

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 a voice for victims around the world. This role is performed through 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): the Executive Office, the New York Office, the Policy, Planning, Monitoring and Evaluation Service, the Programme Support and Management Services, the Donor and External Relations Section, the Communications Section, the Civil Society Section, the Safety and Security Section, and the Meetings and Documents Unit.



The High Commissioner speaks at the Human Rights Council's annual meeting on the rights of the child, March 2012.

Executive Office

Background

The High Commissioner for Human Rights 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.

The Office's work took place in the context of daunting crises, particularly in the Syrian Arab Republic, the State of Palestine, the Democratic Republic of the Congo, Mali and the Sahel region. The global financial crisis continued and the resulting austerity programmes in affected regions have placed significant strains on economic, social, and cultural rights. The High Commissioner closely followed the monumental changes taking place

in the North Africa and Middle East region, where the need for a human rights-based approach in transitional processes leading to genuine democracy and respect for the rule of law remains of key importance.

Throughout the year, the High Commissioner continued to advocate for mainstreaming human rights within the United Nations system. OHCHR chaired the UN Development Group's Human Rights Mainstreaming Mechanism (UNDG-HRM). As well, OHCHR supported the implementation of the 2011 Human Rights Due Diligence Policy in peace missions and pilot countries while the Trust Fund of the UNDG-HRM became operational this year. In addition, a policy was adopted on Human Rights Screening of United Nations Personnel, which resulted from a process co-led by OHCHR. In June, the High Commissioner published her report *Strengthening of the treaty body system*, outlining a series of recommendations for improving the

efficiency of the treaty body system. The visibility of the High Commissioner's lead role was also maintained through a consistent output of public statements, speeches and opinion articles, as well as field missions and other outreach activities.

Results

Responsiveness of the international community (EA 10)

- ▶ The High Commissioner engaged with Member States on an ongoing basis, including through bilateral meetings in Geneva and New York, while on mission to a number of countries and during sessions of the Human Rights Council. In 2012, the High Commissioner had some 180 meetings in Geneva with Heads of States or Governments, Ministers and Ambassadors from over 80 countries. In addition, the High Commissioner travelled to 10 countries, including Algeria, Barbados, Guatemala, Indonesia, Kazakhstan, Kyrgyzstan, the Netherlands, Pakistan, South Sudan and Zimbabwe. In the follow-up to several of her missions, concrete changes took place on the ground such as the strengthening of the Guatemalan Constitutional Court. The High Commissioner also briefed the Security Council on the situation in Libya, Sudan and South Sudan, State of Palestine and Syria. As a result of these interventions, the human rights aspects of these crises were given prominence in public debates of the highest international level.
- ▶ The High Commissioner continued to advocate globally, through a continuous output of public statements, speeches and opinion articles, for the need to investigate allegations, ensure the accountability of those who are responsible for human rights violations and provide reparations to victims.

Human rights mainstreaming within the United Nations (EA 11)

- ▶ Following targeted interventions by the High Commissioner and her staff, human rights considerations were incorporated into the agendas of both the Chief Executives Board and the High-Level Committee on Programmes and in the General Assembly resolution on the Quadrennial Comprehensive Policy Review (QCPR). The QCPR is the mechanism through which the General Assembly assesses the relevance, effectiveness, efficiency, coherence and impact of United Nations operational activities for development and establishes system-wide policy orientations and country-level modalities for development cooperation.

- ▶ The High Commissioner actively supported accountability initiatives, including by cooperating with international tribunals, notably as the custodian of information compiled by commissions of inquiry and fact-finding missions. For example, on several occasions in 2012, OHCHR provided information to the International Criminal Court in a manner consistent with the UN-International Criminal Court Relationship Agreement and OHCHR's mandate.

Global Management Outputs

Sharing OHCHR's strategic direction (GMO 1)

- ▶ The High Commissioner and the Deputy High Commissioner continued to send all-staff messages on key issues and policies; held all-staff meetings; and chaired the meetings of the Senior Management Team on 33 occasions.

Integrating a gender perspective (GMO 3)

- ▶ Based on the OHCHR's Gender Equality Strategic Plan (2012-2013), the Executive Office ensured that women's rights and gender issues were adequately addressed in all areas of work, including in statements, speeches and media interactions of the High Commissioner.

Servicing human rights mechanisms (GMO 4)

- ▶ In June 2012, the High Commissioner issued a report on the strengthening of the human rights treaty bodies which contained proposals aimed at increasing effectiveness in supporting the treaty bodies.
- ▶ The High Commissioner addressed the Annual Meeting of Special Procedures and consulted with treaty body experts in the process of preparing her report on strengthening the treaty body system.



The former Deputy High Commissioner addresses the Human Rights Council during the interactive dialogue on the Syrian Arab Republic, March 2012.

Improved awareness of and support to OHCHR (GMO 7)

- ▶ The High Commissioner briefed Member States and NGOs approximately 15 times during 2012, both formally (through the Human Rights Council) and informally (during the launch of the OHCHR Report 2011 and the OHCHR Management Plan 2012-2013) on the human rights situation in the world, the work of the Office to address these challenges and the financial situation of OHCHR.

In 2012, the High Commissioner and the Deputy High Commissioner undertook 17 missions to Algeria, Barbados, Chad, Guatemala, Indonesia, Jordan, Kazakhstan, Kyrgyzstan, Lebanon, Malawi, Mongolia, Morocco, the Netherlands, Niger, Pakistan, South Sudan and Zimbabwe.

New York Office

Background

The OHCHR New York Office is headed by an Assistant Secretary-General and is comprised of three sections which are dedicated to geographic, thematic and intergovernmental issues, respectively. The Office's principal function is to integrate a human rights perspective into discussions and decisions made at United Nations Headquarters by engaging with other UN agencies and departments as well as with Member States. The Office also provides direct support to the Secretary-General and his Office on human rights-related matters.

In recent years, a concerted effort has been made to increase OHCHR's input into intergovernmental discussions in New York, including in the General Assembly and its various committees, and in the Security Council. Engagement with the Security Council in particular has increased substantially in the past two years which reflects the growing recognition that human rights challenges underlie many current peace and security-related crises and the interest of the Security Council to receive timely, relevant human rights-related information to inform their discussions. In 2012, the High Commissioner was invited to participate in debates, informal consultations and other meetings of the Security Council on five occasions. While the High Commissioner has regularly participated in thematic debates in the past on issues such as the protection



The Assistant Secretary-General for Human Rights briefs the Security Council at its meeting on protection of civilians in armed conflict, June 2012.

of civilians, the majority of invitations in 2012 were requests to brief the Security Council on country situations in the Middle East, including Syria, South Sudan and Libya.

The New York Office also works closely with other UN departments and agencies to inform and assist the development of the UN Secretariat and system-wide policies. OHCHR's increasing profile in New York, linked in part to its increased capacity, was reflected in a deepening of constructive working relations with interdepartmental counterparts on social development, peacekeeping, political, legal and humanitarian affairs. Without the constraints of distance, the consistent high-level engagement of the New York Office led to the increased integration of a human rights perspective in decisions relating to a wide range of both thematic issues and country-specific situations.

Finally, the New York Office organized and contributed to many events in 2012 that were intended to increase awareness among members of the New York-based diplomatic community as well as a wider public audience of specific human rights challenges. These included events on violence against women; human rights and counter-terrorism; the rights of older persons; the rights of lesbian, gay, bisexual and transgender (LGBT) persons; the death penalty; and in relation to accountability, transitional justice and the rule of law. These and related developments are addressed in the relevant thematic chapters of the present report.

Results

Responsiveness of the international community (EA 10)

- ▶ The Office closely followed discrimination-related discussions at the intergovernmental level in relation to General Assembly resolutions on the rights of the child, the rights of persons with disabilities, racial discrimination, older persons, indigenous peoples, migration and freedom of

religion or belief. Advice on OHCHR's role as well as relevant human rights guidance was provided, in particular on racial discrimination, and was taken into account in the final resolution texts, such as A/C.3/67/L.56/Rev.1.

- ▶ In March, the Office worked closely with South Africa and Brazil and supported the first formal intergovernmental United Nations discussion on violence and discrimination against individuals based on their sexual orientation and gender identity. The event at the Human Rights Council featured presentations by the High Commissioner and a panel of experts, a video message from Secretary-General Ban Ki-moon, and an open debate. Representatives of some 41 States and regional groups and a number of NGOs contributed to the debate through either oral or written statements. The event followed the adoption of Human Rights Council resolution 17/19 in June 2011, which expressed "grave concern" at violence and discrimination based on sexual orientation and gender identity, and resulted in the publication of a report of the High Commissioner, the first of its kind, documenting related abuses in December 2011 (A/HRC/19/41).
- ▶ Throughout the year, the Office undertook a range of other activities designed to raise awareness internationally of human rights violations against LGBT people. Short videos featuring the High Commissioner and the Secretary-General appealing for an end to anti-LGBT discrimination were viewed by almost 200,000 people online and widely played at civil society-organized events to mark the International Day against Homophobia in May.
- ▶ In September, the Office published *Born Free and Equal* - a 60-page booklet outlining the source and scope of some of the core legal obligations of States to protect the human rights of LGBT people. The booklet was designed as a tool for States, to help them better understand the nature of their obligations and the steps required to meet them, and for civil society activists, human rights defenders and others seeking to hold governments accountable for breaches of international human rights law.
- ▶ In December, at a special event at UN Headquarters, OHCHR tapped celebrity power to highlight the need for leadership in the fight against homophobia. The event, which the Office co-organized with a cross-regional coalition of States and NGOs, featured Secretary-General Ban Ki-moon, activists and celebrity guests such as Ricky Martin and Yvonne Chaka Chaka. More than 700 people filled the UN conference hall to hear Ban Ki-moon's appeal for action to tackle homophobic abuses, while tens of thousands of

people watched the live webcast. The speech was subsequently adapted into an op-ed piece and published in more than 30 major newspapers around the world.

- ▶ OHCHR organized a Global Panel event on the death penalty. The primary objectives of the event were to: build on and maintain the momentum of the General Assembly resolution on a moratorium on the use of the death penalty; share the positive experiences and initiatives of Member States in respect of the abolition of the death penalty; and examine the human rights dimensions of the application of the death penalty. The event resulted in greater awareness of the human rights deficits of implementing the death penalty and strategies for transitioning from capital punishment.

Human rights mainstreaming within the United Nations (EA 11)

- ▶ To ensure the inclusion of human rights in peace- and security-related decisions, including resolutions and the development of new Security Council mandates, the Office worked closely with colleagues in the Department of Political Affairs over the year to provide input to the Security Council in relation to numerous reports on Syria. It participated in regular meetings of the Inter-Agency Task Force on Syria and its Core Group, including by seconding a Geneva-based staff member to New York for four weeks. The Office also participated in videoconference briefings twice a week during the months that United Nations Supervision Mission in Syria (UNSMIS) was in operation.
- ▶ Following the mission of the Assistant Secretary-General to Mali in October 2012, the Office contributed to the development of the UN's policy on Mali by ensuring human rights concerns were clearly communicated and taken into account by the Security Council in its proposed action on Mali. Specifically, OHCHR worked closely with colleagues in DPA to make certain that the Secretary-General's report on Mali included key human rights recommendations and with delegations in the Security Council to ensure that these recommendations were well understood and reflected in the resolution adopted at the end of the year. This culminated in the adoption of Security Council resolution 2085 of 19 December 2012 which, inter alia, mandates the Secretary-General to monitor and report to the Security Council on violations of human rights and international humanitarian law in the context of future military operations in the North of Mali, with a view to mitigating an adverse impact of the operations on the civilian population.

- ▶ Following the mission of the Assistant Secretary-General to Haiti in September 2012, OHCHR disseminated the findings of the mission through various briefings and submissions to Security Council members, other Member States and UN departments. In addition to raising awareness about the situation, this also led to the incorporation of several human rights-friendly changes in the resolution mandating the renewal of MINUSTAH. These changes included stressing the need for all relevant political actors in Haiti to work cooperatively towards the installation of the new Permanent Electoral Council in order to pave the way for overdue elections; ensuring accountability and respect for human rights and the rule of law, the independence of the judicial institutions and underlining the importance of a robust vetting process for the Haitian National Police.
- ▶ The Office continued to engage with an internal working group on Myanmar, which ensured that the reports and recommendations of the Special Rapporteur on the situation of human rights in Myanmar were consistently taken into account in the wider UN engagement on Myanmar. Close cooperation with relevant New York-based departments and entities, including the Secretary-General and his Special Adviser on Myanmar, helped to build system-wide support for establishing an OHCHR field presence in the country.
- ▶ The Office actively engaged in new mechanisms established to respond to developing situations, consistently promoted human rights concerns and provided technical information to assist other participants. Advocacy efforts which emphasized the need to address human rights as part of the UN's integrated strategy on the Sahel resulted in the inclusion of human rights as one of the five pillars of the proposed strategy, alongside governance, humanitarian, development and security, as requested by the UN Security Council.
- ▶ The Counter-Terrorism Implementation Task Force (CTITF) Working Group organized two out of four regional expert workshops on ensuring the right to a fair trial and due process. The first was held in Istanbul with a focus on countering terrorism in the Middle East and North Africa region, and the second was held in Brussels, in relation to Europe. The outcomes of these symposia informed the report of the High Commissioner to the Human Rights Council (A/HCR/22/26) and will serve as the basis for a Basic Human Rights Reference Guide on the issue.
- ▶ In December, the New York Office and the German Permanent Mission co-organized a side event in New York on *Targeted sanctions, human rights and due process: The future of the 1267/1989 Al-Qaida sanctions regime*, and included the participation of the Assistant Secretary-General, the Special Rapporteur on counter-terrorism and human rights and the Ombudsperson of the 1267/1989 sanctions regime. The side event contributed to the ongoing discussions in the Security Council on the renewal of the mandate of the 1267/1989 Al-Qaida Sanctions Committee, which was finalized through the adoption of Security Council resolution 2083 (2012). The resolution included the extension of the mandate of the Ombudsperson for a significantly longer period of time (thirty months) than was allocated in previous Security Council resolutions; the possibility of granting humanitarian exemptions to the travel ban for a de-listed petitioner to enable the petitioner to be interviewed by the Ombudsperson; and authorized the release of a statement on the case, excluding those elements identified as confidential by Member States.
- ▶ As a member of the Inter-Agency Task Force on Security Sector Reform (SSR), OHCHR provided human rights content to new policy documents, including gender responsiveness in the context of SSR efforts, support to national security policy, democratic governance of the security sector, and peace processes. This contribution resulted in greater awareness of the centrality of human rights in the development or reform of the security sector, particularly in fragile States.
- ▶ The New York Office played a central role in the development of the Human Rights Due Diligence Policy, which has been operationalized in peacekeeping operations, and the Human Rights Screening Policy for all applicants to the UN to ensure that all recruited staff members, whether military personnel or civilians, have not committed serious human rights violations prior to being recruited.
- ▶ OHCHR presented a paper at the annual regional meeting of the Inter-Agency Network on Women and Gender Equality (IANWGE) in Addis Ababa which contributed to raising awareness among IANWGE members and NGOs on a rights-based approach for women's access to land. The outcome of the regional meeting fed into the panel discussion on promoting access to land for rural women at the Commission on the Status of Women. Furthermore, as a result of the meeting, the collaboration between OHCHR, UN Women and the Working Group on Discrimination against Women in Law and Practice was enhanced and a *Handbook on Effective Strategies to Realize Women's Rights to Land and Other Productive Resources* was developed. OHCHR deployed staff to South Sudan to lead the recently established Women Protection Advisors (WPAs), which were

mandated by Security Council resolutions 1888 and 1960. The deployment of the staff ensured the central role of human rights in the work of UN policies, operations and programmes on conflict-related sexual violence. As a result, seven of the nine WPAs in UNMISS have been assigned to the Human Rights Division of the Mission to specifically roll out the Monitoring, Analysis and Reporting Arrangements (MARA) on conflict-related sexual violence in South Sudan. This OHCHR-led process will be used as a model for other priority missions of UN Action.

- ▶ In terms of the cooperation between UN Women and OHCHR, OHCHR ensured the inclusion of a human rights-based approach in the work of the Project Appraisal Committee of the UN Trust Fund to End Violence against Women through the systematic inclusion of recommendations of human rights mechanisms.
- ▶ OHCHR continued its cooperation with the Special Representative of the Secretary-General on sexual violence in conflict and the Team of Experts on the Rule of Law/Sexual violence in Conflict (TOE) established under Security Council resolution 1888. OHCHR, as a co-lead entity of the TOE, assigned a staff member to the Team to ensure that human rights are fully integrated in responses by States to conflict-related sexual violence. The OHCHR member of the TOE participated in missions to South Sudan, Guinea and Colombia, contributed to strengthening the capacity of national justice institutions and legal frameworks and ensured the inclusion of recommendations of human rights mechanisms in the outcome documents. In the case of Guinea, the TOE deployed a locally-based international expert who collaborates closely with OHCHR to assist the Panel of Judges in charge of investigations of the violations committed in 2009, particularly with regard to sexual violence.
- ▶ Human rights were included among the guiding principles of the post-2015 development planning. OHCHR provided substantive inputs during multi-stakeholder discussions, expert and bilateral meetings, briefing sessions and through the dissemination of materials and position papers. It also facilitated civil society participation in the consultations. Due to these efforts, the added value of the human rights perspective has been acknowledged by various actors involved in the post-2015 development planning process.
- ▶ The Economic and Social Council (ECOSOC) has taken steps to integrate a human rights perspective in its work. The Office participated in high-level meetings to emphasize the importance of the human rights-based approach in economic and social policy-making. OHCHR's engagement

resulted in increased awareness among the ECOSOC constituencies (Member States, international trade and financial institutions, the private sector and civil society). The human rights perspective, including the right to development, was included in the outcome of the ministerial level deliberations and in the ECOSOC strengthening process.

- ▶ The resolution adopted by the General Assembly related to the Quadrennial Comprehensive Policy Review (QCPR) of UN operational activities for development acknowledged the linkages between peace and security, development and human rights. OHCHR provided substantive inputs and technical advice during the drafting process through bilateral meetings, briefing sessions, side events and the dissemination of materials. As a result, the QCPR resolution includes stronger references to the human rights-based approach and the right to development.
- ▶ OHCHR participated in the drafting of the Secretary-General's System-wide Action Plan on Youth and assisted in integrating a human rights-based approach in the programming established in the different matrixes. The matrix on the protection of rights, civic engagement and political inclusion makes reference to identifying the existing gaps in human rights instruments.

Global Management Outputs

Servicing human rights mechanisms (GMO 4)

- ▶ The New York Office, together with OHCHR Geneva, supported one session of the Human Rights Committee and one session of the Committee on the Elimination of Discrimination against Women (CEDAW) held in New York. The Office also supported the treaty body strengthening consultation process held in New York and provided advice on budgetary matters in relation to requests from several treaty bodies for additional resources.
- ▶ The Office organized elections for the Human Rights Committee (three elections), CEDAW, the Committee on the Rights of the Child and the Committee on the Rights of Persons with Disabilities. In order to reduce the administrative burden on OHCHR and Member States and to allow more time for newly elected members to prepare to assume their duties, the New York Office initiated a reform of the treaty body election processes. Starting in early 2013, all treaty body elections will be organized during a two-week period early in the year when the General Assembly is not in session. The Office also produced a booklet to answer frequently-asked questions concerning treaty body election procedures in New York. The publication

was distributed to the election officers of all delegations in January 2013.

Supporting field operations (GMO 5)

- ▶ In February 2012, the Office organized a meeting in New York of the Heads of human rights components in peace missions with their counterparts in DPA, DPKO, DFS, OCHA, PBSO, UN Women and the EOSG. The meeting was also attended by the Secretary-General and various Under and Assistant Secretaries-General, as well as Member States and civil society. The four-day meeting addressed the challenges and opportunities for advancing human rights through peace missions and focused on issues such as the protection of civilians in peacekeeping operations, implementation of the Joint Policy on Human Rights in Peace Operations and Political Missions and implementation of the Human Rights Due Diligence Policy. The meeting raised awareness of the importance of integrating human rights in peace missions and its relevance to peace and security, and strengthened partnerships between UN entities, Member States and civil society to better respond to human rights needs and challenges on the ground.
- ▶ The New York Office ensured the participation of OHCHR in a number of technical assessment missions to peacekeeping and political missions, including to Côte d'Ivoire (February 2012) and Somalia (December 2012). OHCHR's participation in these missions helped ensure that human rights issues were addressed including in the proposed reconfiguration of these missions or the renewal of their mandates.

Improved awareness of and support to OHCHR (GMO 7)

- ▶ The New York Office held four meetings with civil society organizations to discuss human rights issues and developments and processes taking place in Geneva and New York. The briefings also focused on ways to enhance their participation in UN meetings and processes on human rights and related advocacy efforts with Member States.
- ▶ OHCHR organized a two-day orientation programme for 31 delegates from 26 countries working on human rights issues in New York. The programme raised the awareness of the delegates in relation to human rights issues and mechanisms and also provided practical information on how to negotiate and draft inputs for relevant United Nations resolutions.
- ▶ In November 2012, OHCHR co-organized (and co-hosted) an event in New York entitled *Making Rights Real: The Challenges and Rewards of International Human Rights Work on the Ground* with the International Peace Institute and Sweden.

The event presented the results of the study *Influence on the Ground* (by Liam Mahoney and Roger Nash). It also highlighted OHCHR's work in the field to stakeholders in New York. Over 60 participants from Permanent Missions, Parliaments, UN departments and agencies, NGOs and academia were present.

Communications Section

Background

The Communications Section produces public information materials, develops communications strategies and undertakes activities to support the achievement of the Office's human rights objectives and thematic priorities. The Section mainly disseminates its communications outputs through three channels: the media, the web and social media. The Section also uses network relays (OHCHR field presences, the UN system, civil society, national human rights institutions (NHRIs), etc.) to extend its outreach to the international, regional, national and local levels and utilizes the outreach capacity of the UN Department of Public Information to further



OHCHR participated at the Open Day of the United Nations Office at Geneva.

disseminate information, in particular through UN information centres, the broadcast media, the UN website and its social media tools.

OHCHR's unprecedented and sustained public engagement on issues and developments related to the Arab uprising materialized in 2012 in an extraordinary increase in media coverage and social media activity and was a crucial element of all communications activities. In the aftermath of this period and on the occasion of Human Rights Day, OHCHR launched the Arabic language version of its website to underline the importance of extending OHCHR's voice to diverse audiences in different languages. The web will continue to play a vital role in awareness-raising among the 350 million Arabic-speaking people around the world and enable users to learn more about their rights and the obligations of States under international human rights law.

One of the outstanding features of 2012 continued to be the use of major social media platforms as integrated communications tools which enabled OHCHR to reach a significantly increased audience. The Office's presence on social networks such as Google+, Facebook, Twitter and YouTube continued to play a crucial role in OHCHR's efforts to mainstream human rights within the UN system and beyond.

Global Management Outputs

Servicing human rights mechanisms (GMO 4)

- ▶ The Communications Section provided communications support to human rights mechanisms by news releases, media advisories and press statements relating to the work of the special procedures and the treaty bodies. The Section also published feature stories on the OHCHR home page focused on human rights mechanisms and shared all meeting summaries and concluding observations of the treaty bodies on Twitter and Facebook. This ensured greater accessibility to the recommendations of the human rights mechanisms to a wide range of stakeholders.

Improved awareness of and support to OHCHR (GMO 7)

- ▶ The Section produced numerous media and communications outputs throughout the year, making use of a variety of channels, such as print and online media, videos and social media. The results of these efforts were seen through the amount of references made to OHCHR in the media and on social networks, with interest and requests for interviews from a broad range of news corporations and increasing followers on

OHCHR's social media platforms. See the Facts and figures box for details.

- ▶ A number of campaigns, events and publications were organized to highlight specific issues and draw attention to the work of the Office. Examples included the Human Rights Day 2012 campaign on inclusion and the right to participate in public life; the 20th anniversary of the UN Minority Rights Declaration; Human Rights Indicators; the Forum on Business and Human Rights; and the Universal Human Rights Index Database. Dedicated webpages were established for all of these and, for some, specific visual identities were also created.

467 communications issued to the media, including 148 news releases, media advisories, media statements and press briefing notes relating to the work of the High Commissioner and her Office.

319 news releases, media advisories and press statements were issued relating to the work of the special procedures and the treaty bodies.

15,626 print and electronic articles relating to the High Commissioner or her Office were recorded by the Factiva search engine.

179 stories were published on the "How we make a difference" section of the OHCHR home page in 2012 on a wide range of human rights subjects as well as major OHCHR publications.

5.7 million unique visitors to the OHCHR website in 2012.

More than **43,000** followers on Facebook, an increase of **25,000** followers in 2012.

Over **40,000** followers on Twitter, an increase of 29,000 followers in 2012.

More than **13,000** followers on Google+ within a month of creating the Human Rights Day "Make Your Voice Count" social media campaign

40 short video interviews and video feature stories were produced featuring senior staff from headquarters, the field as well as special procedures mandate-holders and treaty body experts.

334,410 views on OHCHR's YouTube channel; an increase of more than 100,000 views in 2012.

81 briefings on a variety of human rights topics delivered to 2,583 people, including university students, diplomats, lawyers and journalists.

Human Rights Day 2012, featuring the slogan “My voice, my right: My voice counts,” focused on inclusion and the right to participate in public life. An event was organized in Geneva on 10 December to commemorate the day, bringing together a diverse group of participants who shared their experiences. Chaired by the High Commissioner, the panellists discussed how the fulfilment of the right to participate is fundamental to the functioning of a democracy.

Aung San Suu Kyi participated via satellite from Yangon, Myanmar, and former U.S. President Jimmy Carter sent a video statement. The President of the Human Rights Council and Permanent Representative of Uruguay to the United Nations Office at Geneva, H. E. Ms. Laura Dupuy Lasserre, delivered welcome remarks. This was followed by a panel discussion, moderated by BBC Geneva correspondent Imogen Foulkes. Other participants included the High Commissioner; Souhayr Belhassen (President of the International Federation for Human Rights (FIDH)); Francis Kariuki (administrative chief of the village of Lanet Umoja, Nakuru North District in Kenya who uses Twitter as a tool for community policing); Romel Joseph (a blind Haitian violinist who was severely injured during the 2010 earthquake in Haiti and created the Friends of Music Education for Haiti after the tragedy); and Valeriu Nicolae (founder of the Policy Center for Roma and Minorities; a think tank based in Romania that is involved in grassroots initiatives in the ghettos of Bucharest).

At the event, the High Commissioner and Souhayr Belhassen launched OHCHR’s Arabic language website. The event also included a musical performance, coordinated by Tido



© UN Photo/Jean-Marc Ferré

Dejan, with Romel Joseph, Victoria Joseph and Ioana Lupaşcu.

A promotional video was produced and screened at the event. The video included famous faces ranging from human rights activists, politicians, and athletes to ordinary people proclaiming their rights. Among these were former US President Jimmy Carter, Olympic Sprinter Usain Bolt, and South Africa’s Archbishop Desmond Tutu. The video was broadcast internationally by CNN and Al Jazeera and on the Geneva public transport system during the seven days leading up to Human Rights Day. To date, the video has been viewed more than 19,000 times on the UN Human Rights YouTube channel.

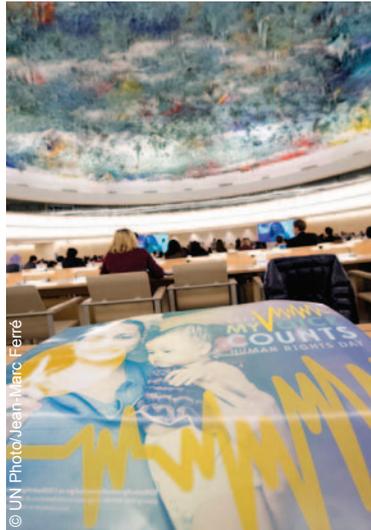
In New York, a commemorative event was held at the Ford Foundation. It focused on inclusion and the right to participate in public life of the marginalized and vulnerable in society, including minorities, indigenous peoples, people living with HIV/AIDS, the poor and lesbian, gay, bisexual and transgender persons. The programme included a keynote speech by Secretary-General Ban Ki-moon, welcome remarks by the Assistant Secretary-General

for Human Rights and a panel discussion with four prominent young activists: Pauline Wanja (co-founder of Living In a Shanty Town, a movement that seeks to empower youths in the slums of Kenya); Jeremy Heimans (Australian co-founder of Avaaz.org, the world’s largest online political movement); Ahmed Maher (co-founder of the April 6 Youth Movement that fights for democracy in Egypt); and Chenet Torrilus (co-founder of the Haitian Association of Volunteers for Democracy which promotes youth participation in policy-making). A musical performance by Haitian group Carimi took place at the event. A High-level Panel on “Leadership in the Fight against Homophobia” also took place on 11 December at UN Headquarters and included a performance by South African singer Yvonne Chaka Chaka.

Many other events took place around the globe to celebrate Human Rights Day. For instance, in Athens, Greece, the Human Rights Day logo in Greek was displayed in the metro; a training session for journalists, organized by Tanzania’s Government Commission for Human Rights, One UN Tanzania and the UN Information Centre was held

in Dar Es Salaam; a day-long event with musical performances took place in a famous shopping centre of Jakarta, Indonesia, with the support of the UN Information Centre, UNESCO and the ILO; the University of Pretoria in South Africa organized a Moot Court Law Competition, co-hosted by the Centre of Human Rights and OHCHR; a regional video contest was organized by OHCHR's Regional Office in Beirut, Lebanon and the UN Information Centre; and a concert with young musicians was organized by OHCHR's Regional Office for Central America in Panama and broadcast on national television.

In the lead up to Human Rights Day 2012, the 'Make Your Voice



Count' social media campaign was launched on all OHCHR's social media platforms. The campaign

reached over 20 million unique users and generated more than 110 million impressions, a standard indicator to measure Twitter views. Approximately 13,790 different contributors sent 23,257 tweets related to the campaign. The social media subpage of the Human Rights Day 2012 webpage, which features the key social media activities of the campaign, registered 8,302 clicks within three weeks. Furthermore, during the 27 days of the campaign, OHCHR social media platforms gained 5,694 new followers on Twitter (219 per day), 4,861 on Facebook (187 per day) and 12,734 on Google+ (490 per day).

The strategic and effective use of social media has greatly increased the Office's visibility and global outreach. Notably, in 2012, the Office established its voice on human rights issues on Google+ and held its first Google+ Hangout series as a key component of the Make Your Voice Count social media campaign for Human Rights Day. To rally support for integrating human rights on the environmental agenda, it created a social media campaign for the Rio+20 Conference using the platform Storify with the slogan *Speak Up for Human Rights in the Future We Want*.

The Office's social media platforms, particularly Facebook, Google+ and Twitter, are recognized as leading sources of human rights information

and advocacy online and are followed by decision-makers, opinion-leaders and influential members of civil society who regularly relay our messages and maximize our outreach.

The new Arabic-speaking social media capacity enabled OHCHR to regularly post and tweet in Arabic on issues of particular relevance to Arabic-speaking countries. As a result, opinion-leaders and human rights activists in the Middle East and North Africa region have begun following the Office's Twitter account and re-tweeting OHCHR's human rights messages to their followers. The Office has also been able to effectively monitor information and interact more directly with its followers from the region.

The increased access to and influence of the Office's social media outlets means that individuals have a new channel for submitting their own information to OHCHR, including descriptions of human rights violations that may be accompanied by videos, messages and photos. This has created a powerful new dimension in the Office's engagement with its stakeholders. Social media has also allowed OHCHR to reach previously untapped audiences. For instance, Cairo (Egypt), Kuala Lumpur (Malaysia), Tunis (Tunisia) and Rangoon (Myanmar) are among the top cities with the most followers to OHCHR's Facebook profile and almost 65 per cent of followers are from the age group of 18 to 34 years of age.

Donor and External Relations Section

Background

The Donor and External Relations Section (DEXREL) works closely with the Senior Management of the Office 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 extrabudgetary resources from Member States and other donors to enable the Office to implement its programme of work, which is only partly covered by the UN regular budget. The Section works to raise understanding of and support for OHCHR's programme of work, 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 2012 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 were consistently added throughout the year. In 2012, the Donor and External Relations Section focused on sustaining the level of income received in 2011, broadening the donor base and increasing the proportion of contributions provided free of earmarking.

Global Management Outputs

Supporting field operations (GMO 5)

- ▶ DEXREL continued to support OHCHR field presences in their efforts to advocate for renewed and additional resources to fund their activities on the ground. The Standard Operating Procedure (SOP) on local fundraising was revised to provide detailed guidance and instructions to OHCHR staff on their roles and responsibilities in donor relations, including fundraising, especially at the field level.

Improved awareness of and support to OHCHR (GMO 7)

- ▶ A total of US\$ 111.1 million in extrabudgetary contributions were raised to support the work of OHCHR; approximately the same amount as in 2011. This can be considered a good result since the Office did not have a specific event for which

to raise funds in 2012, unlike in 2011 when the Office launched a special appeal for North Africa which attracted significant donor attention and generated US\$ 9.6 million in contributions for the activities of the Office.

- ▶ Contributions from Member States increased slightly to approximately US\$100.6 million, compared to US\$99 million in 2011. These contributions represented 90.5 per cent of the income received by the Office in 2012.
- ▶ Sixty-eight Member States provided contributions in 2012, compared with 72 in 2011. In total, 32 agreements were signed. Overall, 74 institutional donors were registered, compared with 78 in 2011.
- ▶ The proportion of unearmarked funding increased slightly to 53 per cent (compared to 51 per cent in 2011) of the total income received.
- ▶ OHCHR continued to participate in the Consolidated Appeals and Flash Appeals processes, coordinated by OCHA, yet the funding generated through these processes remains low (US\$ 977,157 in 2012).
- ▶ Total funds received through the Multi Partner Trust Funds Office of UNDP amounted to US\$ 2.4 million in 2012 compared to US\$ 4 million in 2011.
- ▶ Efforts to obtain funding from the private sector were further developed in 2012. For instance, OHCHR engaged with US-based private foundations during a high-level meeting in New York in October that was chaired by the High Commissioner. Participants discussed synergies and possible areas of cooperation as well as how OHCHR's field-based NGO partners could benefit from foundation support in light of OHCHR's budget reductions. Concrete steps were also taken to establish an online donation function whereby private individuals can donate to the Office using their credit cards. This function is expected to become operational in 2013. OHCHR's engagement with the business sector was further strengthened through a partnership with Microsoft, AbilityNet and Middlesex University to ensure the meetings of the UN Human Rights Mechanisms are more accessible to people with disabilities and to facilitate access to information produced by these bodies.
- ▶ Together with DEXREL, the senior management of the Office devoted time to regularly brief Member States on expected accomplishments, indicators of achievements and outputs, as well as budget and funding requirements. For instance, a technical briefing for Member States was held on 19 July 2012, with the presence of the High Commissioner, on the contents of the OHCHR Annual Report 2011.

Civil Society Section

Background

Civil society plays a fundamental role in developing and sustaining effective national systems for the promotion and protection of human rights. Human rights defenders, bloggers, representatives of minorities, trade unionists, non-governmental organizations, networks of persons with disabilities, child rights activists, academic institutions, as well as many other civil society actors and interest groups, can only fully discharge their role in the advancement of human rights if they are free to work independently and enjoy their rights to freedom of expression, association and peaceful assembly, in line with international human rights standards. In some countries, their role as agents of change is undermined by laws which criminalize, control or curtail civil society activity. Civil society actors may be killed or subject to arbitrary arrest, unfair trials, threats, intimidation or smear campaigns in official or social media, which often target women human rights defenders.

OHCHR's Civil Society Section produces guides and manuals to strengthen civil society's engagement with the UN Human Rights Programme and develops policies and strategies to underpin OHCHR's work with civil society. The Civil Society Section provides information and advice to civil society actors and supports their participation in national and international human rights processes. The Section works with all parts of OHCHR at headquarters and in the field to share good practices and monitor and address developments that restrict civil society activity.

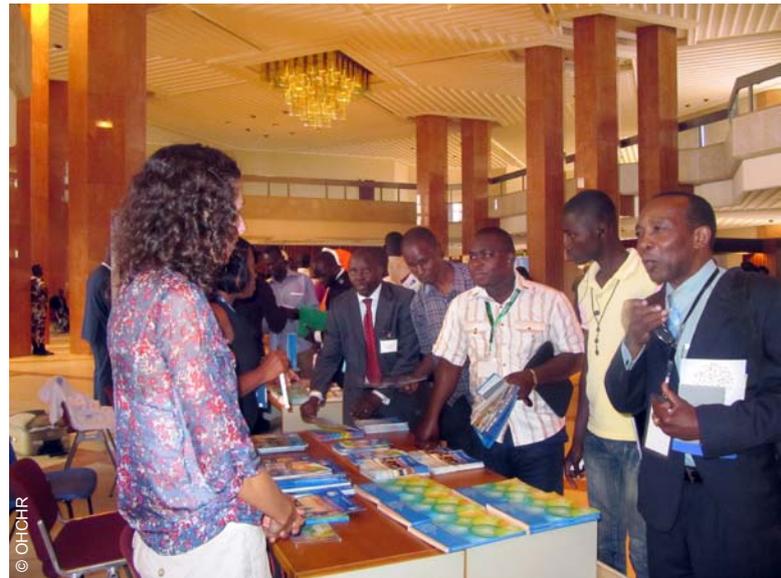
Global Management Outputs

Integrating a gender perspective (GMO 3)

- ▶ A gender perspective was fully integrated into OHCHR's policy on civil society protection, approved by the High Commissioner on 12 January 2012.

Servicing human rights mechanisms (GMO 4)

- ▶ More than 40 civil society briefings were organized or facilitated to increase understanding of different mandates and mechanisms.



OHCHR outreach activity at the NGO Forum preceding the 52nd session of the African Commission on Human and Peoples' Rights.

Supporting field operations (GMO 5)

- ▶ The Section produced two more issues in the series of Practical Guides for civil society, focusing on the Social Forum of the Human Rights Council and on Human Rights Funds, Grants and Fellowships, in all six official UN languages, primarily to support the work of field presences with civil society.

Improved awareness of and support to OHCHR (GMO 7)

- ▶ The Civil Society Section continued to encourage civil society actors worldwide to subscribe to its email broadcast system providing human rights news and updates, and by the end of the year, had disseminated 305 broadcasts to more than 3,400 subscribers in almost all Member States. The Section increased its number of subscribers in 2012 by 30 per cent.
- ▶ The Civil Society Section webpage was re-designed and updated in the six official UN languages.
- ▶ The three human rights animated cartoon videos produced in 2011 by the Civil Society Section (What is a Human Right?; What is the Human Rights Council?; What is a Treaty Body?) were nominated for the UN 21 Awards and were among the three finalists in the Communications category. By the end of 2012, the videos combined had approximately 32,600 views on YouTube.

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 efforts and results are properly monitored and evaluated and that lessons learned are identified for integration into future planning processes. Through an on-going 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.

Since 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 have been instrumental in achieving these advances.

Global Management Outputs

Sharing OHCHR's strategic direction (GMO 1)

- ▶ PPMES has contributed to further defining, sharing and implementing OHCHR's strategic direction by:
 - Preparing and launching the OHCHR Management Plan (OMP) for 2012-2013, which sets out OHCHR's office-wide thematic priorities and expected results and describes the key planned interventions to achieve those results. The OMP provided the first global targets for each of the expected accomplishments and global management outputs (GMOs) for the biennium.
 - Organizing the 2012 Planning Event in October, which, in the context of preparing the 2013 annual workplans and costplans, allowed for an office-wide discussion around key thematic expected accomplishments and global management outputs of the OMP in order to assess achievements and discuss steps forward.

- ▶ The Human Rights Strategic Framework for 2014-2015, approved in December by the Third Committee of the General Assembly with strong support from Member States, preserves the gist of OHCHR's mandate and programme. PPMES supported the New York Office throughout the negotiations by coordinating and providing relevant information.
- ▶ OHCHR's Performance Monitoring System (PMS) is increasingly used by colleagues at both the field and headquarter levels. All programming documents (country and subregional notes) for the 2012-2013 biennium and the field annual work plans for 2012 and 2013 have been uploaded to the system which will allow for monitoring and reporting on outputs and expected accomplishments. The PMS also offers the following additional functions: financial monitoring; the uploading of headquarters' annual work plans, including the master calendar for human rights mechanisms; and a module to allow all field presences to upload monthly reports as of January 2013. The use of the system has been assessed by colleagues in headquarters and the field to considerably reduce transaction costs and substantially contribute to increased effectiveness.
- ▶ With regard to monitoring and reporting, PPMES continued to support the preparation of OHCHR's reports, providing feedback and relevant guidance to colleagues when formulating results. For the first time, the OHCHR Report 2011 included a table summarizing the achievement of targets of 17 field presences which are using the PMS.
- ▶ The mainstreaming of human rights into evaluation activities has continued to be a priority issue addressed in the context of the United Nations Evaluation Group, in particular its Human Rights and Gender Equality Task Force, of which OHCHR is co-chair. After the publication of a Handbook on Integrating Human Rights and Gender Equality into Evaluation, the Task Force has focused on the finalization of an elaborated Guidance Note on the issue that will be published in 2013.

Transparent and timely decision-making (GMO 2)

- ▶ As the secretariat for the Senior Management Team (SMT) and Programme Budget Review Board (PBRB), PPMES has the responsibility for monitoring the implementation of the Office's programme, identifying challenges to its implementation that require decisions from senior management and ensuring that they are addressed on a priority basis.
- ▶ OHCHR's SMT is the principal consultative and advisory body providing support, advice and recommendations to the High Commissioner for addressing office-wide issues. Due to

improvements achieved in forward planning, the SMT now meets on a weekly basis. In 2012, PPMEs further fine-tuned the work of the SMT by introducing revised working methods. All background material and decisions of the SMT meetings are posted on the Office's intranet and are easily accessible to staff. Throughout 2012, the SMT convened 35 times to discuss a wide range of topics, including management and financial issues, and made recommendations on 46 strategic issues.

- ▶ The PBRB that advises the High Commissioner on office-wide planning guidelines and budgetary policies met in 21 sessions. The PBRB oversees planning, allocation and re-allocation of human and financial resources. It also considers requests for additional resources in response to new and emerging needs when necessary. In the course of 2012, the PBRB regularly monitored the financial and human resource situation of the Office, considered proposals relating to the establishment of new field presences; and provided support to special procedures, fund-raising initiatives and new contributions.
- ▶ In the context of the global financial crisis and the consequential decrease of resources, the PBRB began developing initiatives to prioritize, make efficiency gains and increase funds to address funding shortfalls. The first level prioritization process was undertaken within the context of the 2012 Mid-Year Review (MYR). At the end of the exercise, the overall approved reduction for the Office amounted to US\$9.3 million or 6.6 per cent of the 2012 extrabudgetary (XB) costplans (excluding the humanitarian trust funds). The overall XB costplan for 2012 was therefore reduced from US\$151.5 million to US\$142.2 million. The PBRB also recommended, later approved by the High Commissioner, that the total XB costplans for 2013 should not exceed US\$135 million. Of this amount, US\$130 million was set aside for on-going programmes and US\$5 million was allocated to efforts designed to accommodate unexpected demands throughout the year and increase OHCHR resources in the future.
- ▶ The PBRB held two retreats (28 August and 15 October) on the management of the financial crisis and agreed on a number of parameters to further reduce costs in 2013. In reviewing the 2013 annual workplans, the PBRB made every effort to limit the impact of the cuts on the Office's capacity to deliver on the results to which it had committed to achieving in the OMP under the thematic priorities and ensure implementation of the agreed parameters. Reductions were therefore mainly undertaken in

areas where efficiency gains could be made or which were not included in the priorities for the biennium. Despite these efforts, it was recognized that the exercise would inevitably affect some programmatic areas. Following the review, the PBRB made a recommendation to approve the overall XB costplan for 2013 in the amount of US\$ 130.4 million, which was subsequently endorsed by the High Commissioner.

- ▶ In supporting the PBRB, PPMEs continued advising on the implementation of OHCHR's programmatic commitments, including through ensuring that new initiatives brought to the PBRB were aligned with and contributed to the commitments spelled out in the OMP 2012-2013.

Integrating a gender perspective (GMO 3)

- ▶ In all RBM training workshops, PPMEs introduced the concepts of the GMOs with a special emphasis on GMO 3 (integrating a gender perspective) and how the GMOs, indicators and targets relate to the work of each unit in OHCHR.
- ▶ PPMEs ensured the integration of a gender perspective in the review process of the annual workplans and costplans for 2013, which supports the implementation of the Gender Equality Strategic Plan.

Supporting field operations (GMO 5)

- ▶ Awareness and the capacity of colleagues from the field to implement RBM has increased. During a half-day session at their annual meeting, Heads of field presences exchanged practices and new developments with regard to increased effectiveness in the area of programme management. Colleagues from field presences responded positively to this exchange by requesting training on RBM and/or starting to use the PMS on their own.

Skills and competencies (GMO 6)

- ▶ Staff increased their knowledge of and capacity to apply RBM principles to human rights work. During the year, PPMEs conducted 12 trainings on RBM covering 16 field presences (regional and country offices and human rights advisers) with a total of 134 participants. The trainings introduced concepts of RBM and their application in the context of human rights work. At the end of the trainings, the field presences revised their country notes in line with RBM principles and started using the PMS for planning, monitoring and reporting on their work. In addition, three orientation sessions and two half-day workshops were facilitated at headquarters for geographic desk officers and the Human Rights Treaties Division.

- ▶ OHCHR enhanced its in-house advisory and training capacity in RBM. PPMES conducted a week-long Results-Based Management Network Training for 17 participants (12 from headquarters and five from field presences). As a follow-up to the training, PPMES created and facilitated an OHCHR-RBM network to keep participants regularly abreast of new developments. This initiative allowed the expansion of the pool of OHCHR staff knowledgeable about RBM principles. PPMES also engaged five of the participants in the facilitation of the RBM trainings throughout the year.

OHCHR decided in 2012 to conduct a functional review with the overall goal of improving OHCHR's organizational efficiency and effectiveness. The first phase, which was focused on the gathering of data and conducted with the support of the UN Department for Management, was concluded in December 2012. The second phase began in January 2013. The scope of the review primarily focuses on the organization and functioning of headquarters (including New York) while taking into consideration the significant role provided by headquarters in supporting field operations. The process is expected to result in recommendations for rationalizing the scope and distribution of functions across an improved structural configuration in which organizational units collectively and individually perform the necessary functions in the most efficient and sustainable manner.

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)

- ▶ Based on inputs from colleagues in Geneva and the field, PSMS has continued to transform the OHCHR intranet into a more collaborative tool. Efforts to streamline information flows have resulted in additional sections on the site, such as a daily list of updated information. A prototype of a new intranet design, developed in 2012, will be rolled out in 2013 after further consultations with the intranet focal points.

Integrating a gender perspective (GMO 3)

- ▶ PSMS has undertaken briefings, trainings and consultations, and accordingly gradually integrated a gender perspective into its respective areas of work, including budget, human resources, staff development, travel and procurement. For instance, the Staff Development Unit introduced a gender component into the orientation training for OHCHR staff members.

Servicing human rights mechanisms (GMO 4)

- ▶ The treaty bodies database tool, a single central repository for all treaty body related documents, facilitates the publishing of content on the intranet, extranet and public website, provides extensive statistics to better track and follow up on State Party reporting and generally helps streamline and assist in the work of the treaty body secretariats. The addition of Arabic language capacity to the Charter-based documents database enhances the outreach of the Human Rights Council and the UPR.
- ▶ Conference rooms at Palais Wilson are now equipped to allow public sessions to be dialled into by anyone on the outside, in all six official United Nations languages. This improved accessibility and transparency further contributes to the effective functioning of the human rights mechanisms.

Supporting field operations (GMO 5)

- ▶ PSMS facilitated the annual field administrative staff consultations (18 participants from 17 country and regional offices) with a focus on upcoming administrative changes, notably International Public Sector Accounting Standards (IPSAS) and its implications for service delivery, UMOJA, as well as emerging issues in all other areas of administration - human resources, logistics, travel and information technology.
- ▶ PSMS undertook a number of field visits (Bolivia, Burundi, Mauritania, Mexico, Nepal, Qatar and Tunisia) to assist with improving local networks and information technology infrastructure, including records management and the preservation of historical data records, or

practical arrangements such as lease agreements, procurement and property management. To ensure that the visits of the United Nations Board of Auditors went smoothly, PSMS provided support to the Togo and Mexico offices before and during the audits.

- ▶ To ensure the efficient progress of the Human Rights Council's mandated commissions of inquiry to the Middle East region, PSMS provided all necessary logistical support, often in close collaboration with UNDP and the Department of Field Support.

Skills and competencies (GMO 6)

- ▶ In its efforts to encourage the development of a culture of learning and skills development with a focus on promoting efficiency in daily work, PSMS organized a wide range of tailored peer-learning activities for staff in Geneva and in the field, including: Official United Nations Formatting, Report Writing for Desk Officers, Records Management and Finance. PSMS also coordinated 10 Coffee Briefings on substantive human rights issues with 334 participants; organized a variety of learning sessions on Performance Management and Development which included briefings for staff and managers and one-day mandatory workshops for 93 participants; and three Orientation Programmes for 50 new staff members which were geared towards implementation of the OHCHR Learning Strategy. Overall, 41 training sessions were organized for 890 participants.

Improved awareness of and support to OHCHR (GMO 7)

- ▶ PSMS undertook various initiatives to improve the functionalities of its websites. In collaboration with the Communications Section, the public website was translated into Arabic and released on 10 December 2012 by the High Commissioner. All extranet sites were redesigned to use a common platform with visual consistency. This improvement was welcomed by OHCHR stakeholders, particularly during the voting process on the resolutions of the Human Rights Council. Seven more extranets were created in 2012 for a total of 50 supported by PSMS. Also in 2012, new sites were created for the commissions of inquiry that took place during the year and to assist the work of the Office in servicing the International Coordinating Committee for National Human Rights Institutions.
- ▶ OHCHR's Registry dealt with 5,670 information desk calls and 175,000 information desk queries and mass petitions concerning human rights violations.

Resources (GMO 8)

- ▶ In the last quarter of 2012, IPSAS criteria were included in the upgraded OHCHR asset



OHCHR team preparing the archives of the Nepal office for their transfer to Geneva.

management system. In the ongoing preparation for IPSAS implementation, OHCHR senior management and concerned staff members attended mandatory briefings. PSMS also closely liaised with field offices to ensure that relevant information concerning Property, Plant and Equipment and Real Estate was provided to the IPSAS team in a timely manner.

- ▶ PSMS continued to provide monthly updates on the overall financial position of the Office to the OHCHR Programme and Budget Review Board and in 2012 provided specific updates to the Special Procedures Branch and the Research and Right to Development Division to address financial issues raised at the working level.
- ▶ The instruction on advanced ticket purchase, issued by the UN Under-Secretary-General for Management in April 2011, was incorporated into the revised e-travel system which was launched in 2012. Staff are now alerted and required to provide a justification when a travel request is submitted outside the requisite time frame. While 68 per cent of the total number of tickets purchased in 2010, before the instruction was introduced, was within 14 days of travel, this number was reduced to 55 per cent in 2011 and further to 35 per cent in 2012.
- ▶ In 2012, PSMS processed 4,096 travel requests, including over 700 travels of meeting participants who attended workshops organized by the Office, at least 1,000 travels by human rights treaty body members and special rapporteurs and the complicated travel arrangements for the Commission of Inquiry on Syria.
- ▶ With SOS International, PSMS succeeded in negotiating a medical evacuation scheme for independent experts travelling on field missions

for OHCHR. This coverage will not only ensure that rapid medical assistance can be provided to these experts in emergency situations, but will also reduce the costs of such assistance when it may be required.

- ▶ In the middle of 2012, work began on the Geneva Compactus to appraise records deposited over the past ten years. Records of four human rights committees were appraised and approximately 280 linear metres of archival records were recovered and sent to the UNOG Archives. Close to 1,500 kilograms of records that were overdue for disposal were destroyed and provided much needed space for secure recordkeeping within the Compactus.
- ▶ The Business Classification scheme for OHCHR was drafted. This document is the framework for records management strategies to facilitate the organization of electronic and paper records, promote a standardized system of filing and reduce time spent retrieving records.
- ▶ Collaboration with the Registry, Records and Archives Unit at UNOG yielded money-saving benefits. The UNOG Unit supported OHCHR in the appraisal and transfer of the OHCHR Burundi archives and the recent digitization of and online access to 35 files containing several thousand pages of original and unique materials related to the drafting of the Universal Declaration of Human Rights.
- ▶ The Office began to implement its Emission Reduction Strategy, which was approved by the High Commissioner in December 2011. The cross-divisional implementation task force continues to advocate for emission reduction and climate awareness through a range of activities such as more effective travel, reduced energy use and increased staff awareness. Green awareness training was included for the first time in the orientation programme for new staff in 2012 and an introduction to greening was presented to field administrative staff.
- ▶ In an effort to improve the efficiency and reduce the carbon footprint of the Office it was decided to implement a number of travel-related measures to reduce travel, such as seeking to limit the number of staff participants at external events, organizing work group and committee meetings in Geneva, and reducing travel between Geneva and the New York Office.
- ▶ A 2012 OHCHR acquisition plan was created for Geneva headquarters to allow for procurement planning across the offices served by UNOG. OHCHR procurement guidelines were revised and distributed to all staff to promote advance planning of procurement requests and the timely and effective procurement of goods and services.

Safety and Security Section

Background

The OHCHR Safety and Security Section coordinates security of OHCHR operations, staff and assets worldwide in accordance with established security risk management practices and in close coordination with the United Nations Department of Safety and Security (DSS). The Section is also an integral part of the OHCHR support mechanism to activities of the Human Rights Council such as fact-finding missions and commissions of inquiry. The Section is responsible for coordinating UN security management system coverage to officials and experts, including human rights committees and working groups, special rapporteurs, commissioners and other senior United Nations officials travelling on behalf of OHCHR. It also participates in system-wide UN security policy-making forums to ensure that human rights are mainstreamed into staff security policies and procedures 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 Inter-Agency Security Management Network (IASMN) and its Steering Group which regularly meets under the chairmanship of the Under Secretary-General of the Department of Safety and Security 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

Servicing human rights mechanisms (GMO 4)

- ▶ Dedicated security support was provided to special rapporteurs and treaty bodies during their country missions, as well as to commissions of inquiry, fact-finding, assessment and mapping missions. This approach, based on the detailed security concepts of operations and security risk assessments, developed in accordance

with the UN security management system, has been effective in ensuring a safe working environment.

Supporting field operations (GMO 5)

- ▶ The Section combined a range of security information tools into one internal electronic platform to provide real-time security information and analytical tools, while also helping to ensure security and efficiency in field operations.
- ▶ In 2012, 61 elevated risk field missions were supported, in most cases by deploying security staff from OHCHR Security, the United Nations Office at Geneva and the DSS, to conduct security assessment and security coordination missions in connection with field operations and highly sensitive missions of special procedures mandate-holders and staff members. Security management activities associated with 34 security incidents that directly affected staff were also carried out during the year.
- ▶ In order to comply with safety procedures related to staff travelling to the field, the Security Information and Operations Centre of the Security Section processed 1,855 security clearance requests in 2012.

In 2012, the Safety and Security Section:

- Directly supported **61** elevated risk field missions.
- Managed **34** security incidents/events directly affecting OHCHR staff.
- Conducted **14** security assessment, support and compliance missions, security management programme visits and training missions.
- Issued **26** messages to OHCHR staff on security issues.
- Issued **228** security information reports to senior management.
- Processed **1,855** travel security clearances.

Meetings and Documents Unit

Background

The Meetings and Documents Unit (MDU) (previously the Document Processing Unit) is part of the Executive Direction and Management Service. MDU is responsible for planning, coordinating and submitting all OHCHR documents for processing as mandated by the General Assembly, the Human Rights Council and the relevant human rights conventions and in accordance with established guidelines. It also manages the efforts of the Office to improve document submission compliance through various means, including the OHCHR Group of Document Focal Points (GDFP) and by coordinating with service providers in the United Nations Office at Geneva and in New York. Further, the Unit is 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)

- ▶ MDU facilitated the processing of 3,333 documents for consideration by the General Assembly, the Economic and Social Council, the Human Rights Council and its subsidiary entities, as well as the human rights treaty bodies.
- ▶ The aggregated timely submission rate for all OHCHR documents increased to 75 per cent in 2012 from 53 per cent in 2011. Measures have been taken to improve the timely submission rate of documents of the Human Rights Council and the human rights treaty bodies, including regularly updating and uploading document forecasts/status reports on the intranet; providing document format training for staff; and ensuring the issue of documentation is re-introduced into the orientation programme of the Office.
- ▶ A total of 96 human rights-related official sessions/meetings were held as scheduled accounting for a total of 639 meeting days. In addition, numerous informal sessions, consultations and other events took place.