Management

In recent years, OHCHR has made considerable efforts to become a fully results-based organization. Consequently, knowledge of results-based management (RBM) has increased in the Office and supportive tools and practices have been developed and applied. In 2014, OHCHR continued its internal capacity-building programme by developing an RBM online training tool; enhancing its Performance Monitoring System (PMS), OHCHR's web-based programming tool; and developing its programme evaluation capacity. Along with other initiatives explained below, these activities led to an increased capacity to make strategic decisions.

This chapter provides an overview of OHCHR's office management and includes examples of results organized by global management outputs (GMOs).

Administration

OHCHR is led by the High Commissioner for Human Rights, with the support of the Deputy High Commissioner and the Assistant Secretary-General for Human Rights, based in New York. Operational and functional support is provided at Geneva headquarters by four division directors and 11 service/branch chiefs who make up the High Commissioner's Senior Management Team (SMT).

Internal decision-making takes place through the SMT, chaired by the High Commissioner, and the Programme and Budget Review Board (PBRB), chaired by the Deputy High Commissioner. These two bodies meet regularly to make recommendations to the High Commissioner on office-wide policies, operating procedures, programmes and resource allocation. In 2014, the work of these bodies was enhanced by developing:
▶ A new tracking system to allow the recording and searching of all SMT meetings, decisions taken and the status of their implementation, as well as related documentation; and
▶ A web-based platform to facilitate the programmatic, funding and financial review of all PBRB submissions.

Based on the outcomes of the functional review, explained in further detail below, OHCHR will consider the recommendations for restructuring the SMT and the PBRB with the aim of streamlining its decision-making processes.

Managing programme performance

In order to effectively implement RBM, the Office uses an innovative web-based PMS, which facilitates planning, monitoring, reporting, knowledge management and financial monitoring.

The PMS, which has been the focus of ongoing development since 2010, ensures that:
▶ All planning documents (i.e., country and subregional notes and annual work plans) are stored in one place, thereby providing an accessible reference tool for OHCHR review bodies, programme managers and staff
▶ There is an unbreakable link between what the Office commits to achieving in its plans and what it monitors and reports upon, making it accountable for what it planned
▶ Only office-wide indicators are used to define targets so that information can be compiled, analysed and presented to OHCHR as a whole
▶ Monitoring and reporting are evidence-based
▶ Staff, in particular managers, can access all planning and reporting documents and analyse the information in order to improve decision-making, increase cross-fertilization and further institutional learning.

As a result of OHCHR's steady investment in RBM and the PMS, the monitoring system has become the centrepiece for all programme planning, monitoring and reporting activities of OHCHR. All the Office's organizational units and field presences use the PMS to develop and revise their programme documents, to monitor progress and report on results. This was evident in 2014 as all programming documents were prepared using the PMS. Moreover, both the 2014-2017 OHCHR Management Plan and the OHCHR Report 2013, published in 2014, showed significant improvement in their results-based orientation. The OMP included two new sections, one on OHCHR's theory of change and another on monitoring and evaluation. The OHCHR Report 2013 provided, for the first time, an assessment of the Office's achievement

of each global target defined for the 2012-2013 programming cycle.

Progress achieved in RBM, and the special efforts made to improve the capacity of the PMS to generate reports, enabled OHCHR to begin using the data it had gathered through monitoring and had stored in the system as part of its strategic decision-making process. In 2014, information extracted from the system was used by senior managers in relation to the following key decision-making moments:

▶ Review of the 2014 annual work plans;
▶ Analysis of the achievement of the 2012-2013 targets and discussion on those for 2014-2017;
▶ Analysis of the 2012-2013 end-of-cycle reports;
▶ Analysis of the 2014 mid-year review of programme implementation;
▶ The prioritization process; and
▶ The review of 2015 annual work plans.

Key improvements to the Performance Monitoring System in 2014

● Modules to prepare the mid-year review and the end-of-year progress report were developed and the modules to upload the annual work plans and monthly reports were revised.
● The capacity to generate reports was increased to enable the further analysis of programming documents and to:
  – Report on planned activities by region, thematic priority or GMO;
  – Report on reported results (expected accomplishments or GMOs) by region, thematic area, indicator and other criteria;
  – Report on outputs by region, thematic area, GMO and budget code; and
  – Report on status of output implementation by region, thematic area or indicator.

Planning for 2015: prioritization exercise

During years of high-level programme implementation and increasing demands placed on the Office, coupled with zero or limited growth of regular and extrabudgetary resources, the reserves built up by OHCHR from 2005-2009 have been steadily depleted. Nearing the minimum required level at which OHCHR can no longer spend more than it receives in annual contributions, the Office recognized that it would have to reduce its 2015 extrabudgetary cost plans to

a level more commensurate with the anticipated level of income. While continuing to pursue an increase of the regular budget to fully cover existing mandated activities, along with intensive outreach efforts to improve revenues from voluntary contributions, the Office undertook a review with the aim of reducing up to 20 per cent from the final 2014 planning total.

In order to achieve this kind of budget reduction, taking into account OHCHR's programmatic priorities, plans and commitments as outlined in the 2014-2017 OMP, a three-phase process was put in place.

The first phase used the thematic and management results defined in the OMP and re-prioritized those results. This was done through an evidence-based and participatory process, including with the analysis of the 2013 performance and the results of the 2014 midyear review, and through internal surveys and interviews. In the second phase, resources were allocated to the re-prioritized results and took into account the anticipated level of income, available regular budget allocations and strictly earmarked voluntary contributions. Through this process, budget envelopes were defined for each planning entity within OHCHR, bearing in mind the overall programmatic priorities. In addition, retaining OHCHR's most essential resource, its staff, was also a main priority. In the third and final phase, all planning entities prepared their annual work and cost plans on the basis of the re-prioritization exercise and their respective budget envelopes.

OHCHR will continue to work on all OMP results, however, the process identified some areas where the Office will not invest additional efforts and extrabudgetary resources in 2015. While these areas will remain important and relevant, work will only be undertaken to the extent that it is covered by regular budget or earmarked contributions.

Evaluation

OHCHR enhanced its evaluation function to ensure it is a strong pillar in the RBM chain. In 2014, senior management endorsed and the High Commissioner approved:

▶ A vision for evaluation, with the goal of making OHCHR's interventions more relevant, efficient and effective by having a greater impact and being more sustainable;
▶ A new evaluation policy, which includes definitions of its purpose, guiding principles, the institutional framework and the planning,

conduct, budgeting, follow-up and dissemination of evaluations; and

▶ An evaluation plan for 2014-2017, including targets, outputs and initial strategies.

Significant progress has been achieved in the implementation of the evaluation policy and plan. A programme evaluation of the Regional Office for Central Asia was finalized and recommendations will be discussed by the SMT in 2015. A review of the OHCHR-Mexico country programme began in December and the preparatory work was completed for an evaluation of OHCHR's support to national human rights institutions, which started in January 2015. Guidance, tools and templates to facilitate evaluation activities were also prepared, including a new tool for the review of country and regional programmes and model terms of reference for the evaluation of technical cooperation projects.

OHCHR remained an active member of the United Nations Evaluation Group (UNEG). It participated in the Annual General Meeting of UNEG and played a leading role during 2014 in the development of the UNEG Strategy, its peer review process, the revision of the UNEG Norms and Standards and the production of the UNEG *Guidance for the Integration of Human Rights and Gender Equality into Evaluations*.

Functional Review

In 2013, OHCHR initiated a functional review with the objective of improving its organizational effectiveness and efficiency. During 2014, staff members from across the Office, both from headquarters and the field, collaborated with a small team of external support provided by the United Nations Development Group (UNDG), including two members from the UNDP Management Consulting Team, and an external consultant, to conduct an analysis of functions and processes to identify gaps and overlaps in the organizational structure. Analysis was also undertaken in relation to particular processes, such as internal clearance procedures, outreach and resource mobilization and recruitment.

In July, the SMT held a retreat to assess the proposals that emerged during the review. Key decisions taken included the intention to create five to seven regional hubs, subject to the agreement of the intended host countries; shifting resources closer to the field to better assist rights-holders and duty-bearers; strengthening the Office's presence in New York to support its greater involvement in discussions on

peace and security, development and the rule of law; centralizing recruitment; and streamlining internal workflow and decision-making processes.

In March 2015, a second SMT retreat discussed the outcomes of the functional review. The High Commissioner's Change Initiative will re-structure headquarters, strengthen the New York Office and balance OHCHR's global coverage through more viable regional field presences. The Initiative also entails changes to internal governance and work processes that will make OHCHR more efficient and effective.

Global Management Outputs

Global Management Outputs describe the managerial improvements to which OHCHR commits, with a view to effectively delivering on its planned thematic results. Significant progress was achieved during 2014 in relation to each of the eight GMOs listed below.

GMO 1: Strategic decisions are made in line with results-based management principles and are implemented in a timely manner

A total of **90 per cent** of the outputs planned for this GMO in 2014 were fully or substantially achieved, resulting in the increased integration of RBM into OHCHR's work and the implementation of more timely and transparent strategic decision-making processes. The following examples provide evidence of improvement in relation to this GMO.

▶ Progress made in RBM enabled OHCHR to use the data gathered through the PMS to inform its strategic decision-making. This was the case in the preparation of the 2015 annual work and cost plans, which took place in the context of financial constraints and the need to apply budget cuts to bring the budget in line with income projections. Instead of applying standard budgetary cuts across the board, an evidence-based process was established which relied on existing data and knowledge gathered through the PMS and other means. Activities and programmes were re-prioritized and the Office's resources were allocated accordingly.

▶ Improvements were also evident at the monitoring and reporting stages. The OHCHR Report 2013 and the end-of-year reports submitted by field presences and divisions at headquarters all improved their results-based orientation.

The High Commissioner during his first press conference in Geneva, October 2014.

Additionally, the 2014 mid-year review reports were prepared for the first time using the PMS, enabling the PBRB to undertake a financial and programmatic review, in July, on the basis of comprehensive data related to programme implementation.

▶ Follow-up to decisions made by senior managers was facilitated through the implementation of a decision-tracking system which enabled users to search for all documentation related to previous SMT meetings as well as other policy-related documents. A full review of the decisions adopted by the SMT was also carried out, leading to a compilation of recommendations that have not yet been implemented and/or require a briefing or further follow-up.

GMO 2: Organizational work processes, systems and structures are aligned for increased efficiency

A total of **95 per cent** of the outputs planned for this GMO in 2014 were fully or substantially achieved. OHCHR implemented a number of initiatives, most notably the functional review, to better align its work processes and structures for increased effectiveness and efficiency. The examples below provide evidence of improvements.

▶ In the context of the functional review, the SMT held a retreat in July to review the proposals and recommendations for increasing the efficiency and effectiveness of OHCHR in a number of areas and processes, including in relation to recruitment, resource mobilization, internal workflow and the organizational structure. A plan to implement the recommendations generated through the functional review is underway.

▶ A records management policy was adopted and training sessions were facilitated for OHCHR staff

The Deputy High Commissioner addressing the 25th session of the Human Rights Council, March 2014.

on Unite Docs, the new UN system-wide content management system. Some divisions began using the system and its full implementation is anticipated by the end of 2015.

▶ At the field level, the Office in Guatemala developed information systems to improve and support its work processes in relation to the Maya Programme and the follow-up to recommendations issued by international human rights mechanisms. In the State of Palestine, the Office improved its efficiency in documenting cases by ensuring the correct use of the OHCHR case database and streamlining relevant work processes.

GMO 3: A gender perspective is effectively integrated in all OHCHR policies, programmes and relevant processes

A total of **70 per cent** of the outputs planned for this GMO in 2014 were fully or substantially achieved. Following the adoption of a comprehensive Gender Equality Policy in 2011 and a Gender Equality Strategic Plan for 2012-2013, OHCHR worked to strengthen its efforts in 2014 to systematically integrate a gender perspective into its programmes and processes. The following results were achieved in to this respect.

▶ A Gender Equality Strategic Plan for 2014-2017 was adopted in February. The Plan outlines concrete actions to operationalize OHCHR's Gender Equality Policy in order to advance gender equality and contribute to improving the Office's effectiveness in delivering on key human rights issues by systematically integrating a gender perspective in its programmes.

▶ OHCHR's 2014 and 2015 annual workplans, country and subregional notes and performance evaluations incorporated a gender perspective. Furthermore, gender was included as a standing item during programmatic reviews in the PBRB and SMT.

▶ A mandatory online training, entitled *Gender Equality, Human Rights and Me,* was launched for OHCHR staff in March and was integrated into the induction course for new staff members. As of December, the training had been completed by 75 per cent of all staff members. Moreover, according to staff self-assessments regarding their capacity to integrate gender into their work before and after taking the course, the percentage of staff with a high capacity has more than doubled and is now at 92 per cent.

▶ In relation to its support provided to the human rights mechanisms, OHCHR included a session on gender in its induction training for new special procedures mandate-holders. It also included a

section on gender integration in the Handbook for treaty body members and in the manual on reporting to human rights treaty bodies.

▶ In responding to crisis situations, such as the Ebola outbreak or conflicts in the Central African Republic, the State of Palestine or Ukraine, the Office stressed the need to consider the gender-specific impact of human rights violations. In this respect, gender considerations were integrated into all rapid deployment activities undertaken by the Office, including in the drafting of the concept of operations, selection of staff and identification of violations to be investigated. Furthermore, a gender adviser was seconded by UN Women for all commissions of inquiry and fact-finding missions and a guidance note was produced by OHCHR for the integration of a gender perspective into commissions of inquiry.

▶ In relation to field presences, gender adviser were deployed to the Regional Offices for Central America and West Africa, in addition to the adviser already working in the Regional Office for the Middle East, to contribute to the implementation of activities focusing on women's human rights and to fully ensure the integration of a gender perspective into the work of the respective offices. Gender focal points were also appointed in a number of field presences, including in Bolivia, Cambodia, Guatemala, Kenya, Liberia, Togo, Ukraine and Yemen and in the Regional Office for South-East Asia. A gender perspective was similarly incorporated into the programmes and activities of the country presences in Afghanistan, Chad, Liberia, Libya, Mexico, Niger, Papua New Guinea, Paraguay, Sierra Leone, the former Yugoslav Republic of Macedonia, Timor-Leste, Tunisia, Ukraine and Yemen, as well as in the Regional Offices for Central Asia, Europe and the Pacific and in the UN Training and Documentation Centre for South-West Asia and the Arab Region based in Doha, Qatar.

GMO 4: Increased effectiveness in supporting human rights mechanisms

A total of **71 per cent** of the outputs planned for this GMO in 2014 were fully or substantially achieved, leading to enhanced support provided to the human rights mechanisms and progress achieved in mainstreaming the work of these mechanisms throughout OHCHR, including in the following areas:

▶ Through substantive and logistical support, both from headquarters and the field, OHCHR facilitated 80 country visits carried out by special

The Special Rapporteur on the rights of indigenous peoples visits Paraguay, with the support of OHCHR staff, November 2014.

procedures mandate-holders to 60 countries, as well as seven visits by the Subcommittee on Prevention of Torture. Support was also provided to the special procedures for the preparation and submission of 553 communications to 116 countries and territories and 135 reports to the Human Rights Council and 36 to the General Assembly. Regarding the treaty bodies, the Office assisted in their consideration of 143 State Party reports during the 79 weeks of sessions that were serviced by OHCHR. Substantial input was provided by OHCHR divisions and field presences for the preparation of the lists of issues and concluding observations. In relation to the Human Rights Council, OHCHR contributed to the organization of 26 plenary panel discussions on issues, such as the right of persons with disabilities to education; women's human rights; gender integration; the death penalty; and the right to privacy in the digital age.

▶ Tools were developed in Ecuador, Mexico, Paraguay and Uganda, with the technical advice of the respective field offices, in order to collect, categorize, disseminate and monitor the follow-up to the recommendations issued by the human rights mechanisms to these countries.

▶ In relation to the production and dissemination of documents for the human rights mechanisms, the rate of timely preparation and submission of documents increased to 82 per cent (compared to 77 per cent in 2013) as a result of the implementation of streamlined clearance processes. Efforts were also put in place to reduce the volume of hard copy documents circulated in the meetings of the Human Rights Council and its subsidiary bodies. The session reports no longer include resolutions and decisions adopted by the Council and instead provide hyperlinks to the relevant webpages. A number of documents, such as minutes of the Bureau, communications to

and from the President, different versions of draft resolutions and oral statements delivered in the Council, are no longer being printed.

▶ A wide variety of communication tools were put in place to make the work of the human rights mechanisms more visible. In 2014, OHCHR released a total of 939 media communications relating to the work of special procedures, 196 related to the treaty bodies and 10 related to the commissions of inquiry. Social media platforms were used to disseminate the work of the Human Rights Council. For example, three YouTube videos were produced that were accessible to persons with disabilities and highlighted the activities for each of the Council's regular sessions. In addition, OHCHR issued press releases and web-based stories regarding country visits, thematic issues, country situations and individual cases of human rights violations related to the special procedures. Quarterly newsletters on the activities of the treaty bodies continued to be made available to Member States, NHRIs, UN partners and civil society.

▶ Initiatives were undertaken to enhance the coordination between the human rights mechanisms and the overall work of OHCHR. Support was provided to the Coordination Committee of the Special Procedures to strengthen the coherence of the special procedures system. Planning, monitoring and reporting processes and tools were defined with a view to supporting the work of the human rights mechanisms and the 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 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 human rights mechanisms in their respective countries and the mechanisms can find out which field-level activities are planned or in place to follow up on their recommendations.

▶ OHCHR provided assistance to the Commission of Inquiry on Human Rights in the Democratic People's Republic of Korea in the completion of its mandate. It also supported the extension of the Commission of Inquiry on the Syrian Arab Republic and the establishment of five new commissions of inquiry or fact-finding missions related to the Central African Republic, Eritrea, Iraq, the occupied Palestinian territory and Sri Lanka. This included developing concepts of operations; assisting in the identification of high-level members; recruiting staff; conducting

OHCHR staff meet with civilian population to assess police protection policies in Antioquia, Colombia.

briefing sessions and providing technical and professional support. Moreover, OHCHR developed a standard operating procedure to regulate the process leading to the selection of members of commissions of inquiry to increase transparency and strengthen quality control over such sensitive appointments.

▶ On 9 April, the General Assembly adopted a resolution on the strengthening of the human rights treaty body system (A/RES/68/268). The High Commissioner's advocacy efforts and the Office's provision of technical and substantive assistance to the intergovernmental process, both in Geneva and in New York, contributed to the adoption of a resolution which aims to enhance the capacity of the treaty bodies to promote and protect human rights and fundamental freedoms.

Implementation of UPR recommendations in the Pacific

In relation to the second cycle of the Universal Periodic Review, the OHCHR Regional Office for the Pacific engaged with governments in the region to increase their awareness about and support for the implementation of UPR recommendations. Vanuatu has shown remarkable success in translating the UPR recommendations into action with the development and launch of the Vanuatu National Implementation Action Plan in October 2014. To support the Government, OHCHR deployed a United Nations Volunteer (UNV) to the Ministry of Justice and Community Services to help coordinate UPR-related activities and facilitate the collaboration between the Government and other stakeholders. The UNV contributed technical expertise for the development of the National Implementation Action Plan and the creation of the National Human Rights Committee, whose primary responsibility is to ensure Vanuatu's compliance with its international human rights obligations.

GMO 5: Increased effectiveness in supporting field operations

A total of **82 per cent** of the outputs planned for this GMO in 2014 were fully or substantially achieved. OHCHR worked to improve its engagement at the field level in light of the increasing demands for support by regional and national actors, an enhanced focus on implementation of recommendations issued by human rights mechanisms, in particular the Universal Periodic Review and in line with its efforts to become a reliable partner in responding to emergencies. The examples below show evidence of improvements in this respect.

▶ Guidance for the design and implementation of technical cooperation projects in the field of human rights was developed, with the advice of the Board of Trustees for the Voluntary Fund for Technical Cooperation, and subsequently disseminated to the field presences.

▶ OHCHR contributed to the operationalization of the United Nations Development Group Strategy on Human Rights Advisers Deployment and ensured the timely and effective recruitment and deployment of human rights advisers to 10 United Nations Country Teams and to UNDG regional teams for Latin America and for Asia and the Pacific.

▶ Progress was achieved in the creation and use of rosters to deploy staff at short notice to support field operations, commissions of inquiry and fact-finding missions. Such rosters were effectively used, for instance, to deploy staff for surge capacity as part of efforts to contribute to the UN humanitarian response to the Typhoon Haiyan crisis in the Philippines; to the Central African Republic in the context of the declaration of the Level 3 emergency; to Gaza following the July-August conflict; to Thailand to monitor the human rights situation before and after the February 2014 elections; and to Mauritania and Ukraine in support of OHCHR's lead role in the protection sector.

► Guidance, tools and substantive support were provided by headquarters and the New York Office on a variety of issues, including business and human rights, gender, migration, promotion and protection of economic, social and cultural rights and the rights of lesbian, gay, bisexual, transgender and intersex persons, to support the engagement of field operations with local actors.

► Regarding financial and administrative issues, the MAYA management system for field operations continued to be rolled out to improve budget discipline and prudent financial management in the field.

► Security officers were deployed to the field on 74 occasions to conduct assessments and security coordination missions. In addition, security information tools were combined into one electronic platform to provide real-time security information to ensure security and efficiency in field operations.

GMO 6: OHCHR staff has the necessary competencies and skills to effectively implement OHCHR's programme

A total of **83 per cent** of the outputs planned for this GMO in 2014 were fully or substantially achieved. This contributed to enhancing the skills and capacities of OHCHR staff, both from headquarters and the field, and expanded their learning opportunities and included the following results:

► The competencies and skills of more than 1,000 staff members, including 50 new staff members who participated in the yearly orientation programme, increased as a result of training sessions held in Geneva and in the field on a wide array of substantial and managerial topics, such as RBM, economic, social, and cultural rights, gender integration, the rights of persons with disabilities and humanitarian planning and funding. Access to learning opportunities, including for field colleagues, was further increased through the use of webinar technology and podcasts.

► Staff skills in human rights monitoring and investigation were enhanced through 14 courses (six were held in Geneva and eight were held in field locations) that were attended by 247 staff, 45 per cent of which were women. In addition, staff capacity to use the Human Rights Case Database was strengthened through 30 briefings attended by over 300 participants (half of which were women).

► The OHCHR Human Rights Education and Training Database now contains information on 1,202 institutions and 299 human rights training programmes. The OHCHR Library added 564 new items to its collection.

GMO 7: Improved awareness and understanding of and support to OHCHR's mission and programmes by Member States and other stakeholders

A total of **77 per cent** of the outputs planned for this GMO in 2014 were fully or substantially achieved. This contributed to enhancing the efficiency of OHCHR's outreach to Member States, rights-holders and other relevant stakeholders

Orientation for new OHCHR staff members, June 2014.

Meeting between donors and the OHCHR Regional Office for Central America.

to improve their understanding of OHCHR's programme of work and garner support for its activities. The examples below provide evidence of improvements in this respect.

▶ The Office, whether in Geneva, New York or the field, organized meetings with Member States to enhance their knowledge about OHCHR's programmes, objectives, priorities and implementation strategies and in order to generate broad-based support for OHCHR. In New York, for example, OHCHR's proactive engagement with Member States on the proposed Strategic Framework contributed to its adoption by consensus. Additionally, the New York Office conducted its annual two-day training workshop for new delegates on OHCHR's work and human rights in the intergovernmental processes in New York. Moreover, OHCHR ensured increased awareness about and visibility of the regular work of the treaty bodies among Member States, UN partners, NHRIs and civil society through the organization of more than 50 briefings.

▶ Awareness among the general public was raised and support for OHCHR's programme was garnered through a number of campaigns that were carried out from headquarters and in the field on issues such as albinism, migration and women human rights defenders. In addition, the campaign related to Human Rights Day 2014, entitled *Human Rights 365*, was primarily promoted through social media platforms such as Vine, Facebook, Twitter and Thunderclap. OHCHR field presences organized local events around the theme.

▶ The production and dissemination of publications, booklets and other communication materials contributed to increasing the understanding about OHCHR's work among Member States and other stakeholders. In 2014, OHCHR distributed over 72,450 publications worldwide, some of which were exhibited at high-profile events, including the Forum on Minority Issues, the International Book Fair in Moscow and the Forum on Business and Human Rights in Geneva. Field presences in Colombia, Mexico and West Africa also produced institutional brochures and other materials which were regularly disseminated at the local level.

▶ To improve civil society's understanding about the work of the Office, 358 messages were sent to a subscribership of 5,000 civil society actors (representing an increase of 16 percent in subscriptions from 2013). Additionally, almost 100 briefings were delivered to civil society representatives in relation to OHCHR and engagement with the human rights programme and approximately 90 briefings were delivered on a variety of human rights topics to university students, lawyers, journalists and individual groups visiting OHCHR headquarters in Geneva.

- OHCHR made effective use of social media and other web-based tools to reach a wider constituency. The Office now boasts over 930,000 followers on Facebook, more than 750,000 on Twitter and over one million on Google+. Its YouTube channel had more than 2,000,000 views in 2014, where a total of 356 videos are available. The OHCHR website received over 20.5 million unique page views and progress was made on the redesign of the homepage, which will go live in 2015.

- The coverage and visibility of speeches delivered by the High Commissioner and regarding the work of the human rights mechanisms greatly increased as a result of the improved media capacity of the Office. During the year, a total of 1,392 media communications were produced and, according to the FACTIVA media search engine, the number of articles mentioning the High Commissioner or the Office increased by 64 per cent in 2014 over the previous year.

- Financial support for OHCHR's programmes increased by 2 per cent compared to the previous year. More specifically, OHCHR raised a total of US$123.7 million in extrabudgetary contributions. Member States continued to be the main providers of voluntary contributions and their funding increased to US$107.2 million, compared to US$100.7 million in 2013. Efforts were also made to attract more funds from the private sector and individuals. A mobile application for fundraising purposes will be operational in 2015. In addition, a new Memorandum of Understanding was concluded between OHCHR and Microsoft which, inter alia, provides for a pro bono assessment of OHCHR's information technology infrastructure, with a focus on its field work.

- Efforts to attract more local funding for field activities and tap into non-traditional budget lines were increased. To support headquarters and field staff in this respect, a guidance document was produced and disseminated to enable OHCHR colleagues to better understand donor requirements and fundraising approaches.

GMO 8: The efficient management of human and financial resources

A total of **95 per cent** of the outputs planned for this GMO in 2014 were fully or substantially achieved, resulting in the Office's increased managerial efficiency and enhanced transparency and the improved allocation of available human and financial resources in support of its substantive work. The following examples provide evidence of improvement in relation to this GMO.

- A prioritization exercise took place at the end of 2014 in order to align the Office's 2015 budget with its anticipated level of income. Innovative ways to save costs were also explored by, for example, looking into pro bono agreements for goods and services, partnering with local actors for the implementation of activities and using videoconferencing technology to reduce travel costs.

- Umoja, the new United Nations platform for resource management aimed at streamlining all administrative processes in the Secretariat, will be implemented in Geneva in 2015. OHCHR continued to focus on preparations, trainings, monthly readiness meetings, status reports, data cleansing and process mapping for its implementation.

- The MAYA system was rolled out to more field offices. The system provides for improved budget discipline and prudent financial management in the field and enables managers and staff with financial responsibilities to monitor their budgets in order to review and correct information in a clear and transparent manner.

Welcome to a new way of working!
Bienvenue à une nouvelle façon de travailler!

umoja.un.org

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The Free & Equal campaign

© UN Photo/OHCHR/Richard Koek

The High Commissioner (centre) at the Ministerial Event "Free & Equal: LGBT Rights are Human Rights", with (from left) Patti Londoño, Deputy Minister for Foreign Affairs of Colombia; Igor Luksic, Minister for Foreign Affairs of Montenegro; Luiz Alberto Figueiredo, Minister of External Relations of Brazil; John Kerry, Secretary of State of the United States; Amanda Ellis, Special Envoy to the Prime Minister of New Zealand; Héctor Marcos Timerman, Minister for Foreign Affairs of Argentina; Frans Timmermans, Minister for Foreign Affairs of the Netherlands; Stavros Lambrinidis, Special Representative for Human Rights of the European Union; Børge Brende, Minister for Foreign Affairs of Norway; Annick Girardin, Minister of Development of France; Akira Kono, Ambassador of UN Affairs of Japan; Mark Lyall Grant, Permanent Representative of the United Kingdom to the UN; Vesna Pusic, Minister for Foreign Affairs of Croatia; Rubén Zamora, Permanent Representative of El Salvador to the UN; and Luis Almagro, Minister for Foreign Affairs of Uruguay.

The Office's Free & Equal campaign reached more than one billion people in 2014. The campaign is the first of its kind and was launched in July 2013, in Cape Town, by the High Commissioner. The aim of the campaign is to raise awareness about discrimination and violence against lesbian, gay, bisexual, transgender and intersex persons and to promote greater awareness about and respect for their rights.

In April 2014, the campaign launched the UN's first Bollywood-style music video, *The Welcome*, which rapidly became the most watched UN video produced. It generated extensive media coverage in India and beyond. Additionally, with the help of celebrities, who were designated *as Equality Champions*, a stream of videos, factsheets and e-postcards were produced in a variety of languages and widely shared on social media platforms. Public service announcements were aired on television and radio and, in several countries, ads were posted on city buses and trains.

Many events also took place at the national level and often involved UN, national and civil society partners. In particular, events were reported in Brazil, Cambodia, Chile, Colombia, Ecuador, El Salvador, Honduras, India, Mexico, Panama and the United States of America. Several UN offices announced plans for spin-off national campaigns. A Free & Equal Global Film Series, showcasing groundbreaking LGBTI-themed documentaries, was launched at the Los Angeles Film Festival.

In September 2014, in parallel with the opening of the General Assembly in New York, the campaign supported a historic ministerial-level meeting on the rights of LGBTI persons. A Free & Equal photo booth was set up at the main entrance to the General Assembly so that delegates could choose to be photographed expressing their support for LGBTI equality.

Finally, in anticipation of Human Rights Day in December, a microcampaign was launched to promote respect for family diversity and acceptance of LGBTI family members. The week-long campaign, titled *#AllFamilies*, invited people to share their family photos with a message of support for LGBTI equality. This generated more than 50 million impressions on social media and culminated in an event at United Nations Headquarters, featuring a panel debate and a musical performance by singer Mary Lambert.

Human Rights Day 2014

In 2014, Human Rights Day was commemorated with the launch of the *Human Rights 365* campaign. The campaign ran from 17 November to 10 December and stressed that human rights matter every day of the year. It also celebrated the fundamental principle of the Universal Declaration of Human Rights that each one of us, everywhere, and at all times, is entitled to the full range of human rights and that human rights bind us together as a global community with the same ideals and values.

The campaign took place primarily on social media platforms, including Vine, Facebook, Twitter and Thunderclap. Through these channels, OHCHR called on everyday human rights defenders to produce short video messages, explaining why human rights matter every day, and to tag them on Vine with the hashtag #rights365. In response, more than 140 Vines were produced, including submissions from Mashable (one of the leading digital media outlets in the world) and the European Commission. OHCHR's tweets for the campaign generated 98.3 million impressions. OHCHR launched a Thunderclap to spread one message to the world on

Human Rights Day: *#Rights365: Today is Human Rights Day, make it happen every day!* As a result, 718 people signed up to the Thunderclap and the overall social reach was 9,406,827 people.