

# Management

## Background

OHCHR is led by the High Commissioner with the support of the Deputy High Commissioner, both of whom are based in Geneva, and the Assistant Secretary-General for Human Rights, based in New York. Essential operational and functional support is provided at headquarters by four Division directors and nine Branch chiefs. Together with chiefs of Sections in Executive Direction and Management (EDM), these managers comprise the High Commissioner's Senior Management Team (SMT). Appropriate management of the Office's programme on a day-to-day basis is ensured by the chiefs of 36 Sections and Units at headquarters, three in New York and the Heads of nearly 60 field presences. For further information on OHCHR's structure, please refer to the organizational chart on page 204.

Since 2004-2005, the total funding allocated to OHCHR from the regular budget has more than doubled from US\$67.6 million to US\$151.6 million in 2010-2011. Simultaneously, a steady increase in voluntary funding, from US\$68.3 million in 2005 to US\$111.1 million in 2011 (with a peak of US\$119.9 million in 2008), enabled the Office to expand its presence in the field and strengthen support in all areas at headquarters and in the New York Office (NYO). Nevertheless, it is worth noting that, since 2009, the financial and economic downturn affected the aid budgets of many Governments, resulting in reduced income for OHCHR. The portion allocated by the regular budget has slightly but consistently grown, including in 2011 when events in North Africa and the Middle East prompted an increase in the number of mandates assigned to OHCHR. The Office's budgetary, thematic and geographic expansion in recent years has led to an increase in demands from donors and Member States for greater transparency, efficiency and value for money, as well as stronger results-based management (RBM) and reporting.

Internal policy deliberation and decision-making takes place through two main bodies: the SMT, chaired by the High Commissioner, or the Deputy High Commissioner in her absence, and the Programme and Budget Review Board (PBRB), chaired by the Deputy High Commissioner. These two bodies regularly meet

to: make recommendations to the High Commissioner on office-wide policies, programmes and resource allocation; ensure that policy gaps are filled and operating procedures are developed and updated; and determine that programmes are designed to contribute to office-wide results and the Office's resources are utilized efficiently and transparently.

## Results

During the course of 2011, the SMT increased the frequency and transparency of its decision-making process by communicating its decisions to all OHCHR staff. The SMT met 29 times and endorsed a total of eight OHCHR policies, four revised office-wide internal work processes of the Organizational Effectiveness Programme (OEP) and 10 strategic-level papers.

Also during 2011, all issues requiring strategic decisions were included in a SMT planning matrix, an online tool which keeps staff regularly updated on upcoming SMT discussions. In keeping with a work process developed for the speedy approval and dissemination of SMT recommendations, all decisions endorsed by the SMT were approved by the High Commissioner and immediately communicated to staff through a SMT decision-tracking system available on OHCHR's intranet. The implementation status of the decisions is monitored through follow-up action plans.

To improve its functioning and address systemic issues, the SMT held two retreats during 2011. The first retreat focused on team building and the creation of a more effective SMT, which resulted in a stronger and more coherent body. The second retreat was centred on OHCHR's vision for the future and its survival in the context of the global financial crisis and led to the adoption of the following vision statement, now included in the 2012-2013 OHCHR Management Plan:

"To be a strong global leader and principled advocate for the full realization of all the rights and freedoms enshrined in the Universal Declaration of Human Rights."



Participants at OHCHR's planning week, October 2011.

Regarding approved SMT recommendations for the OEP, almost all planning recommendations have been fully implemented, recruitment recommendations are being integrated, as are recommendations for internal communications and document production. Follow-up action plans that have been developed to monitor the status of implementation are regularly reported on to the SMT. The implementation of SMT recommendations is steadily contributing to a more efficient and effective OHCHR.

For its part, the PBRB oversees office-wide planning processes, allocates extrabudgetary resources in line with the High Commissioner's Strategic Management Plan and considers requests for supplementary resources in response to new and emerging needs when necessary. In 2011, the Office strengthened its programmatic decision-making processes and the monitoring of financial and staff recruitment. This was made possible through the merging of the PBRB and the smaller Financial Monitoring Committee which was recommended following the planning process review. The merger enabled senior managers to have a better understanding of OHCHR's financial situation in order to take informed programmatic decisions and allowed closer monitoring of and reduction in recruitment times.

The PBRB makes its recommendations on the basis of three main criteria:

- (a) The relevance of the proposed plans to the defined thematic priorities, expected accomplishments and global management outputs to which the Office has committed itself;
- (b) The potential effectiveness of the proposed activities in relation to the same; and

- (c) Their potential efficiency in terms of sustainability, absorption capacity, and contribution to office-wide coherence and cost-effectiveness.

With the High Commissioner's endorsement, PBRB recommendations with resource implications are implemented by the Programme Support and Management Services (PSMS) as part of its regular function as a service provider to OHCHR's various work units. In 2011, the PBRB met in 19 sessions to consider various requests for additional resources, including to: support the Special Rapporteur on the right to water and sanitation; support the UN Voluntary Fund for participation in the UPR; assist with activities undertaken in relation to the freedom of religion and racism mandates; undertake a global study on children living and/or working on the streets as a follow-up to HRC resolution 16/12; organize OHCHR's annual planning week; establish and maintain the OHCHR website in the UN's six official languages; facilitate final consultations in the context of the treaty body strengthening process; support commissions of inquiry for Côte d'Ivoire and Libya; manage increased workloads arising from the situation in Bahrain, Egypt, Libya, Syria, Tunisia and Yemen; strengthen OHCHR's presence in Guinea; support the Human Rights Commission in Sierra Leone; support a number of projects in Colombia; support projects on combating sexual violence in the DRC; support the transitional process to the democratic model in Bolivia; respond to conflict-related child rights violations in Nepal; support activities related to minorities that are to be implemented by the Regional Office for Central Asia; fund the OHCHR Fact-Finding Mission to Syria; review country/subregional notes and annual workplans/costplans; and assist fundraising in Central America, Côte d'Ivoire, Kyrgyzstan, North Africa, Sierra Leone and Somalia.

## Planning

The revision of the planning process resulted in the simplification of the programme planning guidelines which made them more accessible and user-friendly. While there is room for improvement, this contributed to a better understanding by staff of the results chain extending from the office-wide results to their individual workplans. The revision of the planning guidelines was accompanied by workshops and training events, organization of the PBRB process for the approval of programmatic documents and the organization of the first office-wide planning week.

The planning week provided an office-wide platform for integrated annual work planning and significantly strengthened office-wide coherence and coordination of activities across Divisions, Branches, field presences and the NYO. It also fostered greater awareness among staff of the strategic direction of the Office and a common understanding of and contribution to a coherent package of activities for achieving various office-wide results (see box below).

The 2011 planning week also fed into the preparation process for the 2012-2013 biennial plan; was used as a forum for discussing and reviewing the thematic strategies; provided substantive information for inclusion in country/subregional notes and formed the basis for the revision of the annual workplans/costplans. In addition to the

positive outcomes noted above, the planning week led to more realistic planning and an improvement between the demand and supply of services from different Divisions, resulting in a more efficient and effective delivery of programmes. The integrated planning calendar of the human rights mechanisms (treaty bodies, special procedures and the UPR) which was developed for the event and indicates all the planned activities of the mechanisms for 2012 in a user-friendly online format, proved to be highly valuable to all parts of the Office.

During 2011, the planning process for the biennium 2012-2013 was defined and implemented based on recommendations that emanated from the 2010 review and led to the following results:

- ▶ Thematic strategies were revised in a participatory manner on the basis of information gathered from previous years and reviewed by the SMT;
- ▶ Country/subregional notes were prepared and reviewed by the PBRB; and
- ▶ Annual workplans/costplans were prepared and reviewed by the PBRB, which made recommendations on the allocation of resources.

The six thematic strategies were revised on the basis of good practices and lessons learned, reviewed by the SMT and approved by the High Commissioner. The strategies have also been included in the OMP for 2012-2013 and formed the basis for the 2012 workplans of OHCHR's various organizational Units.

### The OHCHR Planning Week

From 24-28 October 2011, OHCHR held its first annual planning week in Geneva. The Heads of field presences and the New York Office met with colleagues from all Divisions at headquarters, with an average of 200 persons participating daily.

The overall purpose of the planning week was to enhance office-wide coherence and accountability through the preparation of coordinated and integrated workplans that would effectively contribute to OHCHR's office-wide results.

During the week, the different parts of the Office, including field

presences and the NYO, presented, discussed and agreed upon the package of activities required for achieving each office-wide result. By the end of the week, there was greater clarity and agreement across all Units regarding their respective roles, responsibilities and accountabilities related to the implementation of the 2012 activities.

As a result of these discussions, overviews of planned activities in specific thematic areas were produced. A particularly useful and well-received input was the integrated human rights mechanisms master calendar which listed the sessions, reports and

missions of all human rights mechanisms.

Finally, discussion of the thematic strategies allowed for their fine-tuning in terms of focus and implementation mechanisms and the identification of emerging focus areas.

Participants expressed their appreciation for the participatory approach that was adopted in the design and implementation of the activities of the week which, as noted above, also led to a high degree of ownership for the sessions that were facilitated by their respective Divisions.

The 2010-2011 global management outputs (GMOs), representing the internal results required for the efficient and effective functioning of the Office, were revised based on lessons learned and gaps identified during implementation. Some existing GMOs were merged while others, such as GMOs on gender mainstreaming and the efficient management of human and financial resources, were added. OHCHR has subsequently reviewed the monitoring framework of the GMOs to make it more relevant and practical. More specifically, OHCHR is working to ensure that the framework serves as an appropriate tool for the assessment of its performance.

### Reporting

By the end of 2011, the Performance Monitoring System (PMS) was fully functioning and usable by the field and almost fully functioning for headquarters. The development of protocols and monitoring formats that are to be included in the PMS will be continued in 2012.

The capacity of OHCHR staff to use results-based management (RBM) substantially increased in 2011, as evidenced by significant improvements in the quality of planning and reporting documents, especially those submitted by field presences. The Policy, Planning, Monitoring and Evaluation Service (PPMES) assessed the results frameworks (expected accomplishments (EAs), indicators and targets) of 2012-2013 country/subregional notes on the basis of a standard checklist. In comparison to the 2010-2011 country/subregional notes, the 2012-2013 notes represent a clear and significant step forward in programmatic terms. The investment made in the development of guidelines and capacity-building in previous years, coupled with the experience gained by staff members in applying these guidelines and concepts, has proven fruitful.

To achieve this, PPMES prioritized training on RBM in 2011. Workshops allowed staff to learn about the concepts of RBM and their application in OHCHR's context and provided instruction on how to use the PMS. Eleven training sessions were undertaken during 2011, for the staff of 17 field presences in Africa, Europe, Latin America and the Middle East (country/stand-alone offices, regional offices and human rights advisers) and at headquarters. A total of 150 colleagues were trained.

All organizational Units within OHCHR, including field presences, are now using the same results framework (EAs and indicators) for planning, monitoring and reporting. The PMS was used for reporting on results by 17 field presences that

received training in 2011. Other field presences and entities at headquarters were provided with tailor-made formats and guidelines for focusing their reporting on results.

Further training on the RBM will be undertaken in the course of 2012 and 2013 to ensure that all field presences and headquarters Units understand RBM concepts and are able to use the system by the end of the 2012-2013 biennium.

### Evaluation

During 2011, the Office focused on the development of management responses and follow-up action plans to track the progress of office-wide implementation of evaluation recommendations. Specifically, OHCHR submitted a report to the 66th session of the General Assembly on progress achieved in the implementation of recommendations emanating from the evaluation of Office of Internal Oversight Services (OIOS) on the "Efficiency of the implementation of the mandate of the OHCHR." At the end of 2011, OIOS acknowledged that all recommendations had been satisfactorily implemented. The implementation of these recommendations has significantly increased efficiencies within OHCHR and is serving to make OHCHR a more effective office.

OHCHR also made preparations to conduct an office-wide evaluation on the "Performance of the Office of the High Commissioner for Human Rights in supporting Human Rights Mechanisms in their follow-up work and States' capacities to meet their obligations." This evaluation was completed in December of 2011.

### Resource management

In light of the current financial climate, the Office is focusing on securing better value for money. The 2011 overall implementation rate for extrabudgetary-funded activities of the Office (at headquarters and in the field) came to 85.4 per cent. At the end of the year, the PBRB approved costplans for 2012, Division by Division, field presence by field presence, under a "zero growth" framework.

There are also other ways the Office is endeavouring to cut costs. Based on feedback received from end-users, OHCHR revised and improved the internal electronic travel request system to enable the timely processing of travel requests and alert users about alternatives to mission travel when possible. In response to the Secretary-General's call to move the United Nations towards climate neutrality and environmental sustainability, OHCHR

developed an Emission Reduction Strategy, which was approved by the High Commissioner in December 2011. The Strategy was prepared by an internal task force and advocates for emission reduction and climate awareness through a range of activities such as more effective air and surface travel, reduced energy use and increased staff awareness. The Green Group of staff volunteers joined forces with Green volunteers in other Geneva-based UN entities to work on initiatives such as increased use of tap water and the reduction of waste. The increase in the low value procurement from US\$2,500 to US\$4,000 has substantially improved efficiency for procurement activity in Geneva and OHCHR is now able to directly process more low value purchase orders. Procurement above US\$4,000 continues to be processed through the United Nations Office at Geneva.

## Challenges and lessons learned

The capacity gap on RBM has yet to be completely filled. There are still differences among field presences in terms of the understanding and application of RBM concepts. Human rights

components of peace missions are among those facing challenges as these missions do not apply RBM in their programming and the presences have not yet received training. In addition, while there has been significant improvement in the definition of EAs and the selection of indicators, most field presences are still experiencing difficulties in defining their targets.

As in the previous year, 2011 was a challenging year for fundraising. While total income rose slightly (as compared to 2010) to US\$111.1 million, this amount included US\$9.6 million earmarked for activities related to the Arab Spring which was received in response to the High Commissioner's appeal for support. Despite this slight increase, the Office experienced a funding shortfall of US\$17.4 million. Nevertheless, more than 50 per cent of contributions continued to be unearmarked, allowing for flexibility and efficiency in their use. For a full overview of the Office's income and expenditure, please refer to the Funding chapter on page 124.

As a matter of principle, the Office does not seek to undertake additional projects that are outside of its planning framework or do not contribute to its established expected accomplishments.

## Global Management Outputs – Summary of Results 2011

Global Management Output	Results
<p>1. Understanding of OHCHR strategic direction is shared across the Office, with coordination and communication strengthened between management and staff, between headquarters and field presences and among Divisions (GMO 1)</p>	<ul style="list-style-type: none"> <li>● Increased coordination between OHCHR staff around the world was facilitated through all-staff meetings, Division, Branch and Service meetings and regular messages on key office-wide issues related to policy, planning, reporting and financing. Information was also shared through notifications of press releases, media advisories, video features and web-based stories.</li> <li>● Coordination of work planning for 2012 was facilitated through an office-wide planning week involving all field presences, the Geneva Office and the New York Office. This helped to advance the collective understanding of and office-wide participation in planning further and generated an increased level of OHCHR coherence in programme implementation. Programme planning guidelines became more accessible and user-friendly following their comprehensive revision, as well as through workshops and training events that were held during the planning week.</li> <li>● Office-wide understanding of and buy-in to its strategic direction significantly improved as did the use of results-based management. The PMS is fully functioning for the field and close to fully functioning for headquarters. The entire Office is now planning and reporting on the same set of office-wide EAs.</li> <li>● Consistency in strategic internal thinking was ensured through the revision of OHCHR thematic strategies for the 2012-2013 biennium, which were included in the 2012-2013 OHCHR Management Plan (OMP).</li> <li>● Lessons learned and gaps identified during the implementation of the 2010-2011 GMOs resulted in improved coherence in the analysis of OHCHR's work. Some GMOs were merged and two GMOs were added on gender mainstreaming and the efficient management of human and financial resources.</li> <li>● A new office-wide strategy and four-year action plan for OHCHR engagement in humanitarian action was approved in May in order to clarify OHCHR's engagement in humanitarian action and strengthen the mainstreaming of human rights in the work of humanitarian partners.</li> <li>● All recommendations of the revised planning process of the Organizational Effectiveness Programme that were successfully implemented in 2011 resulted in strengthened internal communication and coherent planning documents.</li> <li>● All recommendations of the "Efficiency of the implementation of the mandate of the Office of the United Nations High Commissioner for Human Rights" evaluation that was conducted by OIOS in 2009 were successfully implemented at the end of 2011, significantly contributing to improved efficiency and effectiveness.</li> <li>● All recommendations from the "Thematic evaluation of gender mainstreaming in the United Nations Secretariat" were implemented in 2011 except for one which will be finalized in 2012. This resulted in a common institutional vision on gender integration.</li> <li>● Recommendations of the Change Management Team were accepted by the Secretary-General. OHCHR is currently working on implementation of the Agenda for Change.</li> <li>● Approximately 150 staff members were trained in 2011 through various orientation programmes, including induction sessions for new staff members, administrative consultations for colleagues from the field, and welcome training for interns, resulting in improved understanding of the mandate, strategic direction and work of OHCHR.</li> <li>● The OHCHR intranet was enhanced to make better use of technology to share information. Specialized video technology is now available for intra-office meetings across geographic distances.</li> <li>● Staff members closely involved in task forces shared their views and experience on issues prior to strategic decisions being made which resulted in increased internal dialogue, participation, understanding of strategic direction and ownership.</li> </ul>



Global Management Output	Results
2. Strategic decisions are made in a timely and transparent manner and effectively implemented and followed up (GMO 2)	<ul style="list-style-type: none"> <li>● Internal processes were reviewed and revised following the recommendations of the OIOS audit and the OEP, ensuring that issues of office-wide importance are discussed at the SMT, decisions are made in a timely manner and effectively followed up through action plans to enhance accountability.</li> <li>● More rationalized and efficient programmatic and global financial management and reduced recruitment time was secured through the merging of the PBRB and the Financial Monitoring Committee.</li> <li>● Timely security clearance and support for field missions for OHCHR staff was ensured through the Office's security risk-management strategy.</li> </ul>
3. Increased effectiveness of OHCHR's lead role in partnerships for human rights mainstreaming (GMO 3)	<ul style="list-style-type: none"> <li>● Focus on human rights issues was strengthened through the High Commissioner's participation in interdepartmental bodies and the Deputy High Commissioner's chairing of the UNDG-HRM.</li> <li>● Human rights aspects were fully incorporated into the UN policies developed on private security companies and the use of force following OHCHR's participation in the Inter-Agency Security Management Network (IASMN).</li> <li>● OHCHR's profile was increased among Member States, civil society organizations and the media, including through a campaign highlighting the International Year for People of African Descent and numerous outreach activities, panel events, exhibits and public service announcements.</li> <li>● Increased mainstreaming of human rights into UN humanitarian response to crises took place through greater engagement in inter-agency mechanisms such as the IASC.</li> <li>● Improved consideration for human rights issues within the context of emerging areas such as migration occurred as a result of OHCHR's co-chairing of the Global Migration Group.</li> <li>● Improved integration of human rights into major UNDG mechanisms was observed, including the: UNDG-HRM; UNDAF Programming Network; UNDG Working Group on the UN Resident Coordinator system; UNDG Task Team on Aid Effectiveness; and the UNDG Millennium Development Group (MDG Task Force). The inter-agency review of recent UNDAFs undertaken by the UNDAF Programming Network determined that the human rights-based approach was the best integrated programming principle in the reviewed UNDAFs when compared with other principles (gender equality, capacity development, results-based management and environmental sustainability).</li> <li>● An OHCHR Gender Equality Policy was adopted and selected as one of the pilots to test the System-wide Action Plan on Gender Equality and the Empowerment of Women, coordinated by UN Women.</li> <li>● The 2011 publication by the United Nations Evaluation Group (UNEG) Task Force on Human Rights and Gender, co-chaired by OHCHR and UN Women, of the "Human Rights and Gender Equality in Evaluation: A Practical Handbook," ensured appropriate coordination in mainstreaming human rights and gender issues. It was translated into Arabic, French and Spanish. Chinese and Russian translations will be available in 2012.</li> </ul>
4. Increased effectiveness in servicing human rights mechanisms and supporting follow-up to their recommendations (GMO 4)	<ul style="list-style-type: none"> <li>● Improved effectiveness of the meetings and sessions of the mechanisms was secured through: support to 89 human rights-related official sessions/meetings accounting for a total of 625 meeting days, as well as numerous informal sessions, consultations and other events; the processing of 2,975 documents for consideration by the General Assembly, the Economic and Social Council, the HRC and its subsidiary entities and the human rights treaty bodies; improved global timely submission rate for documentation which increased from 53 per cent for HRC16 in March to 56 per cent for HRC17 in June and finally to 78 per cent for HRC18 in September, including through the implementation of new measures to increase submission rates for both the HRC and treaty bodies.</li> </ul>



Global Management Output	Results
	<ul style="list-style-type: none"> <li data-bbox="470 241 1428 604">● Improved awareness, understanding and visibility of human rights issues emanating from special procedures through the: production of 432 news releases and media statements in 2011 that was facilitated by the establishment of a media officer post to specifically deal with the special procedures; the provision of improved media training and coaching for mandate-holders; organization of press conferences in New York for special procedures mandate-holders which generated more than 2,000 references in the media; and production of a reference e-book, launched in Geneva on the 25th anniversary of the establishment of the mandate of the Special Rapporteur on freedom of religion or belief which compiled observations and recommendations issued by the four mandate-holders who have served since 1986. The e-book, entitled “Rapporteur’s Digest on Freedom of Religion or Belief” compiles relevant excerpts from thematic and country-specific reports and is arranged according to the five topics of the Rapporteur’s framework for communications.</li> <li data-bbox="470 627 1428 1052">● Increased awareness, understanding and visibility of the regular work of treaty bodies by States, UN partners, NHRIs and civil society organizations was ensured through the: production of a quarterly Human Rights Treaties Division Newsletter; updating, translation and dissemination of the DVD on treaty bodies in all UN official languages; organization of 40 briefings on treaty bodies and reporting on the work of the Office to a wide range of actors, including State Party representatives, civil society organizations, lawyers, academics and students; provision of improved media training and coaching for treaty bodies; facilitation of a video link, organized for the first time with New York-based Permanent Missions of States without representation in Geneva, enabling them to participate in the annual meeting of States Parties to the ICERD; the use of Twitter and Facebook to share all meeting summaries and concluding observations of the treaty bodies, ensuring accessibility of their recommendations to a wide range of stakeholders and contributing to their follow-up and implementation; and a visual Directory of Special Procedures Mandate-Holders, produced twice in 2011.</li> <li data-bbox="470 1075 1428 1299">● Improved coordination was promoted among the various actors of the treaty body system through: continued efforts to strengthen the treaty body system and the implementation of various recommendations from many stakeholders (treaty body experts, States and civil society organizations); increased visibility for the calendar of upcoming State Party reviews; increased engagement between Divisions in support of the treaty bodies; enhanced focus on follow-up through the designation of staff members to engage with other Divisions; and greater efficiency in the production of documentation and adherence to page limitations for State Party reports.</li> <li data-bbox="470 1321 1428 1590">● Increased efficiency of special procedures mandate-holders and treaty bodies was achieved by providing improved information support on the developments in the Human Rights Council, General Assembly, Security Council and other relevant UN bodies in a timely manner; organizing and accompanying mandate-holders during country missions; providing support for the preparation of SPT missions and, with specific regard to the Americas, for the establishment of a coordination mechanism between regional and universal human rights mechanisms dealing with torture and the human rights of persons deprived of liberty; gathering information for and drafting of reports to the Human Rights Council; and issuing urgent actions and allegation letters.</li> <li data-bbox="470 1612 1428 1668">● The internal redistribution of resources resulted in the successful completion of the first UPR cycle, more efficient work methodologies for servicing and following up on the UPR.</li> <li data-bbox="470 1691 1428 1915">● Increased effectiveness, awareness and visibility of the sessions of the Human Rights Council, the General Assembly and its Third Committee occurred as a result of: briefings provided to Member States and other stakeholders prior to each respective session; the provision of substantive support during the meetings of the Third Committee, including by a team of human rights officers travelling to New York to support mandate-holders that reported to the Third Committee; transmitting SMS updates twice a day during Council sessions to ensure updated information for all delegations; and the use of social media tools, including Twitter, Flickr and YouTube.</li> <li data-bbox="470 1937 1428 1993">● Increased engagement of the public on the important work of the Human Rights Council through the use of a Facebook page which was set up in 2011.</li> </ul>



Global Management Output	Results
	<ul style="list-style-type: none"> <li>● Enhanced coherence of the special procedures system occurred through the active implementation of the adopted outcome of the Human Rights Council review which resulted in: improved transparency in the selection and appointment process of mandate-holders; the organization of induction programmes for newly appointed special procedures mandate-holders to focus on the political context of their work and best practices in working methods; the preparation of a new visual directory of special procedures mandate-holders for persons with visual impairment; accessibility and maintenance of information on special procedures in a comprehensive manner; strengthened engagement with national human rights institutions; and addressing cases of reprisals against those who cooperate with the UN in the field of human rights.</li> <li>● High quality support for the implementation of Human Rights Council resolutions on key issues was facilitated through: active engagement in the General Assembly High-level meeting on AIDS by providing a human rights-based perspective in accordance with HRC resolution A/HRC/16/28; the preparation and submission to the Human Rights Council of a compilation of effective practices in adopting a human rights-based approach to eliminating preventable maternal mortality and morbidity; the preparation of a report on the situation of migrants and asylum-seekers fleeing recent events in North Africa (A/HRC/18/54); assistance with the preparation of the third HRC interactive debate on the rights of persons with disabilities in March 2011; and the organization of the first-ever HRC panel on indigenous peoples' rights in July 2011.</li> <li>● Improved coordination among Member States for the preparation of the draft Guiding Principles on Extreme Poverty and Human Rights took place through the organization of a consultation on the report of the Special Rapporteur on extreme poverty to follow up on HRC resolution A/HRC/15/19 and the compilation of an analytical report on the issue.</li> <li>● Improved effectiveness in engagement with civil society was ensured through: dedicated briefings and consultations with civil society in Geneva, Pretoria and Seoul; dedicated briefings and consultations in Geneva for civil society on the review of the Human Rights Council; the facilitation of civil society engagement with the treaty bodies' strengthening process; enhanced outreach to sectors of civil society facing discrimination through the production of material with DAISY and Braille software to facilitate access by persons with visual disabilities to the UN human rights programme; improved dissemination of the work of civil society actors through further development of the database that was established in May 2010 for this purpose and which currently includes more than 2,650 civil society actors in 158 countries; and the use of social media networks to reach new sectors. A total of 97 per cent of the respondents of a survey conducted on civil society engagement revealed that working with the UN human rights system was an effective strategy in their work and 75 per cent noted that they regularly engaged with UN human rights mechanisms.</li> </ul>
5. Increased effectiveness and efficiency in supporting field operations (GMO 5)	<ul style="list-style-type: none"> <li>● Improved mainstreaming of human rights into humanitarian responses at the field level was ensured through strengthened support from headquarters for OHCHR's participation in Consolidated and Flash Appeals processes, coordinated by the Office for the Coordination of Humanitarian Affairs, which generated an additional US\$740,000 for the Office to undertake this work in 2011; and the delivery of annual training for OHCHR staff from headquarters and the field on human rights in humanitarian action.</li> <li>● Improved awareness of security threats and risks at the field level and 31 security incidents directly affecting OHCHR staff was managed through the deployment of security officers on missions covering 26 countries to conduct security assessment coordination in connection with field operations.</li> <li>● Improved coordination in the field was undertaken with the Department of Field Support (DFS) and UNDP through the provision of logistical support for three commissions of inquiry to the Middle East and North Africa.</li> <li>● Improved understanding of and increased synergies with field presences on the mandate and work of the Team of Experts on the rule of law and sexual violence in conflict was promoted through the preparation and effective dissemination of a guidance note for field presences on the implementation of Security Council resolutions on women, peace and security, as well as the terms of reference of Women Protection Advisers.</li> </ul>



Global Management Output	Results
	<ul style="list-style-type: none"> <li>● Improved systematization of OHCHR's approach to technical cooperation and protection work in the field was undertaken through the preparation of policies developed for the Office's main types of field presences.</li> <li>● Successful transition of the field presence in Chad from a presence within a peace mission (MINURCAT) to a presence built around a human rights adviser was facilitated with a small support team and effective support from headquarters.</li> <li>● Improved implementation of activities by the 58 field presences took place through: the regular provision of advice; the preparation of reports; the elaboration and analytical review of budgets and project documents; support for programme monitoring, fundraising and financial reporting; improved follow-up on the recruitment of international staff and consultants; organization of global and regional meetings; and the maintenance of frequent contact between headquarters and field presences to maintain an efficient and effective work flow.</li> <li>● Strengthened collaboration was undertaken with DFS on the selection of candidates for human rights functions in peace missions. Out of 330 candidates, 94 applicants were recommended for human rights functions in peace missions.</li> <li>● Increased awareness was promoted among OHCHR field presences on the potential impact of Security Council resolutions on women, peace and security through a joint information note which focused on their potential impact on OHCHR's work in the field and highlighted good practices for their implementation.</li> <li>● Increased standardization of the gathering and recording of information pertaining to human rights violations within OHCHR was ensured through the training of three human rights field presences and 57 staff on the use of the Human Rights Case Database. A total of 11 field presences are now equipped with this tool which was improved with the release of a new version of the database, a comprehensive user's manual (English and French) and the provision of regular support to users.</li> <li>● Increased awareness of OHCHR staff on addressing discrimination against people of African descent was promoted through the production and dissemination of 1,000 copies of an OHCHR field office kit on the subject.</li> <li>● Improved capacity of OHCHR staff in subregional and country presences to address issues related to business and human rights was ensured through the implementation of regional capacity-building activities on business and human rights for OHCHR staff and other stakeholders in Cambodia, Guatemala and Uganda and the training of approximately 50 OHCHR field staff on the application of the United Nations Guidelines on business-related human rights issues at the field level.</li> <li>● Improved Results Frameworks of 17 field presences were created to ensure more meaningful, results-oriented and realistic programmatic documents and, in the case of the HRAs, more focused on the specific roles of HRAs within UNCTs. This was achieved through the implementation of the OHCHR RBM capacity-building programme launched in 2011.</li> </ul>
<p>6. OHCHR staff have the necessary competencies and skills to implement OHCHR's global thematic strategies and consistently adopt and diligently achieve related targets (GMO 6)</p>	<ul style="list-style-type: none"> <li>● Increased knowledge and skills of OHCHR staff on various aspects of human rights issues was secured through the delivery of more than 59 in-house training activities which reached more than 1,140 participants from all parts of OHCHR. The organization of 40 coffee briefings on substantive human rights issues and other knowledge sharing events reached over 715 staff members. Most sessions are now available as podcasts for colleagues in the field and the delivery of training through web conferencing proved to be an effective and cost-efficient means of providing opportunities for learning.</li> <li>● The Universal Human Rights Index (UHRI) was used by all HRTD staff servicing treaty bodies to ensure consistency in their work and output. During 2011, several one-to-one training sessions and briefings were provided to staff on indexing recommendations into the Index, in addition to five presentations that were delivered on the UHRI to representatives of regional organizations, diplomats and special procedures mandate-holders.</li> <li>● Improved in-house capacity to effectively deliver human right training was promoted through the delivery of training programmes and evaluation methodologies.</li> </ul>



Global Management Output	Results
	<ul style="list-style-type: none"> <li>● Increased capacity of OHCHR staff in Geneva, Kyrgyzstan, Uganda and other locations to undertake human rights monitoring and investigations was secured through the delivery of training events targeting 113 staff members.</li> <li>● Improved OHCHR capacity to capture, codify, systematize and share human rights lessons learned was ensured through: the preparation and launching of a Knowledge Management toolkit “Share, learn, innovate!” that was published and made available online and included 21 methods and 11 technologies to enhance knowledge sharing in OHCHR; and the training of 50 staff on knowledge management in collaboration with the International Training Centre (ITC) of the ILO.</li> <li>● Improved OHCHR capacity for gender integration in human rights was enhanced through: the approval and dissemination of a Gender Integration Policy; and the delivery of training for OHCHR gender facilitators, Heads of field presences and gender focal points for the Central Africa subregion, in collaboration with ITC-ILO on gender integration methodologies.</li> <li>● Increased OHCHR staff capacity to apply the RBM approach to human rights work during the course of 2011 was observed, as evidenced by: significant improvements in the planned results frameworks (EAs, indicators and targets) of the 2012-2013 country/subregional notes, compared to the 2010-2011 notes; increased use of the IT-based PMS and improvements in the quality of reporting against planned results.</li> <li>● Almost all field presences are now using the same results framework for planning, monitoring and reporting (EAs and indicators) which will enable OHCHR to aggregate its global results. A total of 74 per cent of field presences are defining their EAs as concrete institutional, behavioural or legislative changes which proves OHCHR’s accountability and relevance and enables the Office to report on results. By the end of 2011, 17 field presences had used the IT-based performance monitoring system to report for the 2010-2011 biennium and their planning for 2012-2013. To achieve these changes, OHCHR initiated an RBM capacity-building programme. Eleven training sessions took place in 2011 for the staff of 17 field presences in Africa, Europe, Latin America and the Middle East and North Africa (country offices, regional offices and HRAs). OHCHR provided similar training for desk officers in the Field Operations and Technical Cooperation Division. Approximately 150 colleagues benefited from the training. OHCHR also took advantage of other office-wide meetings, such as the 2011 Heads of Field Presences Annual Consultations and the annual planning week to provide guidelines and tools and facilitate additional discussion with staff on RBM issues, resulting in a better understanding of the implementation of the process.</li> </ul>
<p>7. OHCHR website supports OHCHR’s mission and priorities and meets the needs of users (GMO 7)</p>	<ul style="list-style-type: none"> <li>● Increased global awareness and interest in human rights issues was observed, as evidenced by over 4.5 million unique visitors to the OHCHR website in 2011. Interest was largely generated through the preparation of accessible and user-friendly information and the hosting of events on the web. This information included: 164 web-based feature stories, compared to 140 in 2010; a video series on special rapporteurs that was produced and posted on the UN Human Rights YouTube channel; web sections on the OHCHR web page that were created for the following campaigns: the 2011 Human Rights Day campaign on human rights defenders and social media, the International Year for People of African Descent, the 25th anniversary of the UN Declaration on the Right to Development and the 30th anniversary of the UN Voluntary Fund for Victims of Torture; the creation of the Russian and Chinese versions of the website in 2010 and 2011 (the Chinese website was launched in May 2011); three OHCHR-produced (English-speaking) animated cartoon videos targeting young people which were posted online and included subtitles in all six of the UN’s official languages. More than 3,000 views were registered during their first week on YouTube.</li> <li>● The United Nations Human Rights Facebook page, launched in late April 2011, attracted more than 20,000 “likes” and 10 million views. OHCHR’s Twitter account, UNrightswire, has more than 13,000 followers. OHCHR actively participates in the UN social media communications group and closely collaborates with other UN agencies and partners to raise human rights awareness through social media tools.</li> <li>● A Human Rights Day social media event with the High Commissioner was organized in collaboration with the Department of Public Information. The event attracted over 200 participants in New York and the campaign generated 27 million impressions on Twitter.</li> </ul>



Global Management Output	Results
<p>8. Resources mobilized in a diversified and sustainable way, with flexible use for OHCHR (GMO 8)</p>	<ul style="list-style-type: none"> <li data-bbox="470 235 1428 358">● In 2011, the Office raised US\$111.1 million in voluntary contributions. This included US\$9.6 million in earmarked funding for activities in North Africa that were generated following the launch of the High Commissioner's special appeal for the region in March 2011.</li> <li data-bbox="470 369 1428 459">● The increase in demands on the resources of the Office resulted in expenditures of US\$128m in extrabudgetary resources. The Office approached the General Assembly for approval of more secure means of financing mandated activities on an urgent basis.</li> <li data-bbox="470 470 1428 627">● An increased number of Member States provided voluntary contributions to OHCHR. In 2011, 72 Member States provided contributions, compared with 64 in 2010. Approximately 35 funding agreements were signed, eight of which were multi-year agreements, ensuring some predictability for the work of the Office. In total, 79 institutional donors were registered, compared with 71 in 2010.</li> <li data-bbox="470 638 1428 728">● The proportion of unearmarked funding remained relatively stable at 51 per cent compared to 54 per cent in 2010, allowing the same degree of flexibility in the implementation of activities.</li> <li data-bbox="470 739 1428 929">● Increased efforts directed towards obtaining corporate private funding took place in 2011. OHCHR received a contribution from the world's sixth largest insurance company (Aviva) for a study on children working and living on the street, implemented in cooperation with the Consortium of Street Children and UNICEF. This was the first time that OHCHR worked with a corporate partner to carry out a thematic study mandated by the Human Rights Council.</li> <li data-bbox="470 940 1428 1209">● An international advertising agency, Lowe and Partners, supported OHCHR, through a pro bono agreement, in creating a global multilingual social media campaign to promote Human Rights Day 2011. The campaign which originated at Lowe's Bangkok offices and benefited from inputs from Fantasy Interactive, a global digital agency, was designed to inform, connect, engage and celebrate human rights through a special "microsite" that registered some 15,000 unique visits from across the globe. It was the first time that OHCHR used social media in this way and also the first time that the organization received substantial professional support for its outreach and communications activities from the private sector.</li> <li data-bbox="470 1220 1428 1411">● The OHCHR Report 2010 on the Office's work, income and expenditures reflected the Strategic Management Plan 2010-2011 and focused on results in line with the Office's commitment to RBM. In an online survey to gauge stakeholder satisfaction with the report, 76.5 per cent of respondents stated that they found it either engaging or very engaging; 70.6 per cent found the thematic chapters useful or very useful; and 78.5 per cent found the new format practical or very practical.</li> <li data-bbox="470 1422 1428 1512">● Several briefings were provided to donor countries and regional groups of Member States on the substantive work of the Office and its ongoing efforts to develop a culture of results within OHCHR.</li> </ul>