation in communities volatile, in particular in the most marginalized and densely populated areas of the capital, Port-au-Prince, and in Artibonite

<sup>1</sup> An oil alliance of Caribbean and Central American States with the Bolivarian Republic of Venezuela, whereby Member States acquire oil under preferential financing conditions.

Department. Urban and criminal gangs, some connected to political factions, and social unrest were manipulated to undermine political dialogue initiatives and to stall economic reforms.

13. The number of reported homicides during the first five months of 2019 doubled, compared with 2018 (523 cases, compared with 274 during the same period). There has also been an upsurge in gang activity since February 2019, with a marked increase in gang-on-gang violence in the poorest and most densely populated neighbourhoods of Port-au-Prince, such as Cité Soleil and La Saline, and in Artibonite. In November 2018, five armed gangs conducted an attack on residents of La Saline, who were allegedly targeted for their supposed affiliation with rival armed gangs. The attack resulted in the killing of at least 26 people and other serious acts of violence, including two cases of gang rape.
14. Despite being among the Caribbean countries with the lowest rate of reported crimes, the perceived rise in criminal and gang activity in Haiti has negatively affected already fragile livelihoods and reduced opportunities to escape from poverty, requiring intensified United Nations country team development activities at a time of growing challenges to mobilize resources to fund them. Some of the urban gangs have extended their foothold outside Port-au-Prince, notably in Artibonite, which is also the country's main rice-growing area. The trend worsened following the violent protests in the second half of 2018 and February 2019. The deterioration of the socioeconomic situation, associated with gang violence and political instability, had a disproportionate impact on women and a negative impact on the rate of migration from Haiti. The proliferation of small arms and light weapons among the civilian population and non-State actors remains a serious concern from a protection perspective. Haitian migration follows routes used by criminal networks and human trafficking rings, increasing the vulnerability of women and girls to sexual violence and exploitation.
15. Notwithstanding its increased operational capacity, the Haitian National Police regularly finds itself ill equipped to intervene during confrontations in disenfranchised neighbourhoods of Port-au-Prince, such as Cité Soleil and La Saline. On 13 and 14 November 2018, five armed gangs conducted an attack on residents of La Saline, who were allegedly targeted for their supposed affiliation with rival gangs. Nominal progress has been made in addressing human rights abuses and violations resulting from violence committed by gangs and State actors. To date, the attacks in La Saline have led to few arrests. Gang-related activities prevented the local population from having access to basic services and essential needs. In the context of overcrowded prisons, the administration of detainees who await trial or are convicted for gang violence requires differentiated approaches in prison management and oversight.

### **Strategy and external factors for 2020**

16. As mandated by the Security Council, the Office will work closely with the United Nations country team to address the priorities of Haiti for the achievement of the Sustainable Development Goals.
17. Through joint thematic teams with United Nations agencies, funds and programmes, the Office will assist the Government in addressing the root causes that have led to violence and conflict. Joint prevention efforts will focus on the promotion of inclusive and sustainable development to overcome fragilities and to address the needs of the population, namely, economic development and poverty eradication, gender equality, social cohesion, resilience-building and the generation of opportunities for young people.
18. The Office will provide good offices and play an advisory and advocacy role at the political level. These efforts will be aimed at assisting Haiti in capitalizing on progress made towards peace and stability over the years and fostering an enabling environment for the programmatic and technical assistance delivered by the United Nations country team. The Office will support and advocate political solutions and consensus on reforms towards the sustainment of stability and development.
19. The Office and the United Nations country team will function as a team to provide a comprehensive response that contributes directly to the achievement of the Office's planned results and that enables long-term development. As stipulated in resolution [2476 \(2019\)](#), the Office and the United Nations

country team will implement an integrated strategic framework, as well as a comprehensive resource mobilization strategy. Coordination structures will be established to ensure their close collaboration and an effective United Nations response, while preserving the necessary independence of their relevant mandates. The leadership of the Office and of the United Nations country team will be the core components of the United Nations senior management team in Haiti, headed by the Special Representative of the Secretary-General.

20. As an integrated team, the Office and the United Nations country team will function in a complementary manner in pursuing cross-cutting priorities. They will establish joint teams to address gang violence, community violence reduction, justice and elections. The modalities of coordination will include the joint analysis of issues affecting their work in Haiti, for a joint delivery of mandated activities. The coordination mechanisms will be aimed at scaling up the programmatic efforts of the agencies, funds and programmes, technical assistance in the areas of the disarmament, demobilization and reintegration of gang members, community violence reduction, justice, police and corrections, human rights and elections. Technical and programmatic support by the country team in the areas of community violence reduction, disarmament, election security and justice will be delivered with initial funding from the Peacebuilding Fund.
21. The Office will establish an integrated disarmament, demobilization and reintegration/community violence reduction leadership team led by the head of the Political and Good Governance Service, which will include the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and the police commissioner as standing members, and the head of the Human Rights Service when necessary. Under the overall direction of the Special Representative of the Secretary-General, the team will jointly oversee, plan and provide strategic direction to the disarmament, demobilization and reintegration/community violence reduction team, which functionally will report to, and be managed by, the head of the Political and Good Governance Service.
22. A joint strategic planning workshop of the United Nations country team, the Office's advance team and the United Nations Mission for Justice Support in Haiti (MINJUSTH) was held from 3 to 5 September 2019 to develop a common vision for the United Nations, to agree on benchmarks to track progress towards the mandate for the Security Council's consideration and to define the coordination mechanisms and working arrangements between the Office and the United Nations country team. Strong cooperation and coordination of the United Nations system with bilateral partners, regional organizations and international financial institutions, which continue to provide considerable programmatic support and resources to the development of security and rule of law in Haiti, would enhance coherence in international engagement, in addition to ensuring the adequate allocation of resources provided by donors.
23. With regard to sexual exploitation and abuse by United Nations personnel and the Organization's approach to cholera in Haiti, the Office will support a singular team, strategic response in coordination with relevant United Nations system actors.
24. With regard to external factors, the overall plan for 2020 is based on a number of planning assumptions, including:
  - (a) The polarization of the political climate is poised to continue and undermine concrete initiatives to advance political, legal and economic reforms;
  - (b) The security situation remains relatively stable, and any incidents, expected to affect, in particular, the Port-au-Prince metropolitan area are addressed satisfactorily by national security institutions;
  - (c) The international community is engaged, and resources from donors are available to support the work of the United Nations country team;
  - (d) The impact of natural hazards on Haiti, including hurricanes and earthquakes, remains limited.

25. The Office will integrate a gender perspective in its operational activities, deliverables and results, as appropriate. Gender mainstreaming will be a cross-cutting issue throughout the Office to ensure the full and effective participation, involvement and representation of women at all levels. This would be reflected in the deployment of senior-level gender expertise to strengthen capacity in executing the mandate in a gender-responsive manner and through the exercise of good offices functions, in coordination with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to help the Government of Haiti to operationalize its gender commitments.
26. With regard to cooperation with other entities, the Office will maintain close and sustained collaboration, coordination and information-sharing with national and international partners operating in Haiti in order to prevent the duplication of efforts and to maximize the leveraging of existing resources. It will build on existing bilateral, multilateral and regional partnerships and will work with regional organizations, such as the Organization of American States and the Caribbean Community, to ensure a coordinated approach. Together with its partners, and in close collaboration with the United Nations country team, the Office will promote broadly consulted, effective and timely action to address risks and challenges, drawing on the responsibilities and comparative advantage of each partner and maximizing the leveraging of existing resources. Partnership frameworks with international financial institutions will be further strengthened to better address the nexus between peace and security and development in Haiti.

## A. Proposed programme plan for 2020



### 1. Objective

27. The objective, to which the Office contributes, is to strengthen political stability and good governance, including the rule of law; advance a peaceful and stable environment; and protect and promote human rights and strengthen gender equality.

### 2. Alignment with the Sustainable Development Goals

28. The objective is aligned with Sustainable Development Goal 5, which is to achieve gender equality and empower all women and girls. Progress towards the attainment of the objective will help to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
29. The objective is also aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to significantly reduce all forms of violence and related death rates; promote the rule of law and ensure equal access to justice for all; develop effective, accountable and transparent institutions at all levels; ensure responsive, inclusive, participatory and representative decision-making at all levels; strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime; and to promote and enforce non-discriminatory laws and policies for sustainable development.

### 3. Highlighted planned results for 2020

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#### **Enhanced consensus-building and cooperation among State institutions to address causes of instability and inequality in Haiti**

In 2018 and 2019, governance has grown increasingly challenging, which has had an impact on efforts to enable responsive, inclusive, participatory and representative decision-making to set Haiti on a path to consolidating stability and sustaining peace and development.

For 2020, the Office will support efforts to build political consensus on the country's priorities. Through its good offices role, the Office will engage in persuading and convening a range of stakeholders to address the issues driving instability and inequality in Haiti and to promote inclusive economic growth, sustainable development, social cohesion and disaster resilience, in line with the country's priorities. The Office will support electoral reform efforts and offer advisory expertise on key enabling factors requiring agreement between the Government and Parliament, such as the electoral budget, the electoral law (or decree) and the composition of the electoral council. The Office will advise decision-makers on how to integrate gender perspectives into their work and will engage with women interlocutors in the public and private sectors to reinforce their contributions to conflict prevention and peacebuilding solutions. As United Nations support for enhancing the functioning and independence of the justice sector makes the transition from a focus on peace and security to sustainable development, ongoing challenges faced since a peacekeeping mission was deployed to Haiti will be addressed through technical and programmatic support by the United Nations country team, with initial seed funding from the Peacebuilding Fund. The mandate of the Office provides an opportunity, in keeping with Sustainable Development Goal 16, to address

impediments to functioning relations between the legislature and the executive branch of the Government. Action and deliverables will include (a) good offices at the political level to find areas of common ground among key stakeholders in Government, the opposition and civil society; (b) furthering inclusive and comprehensive inter-Haitian dialogue to foster consensus on official appointees of the Government; and (c) the provision of advice to national counterparts to undertake reforms in order to clarify and simplify institutional frameworks, synchronize the length of terms of office of elected State officials and align (or adjust) the electoral calendar accordingly.

#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is increased political stability and good governance, including strengthened consensus-building and cooperation between the executive and legislative branches, and to creating a political environment conducive to advancing political and structural reform priorities. They will also result in clearer responsibility, accountability and a gender perspective in decision-making and policy implementation.

Evidence of the result, if achieved, will include tangible progress in electoral reform efforts requiring cooperation between the executive and legislative branches, such as the adoption of an electoral budget, an electoral law or decree and the composition of the electoral council, as well as the timely appointment of senior civil servants at State institutions following parliamentary approval or consultation, as applicable. The Office has systematized its engagement with women's groups in building consensus on conflict prevention and peacebuilding efforts, and decision-making processes of State institutions have a higher participation of women.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

#### *Performance measures*

2018	2019	2020
	Disruptions in governance due to a political crisis and a lack of responsive, inclusive, participatory and representative decision-making	Improved governance continuity, with increased participation of women in conflict prevention and peacebuilding efforts, leading to more responsive, inclusive, participatory and representative decision-making

#### **Enhanced protection of women, communities and livelihoods through reversing the surge in gang violence**

For 2020, the Office, in partnership with the United Nations country team, will develop an inclusive approach to reducing community and gang violence. Key elements of its approach will be stronger links with affected communities and the reinforced capacity of the Haitian National Police to respond to gang violence, including sexual and gender-based violence, and maintain public order, and support institutions in developing a national strategy focused on three outcomes: (a) an operational framework for comprehensive programmes on community violence reduction, disarmament, demobilization and reintegration and weapons and ammunition management; (b) effective community policing and other forms of community dialogue and outreach; and (c) strengthened analytical and operational capacity of the Haitian National Police to address threats posed by armed gangs. The Office and the United Nations country team will establish a high-level strategic policy group to translate the priorities identified with government, political and private sector actors and international partners into concrete action to address gang violence.

Associated deliverables consist of good offices and advisory support for the recently re-established National Commission for Disarmament, Dismantlement and Reintegration to implement the national strategy and the legislative reform needed to address gang violence and related sexual and gender-based violence. The Office will foster coordination among line ministries, State services, the Haitian National Police and the Directorate of Prison Administration. Through political advocacy, it will support and leverage the engagement of the United Nations

country team, international and national financial institutions and bilateral partners to scale up efforts regarding disarmament, demobilization and rehabilitation and community violence reduction, as well as socioeconomic programmes in gang-affected areas. Lastly, it will advise and support the Haitian National Police, the General Inspectorate and the Directorate of Prison Administration in their efforts to reduce violations and increase oversight and accountability relating to human rights abuses and violations, arbitrary arrest and detention and gender-based violence. The Office, through technical assistance and good offices, will help to strengthen the capacities and independence of the Office for the Protection of Citizens and civil society to promote and protect human rights in communities affected by gang violence.

#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is the strengthening of the strategic and operational capacity of national stakeholders, including the National Commission for Disarmament, Dismantlement and Reintegration, the Haitian National Police and the Directorate of Prison Administration to effectively prevent and address gang and gender-based violence.

Evidence of the result, if achieved, will include the promulgation of a comprehensive law on arms control in line with international standards and regional instruments; the development of a national strategy to address gang violence, including provisions on community violence reduction and weapons and ammunition management; and a drop in the number of people affected by gang and gender-based violence in hotspot communities, which will be facilitated through strategic and operational interventions of a fully functioning National Commission for Disarmament, Dismantlement and Reintegration in close coordination with other relevant national and international stakeholders.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

#### *Performance measures*

2018	2019	2020
Absence of a functioning National Commission for Disarmament, Dismantlement and Reintegration	The National Commission is reactivated by the Government	A comprehensive law on arms control is promulgated, a national strategy to address gang violence is adopted, the number of people affected by gang violence in hotspot communities is reduced and the Government provides the National Commission with adequate logistic and financial resources to be fully operational

### **Effective, inclusive and accountable institutions contribute to consolidating stability and enabling a protective environment**

For 2020, the Office's mandate provides an opportunity to strategically support national authorities in devising durable solutions to Haiti's immediate and long-term issues, through the development of effective, accountable and transparent institutions that lead to enhanced access to justice and social services for all. Concretely, action and deliverables will include good offices to support the establishment of an electoral council with no less than 30 per cent women representation; consultative, advisory and advocacy support for justice reform efforts through programmatic and technical assistance by the United Nations country team; engagement with the Haitian National Police to reinforce their strategic planning capacities for election security and law enforcement, and increase the percentage of women police officers; priority attention given by United Nations police and correction advisers, some of them co-located with national counterparts, on the prevention of electoral violence, in particular against women, and of the use by police of excessive force; and efforts to prevent community-based electoral violence and to promote women-led early warning mechanisms linked up with the Haitian National Police. The Office's action

in these areas will draw on integrated efforts with the United Nations country team and international partners. Through joint thematic teams with other United Nations entities, the Office will help to address factors inhibiting the participation of women in politics and foster an environment of non-discrimination.

#### *Result and evidence*

The planned deliverables are expected to contribute to the result, which is progress in the development of effective, accountable and transparent key national institutions in Haiti and a reduction in impunity for human rights abuses and violations, leading to an enhanced protective environment for the population.

Evidence of the result, if achieved, will include increased rates of satisfaction among the population with service delivery by key national institutions.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

#### *Performance measures*

2018	2019	2020
	Low satisfaction among the population with public services offered by national institutions	Improved satisfaction among the population with their experience of public services, in view of the enhanced effectiveness, accountability and transparency of national institutions, and increased access of women to decision-making positions in key institutions

30. The Office will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

#### **4. Deliverables for the period 2018–2020**

31. Table 1 lists all deliverables, by category and subcategory, for the period 2018–2020 that would contribute to the attainment of the objective stated above.

Table 1

#### **Deliverables for the period 2018–2020, by category and subcategory**

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
<b>Quantified deliverables</b>				
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
Parliamentary documentation (number of documents)	–	–	–	3
Substantive services for meetings (number of three-hour meetings)	–	–	–	3
<b>B. Generation and transfer of knowledge</b>				
Seminars, workshops and training events (number of days)	–	–	–	32
Publications (number of publications)	–	–	–	2
Technical materials (number of materials)	–	–	–	11

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
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**Non-quantified deliverables****C. Substantive deliverables**

- Good offices
- Consultation, advice and advocacy
- Fact-finding, monitoring and investigation missions

**D. Communication deliverables**

- Outreach programmes, special events and information materials
- External and media relations
- Digital platforms and multimedia content

**B. Proposed post and non-post resource requirements for 2020**

32. Pursuant to resolution [2476 \(2019\)](#), the United Nations Integrated Office in Haiti will succeed MINUJUSTH, the last peacekeeping mission after two decades of peacekeeping operations in Haiti. In the same resolution, the Security Council stressed the need for a seamless, successful and responsible transition to the Office to ensure continuity. This was further to the Council's decision, in its resolution [2466 \(2019\)](#) to close MINUJUSTH on 15 October 2019, and its request that the Secretary-General initiate the necessary planning for an appropriate integrated United Nations system presence in Haiti, including a special political mission, beginning on 16 October 2019, with the capacity and expertise to coordinate the activities of United Nations agencies, funds and programmes, to cooperate with the donor community and to continue to support the efforts of the Government of Haiti in peace consolidation and long-term development after the withdrawal of MINUJUSTH.
33. Following the decision of the Security Council to establish the Office, an advance team composed of staff members with expertise in budget and finance, human resources, logistics and information technology, as well as staff members with expertise in each of the five substantive mandated activities of the Office (political affairs and good governance, human rights, community violence reduction, police and corrections) was established and deployed to Haiti in August 2019. The advance team undertook planning activities to ensure that the Office would become operational on 16 October 2019, thereby ensuring a seamless transition.
34. The planning activities included the overall finalization of the mission concept and related support and the police and security concept of operations. The advance team also began the recruitment process of members who would form the staffing establishment of the Office, should it be approved by the General Assembly. The advance team oversaw the logistical planning activities, including the search for facilities to host a headquarters for the Office. It also worked with substantive units of MINUJUSTH and the United Nations country team to plan for the transition of MINUJUSTH-mandated activities, when appropriate, including those relating to the expected continued programmatic and technical assistance role. As a result, it was anticipated that the Office would be fully operational at the inception of its mandate on 16 October 2019.
35. To provide the Office with adequate resources to begin to fulfil its mandate, including to meet requirements for the advance team, the Secretary-General approved, under the authority granted to him under paragraph 1 (a) of General Assembly resolution [72/264](#) on unforeseen and extraordinary expenses for the biennium 2018–2019, an amount of \$3,597,300 to cover estimated resource requirements for advance preparations to achieve a seamless transition to the Office and for mandated activities from 16 October to 31 December 2019.
36. On the basis of the recommendations of the Secretary-General on the operational details of the proposed mission, included in his letter to the President of the Security Council dated 13 May 2019

(S/2019/387), the Council requested that the Office be comprised of the following advisory units: a political and good governance unit with advisory capacity on good governance, justice, elections, constitutional reform and public sector accountability; a unit on gang violence, community violence reduction and weapons and munitions management; a police and corrections unit, including up to 30 civilian and seconded personnel to serve as police and corrections advisors and led by a United Nations police commissioner; a human rights unit; a security unit; a mission support unit; and public information, gender advisory, coordination and legal capacity, including a victims' rights advocate, within the office of the Special Representative of the Secretary-General.

37. In addition, the Security Council underscored the need for the Office and the United Nations country team to be fully integrated. The proposed staffing establishment of the Office takes into consideration the request of the Council with respect to operational requirements, including co-location when feasible, and adequate levels of programme management positions to ensure the full integration of the Office with the United Nations country team.
38. The Office will maintain a light footprint, operating mainly from Port-au-Prince, where its headquarters will be located. In line with the request of the Security Council for the Office and the United Nations country team in Haiti to become fully integrated, the Office and the United Nations country team will establish joint teams on electoral reform, judicial reform and disarmament, demobilization and reintegration and community violence reduction programmes. The joint teams will be co-located either on the Office's or the United Nations country team's premises in order to foster greater collaboration aimed at the coordinated delivery of their mandates.
39. Drawing on lessons learned from the mentorship and advisory programme initiated under MINUJUSTH, to the extent possible, senior civilian personnel, including the police commissioner, responsible for advising and mentoring their counterparts in the national police will be co-located with the Haitian National Police. United Nations police personnel and Government-provided correctional personnel will also be co-located with their counterparts in five locations throughout the regions in Haiti.
40. During the start-up phase of the Office, efforts are being made to leverage the existing infrastructure and assets of MINUJUSTH. The headquarters of the Office will be temporarily located in the logistical base that currently serves as the headquarters for MINUJUSTH, until an office building that meets United Nations facility standards and conforms to seismic safety standards, given the geological conditions in Haiti, is identified. Existing commercial contracts available to MINUJUSTH for goods and services that will be required by and suitable to the new mission will be transferred to the Office and scaled down, extended or otherwise modified, as needed. Furthermore, the proposed budget takes into consideration the current inventory of equipment, supplies and spare parts of MINUJUSTH that have been deemed suitable for transfer to the Office by the team that is currently undertaking liquidation activities at MINUJUSTH. Where applicable, the estimated requirements for contractual services are based upon the terms and conditions of existing contracts with MINUJUSTH.

## Resources requirements (regular budget)

Table 2  
Financial resources

(Thousands of United States dollars)

Category of expenditure	2019	2020	
	<i>Estimated expenditure<sup>a</sup> (16 October–31 December 2019) Inclusive of expenditure for the advance team</i>	Total requirements	Non-recurrent requirements
	(1)	(2)	(3)
United Nations police costs	127.4	800.2	–
Civilian personnel costs	2 868.4	13 673.7	–
Operational costs	596.8	5 921.3	660.4
<b>Total (net of staff assessment)</b>	<b>3 592.6</b>	<b>20 395.2</b>	<b>660.4</b>

<sup>a</sup> The amount of estimated expenditures corresponds to the estimated expenditure against an amount of \$3,597,300 funded under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 72/264 on unforeseen and extraordinary expenses for the biennium 2018–2019.

Table 3  
Positions

	Professional and higher categories							General Service and related categories		National staff				Total	
	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Subtotal	Field/ Security Services	General Service	Total inter- national	National Professional Officer	Local level		Total national
Office	1	1	5	7	19	9	1	43	18	–	61	21	28	49	110
Backstopping	–	–	–	1	1	–	–	2	–	2	4	–	–	–	4
<b>Total</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>8</b>	<b>20</b>	<b>9</b>	<b>1</b>	<b>45</b>	<b>18</b>	<b>2</b>	<b>65</b>	<b>21</b>	<b>28</b>	<b>49</b>	<b>114</b>

Abbreviation: ASG, Assistant Secretary-General.

41. The estimated expenditure of \$3,592,600 for 2019 relates to the Office's operations for the period from its inception to 31 December 2019, including requirements for the advance team deployed in mid-August 2019. The estimated expenditure will be incurred against the \$3.6 million approved under the authority granted to the Secretary-General for unforeseen and extraordinary expenses, which provide for personnel and operational costs for advance preparations for the establishment of the Office, as explained in paragraph 33 above. Appropriation for the amount used against the approved resources under the unforeseen and extraordinary expenses will be sought in the context of the second performance report for the biennium 2018–2019.
42. The estimated resource requirements for the Office for 2020 amount to \$20,395,200 (net of staff assessment) and provide for costs relating to United Nations police costs (\$800,200) for up to 13 United Nations police, civilian personnel costs (\$13,673,700) for the proposed establishment of 114 positions (1 Assistant Secretary-General, 1 D-2, 5 D-1, 8 P-5, 20 P-4, 9 P-3, 1 P-2, 18 Field Service, 2 General Service, 21 National Professional Officer and 28 Local level) and 2 Government-provided personnel; and operational costs (\$5,921,300). The estimated operational costs comprise consultants and consulting services (\$283,800); official travel (\$355,500); facilities and infrastructure (\$2,707,000); ground transportation (\$426,000); communications and information technology (\$1,596,700); medical (\$276,000); and other supplies, services and equipment (\$276,300).

43. To provide capacity to implement the mandate of the Office pursuant to Security Council resolution [2476 \(2019\)](#) and as outlined in paragraphs 1 and 2 above, it is proposed that 114 positions comprising 65 international and 49 national staff positions be established. The proposed staffing establishment of the Office comprises: (a) 80 positions for the substantive components organized around three pillars, namely, political and good governance, police and corrections, and human rights, in line with the mandated tasks of the Office; and (b) 34 positions for the mission support components organized around two pillars, namely, operations and resource management and service delivery and supply chain management. Civilian personnel will be supported by up to 13 United Nations police personnel and 2 Government-provided correctional officers. The proposed staffing establishment is commensurate with the magnitude of mandated activities and takes into consideration the integration of the Office with the United Nations country team, mandated by the Council.
44. Vacancy rates of 12.2 per cent for international staff, 12.5 per cent for Local level staff and 11.9 per cent for National Professional Officers have been applied to staff costs. A vacancy rate of 3.8 per cent has been applied to United Nations police costs and no vacancy rate was applied to Government-provided personnel costs. The proposed vacancy rates are based on the anticipated progress in the recruitment process, which began in mid-August when an advance team was deployed to Haiti. The proposed vacancy rates also take into consideration the ability of the Office to recruit from staff members currently deployed in MINUJUSTH and other staff members from missions that are downsizing or have closed in recent years.

#### **Extrabudgetary resources**

45. No extrabudgetary resources are projected for 2020 for the Office.

## **II. Action requested of the General Assembly**

46. **The General Assembly is requested:**
  - (a) **To approve the budget for the United Nations Integrated Office in Haiti for 2020 amounting to \$20,395,200 (net of staff assessment);**
  - (b) **To appropriate, under the procedures provided for in paragraph 11 of annex I to resolution [41/213](#), an amount of \$20,395,200 (net of staff assessment) under section 3, Political affairs, of the programme budget for 2020;**
  - (c) **To appropriate an amount of \$1,592,900 under section 36, Staff assessment, to be offset by a corresponding amount under income section 1, Income from staff assessment, of the programme budget for 2020.**