



Annexes

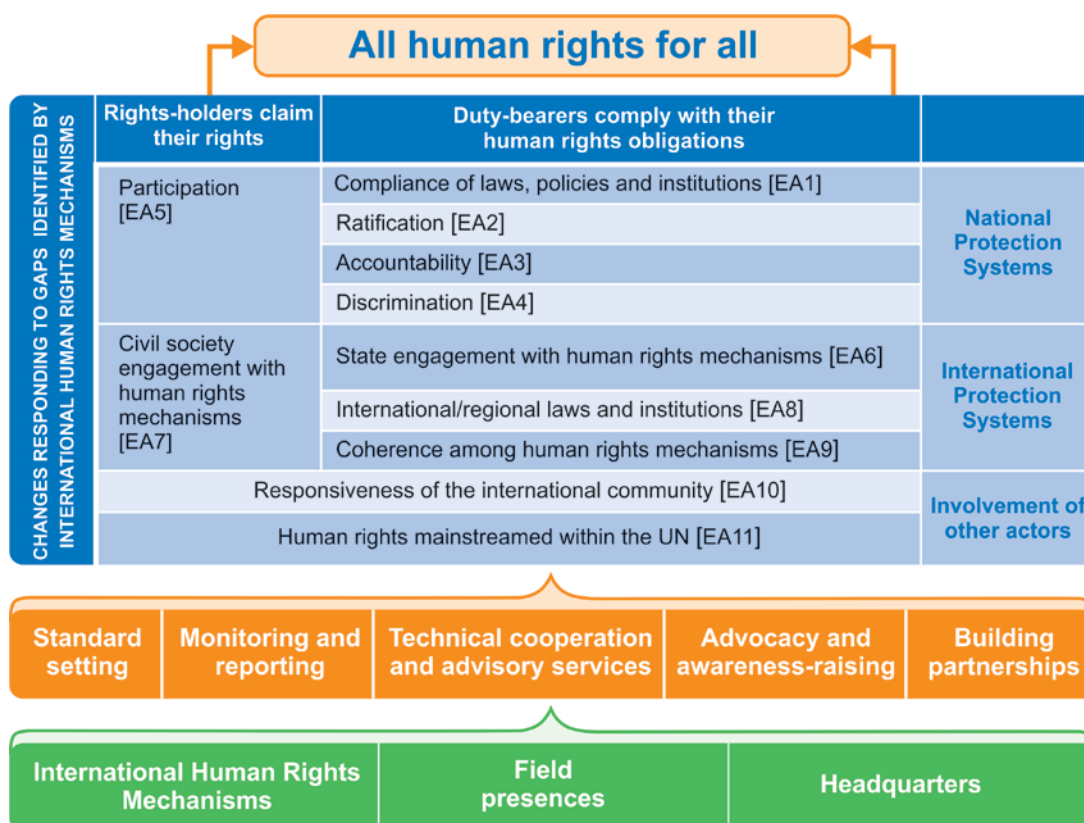


Annex I: OHCHR's theory of change and results' framework

Theory of change

OHCHR's theory of change explains the intermediate results that the Office intends to contribute to in the pursuit of its long-term goal – all human rights for all. It articulates the rationale for the selection of those results and describes the Office's overall

strategy to achieve them, which includes strategic interventions and the means by which those interventions are undertaken. For more information on OHCHR's theory of change please refer to the OHCHR Management Plan 2014-2017.



Global and Thematic Expected Accomplishments

Strengthening international human rights mechanisms	
RIGHTS-HOLDERS CLAIM THEIR RIGHTS	DUTY-BEARERS COMPLY WITH THEIR OBLIGATIONS
	[EA2] ▶ Increased ratification of international human rights instruments and review of reservations, with a focus on instruments and regions with low ratification rates, including Optional Protocols
[EA7] ▶ Increased number and diversity of rights-holders, and of national human rights institutions and civil society actors acting on their behalf, making use of United Nations and regional human rights mechanisms and bodies	[EA6] ▶ Establishment of participatory standing national coordinating bodies on reporting/replying to individual communications and enquiries; and integrated follow-up to recommendations of all human rights mechanisms ▶ Increased compliance and engagement of Member States with international human rights mechanisms
	[EA8] ▶ Advances in the progressive development of international and regional human rights law in areas relevant to the thematic priorities
	[EA9] ▶ Enhanced synergies, complementarity and coherence within and between human rights mechanisms
[EA10] ▶ Early warning functions of human rights mechanisms are enhanced ▶ Increased interventions of the international community to promote and protect civil society actors, including against reprisals	
[EA11] ▶ Enhanced systematic engagement by UNCTs with international human rights mechanisms	

Enhancing equality and countering discrimination	
RIGHTS-HOLDERS CLAIM THEIR RIGHTS	DUTY-BEARERS COMPLY WITH THEIR OBLIGATIONS
[EA5] <ul style="list-style-type: none"> ▶ National human rights institutions and civil society create and support participatory mechanisms to enhance equality and counter discrimination ▶ Increased and effective use of national protection systems by individuals and groups faced with discrimination 	[EA1] <ul style="list-style-type: none"> ▶ Increased use of anti-discrimination and equality standards by judges and prosecutors ▶ State agents and political and faith-based actors increasingly comply with human rights standards related to public freedoms and take measures for the development of an independent and pluralistic civil society ▶ Constitutions, laws and policies increasingly protect human rights, especially land and housing rights and with particular attention to non-discrimination and gender equality, in the context of development and exploitation of natural resources ▶ Legal frameworks, public policies and institutions are in place and functioning to combat sexual and gender-based violence, trafficking and related exploitation
	[EA2] <ul style="list-style-type: none"> ▶ Increased ratification of international human rights instruments and review of reservations
	[EA4] <ul style="list-style-type: none"> ▶ Legislation, policies and practices increasingly comply with anti-discrimination and equality standards ▶ Increased number of specialized equality bodies, focal points and NHRIs working on equality and non-discrimination in line with international standards ▶ Increased representation of marginalized and discriminated groups in State institutions and decision-making bodies
[EA7] <ul style="list-style-type: none"> ▶ Increased number and diversity of rights-holders, and of national human rights institutions and civil society actors acting on their behalf, making use of United Nations and regional human rights mechanisms and bodies 	[EA6] <ul style="list-style-type: none"> ▶ Increased compliance and engagement of Member States with international human rights mechanisms
	[EA8] <ul style="list-style-type: none"> ▶ Progressive development of international and regional human rights law in areas relevant to the thematic priorities
[EA10] <ul style="list-style-type: none"> ▶ Increased integration of human rights in international and regional processes relevant to migration ▶ Increased responsiveness of the international community in ensuring accountability for gross human rights violations 	
[EA11] <ul style="list-style-type: none"> ▶ Implementation of the Secretary-General's Guidance Notes and Guidelines on Racial Discrimination and Protection of Minorities and the UN Indigenous Peoples' Partnership 	

Combating impunity and strengthening accountability and the rule of law

RIGHTS-HOLDERS CLAIM THEIR RIGHTS	DUTY-BEARERS COMPLY WITH THEIR OBLIGATIONS
<p>[EA5]</p> <ul style="list-style-type: none"> ▶ Increased use of national protection system by rights-holders, especially through strategic litigation on economic, social and cultural rights ▶ Civil society, in particular youth and women, increasingly advocate and claim their rights and protect themselves more effectively from reprisals 	<p>[EA1]</p> <ul style="list-style-type: none"> ▶ National justice systems, encompassing customary justice systems, established and functioning in accordance with international human rights norms and standards and increasingly applying them, including economic, social and cultural rights ▶ Increased compliance of national legislation, policies, programmes and institutions with international human rights norms and standards relating to the deprivation of liberty and the prohibition and prevention of torture and ill-treatment ▶ Increased number of States that have abolished the death penalty and/or, pending abolition, increasingly comply with relevant international human rights obligations ▶ Counter-terrorism legal frameworks, policies, strategies and institutions increasingly aligned with international human rights norms and standards ▶ Increased use of anti-discrimination and equality standards by judges and prosecutors ▶ Legal frameworks, public policies and institutions are in place and functioning to combat sexual and gender-based violence, trafficking and related exploitation
	<p>[EA2]</p> <ul style="list-style-type: none"> ▶ Increased ratification of international human rights instruments and review of reservations
	<p>[EA3]</p> <ul style="list-style-type: none"> ▶ Transitional justice mechanisms established and increasingly operating in accordance with international human rights norms, standards and good practices ▶ Protection systems and accountability mechanisms are established and functioning in compliance with international human rights norms and standards to monitor, investigate and redress acts of torture and ill-treatment and violations of the rights of persons deprived of their liberty ▶ National mechanisms provide for effective implementation of business and human rights standards by States and the private sector, including remedies for human rights abuses
<p>[EA7]</p> <ul style="list-style-type: none"> ▶ Increased number and diversity of rights-holders, and of NHRIs and civil society actors acting on their behalf, making use of UN and regional human rights mechanisms and bodies 	<p>[EA6]</p> <ul style="list-style-type: none"> ▶ Increased compliance and engagement of Member States with international human rights mechanisms
	<p>[EA8]</p> <ul style="list-style-type: none"> ▶ Progressive development of international and regional human rights law in areas relevant to the thematic priorities
<p>[EA10]</p> <ul style="list-style-type: none"> ▶ Increased responsiveness of the international community in ensuring accountability for gross human rights violations 	
<p>[EA11]</p> <ul style="list-style-type: none"> ▶ Enhanced coherence and effectiveness of the UN in supporting the rule of law and human rights-compliant counter-terrorism policies 	

Integrating human rights in development and in the economic sphere	
RIGHTS-HOLDERS CLAIM THEIR RIGHTS	DUTY-BEARERS COMPLY WITH THEIR OBLIGATIONS
[EA5] <ul style="list-style-type: none"> ▶ Rights-holders meaningfully participate in the design and monitoring of public policies, budgets and development projects particularly affecting their human rights, especially their rights to food, housing, water and sanitation, and their access to natural resources such as land ▶ Civil society, in particular youth and women, increasingly advocate for and claim their rights; and protect themselves more effectively from reprisals ▶ Increased use of national protection system by rights-holders, especially through strategic litigation on economic, social and cultural rights 	[EA1] <ul style="list-style-type: none"> ▶ Constitutions, laws and policies increasingly protect human rights, especially land and housing rights and with particular attention to non-discrimination and gender equality, in the context of development and exploitation of natural resources ▶ Increased use of anti-discrimination and equality standards by judges and prosecutors
	[EA2] <ul style="list-style-type: none"> ▶ Increased ratification of international human rights instruments and review of reservations
	[EA3] <ul style="list-style-type: none"> ▶ National mechanisms provide for effective implementation of business and human rights standards by States and the private sector, including remedies for human rights abuses ▶ Mechanisms and initiatives are adopted to increase human rights protection in contexts of conflict, violence and insecurity
	[EA4] <ul style="list-style-type: none"> ▶ Increased representation of marginalized and discriminated groups in State institutions and decision-making bodies
[EA7] <ul style="list-style-type: none"> ▶ Increased number and diversity of rights-holders, and of NHRIs and civil society actors acting on their behalf, making use of UN and regional human rights mechanisms and bodies 	[EA6] <ul style="list-style-type: none"> ▶ Increased compliance and engagement of Member States with international human rights mechanisms
	[EA8] <ul style="list-style-type: none"> ▶ Advances in the progressive development of international and regional human rights law in areas relevant to the thematic priorities
[EA10] <ul style="list-style-type: none"> ▶ Human rights are integrated in the formulation of and follow-up to the post-2015 development agenda ▶ Global, regional, and national actors increasingly integrate international human rights principles and standards, including the right to development, in their development, finance, trade and investment policies 	
[EA11] <ul style="list-style-type: none"> ▶ Human rights standards and principles are integrated into UN development frameworks and the work of UN agencies, particularly on housing, water, sanitation and land ▶ 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 	

Widening the democratic space	
RIGHTS-HOLDERS CLAIM THEIR RIGHTS	DUTY-BEARERS COMPLY WITH THEIR OBLIGATIONS
[EA5] <ul style="list-style-type: none"> ▶ Increased participation of rights-holders, including women and discriminated groups, in public life at the national and local levels ▶ Civil society, in particular youth and women, increasingly advocate and claim their rights; and protect themselves more effectively from reprisals ▶ Rights-holders meaningfully participate in the design and monitoring of public policies, budgets and development projects particularly affecting their human rights, especially their rights to food, housing, water and sanitation, and their access to natural resources such as land ▶ Increased use of national protection system by rights-holders, especially through strategic litigation on economic, social and cultural rights 	[EA1] <ul style="list-style-type: none"> ▶ Constitutions, laws, administrative measures and policies respect, protect and guarantee freedom of opinion and expression, including prohibition of incitement to hatred, peaceful assembly, association, conscience, religion and belief ▶ State agents and political and faith-based actors increasingly comply with human rights standards related to public freedoms and take measures for the development of an independent and pluralistic civil society ▶ Effective human rights education programmes, particularly for youth, established or strengthened ▶ National human rights institutions established and effectively functioning in accordance with the Paris Principles and other relevant international standards and recommendations
	[EA3] <ul style="list-style-type: none"> ▶ Effective protection mechanisms and measures for civil society actors, including at-risk human rights defenders and media actors established and strengthened
	[EA4] <ul style="list-style-type: none"> ▶ Increased representation of marginalized and discriminated groups in State institutions and decision-making bodies
[EA7] <ul style="list-style-type: none"> ▶ Increased number and diversity of rights-holders, and of NHRIs and civil society actors acting on their behalf, making use of UN and regional human rights mechanisms and bodies 	[EA6] <ul style="list-style-type: none"> ▶ Increased compliance and engagement of Member States with international human rights mechanisms
	[EA8] <ul style="list-style-type: none"> ▶ Advances in the progressive development of international and regional human rights law in areas relevant to the thematic priorities
[EA10] <ul style="list-style-type: none"> ▶ Increased interventions of the international community to promote and protect civil society actors, including against reprisals ▶ 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 	

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

RIGHTS-HOLDERS CLAIM THEIR RIGHTS	DUTY-BEARERS COMPLY WITH THEIR OBLIGATIONS
<p>[EA5]</p> <ul style="list-style-type: none"> ▶ Increased number and variety of stakeholders engaged in conflict prevention, peacebuilding and other violence reduction processes ▶ Civil society, in particular youth and women, increasingly advocate and claim their rights and protect themselves more effectively from reprisals 	<p>[EA1]</p> <ul style="list-style-type: none"> ▶ Legal frameworks, public policies, State institutions, as well as non-State actors, regulating or engaged in situations of conflict, violence and insecurity increasingly comply with international human rights standards ▶ Legal frameworks, public policies and institutions are in place and functioning to combat sexual and gender-based violence, trafficking and related exploitation ▶ Constitutions, laws and policies increasingly protect human rights, especially land and housing rights and with particular attention to non-discrimination and gender equality, in the context of development and exploitation of natural resources
	<p>[EA3]</p> <ul style="list-style-type: none"> ▶ Mechanisms and initiatives are adopted to increase human rights protection in contexts of conflict, violence and insecurity ▶ Transitional justice mechanisms established and increasingly operating in accordance with international human rights norms, standards and good practices
	<p>[EA4]</p> <ul style="list-style-type: none"> ▶ Increased representation of marginalized and discriminated groups in State institutions and decision-making bodies
<p>[EA7]</p> <ul style="list-style-type: none"> ▶ Increased number and diversity of rights-holders, and of national human rights institutions and civil society actors acting on their behalf, making use of United Nations and regional human rights mechanisms and bodies 	<p>[EA6]</p> <ul style="list-style-type: none"> ▶ Increased compliance and engagement of Member States with international human rights mechanisms
	<p>[EA8]</p> <ul style="list-style-type: none"> ▶ Advances in the progressive development of international and regional human rights law in areas relevant to the thematic priorities
<p>[EA10]</p> <ul style="list-style-type: none"> ▶ 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 	
<p>[EA11]</p> <ul style="list-style-type: none"> ▶ 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 ▶ 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, 	

Global Management Outputs

1. Strategic decisions are made in line with results-based management principles and are implemented in a timely manner (GMO 1)
2. Organizational work processes, systems and structures are aligned for increased efficiency (GMO 2)
3. A gender perspective is effectively integrated in all OHCHR policies, programmes and relevant processes (GMO 3)
4. Increased effectiveness in supporting human rights mechanisms (GMO 4)
5. Increased effectiveness in supporting field operations (GMO 5)
6. OHCHR staff has the necessary competencies and skills to effectively implement OHCHR's programme (GMO 6)
7. Improved awareness and understanding of and support to OHCHR's mission and programmes by Member States and other stakeholders (GMO 7)
8. The efficient management of human and financial resources (GMO 8)

Annex II: Abbreviations and acronyms

BNUB	United Nations Office in Burundi	DPA	Department of Political Affairs
CAT	<ul style="list-style-type: none"> - Committee against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment - Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment 	DPKO	Department of Peacekeeping Operations
CCA	Common Country Assessment	EA	Expected Accomplishment
CCD	Common Core Document	FAO	Food and Agriculture Organization
CED	Committee on Enforced Disappearances	GBV	Gender-Based Violence
CEDAW	<ul style="list-style-type: none"> - Committee on the Elimination of Discrimination against Women - Convention on the Elimination of All Forms of Discrimination against Women 	GMO	Global Management Output
CERD	Committee on the Elimination of Racial Discrimination	GPC	Global Protection Cluster
CERF	Central Emergency Response Fund	HRA	Human Rights Adviser
CESCR	Committee on Economic, Social and Cultural Rights	HRBA	Human Rights-Based Approach
CMW	Committee on the Protection of Migrant Workers and Members of their Families	HRC	Human Rights Council
COI	Commission of Inquiry	HR Committee	Human Rights Committee
CRC	<ul style="list-style-type: none"> - Committee on the Rights of the Child - Convention on the Rights of the Child 	HRDDP	Human Rights Due Diligence Policy
CRPD	<ul style="list-style-type: none"> - Committee on the Rights of Persons with Disabilities - Convention on the Rights of Persons with Disabilities 	HRUF	Human Rights Up Front
CSO	Civil Society Organization	IASC	Inter-Agency Standing Committee
DDPA	Durban Declaration and Programme of Action	ICC	International Criminal Court
DFS	Department of Field Support	ICC-NHRI	International Coordinating Committee of National Human Rights Institutions
		ICPPED	International Convention for the Protection of All Persons from Enforced Disappearance
		ICCPR	International Covenant on Civil and Political Rights
		ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
		ICESCR	International Covenant on Economic, Social and Cultural Rights
		ICRMW	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families

IDP	Internally Displaced Person	OP-CRC-SC	Optional Protocol to the Convention on the Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography
ILO	International Labour Organization	OP-CRC-IC	Third Optional Protocol to the Convention on the Rights of the Child on a Communications Procedure
IOM	International Organization for Migration	OP-ICESCR	Optional Protocol to the International Covenant on Economic, Social and Cultural Rights
LDCs	Least Developed Countries	OP-ICCPR	Optional Protocol to the International Covenant on Civil and Political Rights
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex	RBM	Results-Based Management
MDGs	Millennium Development Goals	RC	Resident Coordinator
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	SDGs	Sustainable Development Goals
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali	SIDS	Small Island Developing States
MINUSTAH	United Nations Stabilization Mission in Haiti	SGBV	Sexual and Gender-Based Violence
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	SPT	Subcommittee on Prevention of Torture
NGO	Non-Governmental Organization	UNAMA	United Nations Assistance Mission in Afghanistan
NHRI	National Human Rights Institution	UNAMID	African Union - United Nations Hybrid Operation in Darfur
NPM	National Preventive Mechanism	UNAMI	United Nations Assistance Mission for Iraq
OCHA	Office for the Coordination of Humanitarian Affairs	UNCT	United Nations Country Team
OHCHR	Office of the High Commissioner for Human Rights	UNDAF	United Nations Development Assistance Framework
OMP	OHCHR Management Plan	UNDG	United Nations Development Group
OP-CAT	Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	UNDP	United Nations Development Programme
OP-CEDAW	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women	UNECA	United Nations Economic Commission for Africa
OP-CRC-AC	Optional Protocol to the Convention on the Rights of the Child on the Involvement of Children in Armed Conflict	UNEG	United Nations Evaluation Group
		UNEP	United Nations Environment Programme

UNESCO United Nations Educational, Scientific and Cultural Organization

UNFPA United Nations Population Fund

UNHCR United Nations High Commissioner for Refugees

UNICEF United Nations Children's Fund

UNIOGBIS United Nations Peacebuilding Support Office in Guinea-Bissau

UNITAR United Nations Institute for Training and Research

UNMIL United Nations Mission in Liberia

UNMISS United Nations Mission in South Sudan

UNOCI United Nations Operation in Côte d'Ivoire

UNODC United Nations Office on Drugs and Crime

UNOG United Nations Office at Geneva

UNSMIL United Nations Support Mission in Libya

UNSOM United Nations Assistance Mission in Somalia

UNV United Nations Volunteers

UPR Universal Periodic Review

Annex III: OHCHR organization chart

