

# Executive Direction and Management

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The High Commissioner for Human Rights has a unique role as the chief advocate for human rights in the United Nations system and is a voice for victims around the world. This role is performed by maintaining a continuous dialogue with Member States and numerous stakeholders about the priorities and activities of the Office and addressing allegations of human rights violations and human rights challenges. The visibility and impact of the High Commissioner's lead role are ensured through participation in intergovernmental fora such as the Human Rights Council and the Security Council, public statements, speeches, opinion articles, country visits, high-level meetings and other key outreach activities. The High Commissioner, the Deputy High Commissioner and the New York-based Assistant Secretary-General for Human Rights are supported in their engagement with Member States, the media, civil society and UN system partners by four substantive divisions and seven organizational units within Executive Direction and Management (EDM): the

Executive Office (EO), the New York Office (NYO), the Policy, Planning, Monitoring and Evaluation Service (PPMES), the Programme Support and Management Services (PSMS), the External Outreach Service (EOS), the Safety and Security Section (SSS) and the Meetings and Documents Unit (MDU).

## Executive Office

### Background

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The High Commissioner for Human Rights continued global advocacy for the promotion and protection of human rights by encouraging concrete partnerships between relevant stakeholders, building on the Office's expertise, at headquarters and in the field, and working to bring alleged violations to the fore and seeking their prevention.



The High Commissioner speaking at the World Conference on Indigenous Peoples, September 2014.

The work of the EO took place in the context of crises, particularly in the Central African Republic, Iraq, Libya, Mali, Myanmar, the Sahel region, Somalia, South Sudan, Sudan, the Syrian Arab Republic and Ukraine. The High Commissioner closely followed the developments in the North Africa and Middle East region, where the need for a human rights-based approach in transition processes leading to genuine democracy and respect for the rule of law remains of key importance. In addition, efforts were undertaken to ensure a human rights-based approach was applied to counter-terrorism initiatives and in dealing with the Ebola crisis.

OHCHR's expertise and advocacy shaped global approaches to development at the inter-agency and intergovernmental levels. Throughout the year, the High Commissioner advocated for mainstreaming human rights within the UN system, including in its role as chair of the United Nations Development Group (UNDG) Human Rights Working Group.

The visibility of the High Commissioner's lead role was also maintained through a consistent output of public statements, speeches and opinion articles, as well as during field missions and other outreach activities.

In performing these functions, the High Commissioner is supported by a Front Office which ensures quality and consistency control of all materials prepared in-house, provides strategic advice on present and upcoming human rights and geopolitical issues and liaises with various parts of the Office (Geneva, New York and the field) regarding follow-up to decisions undertaken by the High Commissioner. The Front Office also works closely with the Executive Office of the Secretary-General and the wider UN system to ensure a mainstreamed approach to human rights. The Office regularly engages with Permanent Missions in Geneva, civil society, national human rights institutions (NHRIs) and experts from the human rights mechanisms.

In 2014, the High Commissioner, the Deputy High Commissioner and the Assistant Secretary-General for Human Rights undertook missions to Austria, Belgium, Bosnia and Herzegovina, Burundi, Cambodia, Canada, the Central African Republic, Ethiopia, Georgia, Germany, Guatemala, Iraq, Italy, Morocco, Nigeria, Norway, Republic of Moldova, Slovenia, South Sudan, Sweden, Togo, Ukraine and the United Kingdom.

## Results

### Enhancing equality and countering discrimination

- ▶ *Legislation, policies and practices increasingly comply with anti-discrimination and equality standards (EA 4)*

The High Commissioner exercised global leadership in supporting the rights of lesbian, gay, bisexual, transgender and intersex (LGBTI) persons through the Free & Equal campaign, which reached more than one billion people over the past year and received an award for its achievements at the World Pride 2014 in Toronto. The High Commissioner advocated with senior State officials to refrain from adopting discriminatory legislation and called for more concerted action at the global level to address violence and discrimination. As a result, the Office was recognized as a LGBTI Friend of the Year by the International Lesbian, Gay, Bisexual, Trans and Intersex Association.

### Early warning and protection of human rights in situations of conflict, violence and insecurity

- ▶ *Increased responsiveness of the international community to potential, emerging or existing human rights crisis situations, with human rights protection as an integral element of this response (EA 10)*

Following the proactive engagement of the Office and the deployment of a human rights monitoring mission, eight reports of the High Commissioner on the situation in Ukraine were published in 2014. Intergovernmental mechanisms, such as the Organization for Security and Co-operation in Europe (OSCE) and the Council of Europe (CoE), used these reports to shape their response to the situation.

The High Commissioner, in person or through representatives, regularly addressed the Human Rights Council (HRC) and the Security Council on critical situations. In 2014, briefings were conducted on the following country situations: Burundi, the Central African Republic, the Democratic People's Republic of Korea (DPRK), Iraq, Libya, South Sudan, the Syrian Arab Republic and Ukraine, as well as on thematic issues such as the protection of civilians and conflict prevention. During the briefings on the situation in a number of countries, the High Commissioner called for the referral of violations of human rights to the International Criminal Court.

The High Commissioner's call for accountability in Sri Lanka led the HRC to adopt a resolution in March requesting that OHCHR conduct a comprehensive investigation of serious violations

of international humanitarian law and human rights law in Sri Lanka.

In cooperation with the Executive Office of the Secretary-General, DPA and UNDP, the High Commissioner and his Office supported the Human Rights Up Front (HRUF) initiative, with a particular emphasis on the development of policies for engagement, including on Eritrea and Nigeria.

In August, at the High Commissioner's suggestion, the Secretary-General adopted a UN system-wide policy in relation to the Universal Periodic Review (UPR) follow-up and implementation of recommendations issued by the human rights mechanisms. On the ground, the UN system began implementing the policy in the second half of 2014 following two sessions of the Working Group on the UPR.

## Global Management Outputs

### **OHCHR strategic decisions are implemented in a timely manner (GMO 1)**

- ▶ The Deputy High Commissioner continued to support efforts to implement results-based management (RBM) principles across the Office.

### **Organizational work processes and structures are aligned for increased efficiency (GMO 2)**

- ▶ The High Commissioner and the Deputy regularly sent all-staff messages on internal policy issues and key human rights issues and held all-staff meetings. They also chaired the meetings of the internal Senior Management Team (SMT) and the Programme Budget and Review Board (PBRB). The Front Office ensured that briefing materials submitted to the High Commissioner and the Deputy covered all relevant areas on which the Office works, and ensured effective and timely coordination across the UN system.
- ▶ The Office adopted a records management policy and held relevant trainings and briefing sessions for staff. It also began preparations for the implementation of Umoja.

### **A gender perspective is effectively integrated into all OHCHR policies, programmes and relevant processes (GMO 3)**

- ▶ The High Commissioner and the Deputy ensured the integration of a gender perspective in their work. Specifically, the Deputy High Commissioner ensured that the composition of interview panels in OHCHR respected gender policies.



The Deputy High Commissioner speaks to community members while visiting a resettlement site in Oudong, Cambodia, May 2014.

### **Increased effectiveness in supporting human rights mechanisms (GMO 4)**

- ▶ The High Commissioner and the Deputy took steps to increase the visibility of human rights mechanisms by promoting their added value for the promotion and protection of human rights. The High Commissioner's advocacy efforts led to the adoption of the General Assembly's resolution on the strengthening of the human rights treaty body system (A/RES/68/268). In their meetings with delegations (Member States, civil society and UN partners), the High Commissioner and the Deputy raised the importance of engaging with all human rights mechanisms and following up on their recommendations.

### **Increased effectiveness in supporting field operations (GMO 5)**

- ▶ The High Commissioner and the Deputy supported the work of OHCHR in the field by visiting nine countries where OHCHR has a field presence. They also consistently emphasized the importance of country engagement with delegations, civil society and UN partners. Furthermore, due to the efforts of the UNDG Human Rights Working Group, operating under the joint leadership of the Deputy High Commissioner and the UNDP Assistant Administrator, 10 human rights advisers were deployed to various countries in 2014.

### **Improved awareness and understanding of and support to OHCHR's mission and programme by Member States and other stakeholders (GMO 7)**

- ▶ The High Commissioner and the Deputy interacted with Member States and other stakeholders through bilateral and collective meetings to promote their increased awareness and understanding of OHCHR's mission and programmes and garner support for the work of



the Office. The meetings were held with Member States in Geneva and New York, regional and cross-regional groups, NGO coalitions in Geneva and New York and with NHRIs.

### **Efficient management of human and financial resources (GMO 8)**

- ▶ The High Commissioner and the Deputy oversaw a prioritization exercise undertaken by the PBRB at the end of 2014 in order to align the Office's 2015 budget with the expected income.

## New York Office

### Background

The New York Office represents OHCHR in New York and is headed by an Assistant Secretary-General for Human Rights. It comprises two sections which are dedicated to geographic, peace and security and global thematic issues, respectively, with cross-cutting intergovernmental and public information and outreach functions. The Office's principal objective is to integrate a human rights perspective into discussions and decisions made at UN Headquarters by engaging with other UN agencies and departments, Member States, civil society organizations, academic institutions and the media. The Office leads OHCHR's engagement on human rights, sexual orientation and gender identity issues, including by coordinating the Free & Equal Campaign. The Office also leads OHCHR's engagement with the peacebuilding architecture and co-leads on issues related to the death penalty.

The NYO works closely with UN departments and agencies to inform and assist in the development of Secretariat and system-wide policies. It also provides direct support on human rights-related matters to the Secretary-General and his Office. In close liaison with OHCHR headquarters in Geneva, the NYO ensures the Office is actively engaged in the effective integration of human rights in the decision-making and operational activities of the intergovernmental and inter-agency bodies and of the mechanisms based at UN Headquarters in New York. OHCHR's heightened profile in New York led to a greater number of important exchanges in the context of Security Council discussions and high-level meetings held during the sessions of the General Assembly. This profile also resulted in greater attention being paid to the High Commissioner's annual interactive dialogue with Member States in the Third Committee.

The NYO facilitates the interactions of the relevant treaty body experts and special procedures mandate-holders in New York and supports OHCHR's outreach and communication initiatives through the planning, design and delivery of relevant activities such as briefings, side events, expert group meetings and the dissemination of materials and publications.

## Results

### **Enhancing equality and countering discrimination**

- ▶ *Legislation, policies and practices increasingly comply with anti-discrimination and equality standards (EA 4)*

The High Commissioner and the Secretary-General undertook high-level advocacy to urge States to do more to fulfil their obligations to address violence and discrimination against LGBTI persons. In particular, they advocated against the adoption and for the repeal of legislation that broadens criminal sanctions for same-sex relations and criminalizes the actions of human rights defenders working on the rights of LGBTI persons.

In the course of the year, the Free & Equal campaign reached more than one billion people and attracted high-profile support from celebrities and public figures in all regions of the world.

The video, *The Welcome*, launched in Mumbai, is one of the UN's most widely watched human rights videos with over two million online views and many more through television broadcasts.

In addition, Free & Equal campaign events took place at the national level in Brazil, Cambodia, Chile, Colombia, Ecuador, El Salvador, Honduras, India, Mexico, Paraguay and Peru, contributing to an increased understanding among national and local authorities, civil society organizations, NHRIs and the media regarding key human rights norms relevant to eliminating discrimination against LGBTI persons. The Office also provided analysis and advocacy materials for United Nations Country Teams (UNCTs) and issued press releases, media briefing notes, statements, feature stories, op-eds and online blogs on LGBTI-related human rights issues.

### **Combating impunity and strengthening accountability and the rule of law**

- ▶ *Counter-terrorism legal frameworks, policies, strategies and institutions increasingly aligned with international human rights norms and standards (EA 1)*

The Office actively engaged in the United Nations Counter-Terrorism Implementation Task Force (CTITF) to promote the mainstreaming of

human rights in its work. OHCHR co-chaired the CTITF Working Group on Promoting and Protecting Human Rights and the Rule of Law while Countering Terrorism. In 2014, the CTITF Working Group implemented its project on human rights capacity-building for law enforcement officials involved in counter-terrorism. Human rights training modules were developed on international legal and policy frameworks, special investigation techniques, detention, the use of force, interviewing techniques, countering violent extremism and community-oriented policing, all of which specifically focused on the counter-terrorism context. Nine Member States expressed interest in receiving training under the project and the first training is envisaged for early 2015 in Nigeria. Moreover, with the assistance of OHCHR, the Working Group published a series of reference guides to provide guidance for national action on human rights-compliant counter-terrorism measures, including on detention, conformity of national legislation and the right to a fair trial in the context of countering terrorism.

- ▶ *Increased number of States that have abolished the death penalty and/or, pending abolition, increasingly comply with relevant international human rights obligations (EA 1)*

The number of Member States supporting General Assembly resolution 62/149 on a moratorium on the use of the death penalty increased from 111 in 2012 to 117 in 2014. Throughout the year, the NYO maintained its advocacy campaign in support of a global moratorium on the use of the death penalty with a view to it being abolished. For instance, in preparation for the General Assembly's vote in 2014, the NYO organized a series of events for Member States to explore the human rights dimensions of the application of the death penalty. To do so, it drew on the experiences of senior government officials, academics and NGOs from various regions related to the outright abolition of the death penalty or the imposition of a moratorium. The discussions at these events formed the basis for an OHCHR publication, entitled *Moving Away from the Death Penalty: Arguments, Trends and Perspectives*.

### **Integrating human rights in development and in the economic sphere**

- ▶ *Human rights are integrated in the formulation of and follow-up to the post-2015 development agenda (EA 10)*

In close collaboration with OHCHR headquarters, the NYO provided substantive contributions

on integrating human rights into the post-2015 development agenda through the United Nations Technical Support Team and by supporting the intergovernmental Open Working Group on Sustainable Development Goals (OWG SDGs). The Outcome Document of the Working Group, adopted by the General Assembly, represents a significant improvement over the less human rights-sensitive framework of the Millennium Development Goals. In particular, the preamble reaffirms a commitment to be guided by the purposes and principles of the UN, including human rights principles.

The NYO represented OHCHR in multi-stakeholder discussions and dialogue on data and accountability for the post-2015 development agenda. It also facilitated the High Commissioner's participation in a high-level interactive dialogue hosted by the President of the General Assembly in May. The dialogue recognized the need to align the post-2015 accountability framework with human rights norms and standards. Moreover, as a result of the Office's advocacy, the report of the independent expert group on the data revolution reaffirmed the importance of the human rights perspective to collecting, analyzing and using data for greater accountability and to maximize its impact in implementation.

The NYO continued to represent OHCHR in its engagement with the new Economic and Social Council (ECOSOC) and contributed to the inclusion of a human rights perspective in its vision and work.

### **Early warning and protection of human rights in situations of conflict, violence and insecurity**

- ▶ *Mechanisms and initiatives are adopted to increase human rights protection in contexts of conflict, violence and insecurity (EA 3)*

Through its cooperation with the Team of Experts on the Rule of Law and Sexual Violence in Conflict, established under Security Council resolution 1888, the NYO facilitated the inclusion of a human rights perspective in response to conflict-related sexual violence in justice processes at the national level, including in Colombia, Côte d'Ivoire, the Democratic Republic of the Congo (DRC), Guinea, Liberia and Somalia. The NYO also supported justice reform initiatives in the Central African Republic and participated in joint missions to Guinea with the Global Focal Point for Police, Justice and Corrections Areas in the Rule of Law in Post-conflict and other Crisis Situations and to Liberia with UN Action against Sexual Violence in Conflict in order to bolster



The Assistant Secretary-General for Human Rights briefs the press after attending a Security Council meeting on the human rights situation in Ukraine, May 2014.

national efforts to strengthen the efficacy of the justice sector to address sexual violence. Input was provided in relation to draft legislation on sexual violence in Colombia and Somalia and to the United Kingdom's International Protocol on the Documentation and Investigation of Sexual Violence in Conflict.

- ▶ *Increased responsiveness of the international community to potential, emerging or existing human rights crisis situations, with human rights protection as an integral element of this response (EA 10)*

The Assistant Secretary-General's June visit to Burundi led to the increased awareness of the international community regarding the human rights situation in light of the upcoming elections. It also generated increased support for the re-establishment of an OHCHR Office following the December closure of the United Nations Office in Burundi. The NYO's sustained engagement with the peacebuilding architecture resulted in securing funds from the Peacebuilding Support Office for the OHCHR Office in Burundi. The Assistant Secretary-General's visit to South Sudan in January, supplemented by subsequent briefings to the Security Council, resulted in the increased awareness by the Council of the complex human rights situation in South Sudan and a call for the UN to identify accountability options for human rights violations that can be considered by the Council.

In the context of the HRUF initiative, OHCHR contributed to the development of a UN system-wide strategy for engagement with Eritrea and to the deployment of a team to Nigeria in advance of the elections.

The NYO engaged with Security Council Member States to ensure the strengthening of human rights mandates of peace missions, including that of the United Nations Support Mission in Libya. The Office succeeded in integrating important human rights considerations, such as the application of the human rights screening policy, in a UN system-wide lessons learned exercise on the transition from African Union peace operations to UN peacekeeping operations in the Central African Republic and Mali. The Office supported the briefings to the Security Council by the Commission of Inquiry on the Syrian Arab Republic, which ensured that the conflict remained high on the Security Council's agenda.

- ▶ *The protection of human rights is an integral part of the international community's preparedness, response and recovery efforts in the context of humanitarian crises and is effectively integrated in the mandates, policies and actions of United Nations peacekeeping operations and special political missions (EA 11)*

The Office continued to contribute to the work of the Security Council's Informal Expert Group on the Protection of Civilians which informs the Security Council about the implementation status of the protection of civilian mandates of missions. The Office made specific human rights contributions to inter-agency processes working to develop country-specific crisis scenarios and strategies for the protection of civilians. The Office contributed to different inter-agency task forces (particularly on the Central African Republic, Iraq, Mali, Myanmar, Nigeria, South Sudan, the State of Palestine, Syria and in the context of Western Sahara) ensuring increased awareness of participating departments about relevant human rights issues.

- ▶ *Increased integration of human rights standards and principles into the UN's security policies and programmes, including the implementation of the Human Rights Due Diligence Policy on UN support to non-UN security forces (EA 11)*
- OHCHR and DPKO co-chaired the Joint Task Force on the Human Rights Due Diligence Policy which advocated for a systematic inclusion of references to the Policy in Security Council resolutions. The Office also advocated for the implementation of the Policy in Somalia through the provision of inputs to the UN Assistance Mission in Somalia, which contributed to the operational application of the Policy on the ground.

## Global Management Outputs

### **A gender perspective is effectively integrated into all OHCHR policies, programmes and relevant processes (GMO 3)**

- ▶ The NYO-based Gender Adviser assisted UN partners in drafting a memo to the Senior Executive Board concerning the coordination of women's rights and gender equality matters within the UN system and ensuring the inclusion of these issues on the post-2015 development agenda.

### **Increased effectiveness in supporting human rights mechanisms (GMO 4)**

- ▶ The Office participated in informal consultations on draft resolutions during the 69th session of the General Assembly and engaged with Member States to ensure coherence and consistency in the language of resolutions. A total of 43 resolutions on human rights were adopted, reflecting language consistent with HRC resolutions and recommendations issued by the human rights mechanisms.
- ▶ Along with colleagues from Geneva, the NYO provided technical and substantive assistance to the intergovernmental process related to the human rights treaty body strengthening exercises. This was done by participating in two informal consultations with Member States in January and February, at a meeting of the Chairpersons of the Human Rights Treaty Bodies in Washington D.C. and at meetings with Member States not represented in Geneva that were held in order to explain the benefits of the treaty body strengthening process. The advocacy with Member States was undertaken to bridge the differences between regional group positions and resulted in the adoption by consensus of the comprehensive General Assembly resolution 68/268.
- ▶ The Office closely followed the intergovernmental negotiations related to modalities of participation in the follow-up to the General Assembly resolution on the World Conference on Indigenous Peoples and strongly advocated for the inclusion and participation of indigenous peoples in the process. The Office also played a key role in facilitating the participation and contribution of the relevant human rights mechanisms working on issues related to indigenous peoples. As a result, the World Conference Outcome Document reaffirmed the UN Declaration on the Rights of Indigenous Peoples; called for the ratification of ILO Convention No. 169; invited the HRC to review the mandate of the Expert Mechanism on the Rights of Indigenous Peoples; requested the Secretary-General to develop a system-wide action

plan on indigenous peoples; and committed itself to consider, at its 70th session, ways to enable the participation of indigenous peoples' representatives and institutions at meetings of relevant UN bodies on issues affecting them.

- ▶ UN human rights mechanisms extensively addressed the human rights situation of LGBTI persons. Special procedures mandate-holders addressed violations through 11 urgent appeals and allegation letters as well as thematic reports, country visits and a landmark public statement that was jointly issued with regional human rights mechanisms to mark the International Day against Homophobia and Transphobia on 17 May. Treaty bodies also addressed violations in their concluding observations and general comments such as General Comment No. 35 of the Human Rights Committee on Article 9 (liberty and security of person) and General Recommendation No. 32 of the Committee on the Elimination of Discrimination against Women on the gender-related dimensions of refugee status, asylum, nationality and statelessness of women. OHCHR supported these efforts by raising awareness about the human rights mechanisms among LGBTI persons and organizations and providing expert guidance and analysis to human rights mechanisms on the human rights situation of LGBTI persons.

### **Increased effectiveness in supporting field operations (GMO 5)**

- ▶ The Office ensured an improved and timely information flow between Geneva, New York and the field, especially regarding country-specific situations on the agenda of New York-based bodies.
- ▶ OHCHR and UN field presences increasingly addressed the human rights situation of LGBTI persons at the national level through advocacy, awareness-raising activities and by responding to incidents of violence, arrests and discrimination. The NYO supported this process by providing policy guidance, research, legal analysis, materials and assistance with advocacy and awareness-raising activities.

### **Improved awareness and understanding of and support to OHCHR's mission and programme by Member States and other stakeholders (GMO 7)**

- ▶ In collaboration with Geneva, the NYO provided technical and substantive support to experts in the context of the intergovernmental negotiations on OHCHR's Strategic Framework. The Office organized bilateral meetings with a number of Member States and provided information and clarification on language elements behind the proposed Strategic Framework, which Member States adopted by consensus.



- ▶ In collaboration with UNITAR, the NYO conducted its annual two-day training workshop for new delegates on OHCHR's work and human rights in the intergovernmental processes in New York.
- ▶ The Assistant Secretary-General instituted background briefings for journalists in advance of and/or following his country missions, as well as on topical human rights issues.
- ▶ Several public information events with a wide range of participants were organized during the year, including the celebration of Human Rights Day 2014, as well as the launch of OHCHR's Recommended Principles and Guidelines on Human Rights at International Borders with a focus on migration and human rights. In addition, the Office delivered 54 briefings to students, academic institutions, civil society organizations, visiting delegations and NGOs, at their request, either on country specific or thematic human rights issues and the work of the Office in general.

## External Outreach Service

### Background

The External Outreach Service is composed of three sections: the Civil Society Section, the Communications Section and the Donor and External Relations Section (DEXREL).

Civil society actors play a pivotal role in advancing the human rights agenda at the local, national and global levels, by contributing expertise, awareness-raising and monitoring and reporting on human rights issues and violations. These actors are frequently among the first to sound the alarm about emerging human rights crises, are essential to developing new and targeted human rights standards, mechanisms and institutions and can mobilize resources and public support for human rights issues. The participation of civil society effectively underpins the work of the UN human rights machinery. OHCHR's Civil Society Section works to inform and educate civil society actors about international human rights standards and the UN human rights programme by developing and sharing user-friendly tools and guidance; encourages civil society engagement with OHCHR and the human rights mechanisms while also addressing hurdles to participation; and works with partners to protect and expand the space for civil society to carry out its human rights work. In addition to providing policy advice to the High Commissioner and OHCHR colleagues about working with civil

society, the Section works collaboratively to assist in monitoring trends and developments relating to civil society worldwide.

The Communications Section develops and implements strategies for public information outreach to a broad constituency about the work of OHCHR. This helps the High Commissioner and the Office to draw attention to critical human rights situations, advocate for the support of human rights standards and inform rights-holders about their human rights. The main functions of the Communications Section include the development and distribution of public information campaigns; the production of print, audio-visual and online materials; interaction with the media; engagement with the public through social media platforms; and the provision of relevant communication assistance for OHCHR Divisions and field presences. The Section coordinates with the UN Department of Public Information to mainstream human rights and strengthen coherence for increased visibility.

The Donor and External Relations Section maintains primary responsibility within OHCHR for mobilizing sufficient financial resources to enable the Office to implement its global programme of work. In addition to appealing to existing and potential donors and negotiating and servicing a large number of contribution agreements, the Section serves as an entry point to Member States and others seeking general information on OHCHR's current work, future priorities and funding needs.

### Results

#### Widening the democratic space

- ▶ *Civil society, in particular youth and women, increasingly advocate for and claim their rights and protect themselves more effectively from reprisals (EA 5)*

The Civil Society Section contributed to the increased understanding of civil society actors about the work of the human rights mechanisms and the possibilities for engagement through the publication of a set of guidance materials, including the *Civil Society Space and the United Nations Human Rights System* guide, which was translated into the six official UN languages. A regional workshop on women's human rights defenders was organized in Phnom Penh, with the collaboration of other OHCHR sections and the field presence in Cambodia in order to promote a discussion on the issue of protecting civil society space among human rights defenders from South-East Asia.



**1,392** communications issued to the media, including 247 relating to the work of the High Commissioner and the Office, and 1,135 news releases, media advisories and press statements were issued relating to the work of the special procedures and the treaty bodies.

**24,345** print and electronic articles relating to the High Commissioner or the Office were recorded by the FACTIVA search engine.

**158** stories were published on the “How we make a difference” section of the OHCHR homepage on a wide range of human rights subjects.

**20.5** million visits to the OHCHR website in 2014.

More than **930,000** “likes” were registered on Facebook, up from 120,000 followers in 2013.

Over **750,000** users now follow OHCHR on Twitter, an increase of 500,000 followers when compared to 2013.

More than **1** million users now follow OHCHR on Google+.

**46** short video interviews and video feature stories were produced featuring interviews with special procedures mandate-holders, as well as the work of the UN Voluntary Fund for Victims of Torture and general news coverage of OHCHR press releases.

**2** million views were registered on OHCHR’s YouTube channel for a total of over 5 million views since the launch of the channel.

**89** briefings on a variety of human rights topics were delivered to over 1,800 people, including university students, diplomats, lawyers and journalists.

### **Increased effectiveness in supporting human rights mechanisms (GMO 4)**

- ▶ The Communications Section made full and effective use of a wide variety of communication tools to support the work of the human rights mechanisms, thereby contributing to their increased visibility. The missions and reports of the special procedures mandate-holders continued to be highly visible in the media and the visibility of the treaty bodies in the media was increased as a result of the support provided by a temporary media officer. In 2014, the Communications Section put out a total of 939 media communications relating to the work of special procedures, 196 related to the treaty bodies and 10 related to commissions of inquiry.
- ▶ The Donor and External Relations Section helped ensure the availability of additional funding for the human rights mechanisms through discussions with donors and Member States during annual consultations and at specific briefings on the substantive work of the Office.

### **Increased effectiveness in supporting field operations (GMO 5)**

- ▶ The Communications Section supported field presences in the production of public information materials and the organization of campaigns such as Human Rights Day; provided advice on media issues; and disseminated their work through social media platforms.
- ▶ The Donor and External Relations Section supported field work by advocating for renewed and additional funding for activities implemented in the field. Field presences received assistance and advice on fundraising with donors on the ground, including on the negotiation of specific funding arrangements. This led to a significant increase in voluntary contributions for activities in Burundi, Colombia, Honduras, Kyrgyzstan, Myanmar, Republic of Moldova, Syria, Tajikistan, Tunisia and Ukraine.

## **Global Management Outputs**

### **A gender perspective is effectively integrated into all OHCHR policies, programmes and relevant processes (GMO 3)**

- ▶ Women’s rights and gender equality are a prominent feature of the Communications Section’s output. Cases of sexual violence are highlighted in press releases, feature stories and briefings. During 2014, the Communications Section issued 13 statements by the High Commissioner and Deputy High Commissioner, press releases relating to women’s rights and an op-ed for International Women’s Day. A special webpage was developed for the 16 Days of Activism campaign.

### **Improved awareness and understanding of and support to OHCHR’s mission and programme by Member States and other stakeholders (GMO 7)**

- ▶ The Civil Society Section prioritized outreach to civil society actors in order to improve their understanding about the work of the Office. Over 100 email queries were addressed to them each week and 358 messages were sent to a subscribership of 5,000 civil society actors (an increase of 16 percent in subscriptions from 2013). Additionally, almost 100 briefings were delivered to civil society about OHCHR and engagement with the human rights programme.
- ▶ In 2014, the Communications Section focused its campaign efforts on the issues of albinism,

women human rights defenders and OHCHR/ European Union (EU) cooperation. This included the development of special webpages, visual designs and public information materials. The Section also contributed to the organization of events and supported the communications components of events such as the Human Rights and Business Forum. In the context of Human Rights Day 2014, a campaign was launched, entitled *Human Rights 365*. It was primarily based on social media platforms such as Vine, Facebook, Twitter and Thunderclap. OHCHR field presences organized local events around this theme.

- ▶ The Communications Section produced 158 web stories which were published on the *How We Make a Difference* section of the OHCHR website on a wide range of human rights subjects. A series of special features were run on the United Nations Voluntary Trust Fund on Contemporary Forms of Slavery, the 16 Days of Activism and OHCHR's Minorities Fellowship Programme.
- ▶ The Communications Section worked to enhance the mainstream media's coverage of OHCHR's work on thematic and country-based issues, using video as a strong visual tool to reach wider global audiences and increase their awareness about human rights issues and OHCHR's thematic work. The Office produced a total of 46 short video interviews and packaged video news and feature stories that were drawn from campaigns, reports from Independent Experts and projects funded by the Voluntary Fund for Victims of Torture as well as general news coverage of OHCHR press releases. The short video interviews featured special procedures mandate-holders, treaty body experts and senior staff from the field and headquarters. In total, more than 11 video messages were recorded by the High Commissioner, the Deputy High Commissioner and other senior staff members.
- ▶ OHCHR's YouTube channel generated significant interest and now has a total of 5,113,065 views; an increase of more than 2,000,000 views in the past year. In total, 356 videos are available on the channel, including some contributions from field presences.
- ▶ In 2014, the OHCHR website received over 20.5 million page views. Progress was also made on the redesign of the OHCHR homepage, in consultation with focal points throughout the Office. The new homepage will provide an improved user interface and entry point to useful information contained on the website. It will go live in 2015 and the remaining pages of the website will be redesigned and updated on an ongoing basis.



In 2014, OHCHR developed a campaign on the rights of albinos.

- ▶ On the media front, the visibility of all human rights mechanisms and their media coverage greatly increased in 2014. The addition of a temporary media officer to cover the treaty bodies produced a significant increase in the coverage of their work. The report of the Commission of Inquiry on the Democratic People's Republic of Korea had substantial global media coverage and, after nearly one year, remains a major media reference point. Media coverage of major speeches delivered by the High Commissioner increased considerably after a professional speechwriter joined the Communications Section in March. In 2014, the Section put out a total of 1,392 media communications and according to the FACTIVE media search engine, the number of articles mentioning the High Commissioner or the Office increased by 64 per cent from 14,888 in 2013 to 24,345 in 2014.
- ▶ OHCHR established its presence on social media in 2011. The Office now boasts over 930,000 followers on Facebook, more than 750,000 on Twitter and over one million on Google+. In the context of Human Rights Day 2014, a social media campaign was developed to call for short video submissions explaining why human rights matter every day, with the hashtag #rights365. The campaign ran from 17 November to 10 December 2014. OHCHR's campaign-related tweets generated 98.3 million impressions. OHCHR also launched a Thunderclap campaign in order to spread one message to the world on Human Rights Day. The overall social reach of this initiative was 9.4 million people.
- ▶ A total of 89 briefings were organized in Geneva on a variety of human rights topics and were delivered to 1,873 people, including university students, diplomats, lawyers, journalists and individual groups.
- ▶ The Donor and External Relations Section disseminated information and generated broad-

based support for OHCHR among Member States and the wider donor community. The Section worked to increase understanding about OHCHR's programmes, objectives, priorities and implementation strategies as presented in the 2014-2017 OHCHR Management Plan. In addition to appealing to existing and potential donors, the Section negotiated new agreements, followed up on contributions received and served as a focal point for Member States and others seeking information on OHCHR's needs, activities and priorities. As in previous years, this work proved to be extremely challenging in 2014 in light of the global economic climate, which continued to impact OHCHR's income and ability to raise funds. The Section therefore focused on addressing the funding gap, despite a constant increase in requests for support and numerous additional mandates imposed on the Office.

- ▶ Under the leadership of the Donor and External Relations Section, and with an office-wide effort to reach out to donors, a total of US\$123.7 million was raised in extrabudgetary contributions in 2014, representing an increase of 2 per cent compared to the previous year (US\$121.2 million). While this could be considered a significant improvement given the current economic climate, it should be noted that some of the additional contributions were earmarked for new activities, such as some components of the Gender Strategy, the HRUF initiative and new field presences in Burundi, Honduras and Ukraine, rather than for the regular work of the Office as requested in the 2014 Annual Appeal.
- ▶ The proportion of unearmarked funding decreased to 47 per cent (down from 54 per cent in 2013) of the total income received. The Office received more earmarked contributions because of ongoing efforts to attract more local funding for field activities and to tap into non-traditional budget lines. For instance, the funding received through Multi-Partner Trust Funds increased to US\$7.8 million in 2014 from US\$5.7 million in 2013. In addition, the funding generated through OHCHR's participation in humanitarian funding processes slightly increased in 2014 (US\$783,497) from 2013 (US\$185,433).
- ▶ Contributions from Member States increased to US\$106.6 million, compared to US\$101.3 million in 2013. In 2014, 66 Member States made contributions to OHCHR, compared to 71 in 2013. Two governments pledged funds for the first time, whereas eight renewed their support after at least one inactive year. Another 15 Member States left the list of donors, despite the High Commissioner's repeated appeals to broaden the donor base and support the work of the Office.

While almost all countries from the Western Group contributed in 2014, only eight of the 33 States in the Latin American Group made a contribution. In the Asian and Eastern European Groups, 18 out of 53 members and 11 out of 23, respectively, pledged to the Office. Only 3 of the 54 members of the African Group made contributions.

- ▶ Further efforts were made in 2014 to secure private sector support. The design and development of a mobile application for fundraising purposes began in September and will continue in 2015. The app will allow individuals to make donations to OHCHR through their mobile operator or by using their credit card on a mobile-friendly webpage. In November, a new Memorandum of Understanding was concluded between OHCHR and Microsoft. The partnership includes collaboration on a number of areas. Microsoft will also provide a pro bono assessment of OHCHR's information technology infrastructure, with a focus on field work.
- ▶ The SMT approved a guidance document to enable OHCHR colleagues to better understand donor requirements and fundraising approaches.
- ▶ Together with DEXREL, Senior Management devoted time to regularly brief Member States on expected accomplishments, indicators of achievements and outputs and funding requirements. A technical briefing was organized on 3 July 2014 on the content of the OHCHR Report 2013.

## Policy, Planning, Monitoring and Evaluation Service

### Background

The Policy, Planning, Monitoring and Evaluation Service supports the development of a culture of results within OHCHR. It supports all parts of the Office, particularly the SMT, in facilitating the development of office-wide policies and programmes. In this context, PPMES takes the lead in translating the High Commissioner's strategic vision into concrete priorities and operational programmes that focus on the achievement of results. It also ensures that programme implementation and results are effectively monitored and evaluated, thereby providing feedback to enable the incorporation of lessons learned into future programme design and implementation. Through an ongoing analysis of OHCHR's organizational environment, PPMES helps to identify substantive or managerial gaps in the Office's results-based programming and policies and proposes actions to address these gaps.



## Global Management Outputs

### OHCHR strategic decisions are implemented in a timely manner (GMO 1)

- ▶ Progress made in previous years in RBM processes enabled the Office to use the data gathered through the Performance Monitoring System (PMS) to inform strategic decision-making. This was especially crucial in the planning stages for the preparation of the 2015 annual work plans and cost plans. This took place in the context of financial constraints and the need to apply budget cuts to bring it in line with income projections. Instead of applying standard budgetary cuts across the board, an evidence-based and participatory process was established which relied on existing data and knowledge gathered through the PMS and other means. PPMES defined the process, prepared guidelines, facilitated the gathering of data and organized the presentation of relevant documentation. Activities and programmes were re-prioritized and the Office's resources were allocated on that basis.
- ▶ Programmatic proposals submitted for PBRB review throughout the year showed the increased implementation of RBM principles. The use of a new web-based platform to provide a programmatic, funding and financial review of all past PBRB submissions contributed to this result.
- ▶ Improvements were also evident at the monitoring and reporting stages. The end-of-year reports submitted by field presences and headquarters focused more on results than activities. The OHCHR Report 2013 improved its results-based orientation with an assessment of the achievement of OHCHR's global targets by indicator. PPMES supported the preparation of OHCHR's reports, provided feedback and, where necessary, guidance to colleagues with regard to the formulation of results. Additionally, the midyear review reports were prepared for the first time using the PMS. This enabled the PBRB to undertake a financial and programmatic review in July on the basis of comprehensive and reliable data and an analysis of overall programme implementation.
- ▶ OHCHR staff are using the PMS to view and query information and all programming documents for 2014 were prepared using the system. PPMES supported the functioning and use of the system by preparing and updating relevant user guides and providing timely user support. In 2014, modules were developed to prepare the midyear review and the end-of-year report. Now that the system contains a significant amount of data, special efforts have been made to improve its capacity to generate reports to enable further analysis of programming documents.
- ▶ An evaluation vision, policy and plan for 2014-2017 was developed by PPMES, endorsed by the SMT and approved by the High Commissioner and significant progress was achieved in its implementation. For instance, an evaluation of the OHCHR Regional Office for Central Asia was conducted between June and October; a review of the Mexico Country Programme was initiated in December; and the preparatory work is complete for an evaluation of OHCHR's support to NHRIs which will get underway in January 2015. PPMES also prepared guidance, tools and templates, including a new tool for the review of country and regional programmes and model terms of reference for the evaluation of technical cooperation projects and lessons learned exercises. In addition, PPMES played a major role in the drafting of the United Nations Evaluation Group (UNEG) Handbook *Integrating Human Rights and Gender Equality into Evaluations*.
- ▶ On the policy side, senior management decision-making was facilitated through the implementation of a decision tracking system which enabled users to search for all previous SMT meetings and related documentation, as well as other policy-related documents, in a more user-friendly way. A full review of SMT decisions was carried out and led to a compilation of recommendations that have not yet been implemented, which requires a briefing or further follow-up.
- ▶ On 27 June, the Committee for Programme Coordination (CPC) reached consensus on Programme 20 of the Secretary General's Strategic



OHCHR staff of the Regional Office for Southern Africa commemorating Human Rights Day, December 2014.

Framework for 2016-2017. For the first time, the High Commissioner made a formal presentation by videoconference. PPMES represented the Office at the 2014 CPC review and coordinated the input from different parts of the Office.

- ▶ In April, the 2014-2017 OHCHR Management Plan was launched and presented to Member States and civil society. The Plan included two new sections on OHCHR's theory of change and on monitoring and evaluation.

### **Organizational work processes and structures are aligned for increased efficiency (GMO 2)**

- ▶ In July, the SMT held a retreat to review the proposals that had emerged during the functional review. PPMES supported the preparation, approval by the SMT and implementation of the functional review project. This included providing advice and information regarding OHCHR, extending the support of the Secretariat to a team of external consultants and coordinating the engagement of internal working groups and senior managers. It also included conducting, in cooperation with the consulting team, a series of missions to engage field presences in the process. As a result, areas for increased efficiency and effectiveness were identified in relation to recruitment, resource mobilization, internal workflow and organizational structures. The review and implementation of recommendations will be addressed by the SMT in 2015.

### **A gender perspective is effectively integrated into all OHCHR policies, programmes and relevant processes (GMO 3)**

- ▶ A gender perspective is fully integrated into the work of PPMES. Guidelines produced by PPMES for the midyear review and end-of-year progress report were reviewed to strengthen their gender perspective. PPMES ensured the inclusion of gender issues as a standing item during programmatic reviews of the PBRB and SMT. For the first time, PBRB minutes included a separate section and specific recommendations on gender.
- ▶ UNEG Guidance to integrate gender on evaluation was applied in the different stages of the evaluations planned and carried out in 2014.

### **Increased effectiveness in supporting human rights mechanisms (GMO 4)**

- ▶ Planning, monitoring and reporting processes and tools were defined with a view to supporting the work of the human rights mechanisms and follow-up to their recommendations. All OHCHR Divisions and field presences must now report through the PMS on the support they are providing to the human rights mechanisms. In

addition, all planned results at the country level must be linked to one or more recommendations issued by the human rights mechanisms. Through the PMS, field presences can see relevant events that are planned by the mechanisms in their respective countries and the human rights mechanisms can determine which field-level activities are planned or in place to follow up on their recommendations.

### **OHCHR staff has the necessary competencies and skills to effectively implement the OHCHR programme (GMO 6)**

- ▶ PPMES provided guidance to support planning and monitoring processes. It also conducted several briefings on the use of the PMS, including how to use the system to present summary results and prepare donor proposals and reports. In April, PPMES conducted a training workshop for colleagues of the Human Rights Division of the United Nations Multidimensional Integrated Stabilization Mission in Mali. Scheduled training sessions for colleagues in Afghanistan, Côte d'Ivoire, Liberia and Libya had to be postponed due to the security situation and a reduction in the number of staff in PPMES.

### **Improved awareness and understanding of and support to OHCHR's mission and programme by Member States and other stakeholders (GMO 7)**

- ▶ According to donor reviews, assessments and statements, there is increased recognition that OHCHR has made progress in the implementation of RBM. PPMES participated in donor assessments, such as the Multilateral Aid Review conducted by the United Kingdom Government's Department for International Development, as well as consultations to provide information on OHCHR's implementation of RBM.

## **Programme Support and Management Services**

### **Background**

As part of the United Nations Secretariat, OHCHR benefits from the common administrative services provided by the United Nations Office at Geneva (UNOG). Within OHCHR, administrative functions are provided by PSMS and staff members handle finance and budget, human resources management, information technology, staff development and general services (such as travel, logistics, procurement, recordkeeping and sustainable

management). For the majority of its field offices, OHCHR benefits from administrative services provided by UNDP. The primary objective of PSMS is to provide colleagues in Geneva and the field offices with the support and resources necessary to fulfil the mandates and priorities of the Office.

In 2014, the preparation for the 2015 implementation of Umoja was a major undertaking for PSMS. Although it is anticipated that Umoja will streamline and integrate management processes for the Secretariat's financial, human and physical resources, while also moving the Secretariat away from its current fragmented information legacy systems, the groundwork is both labour- and time-intensive.

## Global Management Outputs

### **Organizational work processes and structures are aligned for increased efficiency (GMO 2)**

- ▶ In 2014, PSMS began facilitating training sessions for the introduction of Unite Docs, the new system-wide records management system. The first Divisions are now using the system. It is anticipated that it will be fully implemented in 2015.

### **A gender perspective is effectively integrated into all OHCHR policies, programmes and relevant processes (GMO 3)**

- ▶ OHCHR's online course on gender equality was integrated into the induction course for new OHCHR staff members. In addition, PSMS provided guidance and support on integrating a gender aspect into OHCHR recruitments and promotions, in line with Secretariat policies.

### **Increased effectiveness in supporting field operations (GMO 5)**

- ▶ PSMS provided guidance and advice on all human resources, finance and general administrative issues concerning field operations. This included the support and development for the Human Rights Case Database and the MAYA management system for field presences. Progress was achieved in creating rosters for crisis situations, which were used for several commissions of inquiry.

### **OHCHR staff has the necessary competencies and skills to effectively implement the OHCHR programme (GMO 6)**

- ▶ During 2014, the competencies and skills of more than 1,036 staff members increased as a result of trainings organized by PSMS. Moreover, access to learning opportunities, including for field colleagues, increased through the use of webinar technology. The knowledge of OHCHR staff

members was further strengthened through the coordination of 21 coffee briefings on substantive human rights issues. These briefings were also available to field-based staff through podcasts. Finally, 50 new staff members benefited from a two-day orientation programme on the mandate, strategies and functioning of the Office.

### **Efficient management of human and financial resources (GMO 8)**

- ▶ With Umoja going live in Geneva in 2015, PSMS resources were tied up in its preparations, trainings, monthly readiness meetings, status reports, data cleansing and defining processes for Geneva. Umoja will streamline all administrative processes in the Secretariat through a self-service portal and aims to remove many bureaucratic procedures. This should in turn enable PSMS to focus on strategic support activities. In addition to preparations for Umoja, PSMS also concentrated on providing support to the Office with Inspira, the Secretariat's current recruitment and performance management portal.
- ▶ PSMS provided input into the new mobility framework, in particular as it relates to OHCHR.
- ▶ The new MAYA system was enhanced and rolled out to more field offices. MAYA provides for improved budget discipline and prudent financial management in the field and enables managers and staff with financial responsibilities to monitor their budget in order to review and correct information in a clear and transparent manner.
- ▶ PSMS contributed to the efficient management of human and financial resources within OHCHR. Due to current financial constraints, PSMS increased its efforts to explore innovative ways to save costs for the Office by looking into pro bono agreements for goods and services. No new resources were provided to PSMS to undertake additional tasks. While this may have led to some delays in supporting more routine activities, this has not generally disrupted regular operations. On the other hand, the requirement to support additional activities left PSMS with limited capacity to undertake proactive, strategic improvements.

## Safety and Security Section

### Background

The Safety and Security Section coordinates the security of OHCHR operations, staff and worldwide assets in accordance with established UN security risk management practices and in close coordination



with the United Nations Department of Safety and Security. The Section also provides support to the Human Rights Council mandated activities such as the fact-finding missions and commissions of inquiry. The Section is responsible for coordinating UN security management system coverage to officials and experts, including members of the human rights treaty bodies, working groups, commissioners and special procedures mandate-holders while travelling on behalf of OHCHR. It also participates in system-wide security policymaking fora to ensure that human rights are mainstreamed into staff security policies and procedures applicable to all UN agencies. At the operational level, the Section conducts risk assessments and analyses global and relevant field-location security situations; provides technical supervision and assistance on policies, procedures and minimum operating security standards for all staff, field presences and activities; and manages the global security clearance and travel advisory service.

## Global Management Outputs

### Increased effectiveness in supporting human rights mechanisms (GMO 4)

- ▶ During 2014, the Section supported 23 field visits by special procedures mandate-holders, 32 missions by members of commissions of inquiry and fact-finding missions and those undertaken by the Subcommittee on Prevention of Torture. Dedicated security support was provided for these missions based on the detailed security concepts of operations and security risk assessments developed in accordance with the UN security management system. The system has significantly contributed to ensuring a safe working environment.

### Increased effectiveness in supporting field operations (GMO 5)

- ▶ In 2014, there were a total of 55 security incidents/situations (compared to 65 in 2013) which directly affected OHCHR staff. The Section deployed security officers on 74 occasions to conduct assessments and security coordination missions in connection with field operations. In addition, in order to ensure that staff travelling to the field fully complied with security procedures, the Section processed 2,702 security clearance requests in 2014. The Section also brought together a range of security information tools under one electronic

platform to provide real-time security information with the aim of ensuring security and efficiency in field operations.

## Meetings and Documents Unit

### Background

As the meeting and document focal point of OHCHR, the Meetings and Documents Unit is responsible for the coordination of the Office's annual programme of meetings and the planning, coordination and submission of all OHCHR official documents for processing, including OHCHR's efforts to improve its document submission compliance.

### Global Management Outputs

#### Increased effectiveness in supporting human rights mechanisms (GMO 4)

- ▶ The Meetings and Documents Unit continued to discharge its functions in a more challenging environment in light of the growing number of special procedures mandates and the preparations for the implementation of the General Assembly resolution on treaty body strengthening and in light of the reduction in available human resources. In spite of these limitations, the Unit achieved a rate of 82 per cent of timely submission of documents (compared to 77 per cent in 2013). This was achieved by making contact with submitting officers and managers to suggest tailored solutions when delays were anticipated and as a result of a more active participation by senior management to support streamlined clearance processes.
- ▶ In collaboration with the Human Rights Treaties Division, the Unit finalized the overall calendar of meetings for 2015 by the deadline set by the Division of Conference Management (DCM) of the United Nations Office at Geneva. The challenge of having to accommodate 20 additional weeks of meetings was overcome by continued dialogue with DCM.
- ▶ The Unit successfully started the submission of documents through a new web-based database.