

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 rights-holders 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 seven organizational units within the 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 External Outreach Service, the Safety and Security Section, and the Meetings and Documents Unit.

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 at headquarters and in the field.

The Executive Office's work took place in the context of crises, particularly in the Central African Republic, Mali, Myanmar, the Sahel region, Somalia, South Sudan, Sudan and the Syrian Arab Republic. The High Commissioner continued to closely follow developments in the Middle East and North Africa region, where the need for a human rights-based approach in transition processes that are leading to



The High Commissioner addresses the Security Council on the protection of civilians in armed conflict, February 2013.

genuine democracy and respect for the rule of law remains of key importance, as well as the global threats to human rights emerging from abusive counter-terrorism practices, and from the economic crisis.

OHCHR's expertise and advocacy also continued to shape global approaches to development at both the interagency and intergovernmental levels. In addition, throughout the year, the High Commissioner continued to advocate for the mainstreaming of human rights within the United Nations system. For instance, OHCHR co-chaired the United Nations Development Group's Human Rights Mainstreaming Mechanism (UNDG-HRM).

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.

In performing her functions, the High Commissioner is supported by an Executive Office which ensures quality and consistency control of all materials that are prepared in-house, provides strategic advice on upcoming human rights and geopolitical issues and liaises with the various parts of the Office (Geneva, New York and the field) on follow-up to decisions undertaken by the High Commissioner. It also works closely with the Executive Office of the Secretary-General and the United Nations as a whole to ensure a mainstreamed approach to human rights. Regular engagement is also held with the permanent missions in Geneva, civil society, national human rights institutions (NHRIs) and experts from the various human rights mechanisms (HRMs).

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 order to bring human rights issues and situations of concern to the attention of the international community. In 2013, the High Commissioner had nearly 180 meetings in Geneva with Heads of States, governments, ministers and ambassadors from 100 countries. In addition, the High Commissioner and her Deputy travelled on mission to 18 countries. In the follow-up to several of their missions, concrete changes took place on the ground such as the renewal of the agreement with



The Deputy High Commissioner at the June 2013 session of the Human Rights Council.

the Government of Colombia for the sustained presence of OHCHR in the country; and the establishment in Serbia of a national mechanism for the follow-up to recommendations issued by UN HRMs. In 2013, the High Commissioner briefed the Security Council on the situation in the Middle East and on the protection of civilians and, as a result of these interventions, human rights were given prominence in the debates of the Council. The High Commissioner continued to advocate globally for the need to investigate allegations, ensure the accountability of those who are responsible for human rights violations and provide reparation 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, the High-level Committee on Programmes, the UNDG, UN peace operations and the Inter-Agency Standing Committee (IASC). The High Commissioner also responded to an increasing number of requests for information to be used in investigations and court proceedings, including from the International Criminal Court in a manner consistent with OHCHR's mandate and the UN-International Criminal Court Relationship Agreement.

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; and to hold all-staff meetings.

Integrating a gender perspective (GMO 3)

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

Servicing human rights mechanisms (GMO 4)

- ▶ The High Commissioner addressed the Annual Meeting of Special Procedures and continued to support the intergovernmental process on treaty body strengthening and facilitate the input of treaty bodies in the process.
- ▶ The High Commissioner and the Deputy High Commissioner addressed the Human Rights Council on a regular basis and participated in its interactive dialogues, main sessions and panels. The High Commissioner also supported the Universal Periodic Review (UPR) by, for instance, making it a standing item in her bilateral meetings with governments during which she emphasized its universality and the importance of follow-up to its recommendations.

Improved awareness of and support to OHCHR (GMO 7)

- ▶ The High Commissioner briefed Member States and NGOs approximately 30 times during 2013, both formally (through the Human Rights Council) and informally (during the launch of the Annual Appeal, the OHCHR Report, thematic briefings and side events) regarding the human rights situation in the world, the work undertaken by OHCHR to address these challenges and the financial situation of the Office.

In 2013, the High Commissioner, the Deputy High Commissioner and the Assistant Secretary-General for Human Rights undertook 23 missions to Afghanistan, Angola, Belgium, Cameroon, Central African Republic, Central Asia (Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan), Colombia, the Democratic Republic of the Congo (DRC), Denmark, Finland, France, Germany, Guinea-Bissau, Ireland, the Netherlands, Norway, Poland, Serbia, Slovenia, Spain, Sri Lanka, the United Kingdom and Yemen.



The Assistant Secretary-General for Human Rights briefs the Security Council on the crisis in Syria, July 2013.

New York Office

Background

The OHCHR New York Office is headed by the Assistant Secretary-General for Human Rights 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, policies and decisions at UN Headquarters by engaging with other UN agencies and departments, Member States and civil society. The Office provides direct support to the Secretary-General and his Office on human rights-related matters. A concerted effort has also been made to increase OHCHR's input into intergovernmental discussions in New York, including in the General Assembly and the Security Council.

The Office also works closely with other UN departments and agencies to inform and assist the development of UN Secretariat and system-wide policies. OHCHR's increasing profile in New York, linked in part to its enhanced capacity, was reflected in a continued deepening of constructive working relations with interdepartmental counterparts on social development, peacekeeping, political, legal and humanitarian affairs. The consistent high-level engagement of the Office has increased the integration of a human rights perspective in decisions relating to a wide range of thematic issues and country-specific situations.

The Office organizes and contributes to public information and other events that are intended to increase awareness among members of the

New York-based diplomatic community and a wider public audience about specific human rights challenges. In 2013, these included events on the 20th anniversary of the Vienna Declaration and Programme of Action and of OHCHR; the international campaign to abolish the death penalty; the entry into force of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights (OP-ICESCR); the right to development; human rights indicators; the rights of lesbian, gay, bisexual, transgender and intersex (LGBTI) persons; the rights of persons with disabilities; and the human rights of migrants.

Results

National laws, policies and institutions (EA 1)

- ▶ OHCHR, as Chair of the UN Counter-Terrorism Implementation Task Force's (CTITF) Working Group on Protecting Human Rights while Countering Terrorism, organized two needs assessment workshops in Burkina Faso and Jordan for Member States in the Middle East, North Africa, West Africa and the Sahel region, with a view to rolling out training workshops on human rights, the rule of law and the prevention of terrorism for law enforcement officials. The main objectives of the workshops were to work with State representatives, experts, civil society and the media to map training needs and establish a roster of experts for developing and delivering the training. Both events accomplished the mapping of training needs and several Member States expressed interest in receiving the proposed training.

Responsiveness of the international community (EA 10)

- ▶ The New York Office coordinated the advocacy efforts and participation of OHCHR and the UN HRMs in the General Assembly High-level Dialogue on Migration and Development. This included participating in and contributing to preparatory activities, participating in various formal round-tables and providing inputs to the negotiations related to the outcome document. As a result, the outcome document integrated more human rights language than the outcome document of the last high-level meeting in 2006.
- ▶ OHCHR participated in the General Assembly High-level Meeting on Disability and Development, including by providing inputs to the outcome document. The New York Office secured the participation of the High Commissioner and the Chairperson of the Committee on the Rights of Persons

with Disabilities (CRPD) at the meeting. As a consequence, the outcome document is strongly rooted in human rights, in particular, in the Convention on the Rights of Persons with Disabilities (CRPD).

- ▶ The New York Office, in close cooperation with relevant divisions at OHCHR headquarters in Geneva, provided relevant suggestions which were integrated into several final resolutions adopted by the General Assembly, including ensuring their coherence with resolutions adopted by the Human Rights Council.
- ▶ OHCHR supported the organization of a number of regional seminars on human rights, sexual orientation and gender identity, with the purpose of following-up on Human Rights Council resolution 17/19 of June 2011. The seminars were held in Asia (Kathmandu), Latin America (Brasilia) and Europe (Paris), during the spring of 2013 and a concluding conference was held in Oslo in April, co-chaired by Norway and South Africa. By bringing together representatives from UN Member States, UN agencies, regional and international human rights mechanisms, NHRIs and civil society, the meetings resulted in the preparation of a roadmap for strengthening the protection of the rights of LGBTI persons and recommendations for action to be taken at the national, regional and international levels.
- ▶ In 2013, the Office's publication *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 LGBTI persons - was made available in all six UN languages, as well as in a number of other languages through unofficial translations. The booklet ranks as one of the most frequently downloaded publications from the OHCHR website and is regularly used by UN agencies and civil society activists as a reference document and advocacy tool.
- ▶ LGBTI-related human rights concerns were regularly raised by the Secretary-General, the High Commissioner and senior OHCHR representatives in the context of public statements and private dialogue and correspondence with governments. OHCHR also continued to support the efforts of relevant special procedures mandate-holders in their efforts to highlight the human rights challenges facing LGBTI persons and respond to specific incidents. Urgent appeals and other interventions by special procedures prompted constructive responses from governments in a number of cases, including commitments to address alleged violations and review the application of discriminatory laws and policies.



High-Level Panel Discussion on “Vienna+20: Human Rights and Way Forward” in New York, September 2013.

- ▶ In July 2013, the New York Office launched “Free & Equal” - a year-long UN public information campaign designed to raise awareness about homophobic and transphobic violence and discrimination and promote greater respect for the rights of LGBTI persons. The pre-launch campaign video, “The Riddle,” which was released to mark the International Day against Homophobia in May, was seen by almost 500,000 people online, including YouTube, Weibo and other platforms. During the campaign’s first three months, campaign materials were sent to more than one million people via Facebook and Twitter and more than one billion people were exposed to information about the campaign via online news and other websites.
- ▶ On 26 September 2013, the Office supported the organization of a ministerial meeting during the General Assembly, which focused on urgent action to end discrimination against LGBTI persons. The meeting was attended by the High Commissioner, the Foreign Ministers of Argentina, the Netherlands and Norway, the Secretary of State of the United States, the Minister of Development Cooperation of France and high-level representatives from Brazil, Croatia, the European Union (EU), Japan and New Zealand. OHCHR facilitated the drafting of a Ministerial Declaration, endorsed by the participants at the meeting, which sets out commitments of participating governments to protect the human rights of LGBTI persons.
- ▶ As part of its continuing work on enhancing the awareness of Member States regarding the application of the death penalty, the Office organized a panel event on the death penalty and wrongful convictions. The event was

opened by the Secretary-General and aimed at: building the momentum for the 2014 General Assembly resolution on a moratorium of the use of the death penalty; sharing experiences from various countries; and examining the human rights dimensions of the application of the death penalty. Prior to the event, the Office presented a full-length documentary examining the wrongful conviction of three young men for murder. The event resulted in a greater awareness about the human rights deficits of implementing the death penalty and highlighted strategies for transitioning from capital punishment.

Human rights mainstreaming within the United Nations (EA 11)

- ▶ Engagement with the Security Council increased substantially in the past two years. In 2013, the High Commissioner was invited to participate in meetings and formal briefings of the Security Council on eight occasions, including on thematic and country-specific concerns such as the Central African Republic and Syria, the protection of civilians and women, peace and security. The New York Office also participated, by invitation, in meetings of the Security Council’s informal expert group on the protection of civilians, providing further opportunities to discuss human rights issues in the context of the creation or renewal of mandates for peace missions. Moreover, the Office has been increasingly consulted on a bilateral basis by Security Council members regarding the wording of relevant provisions of draft resolutions, including on Central African Republic, Côte d’Ivoire, DRC, Haiti, Liberia, Mali, Sierra Leone, Somalia, South Sudan, Sudan and Western Sahara.

These interactions with the Security Council reflect the growing recognition by Member States and the UN system that human rights challenges underlie many current peace and security-related crises, thereby enabling the integration of human rights language in the Council's resolutions, including specific references to the UN Human Rights Due Diligence Policy.

- ▶ OHCHR ensured the inclusion of gender and women's human rights perspectives in the work of the Security Council by supporting the implementation of resolutions 1888 and 1960, including through inputs to country-specific resolutions and policy documents for mission set-ups and through the development of generic terms of reference for Women Protection Advisers (WPAs) to be deployed to peace missions.
- ▶ Through active participation in inter-agency/departmental fora, the New York Office advocated for the inclusion of human rights capacities in mission start-ups in Mali and Somalia. The Office continued to mainstream the findings, analyses and recommendations of relevant special procedures and commissions of inquiry in UN interdepartmental fora. These efforts and regular liaison with UN humanitarian actors led to the positive reflection of human rights concerns, including in the Central African Republic, the DRC, Mali, the Sahel and Syria.
- ▶ Support was provided to the Secretary-General in the development of his "Rights Up Front" Action Plan, including by seconding a senior staff member to the Executive Office of the Secretary-General, which aims at placing human rights protection at the centre of UN action towards crisis prevention and response.
- ▶ The Office provided human rights analysis to the wider UN system with respect to a number of countries not on the agenda of the Security Council, including through inputs to General Assembly reports, statements of the Secretary-General, internal briefings for senior UN officials as well as updates to the Secretary-General and Deputy Secretary-General on human rights perspectives in the context of ongoing political processes. These contributions assisted the UN system to develop more comprehensive responses to addressing country situations by systematically raising human rights concerns with the respective countries. This was particularly effective with respect to UN responses in a number of electoral processes, including in Bangladesh, Cambodia, the Maldives and Nepal. The Office also worked closely with the Office of the Special Adviser of the Secretary-General on Myanmar to ensure human rights concerns were addressed as part of the UN system-wide engagement with the country. As a result, the Special Adviser raised human rights concerns about the situation in Rakhine with government interlocutors and the UN system.
- ▶ The New York Office co-chaired, with the Office of Human Resources, the Secretariat Working Group on the Implementation of the Secretary-General's Policy on Human Rights Screening of United Nations Personnel. Together, they co-led the launch of the pilot-phase of the implementation and organized briefings for Member States and NGOs on the Policy.
- ▶ The inclusion of a human rights perspective in the work of the Inter-Agency Network on Women and Gender Equality (IANWGE), the UN Trust Fund on Violence against Women and the UN Action Network against Sexual Violence in Conflict (UN Action) was ensured through the engagement of the New York Office with these inter-agency mechanisms.
- ▶ The cooperation of OHCHR with the Team of Experts on the Rule of Law/Sexual Violence in Conflict, established under Security Council resolution 1888, was strengthened through the assignment of a staff member to support the Team and ensure that human rights are fully integrated in responses by States to conflict-related sexual violence. The contributions of the OHCHR staff member facilitated the integration of a human rights perspective in justice processes related to cases of conflict-related sexual violence, including in Colombia, Côte d'Ivoire, DRC and Guinea. These activities also led to the inclusion of relevant information on conflict-related sexual violence in recommendations issued to States Parties by the Committee on the Elimination of Discrimination against Women (CEDAW).
- ▶ The New York Office actively engaged in key inter-agency initiatives and mechanisms relating to development and economic, social and cultural issues. The Office supported OHCHR's active engagement in mainstreaming human rights in the post-2015 development agenda. As a result, the outcomes of all major processes (i.e., the Secretary-General's High-Level Panel of Eminent Persons on the Post-2015 Development Agenda) indicated that the application of a human rights perspective is central to a comprehensive post-2015 development framework. In addition, in September 2013, the High Commissioner was invited to speak at the General Assembly's special event on the acceleration of the Millennium Development Goals (MDGs) and the framing of the post-2015 development agenda. The outcome document concluded that human rights are essential for MDG acceleration and building an effective global partnership for development.

- ▶ Technical advice provided to the UN Technical Support Team, supporting the work of the intergovernmental Open Working Group (OWG) on Sustainable Development Goals, resulted in the inclusion of human rights and the right to development in its programme of work. As a result of advocacy undertaken by the Office, a number of thematic briefing papers, such as on inequality, conflict prevention and resolution, peacebuilding, governance and the rule of law, prepared by the UN Technical Support Team to guide the deliberations of the OWG, included consistent analyses and proposals from a human rights perspective.

Global Management Outputs

Sharing OHCHR's strategic direction (GMO 1)

- ▶ The New York Office contributed to efforts for improving the cooperation and coordination between colleagues in New York, Geneva and the field. Regular interactions between staff in different duty stations increased OHCHR's strategic coherence and enabled the New York Office to better represent the priorities of the Office in thematic and country specific discussions in New York.

Servicing human rights mechanisms (GMO 4)

- ▶ The New York Office continued to reach out to Member States without representation in Geneva to ensure their effective engagement with HRMs, including the UPR and its follow-up.
- ▶ The Office supported the treaty body strengthening consultation process held in New York and provided substantive advice to Member States, including in relation to requests for additional resources for the treaty body system.
- ▶ The Office organized elections for members of the CRPD, the Committee on Migrant Workers (CMW) and the Committee on the Elimination of Racial Discrimination (CERD). In order to reduce the administrative burden on OHCHR and Member States and to provide newly elected members with more time to prepare before assuming their duties, all treaty body elections were organized at the end of May when the General Assembly was not in session.
- ▶ Support was provided to over 50 independent human rights experts, including thematic and country-specific special procedures mandate-holders, during their presentations to the General Assembly and in their bilateral meetings in New York. The New York Office also helped to organize more than 30 side events and press conferences to support the experts in sharing information with Member States and UN agencies.



The High Commissioner and Desmond Tutu at the launch of the Free & Equal campaign in South Africa, July 2013.

- ▶ A series of activities were organized by the Office to celebrate the entry into force of the OP-ICESCR. In the context of a panel discussion facilitated by the Office in May, Member States in New York established a “group of friends” of the Optional Protocol which has been actively promoting ratification of the instrument.

Supporting field operations (GMO 5)

- ▶ The New York Office worked with several field offices, especially in Africa and Latin America, to support their efforts to address violations of the human rights of LGBTI persons, especially through disseminating the booklet *Born Free and Equal* and other public information materials, by supporting training sessions to spread information about such violations and providing support for national and/or regional launches of the campaign “Free & Equal.” These efforts provided field presences with the necessary tools to document alleged violations, raise issues of concern with national stakeholders, effectively engage with civil society and publicize the strong position of the Office in relation to the rights of LGBTI persons.

Improved awareness of and support to OHCHR (GMO 7)

- ▶ The New York Office held quarterly briefings for Member States and civil society organizations to discuss human rights issues and developments taking place in Geneva and New York. The briefings also focused on ways to enhance their participation in UN meetings and processes related to human rights and in advocacy efforts with Member States.

- ▶ The Office, in cooperation with UNITAR, organized a two-day orientation programme for new delegates working on human rights and related issues in New York, thereby raising their awareness about human rights issues and mechanisms.
- ▶ The New York Office organized a side event during the high-level segment of the General Assembly to commemorate the 20th anniversary of the Vienna Declaration and Programme of Action. Attended by several Heads of States and governments, the event included the participation of the Deputy Secretary-General, the current High Commissioner and two former High Commissioners. The event contributed to improving the awareness and understanding of and support to OHCHR's mission and programmes.

External Outreach Service

With its vision to be a “strong global leader and principled advocate for the full realization of all the rights and freedoms enshrined in the Universal Declaration of Human Rights,” the Office of the High Commissioner for Human Rights is uniquely positioned within the United Nations system and in the human rights community to promote and protect all human rights. Based on its six thematic priorities outlined in the OHCHR Management Plan (OMP), the Office has the opportunity to enhance awareness and understanding of and support to its mandate, activities and programmes throughout the world. Despite the greater visibility of the Office over the past biennium, most notably in traditional and social media outlets, many opportunities remain untapped for expanded and sharpened outreach.

For the past three years, the Office has been faced with a shortage of funds to pursue its planned activities. To fulfil the entirety of its mandate and to increase the global levels of awareness needed to build more support, additional funding opportunities and sustained income sources, OHCHR must enhance and strengthen its communication and outreach to its current stakeholders, while at the same time finding innovative ways to reach out to new audiences and communicate human rights messages in a way that resonates with the general public. Although OHCHR's outreach with civil society has developed significantly in the last biennium, this increasingly diverse and dynamic sector demands enhanced support and attention both to advance the human rights agenda and to help protect groups and individuals who are targeted because they speak out.

To create synergies between the different OHCHR sections working on external relations issues and to maximize the impact of their work, an External Outreach Service was created in 2013. The Service is headed by a Chief who reports to the Deputy High Commissioner and supervises the work of the Civil Society, Communications and Donor and External Relations sections.

Civil Society Section

Background

Civil society actors play a pivotal role in advancing the human rights agenda at the national level and are frequently the first to sound the alarm about an emerging human rights crisis. At the international and regional levels, they advocate for new or strengthened human rights standards and mandates and increasingly engage with UN human rights bodies to complement their work at the national level. The international community recognizes the important transformational role of civil society at all levels and its contribution to the achievement of the purposes and principles of the United Nations. Civil society space, however, is increasingly fragile. Civil society actors have faced increasingly insidious and serious threats in all regions, including due to the arrest and imprisonment of human rights defenders, the enactment of laws to exert control over civil society organizations, actions taken to undermine their independence, the establishment of restrictions on funding, mediatized defamation campaigns, particularly targeting women defenders, the criminalization of human rights work and reprisals for engaging with the UN.



OHCHR guide for civil society actors on how to follow up on human rights recommendations.

OHCHR's Civil Society Section seeks to facilitate interaction between OHCHR and civil society actors in all parts of the world and strengthen civil society's engagement with the UN Human Rights Programme. Working closely with headquarters and colleagues in the field, the Section adopts an inclusive approach to civil society participation at the national level as well as in relation to the UN Human Rights Programme, aims to build knowledge and skills and seeks to protect civil society space, including by working to improve the protection of civil society actors at risk. The Section develops user-friendly tools and guides, monitors civil society trends and initiates office-wide policies and strategies to underpin and strengthen OHCHR's work with civil society.

Lebanon, Lithuania and Tunisia. The Section also developed three guides relating to the Social Forum, grants and fellowships and adopting an holistic approach to follow-up on UN human rights recommendations. All were made available in print and/or online in the six UN languages. The Section also made available to field colleagues the internal OHCHR civil society protection policy and civil society engagement strategy in English, French and Spanish. Moreover, it provided advisory services, inter alia, to the Jamaica United Nations Country Team (UNCT) regarding a project proposal on civil society engagement in the implementation of UPR recommendations.

Global Management Outputs

Integrating a gender perspective (GMO 3)

► The Civil Society Section ensured that its practical guides for civil society and other human rights tools were developed in line with OHCHR's gender policy and consistently drew attention, in briefings and statements, to the targeting of women civil society actors, in particular through mediatized or online defamation or smear campaigns. The Section ensured that a gender perspective was reflected in all panel debates to which it contributed, including on the occasion of OHCHR's Open Day event in September 2013 and Human Rights Day in December 2013. In addition, the Section contributed to the organization of the annual panel at the Human Rights Council on gender integration, held in September 2013, focusing on the contribution of civil society to gender integration.

Servicing human rights mechanisms (GMO 4)

► The Civil Society Section supported civil society engagement with the Human Rights Council and its subsidiary bodies. NGO participation in 2012 and 2013 in sessions of the Council increased by more than 20 per cent over the previous biennium and was accompanied by a 50 per cent increase in the number of written and oral statements. In collaboration with IT colleagues, the Section continued to develop online systems for NGOs, including one introduced in 2013 to facilitate the submission of written statements by NGOs to regular sessions of the Human Rights Council.

Supporting field operations (GMO 5)

► In cooperation with field colleagues and to support their work, the Civil Society Section participated in events with civil society actors in Côte d'Ivoire, Gambia, Jordan, Kyrgyzstan,

Improved awareness of and support to OHCHR (GMO 7)

► The Civil Society Section continued developing and updating its intranet-based civil society resource base, (WiKi), to assist colleagues, particularly those working in field presences, in their work with civil society. Information and resources included in the WiKi relate to the three main areas of the Civil Society Section's work: building knowledge and skills; promoting civil society participation; and protecting civil society space, including the protection of civil society actors. As well as providing access to strategies and policies, the resource base includes public statements and speeches relating to civil society and good practice examples from the field. This investment contributed to strengthened and more consistent approaches concerning civil society engagement at headquarters and the field, in addition to systematic and coherent input relating to civil society for the High Commissioner's missions.

► Civil society actors increased their knowledge and understanding of and access to the UN Human Rights Programme by joining the Civil Society Section e-mail subscription service. More than 4,300 civil society subscribers received at least 320 human rights messages and updates each year. The number of subscribers represents an increase of nearly 70 per cent in the course of the biennium. The broadcasts provided information on upcoming sessions of the Human Rights Council and treaty bodies; deadlines for stakeholder submissions to the Universal Periodic Review; invitations to contribute to thematic consultations by special procedures mandates; forthcoming field visits by independent experts; new human rights resources; calls to civil society for the submission of written contributions for OHCHR reports; and invitations to participate in events and related processes. In addition, the Section delivered

more than 100 briefings on the UN Human Rights Programme in Geneva to visiting civil society actors and students and responded to approximately 100 email and telephone queries per week from civil society actors seeking advice.

Communications Section

Background

The Communications Section produces public information materials, develops communications strategies and undertakes activities to support the achievement of the Office's objectives and priorities. The Section primarily disseminates its communications outputs through the media, the web and social media and makes use of network relays (OHCHR field presences, the UN system, civil society, NHRIs) to extend its outreach at the international, regional, national and local levels. The Section also utilizes the outreach capacity of the UN Department of Public Information to further disseminate information, in particular through UN Information Centres, the broadcast media, the UN website and its social media tools.

The year 2013 was a milestone year for OHCHR as it celebrated the 20th anniversary of the World Conference on Human Rights that took place in Vienna in June 1993. The Communications Section conceptualized and implemented a communication campaign to commemorate the anniversary of the Vienna Declaration and Programme of Action and the establishment of the mandate of the United Nations High Commissioner for Human Rights. A number of activities were implemented and articulated around the key message: "How the work of the High Commissioner and her Office has made a difference in people's lives." The strategy included a video public service announcement which featured human rights activists, sports and entertainment personalities. A dedicated website promoted the 20 main human rights achievements of the past 20 years and a timeline featuring key developments since the 1993 World Conference on Human Rights. In addition to traditional communications platforms, social media platforms were used, for the first time, as a major component of the campaign. The campaign culminated in a series of events held on Human Rights Day in December 2013, capping a year-long global programme of commemorative events held in Vienna, New York, Geneva, Brussels and many of the OHCHR field offices.

Global Management Outputs

Servicing human rights mechanisms (GMO 4)

- ▶ The Communications Section made use of a wide variety of communications tools and approaches to support the work of the human rights mechanisms, thereby increasing their visibility. The missions and reports of special procedures continued to be highly visible in the media. Several of the special rapporteurs are now among the most prominent media voices on their subject areas.
- ▶ Coverage of the treaty bodies was considerably boosted due to the efforts of a media officer who planned coverage and targeted both international and national media in the States appearing before the Committees. From May-December 2013, the treaty bodies held 10 press conferences which generated news coverage about the concerns and recommendations of the committees.
- ▶ In January 2013, the High Commissioner issued a news release calling for the establishment of a Commission of Inquiry (CoI) on the Democratic People's Republic of Korea (DPRK). Two months later, the Human Rights Council adopted a resolution to establish a CoI and specifically cited this news release. Due to the hiring of a specialized Media Officer, as recommended by the Communications Section, the CoI's work on detailing the human rights violations in the country has been closely followed and widely documented by major media outlets across the world.

Improved awareness of and support to OHCHR (GMO 7)

- ▶ In 2013, the Communications Section focused its campaign efforts on marking the 20th anniversary of the 1993 Vienna Declaration and Programme of Action and the creation of the post of the High Commissioner for Human Rights. The campaign included the holding of major events such as: a High-level Panel on the Vienna Declaration at the Human Rights Council in February; a conference in Vienna on 27-28 June that was co-organized with the Government of Austria; an Open House Day at Palais Wilson on 14 September, with the support of the Swiss Government; a High-level side-event during the General Assembly in September that was co-organized with the Government of Austria; and the Human Rights Day event in Geneva on 5 December. The campaign featured web-based, social media and audio-visual components and an electronic information note was produced about the 20 human rights achievements of the last two decades. Public information materials, including

Human Rights Day 2013

Human Rights Day 2013 was celebrated in many regions, in many different ways. It had even greater significance this year because of the 20th anniversary of the Office of the High Commissioner for Human Rights. Human Rights Day is marked annually on 10 December to commemorate the day in 1948 when the General Assembly proclaimed the Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations. Human Rights Day 2013 culminated OHCHR's year-long campaign, which included a number of major events to highlight the achievements of the past two decades and explored ongoing and future human rights challenges.

New York

On 10 December, in New York, an anti-slavery activist, a campaigner for the rights of persons with disabilities, a 16-year-old defender of girls' and women's right to education, a human rights defender from Morocco and representatives from a national constitutional court received the UN Human Rights Prize for "outstanding achievements in the field of human rights."

Malala Yousafzai, 16, already a vocal and well-known activist from Pakistan who advocates for education and women's rights, continued to speak out on behalf of the rights of girls and women despite an assassination attempt in 2012. Biram Dah Abeid, from Mauritania, advocates to eradicate slavery; Hiljmnijeta Apuk has been an activist in Kosovo¹ for the rights of persons with disabilities for over 30 years; and Dr. Liisa Kauppinen, from Finland, has been a 'voice' for the human rights of deaf people since 1970. Khadija Ryadi, of Morocco, has been at the forefront of several human rights causes, including justice for human rights violations, gender equality, self-determination and freedom of expression. The Mexican Supreme Court of Justice has made considerable progress in promoting human rights through its interpretations and enforcement of Mexico's Constitution and its obligations under international law.

¹ All references to Kosovo should be understood in full compliance with United Nations Security Council resolution 1244 and without prejudice to the status of Kosovo.



Human Rights Day celebration in Geneva, December 2013.

Geneva

In Geneva, Salif Keita, the "golden voice of Africa" and an advocate for the rights of persons with albinism, performed for guests at Palais des Nations who had gathered to hear speakers discuss a range of topics. World-renowned human rights lawyer, Hina Jilani, and Roselyn Hanzi, a lawyer from Zimbabwe, participated in the discussion on the importance of protecting human rights defenders. Rita Izsák, Independent Expert on minority issues, Chief Wilton Littlechild, Chair of the Expert Mechanism on the Rights of Indigenous Peoples and Martha Piedad Mosquera Figueroa, a 2013 fellow of the OHCHR Minorities Fellowship Programme, highlighted the significant progress made in advancing the rights of minorities and indigenous peoples. Sir Tim Berners-Lee, the inventor

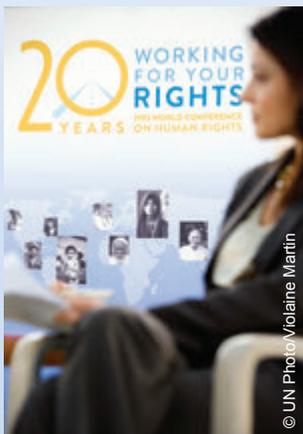
banners, posters and USB keys, were developed and distributed. The Vienna Declaration and Programme of Action was redesigned and reprinted in the UN's six official languages with a foreword by the Secretary-General and an introduction by the High Commissioner. The façade of Palais Wilson was illuminated for two weeks in September.

- ▶ Other campaigns and events were organized throughout 2012 and 2013, including in relation to racial discrimination against Roma, racism and sports, the post-2015 development agenda and women and LGBTI issues. Advice on communications issues was provided to the organizers of the International Conference on Population and Development Beyond 2014 and

the 20th anniversary of the UN Minority Rights Declaration.

- ▶ The OHCHR website was regularly updated with news, feature stories and thematic content and new pages were created to highlight special events and campaigns. In 2013, approximately 140 web stories were posted on the "How We Make a Difference" section, covering a wide range of human rights subjects and focusing on human rights achievements in the last 20 years. Furthermore, to expand multilingual outreach, and in response to the growing demand for human rights information in Arabic, the OHCHR Arabic website was launched on Human Rights Day 2012. By December 2013, the site had received over 3.8 million page views.

of the World Wide Web, and the High Commissioner for Human Rights, deliberated over human rights and the internet, as well as internet privacy and government surveillance. Christof Heyns, the Special Rapporteur on extrajudicial, summary or arbitrary executions, Zied Mhersi, co-founder of Tunisia Live, and Deeyah Khan, a music producer, composer, award-winning documentary film director and human rights activist, reflected upon the future. More specifically, the speakers stressed the need to continue implementing the existing human rights framework and utilize digital technology and the arts as a way to reach young people and inspire action.



Human Rights Day celebration in Geneva, December 2013.



Human Rights Day in Togo, December 2013.

Human Rights Day celebrations around the world

Human Rights Day events throughout the world commemorated the 20th anniversary of the establishment of the High Commissioner for Human Rights and the adoption of the Vienna Declaration and Programme of Action. The events, celebrated in many countries, including Belgium, Brazil, Lebanon, Mexico, Myanmar, Rwanda, Serbia and South Africa, addressed a variety of human rights issues ranging from women's rights to LGBTI rights, human rights and the internet and human rights defenders. Events commemorating the 20th anniversary were also celebrated in the lead-up to Human Rights Day in Austria, Tunisia and Uganda.

Human Rights Day public information support

The commemoration of Human Rights Day was supported with a number of public information products

developed in the framework of OHCHR's 20th anniversary. A special website was created for OHCHR's 20th anniversary and Human Rights Day 2013. The site featured a multimedia interactive timeline with videos, photos and text depicting 20 years of OHCHR's achievements in advancing the human rights agenda to serve as an effective outreach tool to illustrate the progress made and the challenges that lie ahead. Special designs were also created and posted to enable partners to download and use the designs in their local contexts. A promotional video, the Road Ahead, showcased the highlights of key human rights events of the past 20 years and was screened at various Human Rights Day events, including in Geneva. A video featuring the High Commissioner's statement was also distributed days before Human Rights Day. The High Commissioner held a press conference with Sir Tim Berners-Lee ahead of one of the Human Rights Day discussions in Geneva, which focused on human rights and the free flow of information. Social media projects were held in the lead-up to and around Human Rights Day, including a social media interaction on Twitter.

► The Communications Section worked to enhance the mainstream media's coverage of OHCHR's work on thematic and country-based issues and used video as a strong visual tool to reach wider audiences. These videos generated a strong interest among broadcast media, in particular when they were accompanied by key press releases on, for instance, the Syria conflict, enforced disappearance, migration and racism in football. In 2013, 21 feature videos and video news releases were produced and disseminated to broadcast media through UNIFEED and the European Broadcasting Union as well as through UN Information Centres, UNCTs and social media platforms, especially YouTube. Additionally, a promotional video was produced for the 20th anniversary of the Vienna

Declaration and Programme of Action to showcase the highlights of key human rights events of the past 20 years. The video was screened at various commemorative events and included famous faces such as education rights activist Malala Yousafzai, Lebanese actress Nadine Labaki, actress and activist Salma Hayek, professional footballer Kevin Prince Boateng, jazz musician Hugh Masekela and High Commissioner for Human Rights Navi Pillay. The video was used by international broadcasters such as CNN and France 24 and on Swiss Air Lines international flights.

► On the media front, the Section significantly increased the visibility of OHCHR and the special procedures by emphasizing emerging, new and existing human rights issues. In 2013, an additional

Open House Day at OHCHR's headquarters in Geneva

On 14 September 2013, OHCHR opened the doors of its Geneva headquarters, Palais Wilson, to the public in order to celebrate the establishment of the Office and the 20th anniversary of the Vienna Declaration and Programme of Action.

In partnership with Switzerland, which supports the Office as a host country, and the Canton and City of Geneva, the High Commissioner marked 20 years of working for the rights of individuals and groups around the world. The public familiarized itself with the work of OHCHR and the UN human rights system and its collaboration with Switzerland and civil society organizations based in Geneva and from around the world.

Approximately 2,000 people visited Palais Wilson. Young and older participants, human rights experts and novices alike took part in the various activities.

The main attraction was the Palais itself, which has hosted the headquarters of the UN Human Rights Office since 1998. Palais Wilson was inaugurated in 1875 as the Hôtel National and is still one of Geneva's historic architectural staples. When Switzerland joined the League of Nations in 1920, the premises became the organization's first headquarters. It was renamed Palais Wilson in 1924, in homage to the United States President and Nobel Peace Prize laureate, Woodrow Wilson, following his death. The late President had played an important role in the establishment of the League of Nations during the 1919 Paris Peace Conference. A local historian guided visitors around the building and revealed many of its architectural secrets.

Visitors were also given a sense of the configuration of some of the rooms of Palais Wilson from the time when it hosted the League

of Nations through an exhibition featuring archival photographs.

Two panel discussions took place featuring renowned human rights experts who served as panellists. The panels, Women Human Rights Defenders and Reprisals Against Those Who Collaborate with the UN to Denounce Human Rights Abuses, were well attended by participants who demonstrated a keen interest in the issues by actively participating in the question and answer sessions.

Throughout the day, feature films and documentaries on human rights were screened and poets and spoken word artists offered their interpretations of human rights through musical performances.

In the week leading up to and after the Open House Day, Palais Wilson was illuminated by a professional light show.



Open House Day at OHCHR's headquarters in Geneva

effort was made to improve media coverage in French, including more television and radio interviews, and to help raise the media profile of the CoIs and the treaty bodies which were supported by a media officer for the first time.

- ▶ The conflict in Syria has been a running news story throughout 2012 and 2013. OHCHR commissioned and publicized two extensively researched statistical reports on casualties that have become the benchmark for assessing the scale of the crisis and have been widely cited by the media.
- ▶ In 2013, 690 media communications relating to the work of the High Commissioner and her Office, the special procedures and the treaty bodies were issued. The indicative number of

articles mentioning the High Commissioner or her Office, as shown by the FACTIVA media search engine, increased by 23 per cent from 11,490 in 2012 to more than 14,888 in 2013.

- ▶ OHCHR established its presence on social media in 2011. As of December 2013, the Office has over 120,000 followers on Facebook and more than 255,000 on Twitter.
- ▶ OHCHR continued to look for new means of increasing its visibility through social media. For example, it has developed the use of Google+, a platform that offers novel ways and opportunities of engaging with the audience such as "Hangouts." After hosting eight Hangouts on key human rights issues, Google+ is now OHCHR's fastest growing platform and counts

over 400,000 followers, compared to 700 in November 2012.

- ▶ OHCHR was also an active participant in the global post-2015 development agenda campaign. The hashtag #Rights2015 was created to promote the campaign for human rights to be placed at the centre of the post-2015 development agenda and is frequently used by Twitter users.
- ▶ Finally, 78 briefings and visits to Palais Wilson were organized on a variety of human rights topics for 2,266 people consisting of university students, diplomats, lawyers, journalists and individual groups.

Donor and External Relations Section

Background

The Donor and External Relations Section (DEXREL), one of three sections that are part of the External Outreach Service, is responsible for securing voluntary contributions from donors to meet OHCHR's extrabudgetary resource requirements in any given year. DEXREL remains in close contact with donor representatives to ensure that OHCHR's funding needs are clearly disseminated and responds to requests for information from permanent missions and donor capitals on OHCHR's plans and priorities. DEXREL organizes regular briefing sessions for donors with inputs and participation of the entire Office and coordinates annual consultations with a number of donors through bilateral meetings and in groups. The Section is responsible for following up on the implementation of earmarked contributions and reporting back to donors on the use of these funds through the OHCHR Report or tailor-made reports for specific contributions. DEXREL produces an annual UN Human Rights Appeal for donors highlighting requirements for the current financial year that are in line with plans and strategies set forth in the four-year OMP. The Section also engages with the private sector to build long-lasting partnerships in support of OHCHR's work in order to obtain both financial and in-kind contributions.

Global Management Outputs

Improved awareness of and support to OHCHR (GMO 7)

- ▶ Under the leadership of DEXREL, with an office-wide effort to reach out to donors, a total of US\$121.2 million was raised in extrabudgetary contributions in 2013, representing an increase

of 9 per cent compared to the previous year (US\$111.1 million). While this can be considered as a significant improvement in the current economic climate, the increase may not be sustainable as some of the resources were one-off contributions.

- ▶ Contributions from Member States remained stable in 2013 with US\$100.7 million, compared to US\$100.6 million in 2012. These contributions represented 84 per cent of the income received by the Office in 2013. As has been the case in the past four years, a number of Member States (including nine of the top donors) had to make further cuts in their multilateral aid budgets. Fortunately, these losses were compensated by an increase in contributions from other donors less affected by the financial crisis. In 2013, 65 Member States made contributions to OHCHR, compared to 68 in 2012. Two governments pledged funds for the first time, whereas 11 renewed their support after at least one inactive year. A total of 17 donors did not renew their support, in spite of the High Commissioner's repeated appeal to broaden the donor base and support, even symbolically, the work of the Office. A total of 29 agreements were signed, seven of which were multi-year agreements, compared to five in 2012. In total, 72 institutional donors were registered, compared to 74 in 2012.
- ▶ The proportion of unearmarked funding received increased slightly to 55 per cent (up from 53 per cent in 2012 and 51 per cent in 2011). Notwithstanding the overall increase in unearmarked funds, the total amount of earmarked contributions also increased. The Office received more earmarked contributions as a result of ongoing efforts to attract additional local funding for field activities and because the economic situation had led some governments to earmark funds for specific activities.
- ▶ While OHCHR continued to participate in the Consolidated Appeal and Flash Appeal processes, coordinated by OCHA, the funding generated through these processes remained low (US\$394,038 for 2013). Total funds received through Multi-Partner Trust Funds increased to US\$3.9 million in 2013, compared to US\$2.4 million in 2012. In addition, OHCHR received two grants from the Central Emergency Response Fund (CERF) for a total of US\$185,433.
- ▶ Further efforts were undertaken in 2013 to obtain private sector support. An online donation facility was introduced on 4 November on OHCHR's website, through which individuals can donate money with their credit card. Various campaigns are planned for 2014 to make the facility known to the general public. Building on this work, a

mobile application will be developed in 2014 through which individuals will be able to receive updates and information on OHCHR's work and make donations with their mobile devices.

- ▶ In 2013, the Office began to work on developing partnerships with some IT companies to find solutions for OHCHR's needs in this area. The partnership initiated with Microsoft in 2012 on accessibility was successfully concluded with the presentation of a report to the CRPD on the measures and resources required to make the proceedings of the human rights mechanisms more accessible to persons with disabilities.
- ▶ With the support of DEXREL, Senior Management continued to regularly brief Member States on expected accomplishments (EAs), indicators of achievements and outputs, as well as on budget and funding requirements. A specific technical briefing for Member States was organized on 11 July 2013 on the content of the *OHCHR Report 2012* during which the Office shared information and details on results achieved, activities undertaken and resources allocated.

Policy, Planning, Monitoring and Evaluation Service

Background

The Policy, Planning, Monitoring and Evaluation Service (PPMES) leads OHCHR's efforts to become a fully results-based organization. It supports the entire Office in transforming the High Commissioner's strategic vision into actionable priorities, strategies and operational plans, policies and procedures. It ensures that implementation efforts are monitored, results are evaluated and lessons learned are identified and factored into future planning and programming processes. Likewise, PPMES helps to identify and fill gaps in OHCHR's policies and strategic planning and programming processes.

Over the last biennium, PPMES has contributed to significant advances in OHCHR's ability to apply results-based management (RBM) principles to human rights work. A strong commitment from senior management and a sustained investment in capacity-building has been instrumental to developing an office-wide culture of results. OHCHR's improvements in the application of RBM to human rights have been recognized by its donors and within the UN community. In particular, OHCHR's Performance Monitoring System (PMS) is often referred to as a good practice to facilitate the implementation of RBM.

Global Management Outputs

Sharing OHCHR's strategic direction (GMO 1)

- ▶ The office-wide planning process for 2014-2017 increased understanding about OHCHR's strategic direction, ensured that decision-making by Senior Management was highly informed and reinforced office-wide ownership of organizational priorities. OHCHR's strategic direction was defined through a strategic planning process that had three main phases:
 - Generating options for informed decision-making: To ensure that key challenges, lessons learned and emerging opportunities were factored into OHCHR's priorities and strategies for 2014-2017, the Office commissioned an academic desk review on global trends and their implications for human rights; held consultations with Member States and civil society, both in New York and Geneva; received written contributions from Member States; analysed the results of an online questionnaire distributed to staff and human rights experts; and organized five office-wide regional consultations in Addis Ababa, Bangkok, Belgrade, Guatemala City and Tunis. As a result, management had relevant information to decide on OHCHR's strategic priorities for 2014-2017.
 - Making choices: A technical working group, comprised of members from different parts of the Office, compiled the information that emerged from the office-wide regional consultations and the inputs and comments received from Member States and civil society and prepared draft proposals for the review of the Senior Management Team (SMT). The SMT defined the thematic priorities and the areas within each of the priorities on which OHCHR will focus over the next four years.
 - Planning actions: Thematic strategies were prepared by a number of working groups on the basis of information gathered during the earlier phases of the consultative process. PPMES guided and supported the process by developing guidelines, convening workshops and consultations, providing guidance and feedback and undertaking information gathering.
- ▶ Ensuring that the strategic direction was shared throughout OHCHR was further achieved by converting the programmes of field presences into office-wide programmes, which outline OHCHR's results at the country level on the basis of the thematic priorities. All country programmes were submitted through the PMS, which facilitated this process by ensuring clear links between the thematic strategies and country programmes.

- ▶ OHCHR's management priorities for the next four years - the Global Management Outputs - were revised and for the first time, office-wide strategies were developed for these GMOs. PPMES facilitated this process by developing guidelines and conducting RBM-oriented training sessions for the preparation of these strategies.
- ▶ During the course of 2013, PPMES strengthened its evaluation function by creating a Network of Evaluation Focal Points from across all divisions/services; increasing participation with regard to evaluation issues throughout the Office; contributing to building improved office-wide capacity on evaluation; and adopting a new evaluation policy and vision in compliance with United Nations Evaluation Group standards. Furthermore, an evaluation plan for 2014-2017, including outcomes, targets and expected results, was adopted. Over the course of the biennium, PPMES initiated an assessment of the Network on Racial Discrimination and the Protection of Minorities, as mandated by the Secretary-General's Policy Committee decision; ensured a discussion on follow-up to the 2012 review of OHCHR's support to the human rights mechanisms; conducted a lessons learned exercise for an EU-funded project in Central Asia; and supported various ad hoc evaluative initiatives in the Office.
- ▶ Concerning the PMS, the system is now being used by OHCHR at both field and headquarter levels. All programming documents for the biennium 2012-2013 and 2014-2017 have been uploaded into the system. The annual work plans for 2012 and 2013 for field presences and the 2014 annual work plans for all of OHCHR have been prepared using the PMS, which allows for the effective monitoring and reporting of outputs and EAs. In addition, OHCHR's end-of-cycle reporting was prepared using the system. PPMES also provided regular substantive and technical support to the increasing number of users and continued developing and maintaining the system.
- ▶ The OHCHR 2012 and 2013 reports improved their results orientation. PPMES continued to support preparation of these reports by providing feedback and guidance to colleagues with regard to formulating results. It also assessed all individual reports and provided feedback in order to improve the quality of future submissions.
- ▶ The standard operating procedures for field monthly reporting was adapted to RBM principles to ensure the inclusion of information about the achievement of planned results. Since January 2013, field presences have uploaded their monthly reports providing easier access to such information and facilitating end-of-year reporting.

Transparent and timely decision-making (GMO 2)

- ▶ Significant progress was achieved over the biennium in ensuring that strategic decisions are undertaken in a timely manner and implemented. OHCHR's two main internal bodies for policy deliberation and decision-making, the SMT and the Programme and Budget Review Board (PBRB), revised their terms of reference, improved their working methods and met with increasing frequency. Minutes of meetings and recommendations that emanated from these bodies were approved and made available to all staff shortly after their meetings. Mechanisms were put in place to track progress in implementing all decisions. Both the SMT's and the PBRB's decision-tracking mechanisms were regularly updated and made available through the OHCHR intranet.
- ▶ In 2012 and 2013, the SMT met 63 times to consider 81 topics ranging from OHCHR's response to critical human rights situations to following through on UN-wide management reforms such as the Secretary-General's Change Plan and major UN-wide policy developments such as the "Rights Up Front" Action Plan. Further, in 2013 the SMT held a two-day retreat to consider and define OHCHR's strategic priorities for 2014-2017.
- ▶ The PBRB met 44 times in 2012 and 2013 to oversee planning, allocation and re-allocation of human and financial resources; consider requests for additional resources in response to emerging needs; consider proposals relating to the establishment of new field presences; and provide support relating to fundraising initiatives. In 2013, the PBRB discussed and made recommendations on major planning documents, including country programmes, GMO strategies, OHCHR's submission to the Peacekeeping Support Account and the development of the 2016-2017 Strategic Framework. The increased use of electronic reviews to ensure timely decisions constituted additional progress in the functioning of the PBRB.
- ▶ In the current financial climate, the pattern of requests for supplementary resources that PBRB reviews has changed. While past requests related more to the re-allocation of voluntary contributions, there was a considerable increase in the number of requests received in the 2012-2013 biennium regarding fundraising proposals. The PBRB established criteria to review such requests, including an assessment of their potential contribution to OHCHR's priorities and plans, their possible impact on the funding gap and their implementation capacity.

- ▶ In supporting the PBRB, and to facilitate informed decision-making, an online system has been established for PPMS, the Programme Support and Management Services (PSMS) and the Donor and External Relations Section to enable the review of all proposals prior to submission to the PBRB.

Integrating a gender perspective (GMO 3)

- ▶ A gender perspective was effectively integrated into all OHCHR policies, programmes and processes with the contribution of PPMS. For example, a gender perspective has been fully integrated into the RBM trainings and in all aspects of the 2014-2017 strategic planning process through the participation of gender advisers in regional planning consultations, thematic strategies task forces and the cross-divisional technical working group that reviewed the global EAs and indicators. Furthermore, PPMS ensured that the need for a gender perspective was included in all programmatic documents, such as country programmes, annual work plans and annual reports.

Servicing human rights mechanisms (GMO 4)

- ▶ The planning module of the PMS now ensures that for every prioritized result in a particular country programme, relevant recommendations from the human rights mechanisms are identified and recorded. This enables the Office to improve the visibility and effectiveness of its efforts to follow-up on the recommendations of the HRMs at the country level.

Skills and competencies (GMO 6)

- ▶ Staff increased their knowledge of and capacity to apply RBM principles to human rights work as evidenced by additional and improved results-oriented planning and programming documents that were prepared by organizational units. During the biennium, PPMS conducted 21 trainings on RBM for 27 field presences, reaching more than 400 field staff. In addition, five trainings were organized for staff at headquarters (Geneva and the New York Office), bringing the number of headquarters colleagues trained to 186. The trainings introduced concepts of RBM and their application in the context of human rights work, helped staff to draft or revise their programming documents in line with RBM principles and promoted the use of the PMS for planning, monitoring and reporting. During the course of the year, PPMS also organized briefings and presentations on the PMS to facilitate its use for the development of country programmes, the preparation of annual work plans and reporting.

Functional Review

The objective of OHCHR's functional review is to improve organizational efficiency and effectiveness. It examines how OHCHR performs its functions at headquarters, regional and country levels. In 2013, OHCHR concluded the scoping phase of its functional review and adopted a programme for implementation. The scoping phase identified three overarching challenges to be addressed: internal alignment, operational effectiveness and the ability to respond to changing priorities. During 2014, office-wide teams will collaborate on several functional analysis initiatives which will help OHCHR to streamline its working methods and better organize its work. In addition, these teams will produce the information necessary to assist OHCHR to establish an improved organizational structure. It is envisaged that an improved structure will align OHCHR's work on norms and standards with its efforts to protect and empower rights-holders at the regional and country levels; ensure that high quality and coherent support is consistently provided to all staff members; and better equip OHCHR to lead the human rights pillar of the United Nations system.

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 the Programme Support and Management Services, with staff members 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 its field offices, OHCHR benefits from the administrative services provided by UNDP. The primary objective of PSMS is to provide colleagues in Geneva and those in the field offices with the support and resources necessary for them to meet the mandates and priorities of the Office.

In 2013, the preparation for the adoption of the International Public Sector Accounting Standards (IPSAS) on 1 January 2014 and the eventual Secretariat-wide implementation of Umoja, has been

a major challenge for PSMS. It is anticipated that Umoja will streamline and integrate all management processes for the Secretariat's financial, human and physical resources in a largely self-service portal. It aims to move away from the Secretariat's current fragmented information legacy systems and remove many bureaucratic procedures. This should in turn enable administrative services such as PSMS to focus more on strategic support and mission-critical activities.

Global Management Outputs

Sharing OHCHR's strategic direction (GMO 1)

- ▶ PSMS continued to improve and promote the use of the intranet as an internal communications and information-sharing tool among OHCHR staff members. As a result, special areas in the intranet have been created where staff members can work closely on joint assignments and a tracking system has been built to assist divisions in organizing and reporting on their key activities. Dedicated intranet pages have also been created to disseminate information on the functional review process, while staff can also exchange opinions, develop and share constructive ideas on the internal discussion forum.
- ▶ PSMS has put in place a platform for staff members in headquarters and in the field to raise administrative questions with a guaranteed answer within two working days.
- ▶ As part of a continued effort to make use of new technologies, the first phase of the intranet upgrade and migration to a new design was completed in 2013.

Integrating a gender perspective (GMO 3)

- ▶ PSMS, in collaboration with the Research and Right to Development Division (RRDD), developed and launched an IT-based tool to monitor flexible working arrangements at OHCHR. This tool, launched in December 2013, improves the monitoring mechanisms of flexible working arrangements, which are recognized as an important means of encouraging a work/life balance and supporting a working environment conducive to gender equality and increasing productivity. It will enable OHCHR to track all requests with a view to better monitoring their use across the Office.
- ▶ PSMS raised the awareness of senior Secretariat managers responsible for management and administrative issues on how gender can be integrated into their daily work, ranging from finance, human resources to travel and procurement. In February 2013, PSMS delivered

a presentation on "Gender Mainstreaming in Management and Administration: Minimum standards, strategies and good practices" at the monthly Managers' Forum hosted by the Under Secretary-General for Management, connecting heads of administration in all major Secretariat duty stations.

Supporting field operations (GMO 5)

- ▶ During the 2012-2013 biennium, PSMS focused on service delivery to the OHCHR field offices. For example, all OHCHR field offices now use the upgraded and improved inventory control system for field assets (e-assets), which was rolled out in 2013. The system is now IPSAS-compliant, following modifications made by PSMS in response to the request of the Board of Auditors for tighter controls on physical assets. In parallel, PSMS continued to ensure that field office inventory records are up-to-date and a major inventory verification exercise was initiated in the fourth quarter of 2013 following the development of guidelines for physical inspections disseminated to all field offices.
- ▶ PSMS provided logistics support and equipment for a number of field missions, including to the Central African Republic, Gabon, Germany and New Zealand and provided support to the CoI through the provision of procurement and logistical assistance on the ground. PSMS staff also undertook a number of field missions to support the visits of the Board of Auditors and the Office of Internal Oversight Services (OIOS) and assisted with the follow-up of their recommendations.
- ▶ To ensure that staff with administrative responsibilities in field offices have the necessary knowledge of new administrative developments, the 2013 yearly field administrative staff consultations, comprised of a week-long training module, were carried out via webinar. The participants were briefed on the IPSAS, Umoja, the new travel policy, procurement, greening initiatives and records management.
- ▶ PSMS assisted the Beirut-based Regional Office for the Middle East to pilot the new OHCHR global filing plan and transfer its archival records to Geneva. Similar support was provided for the human rights archives of the discontinued United Nations Integrated Mission in Timor-Leste, in accordance with the signed policy between OHCHR, DPKO, DPA and DFS.
- ▶ In the field, OHCHR depends on partnerships for the delivery of administrative services, both within the United Nations Secretariat (i.e., DPKO or the regional commissions) and outside (i.e., UNDP). PSMS contributed to reducing administrative hurdles at the inter-agency level by actively

supporting and participating in UN-wide efforts that worked towards the "One UN" system delivery.

Skills and competencies (GMO 6)

- ▶ In 2013, the PSMS strengthened the knowledge and capacity of 626 OHCHR staff members through the coordination of 24 Coffee Briefings on current human rights issues. Furthermore, 50 new staff members benefited from a two-day orientation programme that focused on the mandate, strategy and functioning of the Office. In total, the Staff Development Unit organized and facilitated 69 training activities which benefited 1,200 OHCHR staff members from headquarters and the field, UN Volunteers and interns, including in relation to official UN formatting and report writing, effective communication skills, negotiation skills, competency-based interviewing and performance management and development. PSMS also provided individual support to staff on performance management through e-learning and coaching.
- ▶ OHCHR staff members were empowered to implement the records management filing plan as a result of two briefings held in the context of the orientation programme for new staff and several presentations delivered to a large part of the Office in Geneva. Similar results were achieved in the field through web conferencing. In addition, the management of assets in the field was enhanced through targeted online training sessions on the new and upgraded property management system.

Improved awareness of and support to OHCHR (GMO 7)

- ▶ The availability of content on the OHCHR website, the country websites and the extranet pages was improved through the creation of new subsections that enable new information to be made available. Furthermore, the addition of a "Donate Now" page to the main website could improve support for the activities of the Office.
- ▶ The work of the Human Rights Council was supported by the development of a comprehensive online tool which facilitates the submissions of NGO written statement and the registration of oral statements. The system also enables NHRIs which are unable to travel to Geneva to upload video messages that can be played back during Human Rights Council sessions in order to broaden participation.
- ▶ Support for the UPR was facilitated through the implementation of a system which administers contributions submitted by NGOs, NHRIs, UN entities and others to the UPR process.

- ▶ The work of the treaty bodies has been supported and streamlined through the launch of a new version of the treaty body database. The system automatically generates more accessible formats of the official documents to improve the overall experience for persons with disabilities.
- ▶ NGOs are now able to request, administer and report on projects related to the United Nations Voluntary Trust Fund on Contemporary Forms of Slavery by accessing the grants management system of the Trust Fund.

Resources (GMO 8)

- ▶ Throughout 2012 and 2013, PSMS liaised and collaborated with UNOG and New York Headquarters to prepare for the implementation of the IPSAS and Umoja. An audit was carried out to determine Geneva's preparedness for implementation of IPSAS and OHCHR implemented the audit recommendations to ensure its opening balances were IPSAS-compliant by 1 January 2014. In light of the plan to have Umoja go live in Geneva in 2015, preparations for organizational readiness have become more intense, including monthly meetings, status reports, data cleansing, testing and training.
- ▶ New systems are being developed to allow for improved budget discipline and prudent financial management. In this sense, PSMS worked with colleagues in Geneva and the field to make financial information more accessible and up-to-date through these new systems. This will assist managers with monitoring and staff who have financial responsibilities to review and correct information in a clear and transparent manner.
- ▶ In response to the current economic climate and the call of Member States that the UN do more with less, PSMS has taken a number of steps to ensure that it is able provide efficient services at a reduced cost, including in relation to travel. In collaboration with UNOG, PSMS discontinued the payment of daily subsistence allowance in the form of cheques and now uses bank transfers for official travellers. PSMS also encouraged compliance with the instructions on advance ticket purchases that were issued by the Under Secretary-General for Management and the trend in the percentage of tickets issued in advance of the required 14 days before departure has remained positive (61 per cent in 2013 and 64 per cent in 2012). Travel, however, continued to increase. While approximately 4,000 travel requests were processed for staff members, meeting participants, special procedures, treaty body members and commissions of inquiry in 2012, that number increased to 4,500 in

2013. The new travel policy, coupled with the encouragement to avoid travel when possible, may bring about changes in those numbers in the coming years.

- ▶ In the area of records management, PSMS presented and obtained senior management approval for the business classification and filing classification schemes. PSMS carried out physical clean-up operations in a number of divisions and branches. As a result, important archival records were secured and space was freed up in the Office by moving 230 linear metres of paper records from the Human Rights Treaties Division offices. A total of 39.1 linear metres were moved from Executive Direction and Management and 15.3 linear metres of records were recovered from the defunct Research and Right to Development Branch and transferred to the Compactus. In addition, 2,018 kilograms of copies and non-records were disposed of and over 500 books on human rights were recovered and donated to the OHCHR Library. A similar exercise was initiated for the Human Rights Council Branch to collect and organize the 1,503 procedure records under the Commission for Human Rights. In addition, PSMS collaborated with the Institutional Memory Section of UNOG on the transfer and archiving of OHCHR records.
- ▶ Work on a new and paperless correspondence and document registry system continued. The new modules are scheduled to be implemented in 2014.
- ▶ Regarding the Emission Reduction Plan, OHCHR continued to calculate the carbon footprint for Geneva headquarters on an annual basis and participated in a number of greening initiatives. Green awareness-training is included in the orientation programme for new staff members and the Office regularly participates in the UN wide Issue Management Group on Environment Sustainability Management.

Safety and Security Section

Background

The OHCHR Safety and Security Section coordinates the security of OHCHR operations, staff and assets around the world in accordance with established security risk management practices and in close coordination with the United Nations Department of Safety and Security (UNDSS). The Section is an

integral part of the OHCHR support mechanism to the Human Rights Council activities such as CoIs and fact-finding missions (FFMs). It is also responsible for coordinating UN security management system coverage for officials and experts, including from the human rights treaty bodies and working groups, special rapporteurs and commissioners who are travelling on behalf of OHCHR. It also participates in system-wide UN security policymaking 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.

Global Management Outputs

Servicing human rights mechanisms (GMO 4)

- ▶ Dedicated security support was provided to special rapporteurs and treaty body members during their 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. During the biennium, the Safety and Security Section directly supported 68 field missions of the human rights mechanisms: 42 special procedures missions (24 in 2012 and 18 in 2013) and 26 missions related to commissions of inquiry, fact-finding and missions of the Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (SPT) (9 in 2012 and 17 in 2013).

Supporting field operations (GMO 5)

- ▶ During 2013, the Section emphasized the importance of streamlining the delivery of its services to field presences. It deployed security officers to the field on country missions to conduct security assessments and security coordination missions in connection with a number of field operations. Furthermore, the Section directly supported 116 elevated risk field missions (55 in 2012 and 61 in 2013) during the biennium by deploying security staff from the Section, UNOG Security and UNDSS. Additionally, to ensure that staff travelling to the field was fully compliant with security practices, the Safety and Security Section processed 4,053 security clearance requests (1,855 in 2012 and 2,198 in 2013).

In 2013, there were a total of 65 security incidents directly affecting OHCHR staff as opposed to 34 in 2012. The security risk management approach of careful balancing “acceptable risk” as opposed to the “avoidance of risk” when meeting programmatic objectives remains a major challenge, especially when conducting field operations in high risk environments. In view of the Secretary-General’s “Rights Up Front” Action Plan, the security community must anticipate and enable the short-notice deployment of staff for elevated risk missions in order to respond quickly to emerging human rights crisis situations.

Global Management Outputs

Servicing human rights mechanisms (GMO 4)

- ▶ With the measures undertaken in the past few years, including the establishment of an OHCHR Group of Document Focal Points to coordinate the efforts of the Office in this regard, significant progress has been achieved in document submission compliance. In 2013, the submission compliance reached 77 per cent compared to 75 per cent and 53 per cent in 2012 and 2011, respectively. This helped the Office to better service all of the human rights mechanisms.

Meetings and Documents Unit

Background

The Meetings and Documents Unit (MDU) is part of the Executive Direction and Management Service. As the meeting and document focal point of OHCHR, MDU is responsible for the coordination of the Office’s annual programme of meetings and the planning, coordination and submission of all OHCHR official documents for processing, including OHCHR’s efforts to improve its document submission compliance.