

Executive Direction and Management

The High Commissioner for Human Rights has a unique role as the chief advocate for human rights in the United Nations system and provides a voice for victims around the world. This role is performed by maintaining continuous dialogue on the Office's priorities and activities with Member States and numerous stakeholders. The visibility and impact of the High Commissioner's lead role are ensured through public statements, speeches, opinion articles, country visits, high-level meetings and other key outreach activities. The High Commissioner and her Deputy are supported in their engagement with Member States, the media, civil society and partners in the United Nations system by nine organizational units within Executive Direction and Management (EDM), namely: the Executive Office (EO); the New York Office (NYO); the Policy, Planning, Monitoring and Evaluation Service (PPMES); the Programme

Support and Management Services (PSMS); the Donor and External Relations Section (DEXREL); the Communications Section (CS); the Civil Society Section (CSS); the Safety and Security Section (SSS); and the Documents Processing Unit (DPU).

Executive Office

Background

In 2011, the High Commissioner for Human Rights, Navi Pillay, continued her global advocacy for the promotion and protection of all human rights by encouraging concrete partnerships among all stakeholders and building on the Office's expertise, both at headquarters and in the field.



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The High Commissioner addresses the Security Council during a debate on the protection of civilians in armed conflict.



The Deputy High Commissioner met with school children during her mission to Uruguay, October 2011.

The High Commissioner's advocacy took place in the context of the important transformations occurring around the world, particularly in North Africa and the Middle East and highlighted the need for a human rights-based approach in transitional processes leading to genuine democracy and respect for the rule of law. The High Commissioner acknowledged the instrumental role of social media platforms in bringing about social and democratic change and devoted Human Rights Day 2011 to these new means of communication.

Throughout the year, the High Commissioner continued to advocate for mainstreaming human rights within the United Nations system. The adoption of key policy documents or processes, including the Human Rights Due Diligence Policy, the Joint Policies on Human Rights for Peace Missions and the multi-year workplan of the Human Rights Mainstreaming Mechanism under the United Nations Development Group (UNDG-HRM) were key indicators of success. The visibility of the High Commissioner's lead role was also maintained through a continuous output of public statements, speeches and opinion articles, as well as field missions and other outreach activities.

Results

National laws, policies and institutions (EA 1)

- ▶ Following a decision by Australia's High Court, the Government abandoned its intention to implement an agreement with Malaysia regarding refugees and asylum-seekers which would have been in breach of Australia's international obligations. The High Commissioner consistently advocated against the agreement, including during her visit to the country in May.

- ▶ During the High Commissioner's mission to Mexico, the President signed a decree which established the basis for implementing a protection mechanism for human rights defenders. Also during the visit, the Mexican Supreme Court ruled that civilian jurisdiction should prevail over military jurisdiction in cases of human rights violations attributed to the military, in compliance with an Inter-American Human Rights Court sentence. The Supreme Court also ruled that Inter-American Court rulings are mandatory for the judiciary. Military courts have subsequently begun to decline jurisdiction in the above-mentioned cases.
- ▶ The Congress of Uruguay passed a law removing the statute of limitations and other obstacles to the prosecution of human rights violations committed under the military dictatorship. This came about following a visit by the Deputy High Commissioner during which she raised the issue of impunity for past human rights violations and the need to ensure that there are no legislative obstacles to their investigation and sanction.

Responsiveness of the international community (EA 10)

- ▶ The Security Council requested five briefings by the High Commissioner on the protection of civilians and the situation in Côte d'Ivoire, Libya, the Middle East, Sudan and the Syrian Arab Republic. As a result of these briefings, the human rights aspects of the crises were given prominence in public debates of the highest global forum. The High Commissioner continued to play an active role in the Inter-Agency Standing Committee (IASC). On 13 December 2011, the High Commissioner hosted and delivered the opening address at the IASC Principals meeting in Palais Wilson. At the meeting, the IASC Principals adopted the Transformative Agenda, notable for its focus on empowered leadership, more effective coordination and an operational framework for accountability.
- ▶ The Human Rights Council established commissions of inquiry to Côte d'Ivoire, Libya and Syria. It also established a fact-finding mission to Syria. The High Commissioner advocated globally for the need to establish commissions of inquiry, investigate allegations, bring to accountability those who are responsible for human rights violations and provide reparations for victims. The High Commissioner supported the commissions of inquiry and fact-finding missions through technical assistance, as well as human and financial resources.

- ▶ The High Commissioner continued to raise awareness among governmental counterparts and other stakeholders to ensure that economic, social and cultural rights are realized globally, including in countries facing major economic challenges.
- ▶ The International Criminal Court requested continued cooperation with OHCHR, in a manner consistent with the UN-International Criminal Court Relationship Agreement and OHCHR's mandate. OHCHR provided information compiled by the Commission of Inquiry on Côte d'Ivoire.

Human rights mainstreaming within the United Nations (EA 11)

- ▶ The High Commissioner continued to strengthen partnerships with other UN departments and agencies to ensure the integration of a human rights-based approach in the development of policies and programmes.
- ▶ The UN adopted the Due Diligence Policy on human rights.

Global Management Outputs

Sharing OHCHR's strategic direction (GMO 1)

- ▶ For the first time, the Office organized a planning week to design and implement the Office's strategic direction for 2012.
- ▶ The High Commissioner and the Deputy High Commissioner continued to send out all-staff messages on key issues and policies, held all-staff meetings and chaired the Senior Management Team (SMT) meetings.

Transparent and timely decision-making (GMO 2)

- ▶ The Office continued to use the SMT as the avenue to take and follow up on strategic decisions.

Leading human rights mainstreaming (GMO 3)

- ▶ The High Commissioner continued to participate in interdepartmental bodies. The Deputy High Commissioner chaired the UNDG-HRM.

Servicing human rights mechanisms (GMO 4)

- ▶ The High Commissioner continued to support efforts towards a strengthened treaty body system by calling on all stakeholders to make proposals in this regard. As a result, many stakeholder consultations were convened which elaborated

different recommendations. Individual submissions from treaty body experts, States and civil society organizations (CSOs) were received in 2011.

- ▶ The High Commissioner continued to support the Universal Periodic Review (UPR) process which successfully ended its first cycle. The High Commissioner decided to maximize UPR resources by redistributing them to follow-up measures on UPR recommendations.

Supporting field operations (GMO 5)

- ▶ The Office maintained substantive support and guidance to human rights components of peace missions.

Challenges and lessons learned

The global economic crisis continued to affect OHCHR in 2011; although to a lesser extent than was expected as a result of the strong support that was received for activities in North African countries. Nevertheless, OHCHR was and will continue to be very careful in the use of its resources. In 2011, the Office received US\$111.1 million in voluntary contributions, compared with just under US\$110 million in 2010. It should be noted, however, that US\$9.6 million of the amount received in 2011 was due to the special appeal that was launched by the High Commissioner following the events surrounding the Arab Spring. While the financial situation was not as drastic as anticipated, total expenditures in 2011 amounted to US\$128 million, creating a shortfall of more than US\$17 million. This was the second time in seven years that OHCHR's income was lower than its actual spending.

In this context, the need to implement many new mandates established by legislative bodies with existing resources constrains OHCHR's capacity to provide appropriate responses and servicing while also implementing its existing priorities.

In 2011, the High Commissioner and the Deputy High Commissioner undertook 22 missions to: Australia, Chile, Germany, Guinea, Haiti, Ireland, Lithuania, the Maldives, Mali, Mauritania, Mexico, Nepal, Norway, Paraguay, Poland, Qatar, Republic of Moldova, Russian Federation, Tunisia, Senegal, Sudan and Uruguay.



The Assistant Secretary-General for Human Rights addresses a panel discussion on trafficking in persons.

New York Office

Background

The arrival of the Assistant Secretary-General (ASG) for Human Rights in 2010 enabled OHCHR to be more consistently present in discussions at all levels of United Nations Headquarters in 2011, including at intergovernmental and interdepartmental/inter-agency meetings, to ensure that a human rights perspective is taken into account.

OHCHR's heightened profile led to an increased number of important exchanges in New York, including an unprecedented number of which were related to Security Council discussions. The engagement of the NYO with the Security Council significantly increased during the past year. The High Commissioner was invited to participate in debates, informal consultations and other meetings of the Security Council 11 times in 2011; representing a ten-fold increase in the number of invitations extended in recent years. While the High Commissioner has regularly participated in thematic debates on issues such as the protection of civilians, the invitations in 2011 were primarily requests to brief the Security Council on country situations in Africa and developments related to the Arab Spring.

In 2011, the NYO became increasingly perceived as a natural partner of other UN departments and agencies. OHCHR's responses to many UN internal processes ensured that human rights concerns were raised at the highest levels. The increased presence of the NYO, due in part to the arrival of the Assistant

Secretary-General for Human Rights, similarly ensured the strengthening of constructive working relations with interdepartmental counterparts on social development, peacekeeping, political, legal and humanitarian affairs. Without the constraints imposed by distance, the consistent high-level engagement of the NYO led to the increased integration of a human rights perspective in decisions by UN policymaking bodies. Responses to specific violations were addressed, including with regard to the rights of women, lesbian, gay, bisexual and transgender (LGBT) persons and in relation to accountability, transitional justice and the rule of law.

Results

National laws, policies and institutions (EA 1)

- ▶ As a co-lead entity of the Team of Experts on the rule of law and sexual violence in conflict (Security Council resolution 1888), OHCHR participated, in 2011, in the deployment of the Team to Côte d'Ivoire, the Democratic Republic of Congo (DRC), Guinea, Liberia, Sierra Leone and South Sudan to identify gaps and challenges faced by national authorities in responding to sexual violence. As a result of its engagement, the Team developed terms of reference that further clarified how prosecution teams are working on sexual violence issues and identified areas where support might be needed. The Team also developed terms of reference that complemented the UN Mission in Liberia's efforts in support of the Liberian national police, the Sexual and Gender-Based Violence Unit and Criminal Court E, the special court established to hear cases of rape and other forms of sexual violence in the country. In South Sudan, the Team advised on the draft transitional constitution which resulted in national-level discussions on the need for a constitutional basis for the prevention and response to sexual violence and, more broadly, for the promotion of the principles of equality, non-discrimination, accountability and women's participation.
- ▶ The UN Rule of Law Indicators were developed through a partnership between the NYO and DPKO. The indicators seek to assist post-conflict States in assessing the strengths and weaknesses of institutions of criminal justice, particularly in relation to the judicial system, prisons and police. This tool will help Member States to measure change from the perspectives of accountability, transparency and performance. It received the endorsement of the UN Rule of Law Coordination and Resources Group (ROLCRG) as a system-wide guidance tool in May 2011.

Following the outcome of a pre-testing period, the UN Rule of Law Indicators were fully implemented in Haiti and Liberia and helped to identify key areas of reform for the Government, civil society and donors. The indicators were also launched in South Sudan in late 2011.

State engagement with human rights mechanisms (EA 6)

- ▶ Advice from the NYO on international human rights standards and principles related to women's human rights and gender led to the completion and submission of reports from Member States to human rights mechanisms.
- ▶ The NYO carried out briefings for States Parties, particularly those without representation in Geneva, in order to strengthen their capacities to report. As a result of this engagement, States Parties were better informed and prepared for their engagement with the Committee on the Elimination of Discrimination against Women (CEDAW) regarding compliance, reporting and possibilities for engagement on follow-up.

Coherence and consistency in the system of human rights mechanisms (EA 9)

- ▶ The original texts of resolutions related to CEDAW and other treaty bodies have been significantly changed by amendments that enable all treaty body chairs to interact with the Third Committee. In addition, advances have been made in the realization of the idea that treaty body resource questions could be consolidated into one functional resolution covering all treaty bodies. This would ensure that resolutions concentrate on substantive concerns and resources are allocated to treaty bodies in a coherent and non-preferential manner. The NYO increased its engagement with the General Assembly in comparison to previous years. For instance, during the 66th session of the General Assembly, the NYO engaged to varying degrees with all six committees of the GA – as opposed to only the Third and Fifth Committees as was previously the case – and also played a more proactive role in the drafting and negotiation of resolutions mentioned above.

Responsiveness of the international community (EA 10)

- ▶ During 2011, the ASG drew the attention of the international community to critical human rights issues and situations through more than 50 public speeches/interventions before Member States and during over 50 meetings with high-level representatives and numerous others at the working/director-level. The ASG informed

Member States about OHCHR positions and concerns. This interaction led to the following notable results:

- The significant increase in OHCHR's engagement with the Security Council, as exemplified by the numerous requests for briefings by the High Commissioner;
- The inclusion of specific language in reports to the Security Council by the Secretary-General on country situations, stressing the need to establish transitional justice mechanisms in accordance with international standards;
- The inclusion of specific language for the Security Council in resolutions on renewal of peace mission mandates;
- The Secretary-General raises human rights issues more frequently during missions and in meetings (both private and public) on an almost daily basis. The NYO is now systematically invited to contribute to his missions, speeches and meetings and the ASG has also accompanied the Secretary-General on missions. The Secretary-General's human rights interventions led Member States to undertake new and concrete commitments on human rights issues. By way of example, upon OHCHR's insistence, the Secretary-General raised two emblematic disappearance cases and resulted in the first invitation to the UN to conduct independent investigations into the situation.
- ▶ In June 2011, the Human Rights Council adopted the first UN resolution specifically focused on violence and discrimination on the grounds of sexual orientation and gender identity (A/HRC/RES/17/19). The adoption of the resolution was largely due to sustained efforts led by the High Commissioner to raise awareness about the susceptibility of LGBT people to a wide range of human rights violations. In addition to issuing public statements and organizing and participating in panel discussions and other meetings, OHCHR produced several widely published newspaper op-eds on the issue, as well as online videos, web-based stories and other public information materials. In a follow up to Human Rights Council resolution 17/19, the Office prepared the UN's first official report on violence and discrimination based on sexual orientation and gender identity which generated widespread interest among States, the media and civil society.
- ▶ A panel discussion organized by the NYO on the issues of migration, racism and discrimination provided a basis for the GA thematic debate on these topics. Many Member States referred to the panel in their statements.

- ▶ The UN Assistance Mission in Afghanistan and the Government of Afghanistan increasingly focused on the rights of girls and women, transitional justice, prisons and detention centres and the protection of civilians, recalling obligations under international human rights law. OHCHR contributed to these efforts by engaging with the Government through a mission of the ASG to Afghanistan, advocacy in the form of a letter to President Karzai, by informing the international community through an op-ed and engaging with the Security Council.

Human rights mainstreaming within the United Nations (EA 11)

- ▶ OHCHR played a lead role in further strengthening system-wide efforts to integrate human rights in UN operational activities for development. The NYO supported OHCHR as chair of the UNDG-HRM, and in collaboration with the UN Development Operations Coordination Office, provided support in coordinating implementation of its initial activities. OHCHR participated in conducting a UNDG-HRM survey of United Nations Country Teams (UNCTs) to identify needs for human rights mainstreaming support. Over 70 per cent (or 99 UNCTs) submitted responses. The survey results provided critical insights into challenges, opportunities and needs at the country level and illustrated a high level of commitment to respond to the increasing needs of national partners, including in the context of implementing recommendations from the UPR. The results were included in the revised workplan of the UNDG-HRM to ensure country-level impact of envisaged activities. Furthermore, the UNDG-HRM undertook a mapping of mainstreaming policies and collected over 400 tools which were made available on the Human Rights-Based Approach (HRBA) Portal (www.hrbaportal.org). The Portal was re-launched on 10 December on the occasion of Human Rights Day. An inter-agency training package on HRBA was updated and enhanced and a training-of-trainers workshop was organized which expanded the pool of HRBA trainers.
- ▶ In July 2011, the Human Rights Due Diligence Policy was endorsed by the Secretary-General following a Policy Committee recommendation. It prohibits UN actors from providing support to non-UN security forces when there is a real risk that recipient entities may commit grave violations. The ASG and DPKO co-chaired a Review Group that designed and developed the policy. The NYO also actively contributed to the preparation of several other Policy Committee decisions, including those on Haiti, the Lord's Resistance Army and Pakistan.
- ▶ The outcome documents of the United Nations Inter-Agency Security Sector Reform Task Force (IASSRTF) reflect a human rights-based perspective. The NYO contributed to these developments in the area of security sector reform (SSR) through guidance notes on peace processes and SSR, democratic governance of the security sector, national security policies and strategies and gender-sensitive SSR.
- ▶ The NYO worked with the Project Appraisal Committee of the UN Trust Fund to End Violence against Women to facilitate the systematic inclusion of recommendations of the CEDAW Committee and the Special Rapporteur on violence against women in the application, call and review process of the Trust Fund. The new process that calls for applications now includes a request for specific information to be included on CEDAW implementation in all project documents.
- ▶ A joint international expert panel organized by OHCHR and UN Women on "Securing Justice for Women in Post-conflict States" fed into the establishment of a Task Force of the Inter-Agency Network on Women and Gender Equality (IANWGE) to focus on women's access to justice. More specifically, the Task Force was established to enhance coordination among UN entities and strengthen coherence on the rule of the law and women's access to justice in terms of programming, funding, coherence and coordination. The NYO drafted the terms of reference for the Task Force and will represent OHCHR as a co-leader to, inter alia, ensure the inclusion of a human rights-based approach.
- ▶ A human rights-based perspective was included in the Secretary-General's report to the Commission on the Status of Women (CSW) for 2012. The NYO facilitated the participation of the Deputy High Commissioner and the ASG in high-level panel discussions on maternal mortality and violence against women; thereby encouraging the CSW and NY-based entities to view this issue as both a social development concern and a matter of women's sexual and reproductive rights.

Global Management Outputs

Sharing OHCHR's strategic direction (GMO 1)

- ▶ OHCHR's strategies and priorities were better aligned and clarified among staff at various levels as a result of participation by staff and visits of the ASG to planning meetings in Geneva, such as the Office's annual planning and field presences meeting that brought together staff from New York, Geneva and the field. Links with the field presences similarly developed, particularly where

high-level discussions at UN Headquarters were involved.

- ▶ Improved communication, collaboration and clarity on workplans in OHCHR's various locations were fostered between the NYO and Geneva through missions. Emphasis was also placed on the increased use of communications technology, such as video conferencing, to ensure that Geneva colleagues were able to participate in New York meetings. For example, the NYO attended the first meeting of the Working Group on the issue of discrimination against women in law and in practice.

Leading human rights mainstreaming (GMO 3)

- ▶ The International Year for People of African Descent was officially launched on Human Rights Day on 10 December 2010. Throughout 2011, the NYO carried out a number of outreach activities, including a panel event on 'Women of African Descent' and an exhibition. In close collaboration with the Department of Public Information, the NYO launched an exhibit focusing on the theme: "People of African Descent: Recognition, Justice and Development." These events and activities represented a good opportunity to further raise the profile of this issue, particularly among Member States, civil society organizations and the media. These events also facilitated the formulation of recommendations to address continuing challenges faced by people of African descent as well as best practices to be considered during the High-level thematic meeting on 10 December 2011 which formally closed the International Year for People of African Descent.
- ▶ The NYO strengthened its engagement with civil society and the media to raise awareness about and gain support for OHCHR's work. In addition to ad hoc meetings held with civil society on specific thematic issues or country situations, the NYO introduced quarterly meetings with NGOs to provide briefings on OHCHR's work and plan activities to advance the human rights agenda. Panel discussions were also held on the issues of migration, racial discrimination, people of African descent and women's access to justice with the participation of Member States, UN entities and civil society organizations. The NYO gave more than 30 briefings on OHCHR's work to Government representatives, civil society and academic groups, in addition to participating in events organized by these groups.

Servicing human rights mechanisms (GMO 4)

- ▶ The NYO organized and serviced meetings of States Parties to human rights treaties with the primary purpose of electing members to their

monitoring bodies. The NYO has adopted a systematic approach to these regular events to ensure their efficient servicing and to take full advantage of the opportunities they present to promote the work of the treaty bodies and OHCHR's related strategic objectives. To this end, and encouraged by the example of the annual Conference of States Parties to the Convention on the Rights of Persons with Disabilities, the NYO is working with interested States Parties to explore the possibility of using this meeting time for thematic discussions on issues relevant to the treaties and the treaty bodies. In 2011, the agenda of the Meeting of States Parties to the International Convention for the Protection of All Persons from Enforced Disappearance included a thematic discussion for the first time. The NYO also organized the first video link with New York-based Permanent Missions of States who are unrepresented in Geneva to enable them to participate in the annual meeting of States Parties to the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD).

- ▶ With the assistance of the NYO, 22 special rapporteurs and three independent experts presented their reports to the Third Committee in 2011.
- ▶ The NYO organized press conferences in New York for special procedures mandate-holders, generating more than 2,000 references in the media.

Supporting field operations (GMO 5)

- ▶ The NYO contributed to the elaboration 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 (WPAs). The NYO contributed to providing a clear understanding on the mandate and work of the Team of Experts on the rule of law and sexual violence in conflict, which should enhance knowledge and increase synergies with field presences.

Website (GMO 7)

- ▶ On Human Rights Day 2011, it was announced that a New York section of OHCHR's webpage would be launched in early January 2012 to expand outreach on human rights issues in New York.
- ▶ A Human Rights Day social media event with the High Commissioner organized in collaboration with the Communications Section in Geneva and the Department of Public Information attracted over 200 participants in New York and the campaign generated 27 million impressions on Twitter alone.

Resources (GMO 8)

► The Team of Experts on the rule of law and sexual violence in conflict developed a new joint programme to guide its work for the next three years and mobilize resources for its future work. OHCHR also supported the organization of a High-level Mini-Summit on Sexual Violence in Conflict, convened by the Special Representative of the Secretary-General on sexual violence in conflict and the co-lead entities of the Team of Experts. The Mini-Summit provided a forum to share the achievements and challenges of the mechanisms created by Security Council resolution 1888 and discussed how to strengthen their work going forward. As a result of these efforts, the Team successfully raised US\$2,525,102 in contributions from several Member States. This will enable the Team to continue with its activities in the next 12 months.

Challenges and lessons learned

The NYO's close cooperation with other UN departments and agencies at all levels proved instrumental for achieving consensus on key policies for the advancement of human rights. For instance, the UN Human Rights Due Diligence Policy was developed within an inter-agency framework and is co-chaired by OHCHR and DPKO. The collegial policy development process has made it possible to reflect a variety of perspectives from the outset and resulted in the establishment of a solid and viable policy framework.

Communications Section

Background

The Communications Section produces public information materials, develops communications strategies and undertakes activities to support the achievement of the human rights objectives and thematic priorities of the Office. The Section disseminates its communications products mainly through printed material, the media, the web and social media. The Section uses network relays (OHCHR field presences, the United Nations system, civil society, national human rights institutions, etc.) to extend its outreach to actors at the local and national levels. It also utilizes the outreach capacity of DPI to disseminate information, in particular through UN information centres, broadcast media, the UN website and social media tools.

In 2011, the Arab Spring was a major theme that developed and encompassed economic, social and cultural rights, as well as civil and political rights. OHCHR's unprecedented and sustained public engagement on issues and developments related to the Arab Spring, including through news releases, video interviews, press briefings, web-based stories, and social media, led to an extraordinary fourfold increase in media coverage over the previous year.

Human Rights Day 2011 (10 December) focused on social media and human rights defenders. The Communications Section developed a year-long awareness-raising campaign on the International Year for People of African Descent (IYPAD), as well as strategy campaigns related to: the 10th anniversary of the Durban Declaration and Programme of Action (DDPA); the 25th anniversary of the UN Declaration on the Right to Development; and shorter campaigns on gender and International Women's Day, sexual orientation, World Humanitarian Day and the 30th anniversary of the UN Voluntary Fund for Victims of Torture.

There is little doubt that the outstanding feature of the year was the use of major social media platforms as integrated communications tools which resulted in an immediate connection with a wider audience. OHCHR established a presence on Facebook, Twitter and YouTube which enabled the Office to successfully reach out to hundreds of millions of social media users worldwide. These communications platforms are playing an increasingly key role in OHCHR's efforts to mainstream human rights within and outside the UN system. The symbiotic relationship between social and conventional media has added a degree of value to the Office's communications that was unimaginable until very recently. OHCHR's message is now widely available to communities that have had limited access to the most basic information about their rights. Social media platforms have also increased the dissemination of OHCHR's video productions.

Global Management Outputs

Sharing OHCHR's strategic direction (GMO 1)

► Internal communications are supported by the Communications Section which, through a programme of planned contacts with other parts of the organization, maintains a continual flow of information between substantive divisions and other OHCHR staff based in Geneva, New York and the field. Notification of press releases, media advisories, video features and web-based stories are now distributed to all OHCHR staff around



The Deputy High Commissioner and panellists of the event on social media and human rights defenders organized by OHCHR to celebrate Human Rights Day, December 2011.

the world. Staff also received regular updates on the social media startup process and its subsequent success.

Leading human rights mainstreaming (GMO 3)

- ▶ In collaboration with DEXREL, the Communications Section developed a communications strategy that focused on the 10 years of cooperation between OHCHR and the European Commission. As a result of these collaborative activities, a brochure, a children's computer game to learn about human rights and videos on field cooperation activities were produced and an event was organized in Brussels to celebrate Human Rights Day.

Servicing human rights mechanisms (GMO 4)

- ▶ In 2011, the Communications Section established a media officer post to focus on the work of the special procedures. The media officer advised on, edited and issued a total of 432 news releases and media statements which nearly doubled the number produced in 2010. The increased quantity of outputs was matched by the quality of their content, as evidenced by relatively successful media pick-up.
- ▶ The Communications Section put special emphasis on promoting the work of special procedures and treaty bodies. Coaching and media training was provided, in particular, for new working groups as well as some treaty bodies. The Communications Section also systematically used Twitter and Facebook to share all meeting summaries and concluding

observations of the treaty bodies. The Section's proactive dissemination of information related to human rights mechanisms through social media platforms ensured the accessibility of their recommendations to a wide range of stakeholders, thereby contributing to their follow-up and implementation.

Supporting field operations (GMO 5)

- ▶ In 2011, the Communications Section built on the progress achieved at its 2010 Communications Consultation by ensuring consistent contact with field presences. In addition, representatives from the Section's media, editorial and web units made presentations to all participants during the planning week held in November in Geneva.
- ▶ The Communications Section supported field presences in a number of shared campaigns, including the International Year for People of African Descent and in the lead-up to Human Rights Day which culminated in the delivery of a unified and powerful human rights message to a wide audience around the world.

Website (GMO 7)

- ▶ In 2011, the Section continued to make incremental improvements to the OHCHR website. These efforts included an increase in feature stories and special sections dedicated to communications campaigns. The Section also achieved progress on the upgrade of the website on several fronts:
 - In 2011, a total of 163 web-based feature stories were published on the "How we make

Facts and figures

580 communications were issued by OHCHR headquarters to the media, compared to 318 in 2010; 148 news releases and media statements and advisories were issued relating to the work of the High Commissioner and her Office.

27,241 print and electronic articles relating to the High Commissioner and/or her Office were recorded by the FACTIVA search engine. This marked a 400 per cent increase over the previously recorded number of articles published in a single year.

432 news releases, media statements and advisories were issued on behalf of the special procedures and treaty bodies.

163 web-based feature stories were published on: discrimination (39); impunity (13); economic, social, and cultural rights (53); migration (4); armed conflict, violence and insecurity (17); strengthening human rights mechanisms (13); human rights defenders (13); and other topics.

81 briefings on the work of the Office delivered to 1,540 students, diplomats, civil society groups, journalists and academics.

Over **4.5 million** unique visitors to the OHCHR website in 2011.

A total of **40** video feature and news productions, including short interviews of special rapporteurs and treaty body members. One of these videos was watched more than 27,000 times on YouTube. The videos are distributed to the broadcast media through UNIFEED, which has more than 200 public broadcasters in Europe.

A total of **123,409** views and **461** subscribers to the OHCHR YouTube channel. To date, 101 videos have been uploaded on the channel.

a difference” section of the OHCHR homepage as compared to 140 in 2010. There was an average turnover of three stories per week on a wide range of human rights subjects. Information was posted on topics discussed at the Human Rights Council sessions and major OHCHR publications were made available.

- A video series on special rapporteurs was produced and posted on the UN Human Rights YouTube channel.
- Web sections 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 Section assisted various sections of the Office to make their respective pages on the OHCHR website more user-friendly. Russian and Chinese versions of the website were also created in 2010 and 2011. The OHCHR website received over 4.5 million unique visitors in 2011.
- ▶ 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.

Resources (GMO 8)

- ▶ The Communications Section is working with the Donor and External Relations Section to develop strategies that will assist OHCHR in establishing partnerships with the private sector. On Human Rights Day 2011, with the pro bono support of the international advertising agency Lowe and Partners, the Communications Section launched a multilingual social media campaign which involved DPI, as well as many UN departments and agencies and other entities, to actively share human rights messages around the world.

Challenges and lessons learned

The Arab Spring, that originated in Tunisia in December 2010/January 2011 and quickly spread to numerous countries, presented a substantial challenge to the Section. Specifically, the Communications Section consistently issued timely and relevant news releases, briefings, op-eds, interviews, web-based feature stories and social media outputs in relation to serious upheavals taking place in six countries within the region.

The events of 2011 underscored the importance of prioritizing the Section’s multilingual capacities. The media and general public in the Middle East and North Africa region required OHCHR information in Arabic through traditional broadcast and print platforms as well as on the OHCHR Arabic website. This reasonable expectation was only occasionally met.

The Section's strategically progressive use of social media in conjunction with conventional media formats has been an outstanding success, yet there are substantial hurdles that must be overcome in the realization of its full potential. Most content is currently only available in English which imposes clear limits on audience reach. Information on the programmes and activities of the Office should ideally be produced in the six official languages of the UN, and particularly in French, one of the UN's two working languages.

The successful partnership with Lowe and Partners for Human Rights Day in December 2011 demonstrated, among other things, the willingness of private sector organizations to participate in a human rights-based approach to problem solving. The

Office is also involved in other projects that represent potential opportunities for commercial partnerships. The specialist expertise and time that is required for the development of these relationships, however, must still be accounted for in the allocation of resources within the Communications Section and DEXREL.

The Section's assistance to the treaty bodies remains limited, particularly when compared with the more evident assistance provided to the special procedures through the 2010 creation of a dedicated post for special procedures within the Media Unit. A plan to create a similar post for the treaty bodies was agreed to in principle by the Senior Management Team in 2009 but has yet to be implemented.

The use of social media

Social media is playing an increasingly important role in shaping the news agenda, public debates and the way people communicate. To fully utilize this potential, the Communications Section established OHCHR's presence on Facebook and Twitter in the spring of 2011 and more proactively used its existing Youtube channel. This has enabled the Office to reach millions in a previously untapped audience and improve awareness and understanding of, and support for, OHCHR's efforts to promote and protect human rights.

- The United Nations Human Rights Facebook page, available at <https://www.facebook.com/unitednationshumanrights>, and launched in late April 2011, has attracted more than 20,000 "likes" and 10 million views, making it one of the fastest growing pages among UN Facebook pages created in the past two years.
- OHCHR's Twitter account, UNrightswire (<http://twitter.com/unrightswire>), has more than 13,000 followers, many of which are key human rights actors from civil society and the media.
- OHCHR also actively participates in the UN social media communications group and collaborates closely with other UN

agencies and partners to raise human rights awareness through social media tools.

- The Human Rights Day 2011 social media campaign, including in particular the High Commissioner's first global social media conversation and the "30 Days and 30 Rights" discussion on the 30 articles of the Universal Declaration of Human Rights, contributed to human rights "going viral" in 2011.
- The Human Rights Day global social media conversation hosted by the High Commissioner was met with enthusiastic responses from a wide range of stakeholders across the globe. On Twitter alone, OHCHR's messages/tweets were potentially viewed 27 million times (number of impressions, a standard indicator to measure Twitter exposure) and the hashtag #AskRights, which OHCHR specifically created for the conversation, was used six million times within 48 hours of the event.
- The multilingual contents of the Human Rights Day 2011 social media campaign (Weibo in Chinese, Facebook pages in English, French and Spanish) were viewed at least nine million times during the 30-day campaign period.
- Some examples of the impact of OHCHR's social media work are the following:
 - "Top Politics Tweets," which algorithmically selects and re-tweets some of the most interesting tweets on politics, urged its 109,284 followers to follow OHCHR's Twitter account UNRightswire throughout the year.
 - An online travel agency urged its 20,000 followers to honour human rights defenders and celebrate Human Rights Day, using the hashtag #CelebrateRights created by OHCHR.
 - A reputable publisher offered everyone seven days of free access to its database on human rights research to celebrate Human Rights Day, using the hashtag #AskRights created by OHCHR.
 - A number of social media outlets of diplomatic missions and Governments, in addition to many UN agencies, shared OHCHR's content and advocated for human rights.
 - Best-selling author Paulo Coelho tweeted a question to the High Commissioner and asked his more than 2.7 million Twitter followers to monitor the High Commissioner's global social media conversation.

Donor and External Relations Section

Background

The Donor and External Relations Section (DEXREL) works to disseminate information and generate broad-based support for the human rights activities of OHCHR among Member States and the wider donor community. The Section is responsible for mobilizing sufficient extrabudgetary resources from Member States and other donors to enable the Office to implement its programme of work. The Section works to raise understanding of, and support for, OHCHR's programme, objectives, priorities and implementation strategies presented in OHCHR's Management Plan (OMP). In addition to appealing to existing and potential donors, negotiating and following up on contribution agreements, the Section serves as a focal point for Member States and others seeking information on OHCHR's funding needs, activities and priorities. This work continued to be extremely challenging in 2011 as a result of the global economic crisis which has directly impacted on OHCHR's funding situation. At the same time, new mandates and activities increased considerably, particularly due to events in the Arab region.

Global Management Outputs

Sharing OHCHR's strategic direction (GMO 1)

▶ The OHCHR Report 2010 on the Office's work, income and expenditures in 2010 reflected the Strategic Management Plan 2010-2011 and helped increase understanding of the Office's strategic direction both externally and internally. DEXREL restructured the report and, in collaboration with PPMES, coordinated the Office's overall input to ensure a focus on results, in line with the Office's commitment to results-based management. 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.

Supporting field operations (GMO 5)

▶ DEXREL continued to support field offices in advocating for additional support for OHCHR's activities. In 2011, OHCHR participated in Consolidated Appeals and Flash Appeals processes, coordinated by the Office for the Coordination of Humanitarian Affairs, which generated an additional US\$740,000.

Resources (GMO 8)

- ▶ In 2011, DEXREL raised a total of US\$111.1 million in voluntary contributions, representing a slight increase over the 2010 income of US\$109.4 million. This income, however, includes 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. Without this generous support, the income of the Office would have decreased by at least US\$8 million, or seven per cent. In light of the global economic crisis, and in spite of OHCHR's efforts, obtaining increased funding for the activities of the Office will remain a significant challenge.
- ▶ In a context of additional activities in an extraordinary year for human rights, OHCHR's extrabudgetary requirements increased from US\$134 million at the beginning of the year to US\$147 million by the end of the year. With expenditures amounting to US\$128 million, the actual income of the Office was, for the second consecutive year, lower than expenditures by approximately US\$19 million. In 2010, this shortfall amounted to US\$11.7 million.
- ▶ Contributions from Member States remained constant at approximately US\$99 million, as was the case in 2010 (US\$98.9 million). These contributions represented 89.1 per cent of the income received by the Office in 2011. Some Member States continued to make cuts to their multilateral aid budgets. These losses were partially offset by increased contributions from donors less affected by the financial crisis. In 2011, 72 Member States provided contributions, compared with 64 in 2010. Some Governments pledged funding for the first time in response to the High Commissioner's appeal to broaden the donor base. 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.
- ▶ The proportion of unearmarked funding remained relatively stable at 50 per cent of the total, compared to 54 per cent in 2010. This change can be explained by the larger percentage of contributions earmarked for activities in North Africa.
- ▶ In 2011, DEXREL reinitiated its efforts to obtain corporate private funding. OHCHR received contributions from one company and it is anticipated that ongoing discussions with other companies and foundations will generate additional funding in 2012.

Challenges and lessons learned

Once again, 2011 turned out to be a challenging year for fundraising. OHCHR has felt the impact of the world economic downturn since 2010 when voluntary contributions decreased for the first time. This is a source of serious concern and must be addressed. Unless contributions increase substantially, OHCHR will be forced to cut programmes. In doing so, its ability to protect the rights of the most vulnerable will be considerably affected. To fully meet its planned objectives in accordance with its thematic priorities, OHCHR will need US\$150 million in voluntary income each year.

On a positive note, more than 50 per cent of the contributions were unearmarked in 2011 which enabled flexibility and efficiency in their use and reflected the donor community's trust and confidence in OHCHR. Maintaining this percentage will be a challenge in a financial environment in which donors are increasingly inclined to earmark and justify their contributions. OHCHR will continue to emphasize that unearmarked contributions are the most effective means for implementing the plans set out in the Office's Management Plan. As a matter of principle, OHCHR does not take on work that falls outside of its agreed planned programme of work or established priorities.

In 2011, DEXREL partially achieved its goal of securing new donors, resulting in an increase from 64 to 72 Member States providing contributions. Attracting support from other Member States will remain an important priority in 2012 and the section will direct additional attention and resources to that purpose. While almost all countries from the Western Group (27) made a contribution to the Office in 2011, only 9 of the 33 States in the Latin American Group contributed. In the Asian Group, 20 out of 53 members contributed and in the African Group, only 4 of 53 members contributed. In the Eastern European Group, 12 of 23 members contributed. This demonstrates that there is still much to be done to meet the High Commissioner's objective of ensuring all Member States support her programme with voluntary contributions, even if it is only on a symbolic basis. The Office will work tenaciously towards this objective in 2012.

OHCHR's participation in UN-wide fundraising efforts remained limited, particularly with regard to the Consolidated Appeals Process. In 2012, special efforts will be devoted to capitalizing on the significant potential of this funding source and the UN humanitarian and pooled funds.

Progress has been achieved in enabling online donations to be made through the OHCHR website. The involvement of the UN Foundation will be of great support in 2012 as it establishes a channel for individuals making online contributions. This arrangement will enable visitors to the OHCHR website to click a "donate" button and provide their credit card details.

Civil Society Section

Background

Every day, in every part of the world, civil society actors, including NGOs, community-based organizations, trade unions, grassroots and social movements, indigenous and minority communities, contribute to the advancement of human rights. The transformative role of civil society in securing dignity and human rights for everyone has been particularly evident in those countries that have been affected by the 2011 Arab Spring. In those countries, as elsewhere, the challenge is creating and sustaining a stable environment that is conducive to promoting and protecting the human rights for all without discrimination.

The Civil Society Section (CSS) of OHCHR works collaboratively with all parts of the Office to build civil society knowledge and skills and promote civil society's access to and engagement with the United Nations human rights programme. The Section works with field presences to strengthen the capacities of civil society to support human rights promotion and protection systems at the national level and expand and protect civil society space, in law and practice, to carry out their work without interference.

Global Management Outputs

Leading human rights mainstreaming (GMO 3)

- ▶ To enhance its outreach to discriminated sectors of civil society, CSS has:
 - Produced a French language CD-ROM version of OHCHR's Handbook for Civil Society, with DAISY and Braille software, to facilitate access by persons with visual or print disabilities to the UN human rights programme, including the Human Rights Council and its subsidiary bodies, special procedures and treaty bodies. This complements the English version produced in 2010.



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Image of one of the three animated cartoon videos targeting young people produced by OHCHR.

- Provided briefings and guidance to NGOs representing discriminated groups (including people of African descent) regarding engagement with the UN human rights programme. CSS supported engagement by NGOs working to combat discrimination, including survivors and activists, with the high-level commemoration of the 10th anniversary of the Durban Declaration and Programme of Action.
- Produced a user-friendly practical guide, in English and French, for NGO representatives engaging with the Human Rights Council. This was followed up with a practical guide on the Universal Periodic Review (UPR) to provide guidance for the second cycle.
- Extended outreach through diverse social media networks. At the end of 2011, 68 per cent of online survey respondents reported that they had worked to combat discrimination.
- ▶ The database of civil society actors, established in May 2010, was proactively developed by using social media networks to reach out to new sectors. The database currently comprises more than 2,650 civil society actors in 158 countries.
- ▶ CSS produced three animated cartoon videos targeting young people (What is a Human Right?; What is the Human Rights Council?; What is a Treaty Body?). The videos are two minutes in length and show women and men, including persons with disabilities, from different geographic regions, in dynamic positions as duty-bearers and rights-holders. The videos were viewed more than 3,000 times within the first week of being posted on YouTube. The videos are in English and include subtitles in all six official UN languages.
- ▶ CSS produced a leaflet, in all six official UN languages, targeting civil society actors who are not specialists in human rights. The leaflet is available in print and online versions and provides links to online resources and information about CSS services for civil society actors.
- ▶ Dedicated briefings and consultations with civil society on the review of the Human Rights Council took place in Geneva.
- ▶ In collaboration with the Human Rights Treaties Division, CSS supported civil society engagement with the process of strengthening the treaty bodies. Dedicated briefings and consultations with civil society took place, inter alia, in Geneva, Pretoria and Seoul.
- ▶ A survey among civil society end-users was carried out with a view to assessing CSS performance in servicing civil society, and in particular, reviewing the extent to which the CSS implementation of its two-year communications strategy had achieved its objectives in relation to participation, practical knowledge and outreach. Of the civil society respondents to the survey, 97 per cent indicated 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. Respondents were generally satisfied with CSS's email updates, briefings,

webpage and the handbook for civil society. There was a high demand, however, for more regular production of services and tools in additional UN languages.

Supporting field operations (GMO 5)

- ▶ CSS developed a draft strategy template to underpin the outreach efforts undertaken by field presences to civil society which includes information on building skills and knowledge; promoting participation in the UN human rights programme and the development of human rights protection systems at the national level; and protecting civil society space at the national level and in the context of UN human rights mandates and mechanisms.
- ▶ CSS provided support to designated civil society focal points in regional offices to enhance OHCHR/civil society dialogue and interaction.
- ▶ CSS followed through on a 2010 project designed to assist OHCHR staff in headquarters and the field in their efforts to protect civil society actors. The initial survey was followed by a broad-based consultative process and culminated in an expert workshop to agree on the way forward. At the end of 2011, a draft policy directive was prepared with a view to providing clear guidance and coherence on OHCHR's work in this field. A resource base was initiated for OHCHR staff in order to share resources, experiences and good practices.

Challenges and lessons learned

Taking into account the increasingly important role of social movements and online communications and bearing in mind the feedback received from civil society actors in online surveys, CSS developed new audio-visual tools specifically targeting young people. Three short (two minutes in length) animated cartoon videos were produced to make the concept of human rights accessible to a broad-based, non-specialist audience.

Policy, Planning, Monitoring and Evaluation Service

Background

The Policy, Planning, Monitoring and Evaluation Service (PPMES) works to ensure that the Office of the High Commissioner for Human Rights is a fully results-based organization. It supports all parts of the Office and takes the lead in translating the

High Commissioner's strategic vision into concrete priorities and operational plans and procedures. Likewise, it ensures that implementation and results are properly monitored and evaluated and that lessons learned are identified for integration into future planning processes. Through an ongoing analysis of OHCHR's organizational environment, PPMES helps to identify substantive or internal gaps in OHCHR's policies, strategic planning and programming and proposes the development of new policy positions or revisions in planning and programming approaches.

During the course of the last biennium, the work of PPMES has significantly contributed to an improvement in the office-wide understanding and support for the application of results-based management (RBM) concepts to human rights work. A substantial investment in capacity-building and a strong commitment from senior management has been instrumental in achieving these advances.

Sharing OHCHR's strategic direction (GMO 1)

- ▶ During 2011, OHCHR was able to successfully solicit the broad participation of all staff in policy development, strategic planning, performance monitoring, evaluations and reporting. Office-wide understanding of, and buy-in to, OHCHR's strategic direction significantly improved, as did the use of RBM approaches to programme management. To support this achievement, PPMES led the implementation of the recommendations of the revised strategic planning process which simplified programme planning and increased office-wide coherence. The Service also pursued further development of the OHCHR Performance Monitoring System (PMS), facilitation of office-wide planning and reporting on one set of office-wide results.
- ▶ During 2011, all of the recommendations of the OHCHR Organizational Effectiveness Programme's (OEP) revised planning process were successfully implemented. One noteworthy result of the revision is a significant improvement in the office-wide understanding and ownership of, and support for, the thematic strategies. The Senior Management Team (SMT) decided that while the six thematic priorities for the 2012-2013 biennium would remain unchanged, the related thematic strategies would be modified to improve their conceptual clarity and programmatic value. The revision process involved the participation of a wide cross-section of colleagues from different parts of the Office. PPMES facilitated the process by: initiating the SMT discussion; providing tailored guidelines for the revision of each of the strategies; compiling lessons learned gathered

from the 2010 annual reports; and by organizing and facilitating a series of workshops to ensure coordination and a shared understanding of the task. The revised strategies have been included in the 2012-2013 OHCHR Management Plan (OMP) and formed the basis for the development of the 2012 workplans of OHCHR's various organizational Units.

- ▶ The 2010-2011 Global Management Outputs (GMOs) represent the internal results that are necessary for the efficient and effective functioning of the Office and were revised based on the lessons learned and gaps identified during the first phase of their implementation. Some of the existing GMOs were merged while GMOs on gender mainstreaming and 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 OHCHR's performance.
- ▶ The revision of the planning process resulted in the simplification of the programme planning guidelines, making them more accessible and user-friendly. While there is room for improvement, this contributed to a better understanding by staff of the results chain that connects office-wide results to individual workplans. The process was facilitated by PPMES through the revision of planning guidelines, the delivery of workshops and training events, organization of the Programme Budget and Review Board's (PBRB) process for the approval of programmatic documents and organization of the OHCHR annual planning week.
- ▶ OHCHR's first planning week, facilitated by PPMES, provided a platform for coordinated work planning and helped to further advance the collective understanding of, and office-wide participation in, planning for 2012. This event resulted in an increased level of OHCHR coherence in its approach to programme implementation.
- ▶ By the end of 2011, the performance monitoring system was fully functioning for the field and close to fully functioning for headquarters. The system was tested in 11 countries and used for reporting on results by 15 field presences that had been trained on its use in 2011. Other field presences and entities at headquarters were provided with tailor-made formats and guidelines for focusing their reporting on results. The system currently contains all information related to planning for the current biennium (expected accomplishments, thematic priorities, adopted

indicators and defined targets) for all OHCHR field presences.

- ▶ Tracking the progress achieved in the office-wide implementation of the evaluation recommendations was improved through the preparation of guidelines for the development of management responses and follow-up action plans. In 2011, an office-wide thematic evaluation was conducted by two independent consultants 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." The evaluation focused on the successes and challenges faced by OHCHR in supporting the follow-up to the recommendations of human rights mechanisms. A management response and follow-up action plan to track the implementation of accepted recommendations will be prepared in 2012.
- ▶ The evaluation of the "Efficiency of the implementation of the mandate of the Office of the United Nations High Commissioner for Human Rights," conducted by the Office of Internal Oversight Services (OIOS) in 2009, acknowledged that all recommendations had been satisfactorily implemented at the end of 2011. The implementation of these recommendations has significantly increased efficiencies within OHCHR and is serving to make OHCHR a more effective office. OHCHR also regularly reported on the implementation of the recommendations stemming from the "Thematic evaluation of gender mainstreaming in the United Nations Secretariat." At the end of 2011, only one recommendation was pending and is due for implementation by the end of 2012.
- ▶ OHCHR actively participated in a number of system-wide initiatives, such as the definition of the Secretary-General's priorities and the Agenda for Change. In this context, PPMES worked to ensure that the various entities in the Office were consulted to suggest office-wide coherent and integrated responses to the initiatives. The recommendations of the Change Management Team have been accepted by the Secretary-General and OHCHR is now working with this Team on implementation.

Transparent and timely decision-making (GMO 2)

- ▶ During the course of 2011, the Senior Management Team, OHCHR's principal consultative and advisory body, increased the rapidity of its decision-making process and transparency in terms of communicating decisions to all OHCHR staff. The SMT met 29



Training on results-based management for OHCHR staff members.

times in 2011, endorsing a total of eight OHCHR policies, four revised office-wide internal work processes of the OEP and 10 strategic-level papers. In keeping with a work process developed for the rapid approval and dissemination of SMT recommendations, all decisions endorsed by the SMT were approved by the High Commissioner and immediately communicated to staff through the SMT decision-tracking system on OHCHR's intranet. All issues requiring strategic decisions were included in the SMT forward agenda or slated for inclusion in upcoming discussions. All decisions requiring the attention of the High Commissioner and Deputy High Commissioner were immediately addressed. Their implementation status is similarly monitored through follow-up action plans. In order to improve its functioning and address systemic issues, the SMT also held two retreats during 2011; one on teambuilding focusing on creating a more effective SMT and a second that reviewed OHCHR's vision for the future (included in the OMP) and considered OHCHR's survival in the context of the financial crisis.

- ▶ During 2011, the Office also strengthened its programmatic decision-making process as well as the monitoring of finances and staff recruitment. This was made possible through the merging of the PBRB and the Financial Monitoring Committee which emanated from the planning

process review. The merger has enabled senior managers to have a better understanding of OHCHR's financial situation in order to take informed programmatic decisions.

Leading human rights mainstreaming (GMO 3)

- ▶ During 2011, the United Nations Evaluation Group (UNEG) Task Force on Human Rights and Gender, co-chaired by OHCHR and UN Women, produced the "Human Rights and Gender Equality in Evaluation: A Practical Handbook." The handbook will support the mainstreaming of human rights and gender issues in evaluation exercises and is the first publication jointly produced by the nine UN agencies participating in the Task Force. It was launched with a UNICEF-hosted webinar to which 180 participants from around the world connected. The handbook has been translated into Arabic, French and Spanish. The Chinese and Russian translations will be produced in 2012. A dissemination strategy is being implemented.

Supporting field operations (GMO 5)

- ▶ The adjustment of 17 results frameworks has contributed to the production of more meaningful and realistic programmatic documents by these offices. Results frameworks were adjusted for 13 country/regional offices and four human rights advisers (HRAs). The frameworks are now more results-oriented and

achievable, and in the case of the HRAs, more focused on the specific roles of HRA's within the United Nations Country Teams (UNCTs). A session at the annual planning week addressed the particular needs and situations of human rights components of peace missions and a common understanding was reached on how to combine the language and logic of RBM with the results-based budgeting still being used by missions.

Skills and competencies (GMO 6)

- ▶ The capacity to use results-based management has substantially increased during the course of 2011, as evidenced by significant improvements in the quality of the planning and reporting documents submitted, particularly by field presences. 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 acquired concepts, has proven fruitful. Almost all field presences are now using the same results framework (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 will improve OHCHR's accountability and relevance and enable the Office to report on results. By the end of 2011, 15 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, PPMES started an RBM capacity-building programme. Eleven training sessions took place in 2011 for the staff of 17 field presences in Africa, Europe, Latin America, North Africa and the Middle East (country offices, regional offices and HRAs). PPMES provided similar training for desk officers in the Field Operations and Technical Cooperation Division. A total of approximately 150 colleagues benefited from the training. PPMES also took advantage of other major office-wide meetings, such as the 2011 Heads of Field Presences Annual Consultations, to provide guidelines, tools and additional discussion with staff on RBM issues.

Resources (GMO 8)

- ▶ PPMES has provided several briefings to donor countries and regional groups, particularly in relation to its ongoing efforts to develop a culture of results within OHCHR. This has led to an increased awareness and understanding of the OHCHR Strategic Priorities and Results Framework by several donors. The interest of donors in OHCHR's experience has been evident and the feedback received has been extremely positive. OHCHR has received requests for further information and support, demonstrating that OHCHR's experience can be considered as a best practice in the area of human rights.

Challenges and lessons learned

The capacity gap on RBM has yet to be fully filled. There are still important differences among field presences in terms of the understanding and application of RBM concepts. Human rights components of peace missions are among those facing more difficulties in their application as these missions do not apply RBM in their programming and the human rights presences have not yet received training. In addition, while there has been a significant improvement in the definition of the EAs and the selection of indicators, most field presences are still facing difficulties in defining their targets.

Ensuring that staff use OHCHR's planning and monitoring tools in a meaningful and sustained manner remains a challenge. The lessons learned in previous years have shown the value of face-to-face training events. In the previous biennium, PPMES provided written comments to many of the country/subregional notes. The process proved to be time consuming and ineffective. Some of the notes were improved in terms of their results orientation, but too many were revised by a single staff member and therefore could not be considered as knowledge-owned by the entire field presence. In addition, some of the notes did not truly reflect all the work being done by the field presences. In other words, while some of the country/subregional notes may have improved from the RBM perspective, this improvement came at the expense of their programmatic value.

To address these challenges PPMES launched an RBM capacity-building programme. As noted, PPMES staff carried out 11 RBM trainings in 2011, covering a total of 17 field presences. During the training events, the results frameworks were adjusted in a participatory manner to reflect the RBM requirements and the actual work carried out by the respective presences.

Programme Support and Management Services

Background

As part of the United Nations Secretariat, OHCHR benefits from the common administrative services provided by the United Nations Office at Geneva (UNOG). Within OHCHR, administrative functions are provided by Programme Support and Management Services (PSMS), with staff handling finance and budget, human resources management, information technology, staff development and general services (travel, logistics, procurement, record-keeping, and sustainable management). For the majority of field offices, OHCHR benefits from the administrative services provided by UNDP.

Global Management Outputs

Sharing OHCHR's strategic direction (GMO 1)

- ▶ The Staff Development Unit organized various orientation programmes, including induction sessions for new staff members, administrative consultations for colleagues from the field and welcome training for interns. The work of the Office and its strategic priorities were outlined in each of these programmes through formal presentations and interactive learning exercises. (Number of staff trained: 150)
- ▶ The OHCHR intranet has undergone major improvements. Following the migration of the intranet to the SharePoint platform, the retrieval of information was facilitated through the addition of a search function and an office-wide calendar. PSMS then undertook an analysis of the type(s) of information published on the intranet, and as part of a continuing effort to keep the intranet up-to-date, consulted with users on their requirements in terms of data structure.
- ▶ Continued enhancement of the intranet is part of a wider internal communications policy which recommended that technology be used to facilitate the sharing of information. Other efforts undertaken by PSMS include acquiring specialized video technology for intra-office meetings (between staff members based around the world) and the rollout of an enterprise version of Skype, accompanied by guidelines for its secure use.

Leading human rights mainstreaming (GMO 3)

- ▶ As part of the Office's efforts to encourage private sector cooperation, PSMS, with the support of the

Office of Legal Affairs, facilitated the pro bono agreement between OHCHR and Lowe and Partners Worldwide Limited (a global advertisement company) to produce the digital platform for OHCHR's social media campaign to promote Human Rights Day 2011.

- ▶ This was part of the general collaboration between PSMS, its clients and other UN offices, through which PSMS reviews and provides advice on administrative and partnership agreements.

Supporting field operations (GMO 5)

- ▶ PSMS established a dedicated e-mail address (askPSMS@org) where OHCHR staff members can send questions related to administration. Requests are immediately redirected to the relevant PSMS staff member or organizational Unit and are answered within two working days.
- ▶ The questions, particularly if they are of general interest, are later posted and archived by subject matter on a special intranet page. The page also features real-time administrative updates and developments.
- ▶ PSMS provided logistical support to commissions of inquiry to the Middle East and North Africa region, such as Egypt and Libya. Some of the logistical arrangements for these visits involved close collaboration with the Department of Field Support and UNDP. PSMS colleagues also travelled to the field to extend support to field offices in Burundi, Guinea and Tunisia.

Skills and competencies (GMO 6)

- ▶ In 2011, the Staff Development Unit organized 59 in-house training activities with more than 1,145 participants from all parts of OHCHR. The need to individually support staff members in their skills development and career management continued to be a special focus. The delivery of training through web conferencing proved to be an effective and cost-efficient means of providing opportunities for learning and skills development. These efforts will be further enhanced during 2012.
- ▶ The Staff Development Unit has strengthened peer learning within OHCHR. The "coffee briefings" on substantive human rights issues and knowledge sharing have continued to be extremely popular among OHCHR staff members. More than 39 sessions were held during the year with 715 staff members participating. Most sessions are now available as podcasts for colleagues in the field.

Resources (GMO 8)

- ▶ *Human Resources*
OHCHR continues to be a highly mobile office,



Images of the OHCHR orientation programme for new staff members.

with frequent movements of staff within and between Geneva and the field offices, as well as to and from the human rights components of UN peace missions. While this can be enriching for both staff members and the relevant offices, it can also be disruptive. Recruitment for regular appointments and temporary replacements is an ongoing reality in all parts of the Office. PSMS supports recruitment efforts through the pre-screening of candidates and participation in interviews whenever possible. An internal review process resulted in a proposal to create a full-fledged Recruitment Unit that would take on the majority of the recruitment functions and thereby remove some of the workload from the substantive staff of the Divisions and Branches. Budgetary limits, however, prevented the diversion of additional resources for these tasks in the foreseeable future. PSMS will therefore provide as much support as possible to Programme Managers conducting recruitment work, while also continuing to support the administration of staff entitlements for OHCHR's international professional staff members around the world, as well as for local staff in Geneva.

► *Finance and budget*

The year 2011 required that OHCHR “do more with less” in terms of its finances and budget. The unprecedented increase in demands on the resources of the Office, including immediate stop-gap funding for three large commissions of inquiry in Côte d'Ivoire, Libya and Syria, as well as efforts related to the Arab Spring, resulted in expenditures of US\$128 million in extrabudgetary resources. As the extrabudgetary income for 2011 was US\$113 million, the shortfall had to be covered with the reserves of the Office. This

situation led to considerable strain on the staff of PSMS to ensure that the funds were available as needed and required an emphasis on prioritization and effectiveness in the use of funds from both extrabudgetary and regular budget sources. The situation is, however, untenable in the longer term and the Office has approached the General Assembly for approval of a more secure means of financing mandated activities on an urgent basis. At the same time, PSMS is continuing to search for innovative ways to ensure that OHCHR gets the best value for its scarce resources.

► *Travel*

During 2011, PSMS processed 4,205 travel requests, including the complex travel arrangements for the commissions of inquiry to Libya and Syria. This total does not include the multiple amendments made to many of the requests which required similar processing. Based on feedback obtained from users, PSMS revised and improved the internal electronic travel request system which will be launched in early 2012. As part of the Organization's continued effort to reduce costs, two features were introduced into the system. First, to ensure that the new advance ticket purchase instructions are properly implemented, the system automatically alerts users when their travel request is submitted outside the permitted period. The system also alerts travellers to alternatives to mission travel such as videoconferencing. The latter feature should help to reduce costs and contribute to lower carbon emissions.

► *Greening*

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 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 organizations to work on a number of initiatives, such as increased use of tap water and the reduction of waste.

▶ *Procurement*

The increase in the low-value procurement delegation from US\$2,500 to US\$4,000 has led to increased efficiency for procurement activity in Geneva as OHCHR can now directly process more low-value purchase orders. Procurement above US\$4,000 continues to be processed through the issuance of requisitions by UNOG.

▶ *Asset Management*

In 2011, PSMS closely liaised with field offices in order to ensure the proper management of assets, provide annual non-expendable equipment reports for more than 35 field presences and facilitate the timely write-off of equipment through the Local Property Survey Board and the Chief of PSMS for assets with a purchase value of less than US\$1,500. The initial requirements for the adaptation of the asset management system to comply with the International Public Sector Accounting Standards (IPSAS) have been developed and will begin to be incrementally implemented in 2012.

▶ *Registry*

The Registry continues to receive and allocate official correspondence for headquarters in Geneva. In 2011, the Registry reviewed and digitally registered 8,900 items of official incoming correspondence and processed 29,000 documents and complaints concerning human rights violations. In addition, the Registry attended to 5,100 information desk calls and 50,000 information desk queries and mass petitions concerning human rights violations.

▶ *Records Management*

Following the recruitment of a Records Management Officer in September 2011, PSMS has raised awareness and encouraged improved recordkeeping throughout OHCHR. Work also started on the development of a framework for an OHCHR retention schedule. Other activities undertaken in 2011 included the preparation of new guidelines to increase security and control access to archive storage, collaboration with UNOG to ensure accountability and proper

handover of records when separating from OHCHR and the provision of advisory support and assistance to the Field Operations and Technical Cooperation Division with regard to the proper handling of records and transfer of archives both in Geneva and the field.

▶ *Gender*

PSMS has endeavoured to introduce gender considerations within its area of operations. The PSMS gender facilitator has held meetings with all sections in PSMS to either implement or plan for the mainstreaming of gender into administration, including in: human resources management (facilitation of flexible working arrangements and the introduction of gender-sensitive language in vacancy announcements); financial and budget management (reporting on the implementation of gender-responsive budgeting); IT (facilitating “working from home” arrangements); travel (organizing travel for women at safe hours or with infants); and staff development (integrating a gender perspective in training materials).

Challenges and lessons learned

In the current climate of economic austerity, the need to secure the highest possible value for money and the efficient use of extrabudgetary and regular budget resources is self-evident. Taking into account the extraordinary political events of 2011, OHCHR has reordered its priorities. In some cases, this has meant putting some strategic priorities on hold, such as the upgrade of the website.

Workplans were considered on the basis of the established thematic priorities and results and the allocation of funds was determined on the basis of the following criteria: (1) relevance of the proposed plans to the defined thematic priorities, expected accomplishments and global management outputs to which the Office has committed itself to contributing; (2) potential effectiveness of the proposed activities in relation to the approved expected accomplishments and global management outputs, based on information gathered through the monitoring and reporting processes; and (3) efficiency in terms of sustainability, absorption capacity, cost-effectiveness and contribution to office-wide coherence (i.e., proposals involving several divisions or duty stations).

On a daily basis, OHCHR has focused on securing the best value for its expenses, such as planning and paying for airline tickets at the earliest opportunity to ensure the lowest fare (advance ticketing rule), and replacing travel with videoconferencing whenever feasible. To save costs, OHCHR, as part of the

Secretariat, participated in negotiated volume-purchasing agreements for larger items such as IT equipment and vehicles. At the field level, OHCHR continued to use local service providers such as UNDP, or where possible, Regional Commissions, to provide administrative support services, thereby avoiding the need to maintain a full-fledged administrative section in each of its field locations. This ensured the best use of donor funds for local service delivery.

The adoption by the United Nations of the International Public Sector Accounting Standards (IPSAS) will fundamentally affect the way PSMS operates. Much time has therefore been devoted to pre-implementation and training activities. Although IPSAS was to be preceded by the integration of all Secretariat management information systems and processes into one system called UMOJA, its implementation has been delayed at the Secretariat level. This means that IPSAS will be implemented at a very basic level until the UMOJA system is fully operational. It also means that OHCHR will need to continue to maintain its own databases for asset tracking and management, contributions and project monitoring and integrated human resources and financial monitoring.

Despite the budgetary climate, OHCHR has continued to grow and office space in Geneva has again become problematic. As a consequence, office space has been reviewed on several occasions to ensure functional working environments and the maximum utilization of space.

The culture of records management and archiving is still relatively new, to the Secretariat in general, and to OHCHR in particular. One of the main challenges to effectively managing records is the lack of a cohesive approach among Divisions for the use and sharing of records. This has resulted in the duplication of records, replication of databases and multiple customized unlinked repositories. Sensitizing OHCHR staff about the importance and benefits of a cohesive approach will no doubt be challenging but staff must recognize that the integration of records management into their daily work will eventually save the Office time and money.

In 2011, an accidental fire destroyed part of the OHCHR-Burundi office building. Luckily, there were no victims and as a result of frantic efforts, most documents were salvaged. The substantive human rights reports and administrative records were, however, mixed up and the records of origin were lost. OHCHR dispatched its Records Management

Officer, and with the assistance of local staff members, the records were reorganized in preparation for archiving.

Although everyone appreciates that the nature of OHCHR's work means that some activities cannot be anticipated, there are many activities that can and should be planned in advance. Early and proper planning will enable PSMS to better service and support the different Sections, Branches and Divisions of OHCHR.

Safety and Security Section

Background

The OHCHR Safety and Security Section (SSS) coordinates the security of OHCHR's global operations, staff and assets in close coordination with the United Nations Department of Safety and Security (DSS) and in accordance with established security risk management practices. The Section is an integral part of the OHCHR support mechanism to the Human Rights Council activities, such as fact-finding missions and commissions of inquiry. The Section is also responsible for coordinating UN security management system coverage for officials and experts, including representatives of the human rights treaty bodies, working groups, special rapporteurs and commissioners who are travelling on behalf of OHCHR. It further participates in system-wide policymaking forums on security to ensure that human rights are mainstreamed into staff security policies and procedures that are applicable to all UN agencies, funds and programmes. At the operational level, the Section provides technical supervision and assistance on policies, procedures and minimum operating security standards for all staff, field presences and activities. The Senior Security Manager has a well-established and direct liaison arrangement with DSS Headquarters, the field and UN Agency Security Focal Points. OHCHR is a member of the IASMN and its Steering Group which regularly meet under the chairmanship of the Under Secretary-General of DSS to make recommendations on system-wide security policies.

The main tasks of the Section include: conducting risk assessments and establishing, standardizing and implementing security policies, tactics, techniques and procedures; analysing security situations, both globally, and in proposed field locations; the recruitment of security personnel; and managing the global security clearance and travel advisory service.

Global Management Outputs

Transparent and timely decision-making (GMO 2)

- ▶ The security risk-management strategy for OHCHR is often critical to facilitating programme activities in high-risk conflict zones. The Section works in close coordination with DSS and participates in high-level networking with the High Commissioner, the Deputy High Commissioner, the Under-Secretary-General of DSS and host Government authorities to ensure timely security clearance and support for strategically important field missions.

Leading human rights mainstreaming (GMO 3)

- ▶ Significant efforts have been made to mainstream human rights in the activities of the DSS through the Section's participation in the Inter-Agency Security Management Network (IASMN). Human rights aspects have been fully incorporated into the UN policies being developed on Private Security Companies and the Use of Force. The Section also participated in the Project Group for developing a system-wide Security Level System and determining the parameters for "programme criticality" as a basis for progressive levels of risk-taking.

Servicing human rights mechanisms (GMO 4)

- ▶ Dedicated security support is provided to special rapporteurs and treaty body members during their sensitive missions, as well as to commissions of inquiry, fact-finding, assessment and mapping missions. The applied approach, which is based on the detailed security concepts of operations and security risk assessments and was developed in accordance with the UN security management system, has been very effective in ensuring a safe working environment.

Supporting field operations (GMO 5)

- ▶ The Section incorporates a range of security information tools within one electronic platform to provide real-time security information and analytical tools, while also helping to ensure security and efficiency in field operations. During 2011, the Security Section continued to emphasize client orientation and the streamlining of its service delivery to staff and field operations. It deployed security officers on missions covering 26 countries in order to conduct security assessment missions and security coordination missions in connection with field operations. Another major

achievement was the security management associated with 31 security incidents directly affecting OHCHR staff. In addition, staff were informed about important security matters through staff-wide e-mail messages. An average of three messages were sent per month. To ensure that staff travelling to the field were fully compliant with security policies, the Security Information and Operations Centre (SIOC) of the Security Section processed 2,501 security clearance requests in 2011.

Challenges and lessons learned

The security environment for UN personnel has deteriorated in many locations. United Nations employees are frequently exposed to fallout from conflict situations and face increased threats of targeted attacks by extremists, armed groups and disenfranchised elements, in addition to growing criminality and safety issues. Displays of increased hostility towards the United Nations as an institution from extremist organizations, several of which are linked to Al Qaeda, particularly in relation to its humanitarian, development and human rights work, is a disturbing development. In 2010 and the first six months of 2011, 66 UN personnel were killed and 351 UN personnel were injured. Also in 2011, a total of 31 security incidents/situations directly affected OHCHR staff. The security risk management approach of careful balancing "acceptable risk" as opposed to "avoidance of risk" when meeting programmatic objectives remains a major challenge, especially when conducting field operations in high-risk environments.

Facts and figures

In 2011, the Safety and Security Section:

- Directly supported 39 elevated-risk field missions by deploying security staff from SSS, UNOG Security and DSS.
- Managed 31 security incidents/events directly affecting OHCHR staff.
- Conducted 26 field missions for security assessment, support and compliance.
- Supported 2 medical evacuations from the field.
- Issued 26 staff-wide messages on security issues.
- Issued 178 information bulletins to senior management.
- Processed 2,501 travel security clearances.

Document Processing Unit

Background

The Document Processing Unit (DPU) is part of the Executive Direction and Management Service. DPU is responsible for planning, coordinating and processing all OHCHR documents as mandated by the General Assembly and various UN human rights bodies, in accordance with established guidelines. It manages the efforts of the Office to improve document submission compliance through various means, including the recently established OHCHR Group of Document Focal Points (GDFP), and by coordinating with partner departments in UNOG and headquarters. The Unit is also responsible for coordinating and keeping track of the Office's annual programme of meetings, including those of the Human Rights Council, its affiliated mechanisms and the human rights treaty bodies.

Global Management Outputs

Servicing human rights mechanisms (GMO 4)

- ▶ DPU facilitated the processing of 2,972 documents for consideration by the General Assembly, the Economic and Social Council, the Human Rights Council and its subsidiary entities and the human rights treaty bodies.
- ▶ The timely submission rate for documentation to the Human Rights Council (HRC) substantially improved in 2011, increasing 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.
- ▶ A total of 89 human rights-related official sessions/meetings were held as scheduled, accounting for a total of 625 meeting days. Numerous informal sessions, consultations and other events also took place.

- ▶ Measures have been taken to improve the timely submission rate of documents for both the Human Rights Council and the human rights treaty bodies. These measures include the compilation, submission and monitoring of document forecasts and the introduction of a late slotting arrangement between UNOG and the human rights treaty bodies.

Challenges and lessons learned

Despite efforts undertaken by the Office and the improved submission compliance for the documents of the Human Rights Council, the aggregated timely submission rate of all OHCHR documents is estimated at roughly 50 per cent; much lower than the set target. The primary reasons for this situation remain unchanged. For instance, the combination of a high frequency of sessions of the human rights bodies, which provide limited time for document preparation, coupled with the rapidly-changing human rights situations in many parts of the world, has resulted in additional work for the Office and the Human Rights Council. It is anticipated that the introduction of shorter document submission/processing cycles by a number of human rights treaty bodies will lead to a gradual improvement in the overall submission compliance rate.

DPU continues to face an ever-increasing workload in relation to documentation and the calendar of meetings. In addition to its existing work, DPU will be responsible for processing the documents and meeting requests for the newly established Working Group on the Issue of Human Rights and Transnational Corporations and other Business Enterprises, as well as for the other recently established bodies which will begin normal schedules after their initial setup periods. It is envisaged that the increased allocation of resources to the Unit will enable it to deliver the necessary services to the human rights mechanisms.