



Management and Funding



Congolese woman processing palm oil to be used for food consumption and soap manufacturing.

Management

OHCHR has made considerable efforts to become a fully results-based organization. In 2015, OHCHR continued developing its results-based management (RBM) skills and tools; 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).

Decision-making

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, who is 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. Additionally, based on the outcomes of the Change Initiative, a Policy Advisory Group (PAG) was established to provide a forum for senior managers to exchange views on policy-related matters. These bodies regularly meet to make recommendations to the High Commissioner on office-wide policies, operating procedures, programmes and resource allocations.

Managing programme performance

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

The PMS, which was introduced in 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 members;
- ▶ There is an unbreakable link between what the Office commits to achieving in its plans and what it monitors and reports on, making it accountable for what it planned;
- ▶ Only office-wide indicators are used to define targets so that information can be compiled, analyzed and presented to OHCHR as a whole;
- ▶ Monitoring and reporting are evidence-based; and
- ▶ Staff members, in particular managers, can access all planning and reporting documents and analyze that information to improve decision-making, increase cross-fertilization and advance institutional learning.

The PMS has become the centrepiece for all programme planning, monitoring and reporting activities of OHCHR. All of the Office's organizational units and field presences use the PMS to develop and revise their programme documents, monitor progress and report on results. In 2015, significant time was spent on consolidating the PMS database to adjust it to OHCHR's emerging needs and changes in organizational structures. A number of additional screens, reports and modules were also developed to improve the system's functionality, including: modules to revise programmatic notes; a module to facilitate the midterm review of the 2014-2017 OHCHR Management Plan (OMP); and reports to track the status of implementation and expenditures.

Progress made in RBM enabled the Office to use the data gathered through the PMS to inform decision-making. Using the information that was available from the PMS, the PBRB undertook a review of OHCHR's overall programme implementation. More specifically, a comprehensive analysis of progress was carried out to determine the achievements made in relation to outputs and thematic expected accomplishments. In addition, information from the PMS was used to analyze OHCHR's performance in implementing its programme on two cross-cutting topics: gender and migration. These examples show the full potential of the PMS to function not only as a knowledge management tool but also as a tool to support decision-making.

Planning

In 2014, the Office undertook a thorough review of its plans and priorities for 2015 to streamline its work and bring its extrabudgetary cost plans in line with the anticipated level of income. The review resulted in the overall reduction of the 2015 budget by 20 per cent, compared to 2014, and the identification of areas that the Office would not invest additional resources in unless full coverage was received from the regular budget or earmarked contributions. As a result of this sound planning approach, the Office's efficient utilization of its resources and a slight increase in extrabudgetary contributions, the funding gap was reduced to less than US\$3 million. For more details on OHCHR's funding and budget, see pages 60-92.

The planning process for 2016 followed a two-step process. At the end of 2015, a decision was made to develop cost plans for the first quarter of 2016. The preparation of detailed work plans and cost plans for the rest of the year took place in March and April 2016. This approach took into account the exceptional allocation of administrative and planning resources to the transition to Umoja in the last quarter of the year and the General Assembly's consideration of a proposal to strengthen OHCHR's regional presences, which would have impacted on the Office's organizational structure (see more details on this under Change Initiative below).

Evaluation

In its evaluation plan for 2014-2017, the Office committed itself to conducting six strategic evaluations per programming cycle, including two impact studies and one evaluation of each subprogramme at headquarters and three evaluations of selected field presences every year. In 2015, the Office prioritized its programmes to support national human rights institutions (NHRIs) and human rights advisers (HRAs). The evaluation of OHCHR's support to NHRIs was conducted between February and October and the evaluation of a selection of country programmes supported by HRAs was initiated in June. Additionally, the evaluation of OHCHR's country programme for Mexico was concluded and another evaluation in relation to OHCHR's work in Uganda began in October. Moreover, a study of the impact of technical assistance and capacity-building in the Democratic Republic of the Congo was undertaken, along with two evaluations of

technical cooperation projects in the Regional Office for Central Asia and an evaluation in the Republic of Moldova. Furthermore, the results of the evaluation of the Regional Office for Central Asia, conducted in 2014, were presented in January and a follow-up plan to the recommendations is being implemented.

All evaluations rely on contributions from members of OHCHR's Evaluation Focal Points Network and staff members from different areas of the Office. These staff members benefited from capacity-building sessions on evaluation and RBM and how to use the methodological tools that were specifically developed to guide their work.

Change initiative

The High Commissioner's Change Initiative seeks to maximize OHCHR's resources and capacities to respond more effectively to the growing demands and expectations from Member States, UN partners and rights-holders, including by consolidating thematic expertise at headquarters; more effectively supporting the human rights mechanisms; strengthening OHCHR's engagement in New York; and reinforcing its regional presences.

At headquarters, consideration is being given to creating a single Division to provide support for the human rights treaty bodies, the Human Rights Council and the Universal Periodic Review. Thematic research, support to special procedures thematic mandates and the right to development would also be integrated into one Division, in order to reinforce the Office's ability to provide the core research and policy services required, and enable both the Special Procedures mandate-holders and the High Commissioner to make a more coordinated use of their independent mandates to advocate effectively for human rights protection. The New York Office would be strengthened to better support the integration of human rights concerns and approaches on the development and peace and security agendas.

At the field level, the establishment of regional hubs was conceptualized as a response to long-standing recommendations from Member States that OHCHR should increase its focus on the field and have a more balanced global presence. This would enable the Office to get closer to rights-holders and be more accessible to Member States. Each hub would seek to engage with all the countries across its respective region, including through technical assistance, capacity-building, mainstreaming,



The High Commissioner at a press conference during of the 30th regular session of the Human Rights Council, September 2015.

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monitoring and reporting and providing support to the human rights mechanisms. In December, the General Assembly requested that the Secretary-General present a revised proposal concerning the regional restructuring to the 71st session. The revised proposal should further clarify the roles, functions, workloads, structures, financial implications and resource needs of the hubs.

Global Management Outputs

Global Management Outputs describe the managerial improvements that OHCHR commits to making with a view to effectively delivering on its planned thematic results. Significant progress was achieved during 2015 in relation to 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 **79 per cent** of the outputs planned for this GMO in 2015 were fully or substantially achieved. This resulted in the implementation of more transparent strategic decision-making processes

and the increased integration of RBM into OHCHR's programmes, plans and activities. The following examples provide evidence of improvement in relation to this GMO.

- ▶ The form used by OHCHR divisions and field presences to submit requests to the PBRB was revised, therefore ensuring that the Board has all the relevant details to make informed decisions on programmatic or budgetary changes affecting OHCHR's work.
- ▶ A new advisory body, the PAG, was established to provide a forum for senior managers to exchange views and advise the High Commissioner on policy-related matters. Since its establishment in April, the PAG has met on eight occasions.
- ▶ Data gathered through the PMS was used to inform strategic decision-making. During the Mid-Year Review in July, PBRB used the information gathered on the progress made towards the achievements of outputs and thematic expected accomplishments across the Office in 2014. In addition, data from the PMS was used by senior managers to reflect on OHCHR's performance in implementing its programme on two cross-cutting topics: gender and migration. The PMS is also being used by OHCHR staff members to view and query information and to help prepare the Office's programming documents.

- ▶ Evaluation is a cornerstone of RBM and OHCHR has achieved fairly good progress in this respect. The results and recommendations of the evaluation of the Regional Office for Central Asia were presented in January and a follow-up plan is being implemented. The final report of the evaluation of OHCHR's support to NHRIs was received in October and the first draft report of the evaluation of HRAs was received in December. Other assessments are being conducted, such as the review of the country programmes in Mexico and Uganda, a study of the impact of technical assistance and capacity-building in the Democratic Republic of the Congo and evaluations of technical cooperation projects in the Regional Office for Central Asia and the Republic of Moldova.

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

A total of **85 per cent** of the outputs planned for this GMO in 2015 were fully or substantially achieved. A number of initiatives were carried out to improve the Office's processes and structures, which contributed to a more efficient implementation of OHCHR's mandate, including:

- ▶ Since January, the Peace Missions Support Section has been based in the New York Office (NYO) to allow for better coordination on all issues related to peace missions with the relevant UN departments, namely the Department of Peacekeeping Operations, the Department of Political Affairs and the Department of Field Support. The Section focuses on mainstreaming human rights into the work of UN peace missions by participating in the development of operational plans, tools and guidance documents and discussions related to the renewal of the mandates of peace operations, their structures, staffing and resources to effectively advance the human rights agenda.
- ▶ The introduction of Umoja, the UN's new resource management software, in November, required enormous investments of time in carrying out the necessary training programmes and adjusting work processes. While the long-term expectation is that Umoja will bring greater efficiency, ongoing efforts are needed to address the implementation challenges.
- ▶ A streamlined internal clearance process was developed and implemented in November. An electronic document management system is now being developed to support the process.

Furthermore, a new digital registry system was introduced to facilitate the registration, distribution and follow-up to the correspondence received by the Office.

- ▶ At the field level, a host country agreement for the opening of a country office was signed, in May, by OHCHR and the Government of Honduras. An advance team of two international staff members was deployed, in September, to take care of the logistical and administrative arrangements and work on achieving the planned outputs for the year.

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

A total of **86 per cent** of the outputs planned for this GMO in 2015 were fully or substantially achieved. In 2015, OHCHR made some progress regarding the integration of a gender perspective into its programmes and processes. Its performance was positively assessed through the UN system-wide gender mainstreaming accountability framework. During the year, the following results were achieved:

- ▶ The High Commissioner approved an action plan to ensure that OHCHR's organizational culture incorporated more gender-sensitivity in terms of its leadership, hiring practices and informal culture. He also committed to be a "Geneva Gender Champion" and pledged that he would no longer participate in any panel that does not include female experts, that he would meet with at least one women's rights organization during each of his country visits and that he will endeavour to improve gender parity within the Office.
- ▶ Efforts continued to strengthen the capacities of OHCHR staff members on gender integration. In addition, guidance was provided to ensure that the public reports from OHCHR field presences integrate a gender perspective. The United Nations Human Rights Monitoring Mission in Ukraine, for instance, showed a strengthened capacity to integrate a gender analysis in their reports, including through the use of disaggregated data on incidents and violations affecting both women and men.
- ▶ Gender considerations were reflected in OHCHR's advocacy positions and inputs to all debates and processes on the post-2015 development agenda. This strongly contributed to the inclusion of Goal 5 on gender equality in the final 2030 Agenda for Sustainable Development.

- ▶ At the field level, gender considerations and approaches were incorporated into the programmes and/or processes of OHCHR's country presences in: Afghanistan, Bolivia, Burundi, Cambodia, the Central African Republic, Chad, Colombia, Côte d'Ivoire, the Democratic Republic of the Congo, Georgia (South Caucasus), Guatemala, Iraq, Jamaica, Kenya, Liberia, Libya, Madagascar, Malawi, Mali, Mauritania, Mexico, Nigeria, Paraguay, the Republic of Moldova, Serbia, Somalia, South Sudan, Tanzania, the former Yugoslav Republic of Macedonia, Timor-Leste, Tunisia, Uganda, Ukraine, Yemen and Zambia; and OHCHR's regional presences for Central Africa, Central America, Central Asia, Eastern Africa, Europe, the Middle East and North Africa, the Pacific, South America, Southern Africa, South-East Asia and West Africa. For instance, in the Central African Republic, a Women's Protection Adviser and gender focal points within the country's field offices were appointed to deal with cases of gender-based violence. Furthermore, in Uganda, the Office ensured that female human rights officers are available to interview female victims of sexual violence and attend to their specific needs.

GMO 4: Increased effectiveness in supporting human rights mechanisms

A total of **87 per cent** of the outputs planned for this GMO in 2015 were fully or substantially achieved, which contributed to OHCHR's enhanced support to the human rights mechanisms. The following examples provide evidence of achievement in relation to this GMO:

- ▶ With substantive and logistical OHCHR support, both from headquarters and the field, the special procedures mandate-holders carried out 76 country visits to 53 countries and territories. Support was likewise provided to the special procedures for the preparation and submission of 532 communications to 123 States and 13 non-State actors, 134 reports to the Human Rights Council (HRC) and 39 reports to the General Assembly.
- ▶ Through its field presences, OHCHR contributed to the development or strengthening of tools, mechanisms and processes to promote reporting to and further engagement with the human rights mechanisms in Burundi, Colombia, Guatemala, Iraq, Liberia, Libya, Madagascar, Mali, Mexico, Papua New Guinea, Somalia and the State of Palestine; and to collect, categorize and follow-up on the recommendations issued by the human



Press briefing by Juan Ernesto Mendez (right), UN Special Rapporteur on torture and other cruel, inhuman or degrading treatment or punishment, and Malcolm Evans (centre), Chair of the Subcommittee on the Prevention of Torture.

rights mechanisms in relation to Afghanistan, the Gambia, Liberia, Mexico, Paraguay, Somalia and Uganda.

- ▶ In relation to the Human Rights Council, OHCHR contributed to the organization of 150 meetings, including the Council's three regular sessions, two special sessions, interactive dialogues and panels.
- ▶ With the financial support of the United Nations Voluntary Fund for Participation in the UPR, which is administered by OHCHR, a total of 17 States participated in the sessions of the Working Group at which they were reviewed or in the HRC's plenary sessions when the UPR outcomes were adopted.
- ▶ OHCHR also contributed to the HRC's response to crisis situations by, for instance, deploying a mission to Libya to investigate all violations and abuses that have been committed since the beginning of 2014. Following the adoption of resolution A/HRC/29/13, an assessment team was deployed, in October, to South Sudan to undertake a comprehensive assessment of alleged violations and abuses of human rights. In accordance with resolution A/HRC/RES/S-23/1, the Office deployed a team to collect information on violations and abuses of human rights committed by the terrorist group Boko Haram.
- ▶ In 2015, the Office serviced the human rights treaty bodies during 99 weeks of sessions, which included providing them with substantive assistance in their consideration of 173 State Party reports (up from 143 in 2014). OHCHR divisions and field presences also provided substantive input to the preparation of the lists of issues and concluding observations.
- ▶ In line with the General Assembly's resolution on strengthening the human rights treaty body system (A/RES/68/268), the procurement of the

necessary equipment to provide live webcasts of treaty body meetings was completed and its installation in OHCHR conference rooms will begin in 2016. Furthermore, a treaty body capacity-building programme was established and 10 of the programme's team members were already in place by the end of the year.

- ▶ A wide variety of communication tools and materials were produced and disseminated by OHCHR to assist with and give visibility to the work of the human rights mechanisms. In 2015, the Office released a total of 689 press releases, media statements and advisories relating to the activities of the special procedures and the treaty bodies. Furthermore, approximately 100 webpages dedicated to the Human Rights Council were created or regularly updated with new content. These include pages for the Advisory Committee and the Complaint Procedure, the commissions of inquiry and fact-finding missions and the Council's regular and special sessions. The pages on States undergoing their second UPR cycle were updated and all pre-session documents were posted, including the advance questions, the reports of the Working Group and additional information submitted by the State.
- ▶ Social media platforms were used to disseminate the work of the Human Rights Council in a timely and accurate manner. The Council's Facebook account saw an increase in the number of "likes" from approximately 85,500 at the end of 2014 to 112,500 at the end of December 2015. The number of Twitter "followers" rose from approximately 33,800 at the end of 2014 to approximately 54,400 at the end of December 2015.

GMO 5: Increased effectiveness in supporting field operations

A total of **84 per cent** of the outputs planned for this GMO in 2015 were fully or substantially achieved. OHCHR supported its field operations in their efforts to provide technical assistance to regional and national actors to make human rights a reality on the ground and to implement the recommendations issued by the human rights mechanisms. The following examples highlight some of the improvements that have been made.

- ▶ Through its engagement at UN Headquarters in New York, the Office sought the reinforcement of the human rights mandates of existing UN field operations and participated in discussions related to potential new field presences. For instance, OHCHR advocated for the inclusion of human

rights considerations in a possible UN mission that would support the implementation of a peace agreement that is expected to be signed by the Colombian Government and the FARC in 2016. It also participated in the Strategic Assessment Mission to Iraq that was aimed at streamlining the peace operation's mandate around a number of core issues, including human rights, transitional justice and the rule of law.

- ▶ OHCHR continued contributing to the operationalization of the United Nations Development Group (UNDG) Strategy for the Deployment of Human Rights Advisers. In 2015, OHCHR supported 28 HRAs across regions, including one who was deployed to Mozambique.
- ▶ More than 80 staff members who were included in the rapid response roster were deployed at short notice in response to various crises and mandates, including commissions of inquiry, fact-finding missions and humanitarian responses. As an example, staff members were deployed to Nigeria and South Sudan to support assessment missions mandated by the Human Rights Council and to Nepal, in the aftermath of the earthquake, to mainstream human rights within the work of the Protection Cluster.
- ▶ Support was provided to 29 field-based projects, through the United Nations Voluntary Fund for Financial and Technical Assistance for the Implementation of the UPR, to contribute to the capacity of field presences to advise States on implementing the recommendations issued by the human rights mechanisms.
- ▶ Through the Treaty Body Capacity-Building Programme, 10 human rights officers were deployed to strengthen the capacities of the OHCHR regional offices to support States Parties to implement their treaty obligations.



The Special Rapporteur on the situation of human rights in Cambodia and the OHCHR Representative in the country hold a press conference in Phnom Penh, September 2015.

- ▶ Security officers were deployed to the field on 50 occasions to provide substantial advice or conduct security assessment missions.

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

A total of **78 per cent** of the outputs planned for this GMO in 2015 were fully or substantially achieved, which contributed to enhancing the knowledge, skills and capacities of OHCHR staff from both headquarters and the field. The following examples provide evidence of improvements made in relation to this GMO.

- ▶ In 2015, approximately 1,000 staff members attended OHCHR trainings, seminars or learning sessions on various topics, including Umoja, general administrative matters and current human rights issues. Furthermore, 50 new staff members benefited from a two-day orientation programme on the mandate, strategy and functioning of the Office.
- ▶ A total of 130 staff members (71 from headquarters and 59 from the field) acquired RBM knowledge and increased their capacity to apply RBM principles to their programmes following capacity-building sessions that were organized for staff members working with the Trust Funds administered by OHCHR, the External Outreach Service, the UPR Branch, the Treaty Body Capacity-Building Programme Team and staff members from the United Nations Mission in South Sudan and the Regional Office for Central Asia.
- ▶ Staff members from field presences in Bolivia, Burundi, Cambodia and South-East Asia benefited from a series of tailor-made workshops on protection strategies, which were designed to strengthen their capacities to engage with local State and civil society actors.
- ▶ Nine courses (one in Geneva and eight in field locations) that were held on human rights monitoring and investigations were attended by 178 staff members. Moreover, the capacity of staff members to use the Human Rights Case Database improved through 46 remote briefings that were attended by 210 participants.
- ▶ Staff members integrating the Treaty Body Capacity-Building Programme increased their knowledge and skills related to the work of the treaty bodies and the delivery of training sessions. In 2015, the participants applied their new skills in approximately 40 activities.

Human Rights Day 2015



**OUR RIGHTS
OUR FREEDOMS
ALWAYS**

In 2015, Human Rights Day marked 50 years of fighting for rights and freedoms by launching the year-long campaign, Our Rights. Our Freedoms. Always., by celebrating the 50th anniversary of the International Covenant on Economic Social and Cultural Rights and the International Covenant on Civil and Political Rights. The campaign promoted key messages about freedom which helped raise awareness about human rights and both highlight and celebrate the many contributions of the two Covenants.

Events were held all over the world to mark the occasion, along with several that were held in Geneva, including the Seventh Nelson Mandela World Human Rights Moot Court Competition, the All Equal Cup football matches and a panel discussion on migration. The main event included a photo exhibition featuring images chosen from the European Press Photo Agency's archives that depicted rights and freedoms, along with an inspiring monologue on freedom that was delivered by Hollywood actor, Daniel Brühl.

On 10 December, #HumanRightsDay was the top global trending topic on Twitter for most of the day. An estimated 150,000 tweets were published globally which contained the hashtag. "Derechos humanos," in Spanish, was also a top 10 global trending topic for most of the day.

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

A total of **84 per cent** of the outputs planned for this GMO in 2015 were fully or substantially achieved. This contributed to OHCHR's efforts to reach out to Member States, rights-holders and other stakeholders to increase their understanding of its mission and programmes. The following examples provide evidence of improvements made in this respect.

- ▶ The High Commissioner, the Deputy High Commissioner and the Assistant Secretary-General for Human Rights met with Member States and civil society organizations to discuss human

rights issues and improve their understanding of the work of OHCHR during their missions to: Afghanistan, Austria, Belgium, Brazil, Burundi, the Central African Republic, Central Asia, Colombia, Germany, Ethiopia, Ireland, Italy, Kenya, Mexico, Nigeria, the Republic of Korea, Somalia, Sweden, the former Yugoslav Republic of Macedonia, Tunisia, Ukraine, the United Kingdom of Great Britain and Northern Ireland and the United States of America.

- ▶ Senior Management and other OHCHR staff members continued to brief Member States and other stakeholders on the Office's programmes, plans and achievements, as well as on funding requirements. Throughout the year, a total of 33 donor consultations and Member State briefings were held in Geneva, including the launch of the 2014 Annual Report by the High Commissioner. Meetings with donors, Member States, civil society actors, journalists and other national players also took place in the field, including in: Cambodia, Chile, Colombia, Fiji, Guatemala, Kyrgyzstan, Madagascar, Mexico, New York, Nigeria, Papua New Guinea, Senegal, Somalia, Tunisia and Uganda.
- ▶ The awareness of the general public was raised with regard to OHCHR's programmes through a number of campaigns on issues such as albinism, violence against women and the rights of LGBTI persons; and on the occasion of anniversaries such as the

50th anniversary of the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights (under the slogan *Our Rights. Our Freedoms. Always.*), the 50th anniversary of the International Convention on the Elimination of All Forms of Racial Discrimination, the 30th anniversary of the United Nations Voluntary Fund for Indigenous Peoples and the 70th anniversary of the United Nations. For Human Rights Day, the hashtag #HumanRightsDay was launched and as a result of OHCHR's strong campaigning, it was the number one global trending topic for most of the day. OHCHR also organized a number of events in the field, including two public events in New York and various activities that took place in Cambodia, Haiti, Mauritania, Senegal, South Africa and Yemen, among other field presences.

- ▶ Since the introduction of a media strategy in 2008, OHCHR's visibility in the media has more than quadrupled (from approximately 4,500 articles in 2007 to more than 20,000 articles that referenced the High Commissioner, his spokespeople and OHCHR senior staff). Furthermore, almost 900 media communications were produced during the year, including 203 media products (i.e., press briefing notes, comments, news releases) for the High Commissioner, 440 for the special procedures and 230 for the treaty bodies.

UN Free & Equal campaign

The OHCHR-led UN Free & Equal campaign continued to carry the UN message of equal rights and fair treatment for lesbian, gay, bi, trans (LGBT) people to an audience of millions through events, media outreach and videos, factsheets and other materials disseminated via social media.

One online video, launched in anticipation of the International Day against Homophobia and Transphobia, in May, was watched by nearly 10 million people. The video focused on the positive contributions made by LGBT and intersex people to their families and communities around the world. Another video, released on Human Rights Day, used animation to illustrate the negative impact – human, social and economic – of



The Secretary-General addresses a high-level event on the theme, "Leaving No-One Behind: Equality & Inclusion in the Post-2015 Development Agenda" in New York, September 2015.

homophobic and transphobic discrimination. In September, at a high-level event at UN Headquarters, UN Secretary-General Ban Ki-moon, Botswana's former President Festus Mogae and former Special Rapporteur and member of the Elders, Hina Jilani, called on Member States to ensure that LGBT

and intersex persons are not left behind in the implementation of the Sustainable Development Goals.

National and regional Free & Equal campaigns are now being launched in countries around the world with the support of local political leaders, activists and celebrities.

- ▶ In 2015, OHCHR's redesigned home page was launched. The page featured a streamlined layout with greater accessibility for persons with disabilities, easier access to the key pages of the website through a new navigation bar and a design that adapts to a user's devices (laptop, tablet or mobile device).
- ▶ OHCHR continued to produce and disseminate high-quality publications to promote an increased understanding of human rights concepts and the Office's mandate among Member States, civil society and other stakeholders. In 2015, over 71,000 publications and other materials were distributed to a wide variety of audiences worldwide. Nearly two thirds were publications and the remaining third were public information/promotional materials and research reports. In addition, over 116,370 publications were downloaded from OHCHR's website.
- ▶ Financial support for OHCHR's programmes increased by one per cent compared to the previous year. Specifically, OHCHR raised a

total of US\$125.9 million in extrabudgetary contributions. Member States continued to be the main providers of voluntary contributions and their funding represented 84.1 per cent of the income received by the Office. In 2015, a total of 62 Member States made voluntary contributions in comparison with 66 in 2014. In relation to digital fundraising, work to develop a mobile app for outreach and fundraising purposes continued in 2015 and the app, which will enable individuals to become familiar with OHCHR's work and make donations to the Office, is scheduled for release in 2016.

GMO 8: The efficient management of human and financial resources

A total of **87 per cent** of the outputs planned for this GMO in 2015 were fully or substantially achieved, which contributed to the increased efficiency of OHCHR in managing its human and

OHCHR's implementation of Umoja

On 9 November, OHCHR, together with most of the UN Secretariat, started operating in the Umoja environment. Umoja represents a complete re-working of the way the UN Secretariat manages its administration, executes its work processes, conducts its business and manages its resources.

A leading-edge enterprise resource planning software was implemented which, once fully operational, will provide a harmonized and streamlined approach to core organizational functions, such as finance and budget, human resources, travel management, procurement, payroll and project management. Umoja replaces numerous legacy systems, stand-alone spreadsheets and paper-based administrative processes.

The months preceding 9 November were filled with extensive training. Since all staff members would be Umoja end users, they all needed to be trained in the Umoja features they would be using, such as the management of leave, entitlements

and travel. Staff with administrative functions, who needed to become familiar with the new software and processes, followed numerous training sessions. OHCHR also trained over 50 "super-users" who would then be able to guide colleagues during the transition period.

A few months into its implementation, Umoja has shown both strengths and weaknesses. The Office has experienced some growing pains that are common with change processes of this magnitude, however, most of these problems have been resolved. Other issues present a bigger challenge. For instance, the "business intelligence" module of Umoja, which would enable the analysis of data and the production of financial reports, is still under development, thereby hindering the ability of OHCHR to smoothly report to donors and stakeholders. More importantly, the difficulty for Umoja to fulfil various operational needs is creating important delays and causing frustration at headquarters and in the



field and putting OHCHR's capacity to deliver on its mandates at risk.

OHCHR will continue working with the Department of Management in New York and the United Nations Office at Geneva to find solutions within Umoja – and if necessary outside Umoja – to ensure administrative support is available for all of its staff members and operations and that it is able to effectively fulfil its mandates.

financial resources. The following examples provide evidence of improvement in relation to this GMO.

- ▶ In November, Umoja went live in Geneva. To be ready for the implementation of the software, OHCHR underwent a thorough preparation process which included a huge number of trainings, monthly readiness meetings, status reports, data cleansing and a definition of work processes. Once the software is fully functional, Umoja will ideally provide a more efficient capacity to manage the Office's resources as well

as detailed financial reports to support decision-making.

- ▶ The system for financial management in the field (MAYA system) has been implemented in all field offices in Latin America, except for the newly created office in Honduras. An analysis of its compatibility with Umoja is underway.
- ▶ OHCHR provided input to and is preparing for the new Mobility and Recruitment Policy of the UN Secretariat, due to commence in 2016. Human rights, as a function, will be part of the first phase of the new Policy.