

Management

OHCHR is committed to achieving a fully results-based organization and has made considerable efforts to this effect in recent years. Knowledge of results-based management (RBM) has grown throughout the Office and tools and practices to support the achievement of this goal have been developed and applied. This has led to a shared understanding of OHCHR's strategic direction and strengthened the capacity of senior managers to make strategic decisions.

This chapter provides an overview of OHCHR's office management and includes results organized by global management outputs (GMOs) and lessons learned.

Administration

OHCHR is led by the High Commissioner for Human Rights, with the support of the Deputy High Commissioner, both of whom are based in Geneva, and the Assistant Secretary-General for Human Rights, who is based in New York. Operational and functional support is provided at headquarters by four division directors and 11 service/branch chiefs who make up the High Commissioner's Senior Management Team (SMT).

Internal decision-making takes place through the SMT, which is chaired by the High Commissioner, and the Programme and Budget Review Board, which is

chaired by the Deputy High Commissioner. These two bodies meet regularly to make recommendations to the High Commissioner on office-wide policies, operating procedures, programmes and resource allocation.

Managing programme performance

In order to effectively implement RBM, the Office uses an innovative web-based Performance Monitoring System (PMS), which facilitates planning, monitoring, reporting, knowledge management and financial monitoring.

The PMS, which has been progressively developed since 2010, ensures that:

- ▶ All planning documents (i.e., country and subregional notes and annual work plans) are stored in one place as a reference for OHCHR review bodies, programme managers and staff.
- ▶ There is an unbreakable link between what the Office commits to achieving in its plans and what it monitors and reports upon; making it accountable for what it planned.
- ▶ Only office-wide indicators are used to define targets so that information can be compiled, analysed and presented to OHCHR as a whole.
- ▶ Monitoring and reporting are evidence-based.
- ▶ Staff, in particular managers, can access all planning and reporting documents and analyse



OHCHR's stand at the European Development Days in Brussels, November 2013.

Key improvements to the Performance Monitoring System in 2013

- All long-term plans (2014-2017), including thematic strategies, GMO strategies and country and subregional programmes, were created in the system. The system can now instantly produce reports indicating where OHCHR is planning to support the various types of results it planned against - through field presences or entities at headquarters - and the targets established for each of these results.
- All 2014 annual cost/work plans were created in the system and include all programmatic and financial information (i.e., cost and no cost activities; activities funded by the regular budget and by extrabudgetary resources; operational costs; and staff costs). The system can now instantly produce reports detailing the outputs and activities that have been planned against the thematic expected accomplishments (EAs) and GMOs, including the amount of extrabudgetary resources allocated. Entities at headquarters are able to plan outputs, activities and/or costs to contribute to the results planned for specific regions and countries through a function of the system that enables them to access all outcome-level results in the country and subregional programmes. This function ensures the highest degree of coordination between field and headquarters in the planning and implementation of office-wide results.
- Through a special reporting function in the system, the Office can identify all of OHCHR's activities that have gender equality as the main objective. The system can compile this information from all work plans in one click to show the percentage of activities that relate mainly to gender and enables OHCHR to easily provide data requested by the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP).
- Information on outputs related to the human rights mechanisms (HRMs) (i.e., expected reports, planned visits of mandate-holders, issuance of concluding observations) are available for each country as part of the annual work plan of the field presence. This will ensure the awareness of field presences about upcoming HRM-related tasks and therefore improve OHCHR's effectiveness in servicing the HRMs.
- In 2013, for the first time, all OHCHR entities, including in the field and at headquarters, directly reported in the system against the targets presented in the OHCHR Management Plan (OMP) 2012-2013. Through the system, OHCHR can now determine which targets were achieved. This information can be sorted by expected accomplishment, priority, indicator and region and can therefore be analysed when making decisions in the future.
- Last but not least, OHCHR field presences regularly used the Monthly Reports Module in the system in 2013. This ensured the timely monitoring of programme implementation and facilitated easier end-of-year reporting.

the information in order to improve decision-making, increase cross-fertilization and further institutional learning.

Specific, sortable, tailored and reliable data is automatically generated by the system.

This represents enormous organizational and financial gains as this kind of data was previously impossible to obtain or extremely time-consuming to produce.

The information extracted from planning documents was used by the SMT and the Programme and Budget Review Board (PBRB) to facilitate annual planning, ensure synergies between the field and headquarters, allocate resources and define global targets. The information extracted from monitoring documents was used by various entities to adjust their plans (i.e., during the Mid-Year Review) and was presented to senior management for an end-of-year review of OHCHR's performance.

Planning

In anticipation of the next programming cycle – 2014-2017 – OHCHR's strategic direction was defined during a comprehensive planning process which included three main phases: 1) generating options for informed decision-making; 2) senior management making choices on the basis of that information; and 3) planning actions through the development of thematic, country and management strategies.

Generating options

To ensure that key challenges, lessons learned and emerging opportunities were factored into OHCHR's priorities and strategies for the 2014-2017 programming cycle, the Office commissioned an academic desk review; held consultations in



The High Commissioner and the UN Deputy Secretary-General attending the Vienna +20 Conference, June 2013.

New York and Geneva with Member States and civil society; received written contributions from Member States; analysed the results of an online questionnaire distributed to staff and human rights experts (special procedures, treaty bodies and Trust Funds Board Members); and organized five office-wide regional consultations in Addis Ababa, Bangkok, Belgrade, Guatemala City and Tunis. These consultations benefited from the participation of external partners and, in addition to considering thematic priorities, defined specific changes that the Office should prioritize under each thematic priority.

These processes generated information about where the Office has made a difference; what its critical role is; future trends and changes in the international context; the threats and opportunities those changes may pose to human rights; and OHCHR's comparative advantage. Senior management therefore had a solid basis on which to develop OHCHR's future strategic priorities. The participatory nature of the process was the first step in reinforcing office-wide ownership of the process.

Making choices

A technical working group collated and categorized all of the inputs that emerged from the office-wide regional consultations and from Member States and civil society. Based on draft proposals prepared by the working group, the SMT defined the thematic

priorities and, within each thematic priority, areas on which OHCHR will focus over the next four years. The following criteria were applied when making decisions: the relevance of the themes in human rights terms; the likelihood of achieving results in those areas (feasibility); and OHCHR's added value in relation to the proposed thematic priorities. In addition, the SMT agreed that OHCHR's thematic priorities should be defined in a manner which enables OHCHR to work on all sets of rights, in all types of countries, as one Office.

Planning actions

Following the SMT decision on OHCHR's priorities, and based on the consultative processes outlined above, thematic strategies were developed by cross-office working groups. General agreement on OHCHR's strategic direction was further achieved by transforming the country/subregional programmes into office-wide strategic programmatic documents. The country/subregional results have become the modalities for implementing the thematic strategies at the national level. Country results were defined on the basis of the thematic results prioritized in the thematic strategies.

In parallel, OHCHR revised its management priorities, the GMOs, for the next four years. For the first time, office-wide strategies were defined for these important work areas. This helped to engage all parts of OHCHR in results-based management.

Monitoring and reporting

Over the last two years, the Office has made substantive progress in improving results-based monitoring and reporting, thereby increasing its accountability and value for money. This was achieved through targets based on office-wide indicators; an increased capacity of staff to implement RBM; and more user-friendly, results-based tools and guidelines, in particular the PMS.

Improvements in results-based reporting were progressively demonstrated in the OHCHR reports of 2011, 2012 and 2013. Colleagues were supported in the preparation of their submissions through guidelines and feedback. Instructions required colleagues to provide information on all targets, whether or not they were achieved, to illustrate how OHCHR adapted its strategies to changing circumstances.

Evaluation

During 2013, OHCHR increased efforts to enhance its evaluation function and ensure it is a strong pillar in the RBM chain. In particular, OHCHR established a Network of Evaluation Focal Points, composed of representatives from all divisions and services in the Office, as well as the New York Office, which undertook preparatory work to obtain the SMT's endorsement and the High Commissioner's approval of the following:

- ▶ A list of issues for evaluations – both strategic and decentralized – to be conducted in the course of 2014-2015. Evaluations that have been prioritized for immediate undertaking include a programme evaluation of the OHCHR Regional Office for Central Asia; strategic evaluation of the work conducted to support national human rights institutions (NHRIs); and evaluation of results achieved by OHCHR-sponsored, long-term Human Rights Advisers (HRAs).
- ▶ A vision for evaluation, with the goal of making OHCHR's interventions more relevant, more efficient and more effective by having a greater impact and being more sustainable.
- ▶ A new evaluation policy, which includes sections on the purpose of evaluation within OHCHR; the guiding principles of evaluations; OHCHR's institutional framework; the planning, conduct and budgeting of evaluations; and follow-up to and dissemination of evaluations (including a principle of transparency in sharing evaluations).

- ▶ An evaluation plan for the next OHCHR cycle 2014-2017, including targets, outputs and initial strategies.

Work began on the programme evaluation of the Regional Office for Central Asia at the end of 2013. In December, a lessons learned exercise was conducted on a major project focused on the rule of law, minority rights and housing, land and property rights as a means to foster stability in Kazakhstan, Kyrgyzstan and Tajikistan. Lessons were compiled in relation to the relevance, efficiency and effectiveness of the project. A draft document is being finalized for submission to the SMT and will form part of the data produced to facilitate the full evaluation of the Regional Office.

OHCHR also initiated a Policy Committee-mandated review of the effectiveness of the Network on the Protection of Minorities and Racial Discrimination. Terms of reference were developed and shared with stakeholders and the review is in its initial stages (to be completed by the end of May 2014).

A key evaluative exercise initiated at the organizational level in 2012-2013 was the Functional Review. The results are expected in 2014. Senior management also discussed follow-up to the findings and recommendations in the 2012 *Independent review of OHCHR support to follow-up and implementation of recommendations made by the treaty bodies, special procedures and Universal Periodic Review*.

OHCHR remains active in the United Nations Evaluation Group (UNEG). It participated in the Annual General Meeting of UNEG, contributed to the development of its new strategy and was present at the extraordinary meeting where it was approved.



Open House Day at OHCHR headquarters in Geneva, September 2013.

In addition, OHCHR continued to serve as the Co-Chair of the Task Force on Gender and Human Rights that is finalizing its Guidance Document on Integrating Human Rights and Gender Equality in Evaluations; participated in the meetings of the Task Force on the revision of UNEG's norms and standards with the objective of mainstreaming human rights within them; and began participating in the Task Force on Peer Reviews – with the aim of becoming one of the agencies to be peer-reviewed in the next biennium.

Support has also been provided to evaluations and assessments led by donors or the Office of Internal Oversight Services (OIOS) (i.e., the Department for International Development Multilateral Assessment or the OIOS Biennial Study on evaluation). As of

the end of 2013, OHCHR had no pending OIOS evaluation recommendations to implement.

Reductions and prioritisation

In the context of the global financial crisis and the consequential decrease of resources, the PBRB developed initiatives to prioritize the allocation of resources, make efficiency gains and increase funds to address shortfalls. The first prioritization process was undertaken in the context of the 2012 Mid-Year Review when the PBRB defined parameters to reduce costs. In reviewing the 2013 annual work plans, the PBRB sought to limit the impact of cuts

Treaty body strengthening

As custodians of the international human rights treaties, the human rights treaty bodies monitor States Parties and protect rights-holders. Treaty bodies are a fundamental pillar of the human rights protection system. They are composed of 10 committees of independent experts. The system has experienced exponential growth since the establishment of the first treaty body in 1969. In 2013, it faced the triple challenge of a significant backlog, chronic under-resourcing and late or non-reporting of many States Parties. In addition, the treaty body system is in need of modernization, improved accessibility, visibility and internal harmonization of working methods. Strengthening the treaty body system has thus become imperative.

The High Commissioner put forward her proposals for strengthening the system in a report released in June 2012. Around the same time, an intergovernmental process was launched by the General Assembly to identify and address the problems faced by the treaty body system.

In 2013, informal consultations and intense diplomatic activity took place, led by the Governments



The representatives of Iceland and Indonesia, co-facilitators of the informal consultations, meeting with members of the Committee on the Rights of Persons with Disabilities, April 2013.

of Iceland and Indonesia, which served as co-facilitators. When their mandates expired, the President of the General Assembly appointed Iceland and Tunisia to continue the process. Following the adoption of the outcome of the intergovernmental process on strengthening the treaty body system by both the Third and Fifth Committees of the General Assembly, the full plenary of the General Assembly adopted resolution 68/268, thereby concluding the process, on 9 April 2014.

The resolution addresses the above noted triple challenge by: granting more meeting time and allocating more human and financial resources from the regular budget to the treaty bodies as of 2015; establishing a capacity-building package which is funded by the regular budget to

help States Parties report to treaty bodies and establish standing national reporting and coordination mechanisms; and providing for the modernization of the treaty body system to make it more accessible. The outcome package is innovative in that the savings obtained through certain efficiencies will be reinvested in the system.

Throughout 2013, OHCHR provided substantive support to the intergovernmental process, especially its co-facilitators. In collaboration with other parts of the UN, OHCHR also assessed the cost of the treaty body system and the impact of proposals by Member States. The entire process proved to be a unique and unprecedented exercise in transparency.

on the Office's capacity to deliver on the results to which it had committed itself in the OMP. Reductions were primarily undertaken in areas where efficiency gains could be achieved 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 recommended the approval of the overall extrabudgetary cost plan for ongoing programmes for 2013 in the amount of US\$130.4 million, which was subsequently endorsed by the High Commissioner. An additional US\$5 million was approved to respond to emergency situations and invest in communication and outreach activities.

In 2013, the PBRB discussed and made recommendations on major planning documents, including country and subregional notes, GMO strategies, OHCHR's submission to the Peacekeeping Support Account and the development of the 2016-2017 Strategic Framework. At the same time, the PBRB continued its monitoring function through the Mid-Year Review process and consideration of requests for supplementary resources.

In the current financial climate, the pattern of requests for supplementary resources that PBRB reviews has changed. Requests previously related to the re-allocation of voluntary contributions, however, during the last biennium, there was a significant increase in proposals for fundraising purposes. The PBRB revised its criteria for reviewing such requests to include an assessment of their potential contribution to OHCHR's priorities and plans, their impact on OHCHR's funding gap and their capacity to implement the proposal.

Lessons learned

Results-based management is about developing a culture of results that calls for learning from experience. Compiling, systematizing and disseminating good practices and lessons learned allows others to apply successful principles that worked in similar contexts. In the last two years, OHCHR has captured and shared good practices and lessons learned from a variety of projects.

The Office conducted a lessons learned study on the implementation of a project entitled *Human rights protection for stability in Central Asia*. During a workshop conducted in December 2013, colleagues from the OHCHR Regional Office for Central Asia identified, discussed and elaborated on 11 major

Change management

OHCHR continues to participate in the Secretary-General's Change Plan, which aims to strengthen the basis for a modern, engaged and efficient Secretariat that is transparent and accountable in its work, responsibly stewards resources to deliver high-quality results and builds confidence in the UN and its ideals. In the context of preparing the OMP for 2014-2017, the Office established a set of GMOs through which it re-affirmed its commitment to implementing several of the Change Plan's initiatives. Among these are the Functional Review, a set of revised work processes, the Digital Secretariat and the three signature rule. In addition, OHCHR developed guidelines for flexible working arrangements and a mechanism that enables staff to apply online for such arrangements. In relation to middle management training, OHCHR's senior leadership reminded all staff of management training opportunities and tasked the Staff Development Unit to ensure that staff members complete mandatory courses. To implement the Digital Secretariat and "papersmart" processes, OHCHR is creating an e-application for document processing. The application will allow documents to be drafted, filed and stored in a cooperative manner and will be compatible with the "UniteDoc" software that will be introduced across the Secretariat. In May 2013, the SMT adopted a revised publications policy, which ensures that OHCHR complies with Policy Committee-mandated reductions in hardcopy publications.

lessons learned about the relevance, efficiency and effectiveness of the design and implementation of the project.

Major assessments were also undertaken with partners in order to gather examples of good practices such as the one used to determine effective measures to protect civilians in the Democratic Republic of the Congo (DRC). OHCHR and the Department of Peacekeeping Operations conducted a review of the Joint Protection Teams in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO). These Teams were established in 2009 to address the protection issues of those most "at risk" by deploying multidisciplinary teams to remote and volatile areas. Based on more than 50 interviews, the *Report on the Joint Protection Team Mechanism in MONUSCO* identifies good practices, experiences and crucial learning that can assist other missions with mandates for the protection of civilians. The report is currently being disseminated and is available at: <http://ppdb.un.org/Policy>.

Another lessons learned study compiled good practices with regard to the holistic implementation of recommendations of the international human rights mechanisms (treaty bodies, special procedures and the Universal Periodic Review (UPR)). It was prepared on the basis of findings of three subregional workshops held in the Europe and Central Asia region, namely Belgrade (2011), Tbilisi and Bishkek (2012). Participants included government representatives, civil society and NHRIs. OHCHR used the recommendations in the preparation of the OMP for 2014-2017.

OHCHR continued to regularly review and document lessons learned from commissions of inquiry (CoIs) and fact-finding missions (FFMs). The publication, entitled *International Commissions of Inquiry and Fact-Finding Missions on Violations of International Human Rights and Humanitarian Law: Guidance and Practice*, was presented at a meeting held in the autumn of 2013 in Geneva. It supports the work of States, members of CoIs and FFMs, staff, civil society and others involved in advocating for, establishing, resourcing, supporting or serving on such mechanisms. It also provides a reflection on relevant international standards and good practices compiled from 20 years of UN and OHCHR activities.

On an ad-hoc basis, OHCHR organizes sessions on lessons learned and good practices among colleagues. For instance, during the 2013 Heads of Field Presences meeting, a full day was dedicated to sharing lessons learned and good practices. Parallel meetings were organized by type of field presence and discussions were organized by selected topics ranging from the rule of law and impunity, working with NHRIs and the protection of civilians to engaging with and protecting civil society actors and integrating gender in human rights field-based work. The shared experiences were compiled and disseminated to enable office-wide learning.

Regarding the UPR process, an important lesson learned was that, in order to leverage its expertise and assistance, the Office must strengthen its partnerships at the global, regional and country

levels, with all possible actors, including within the UN system as well as with regional human rights organizations and mechanisms, NHRIs, civil society actors and development actors. This is necessary to support Member States in implementing the commitments they undertook before the Human Rights Council (HRC) and their national constituents. A number of challenges regarding the UPR process were encountered and successfully resolved, namely the need to uphold the principle of universality by ensuring the participation of all States and the need to ensure that all States, including those without a diplomatic presence in Geneva, continue to have the opportunity to participate in the UPR.

Functional Review

The objective of OHCHR's functional review is to improve its organizational efficiency and effectiveness. It examines how the Office performs its functions at headquarters (Geneva and New York) and at the 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 mapping processes and functional analysis initiatives. These initiatives will help OHCHR to streamline its working methods and better organize its work. In addition, they will produce the information necessary to assist OHCHR in establishing an improved organizational structure. It is envisaged that an improved organizational structure will: better align OHCHR's work on norms and standards with its practical 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.

Global Management Outputs 2012-2013

GMO 1: OHCHR's strategic direction is shared and implemented across the Office

Most of the targets for this Global Management Output were fully or substantially met. This shows that OHCHR has made significant improvements in ensuring that key information is shared and its strategic direction is consequently implemented across the Office. The target that was not met relates to staff satisfaction with internal communication tools and processes. While this was an output of the Organizational Effectiveness Process in 2012, a decision was made to address it through the ongoing Functional Review.

Indicator	Target	Achievement
Percentage of staff who understand OHCHR's strategic direction	70%	91% of staff have a good understanding of the OHCHR vision and mission
Percentage of staff satisfied with internal communication tools and processes	70%	29.5% of staff are satisfied with OHCHR's internal communication
Extent to which a knowledge management system is progressively established	Knowledge management activities progressively implemented	Knowledge management activities are being progressively implemented
Degree to which organizational units progressively apply RBM to their planning, monitoring and evaluation work	Field presences and headquarters units that have undergone training (60% of the total) apply RBM to a high degree and others to a moderate degree.	RBM was applied to a high degree by entities trained and to a good degree by others
Percentage of expected accomplishments that achieve or nearly achieve the targets	70%	65%

Strategic direction

During the period under review, OHCHR implemented a number of actions to support its staff in understanding and implementing its strategic direction. An all-staff survey was carried out in connection with the Functional Review and indicated that 91% of staff either strongly agree (51.2%) or tend to agree (39.8%) with the following statement: "I have a good understanding of the OHCHR vision and mission."

Internal communication

The survey also indicated that 29.5% of staff members believe that OHCHR's internal communications are either a major strength (7.3%) or satisfactory (22.2%). The Office 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 to disseminate information on the Functional Review process as well as internal discussion forums to allow staff members to exchange ideas and work closely on joint assignments. A tracking system has been created to assist divisions in organizing and reporting on their key activities.

Knowledge management

The Office continued to implement knowledge management activities. The all-staff survey carried out in connection with the Functional Review indicated that 30.4% of staff members believe that OHCHR's knowledge and information management is either a major strength (6.6%) or satisfactory (23.8%). In addition, 45% of staff members indicated either strong or general satisfaction with the way that knowledge, experience and expertise from across OHCHR are accessible when needed. New knowledge management efforts over the past biennium included: two reports on good practices related to the integration of human rights into the work of the UN Military and Police peacekeeping personnel; a joint review with DPKO, DPA and DFS on the implementation of the Human Rights Due Diligence Policy; and a review of the Interim Standard Operating Procedures on Detention by UN Personnel, which was jointly led by OHCHR, DPKO and OLA. In addition, in November 2012, OHCHR's SMT approved a revised work plan on knowledge management, but resource constraints prevented its full implementation. OHCHR prioritized the implementation of the work plan in its OMP for 2014-2017.

Results-based management

Organizational units in OHCHR have increasingly applied RBM to their programming. During the biennium, OHCHR supported an improvement in the staff's knowledge and capacity to apply RBM principles to human rights work. The Office conducted 21 trainings on RBM, covering 27 field presences (regional and country offices and HRAs) and the Human Rights Component in the United Nations Stabilization Mission in Haiti (MINUSTAH), reaching a total of over 400 field staff. 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/subregional programmes in line with RBM principles and began using the PMS for planning, monitoring and reporting. All OHCHR organizational units used the PMS for their 2012-2013 end-of-cycle reports. A checklist-based assessment of the annual and end-of-cycle reports in 2012 and 2013 showed a clear improvement in programmatic terms, compared to previous years. In 2013, 67% of field presences reported to a large extent on results compared to 58% in 2012. There were still important differences among field presences, however, in terms of their understanding and application of RBM concepts.

GMO 2: Strategic decisions are made in a timely and transparent manner and effectively implemented

The timeliness and transparency of OHCHR's decision-making processes improved during the biennium through: a more efficient functioning of the PBRB and the SMT; meaningful staff consultations in key office-wide processes; and the use of performance monitoring and strategic information to address changes in OHCHR's programme of work. All targets under GMO 2 were either met or exceeded.

Indicator	Target	Achievement
Percentage of staff that feels adequately consulted on decisions that concern them	70%	74% of staff responded positively to survey questions aimed at measuring their satisfaction with decision-making and their working environment
Percentage of OHCHR projects/plans approved/rejected by the PBRB on the basis of their current and potential contribution to programming cycle results	40%	92% of projects and issues considered by the PBRB were approved or rejected, taking into account their contribution to programming cycle results
Percentage of issues taken up by the SMT and the PBRB that resulted in timely, clear and implementable decisions by senior managers	85%	92%

Staff consultation

During the strategic planning process that led to the identification of the thematic priorities for 2014-2107, the Office organized comprehensive consultations with external partners and with staff members from all parts of the Office. Five office-wide regional consultations were held in Addis Ababa, Bangkok, Belgrade, Guatemala City and Tunis. These consultations benefited from the views of field presences and representatives of headquarters divisions. The 2012 planning week and the 2013 annual meeting of Heads of Field Presences provided the opportunity to seek the views of staff members. In addition, the all-staff survey carried out in the context of the Functional Review provided a good indication of staff satisfaction with regard to the consultations.

Strategic decisions

Significant progress was achieved during the biennium in ensuring that strategic decisions are made and implemented in a timely manner. OHCHR's two main internal bodies for policy deliberation and decision-making, the SMT and the PBRB, revised their terms of reference, improved their working methods and met with increasing frequency. Minutes of meetings and recommendations emanating 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 their decisions. The decision-tracking mechanisms of both bodies were made available on the OHCHR intranet and updated on a regular basis.

The SMT met 63 times in 2012 and 2013 to discuss and issue recommendations on 81 different topics.

The topics ranged from addressing OHCHR's responses to critical human rights situations to following through on UN-wide management reforms and policy initiatives, such as the "Rights up Front" Action Plan, the Human Rights Due Diligence Policy and the Human Rights Screening Policy.

The PBRB oversees planning, allocation and the re-allocation of human and financial resources. It also considers requests for additional resources in response to new and emerging needs. The PBRB met

44 times in 2012 and 2013 and made decisions on 92% of the 70 issues and projects that were discussed. In approving or rejecting cases, careful consideration was given to current and potential contributions to programming cycle results. Issues discussed were related to the approval of annual work plans, fundraising proposals or human resources. Decisions on five issues were postponed due to prioritization made in the context of budget cuts or pending the finalization of the Functional Review for issues related to the organizational structure.

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

In the follow-up to a number of evaluations and internal reviews, OHCHR consistently invested in ensuring the mainstreaming of a gender perspective in policies, programmes and processes. The approval of a Gender Equality Strategic Plan, in August 2012, opened the way for a number of results that enabled OHCHR to meet most of the targets for UN-SWAP. All targets for this GMO were fully met during the reporting period.

Indicator	Target	Achievement
Percentage of managers, gender facilitators and gender focal points who have references related to gender integration or women's rights and gender equality included in their ePAS	At least 25% of managers' ePAS, 75% of gender facilitators' and 50% of gender focal points'	100% of gender facilitators have references related to gender integration in their 2013-2014 ePAS 25% of managers and 50% of gender focal points in the field have one goal, action or success criteria related to the promotion of gender equality in their 2013-2014 ePAS
Percentage of sections and field presences' annual work plans that include at least one activity related to gender equality	At least 25% of annual work plans of sections at headquarters and field presences	HQ: About 50% of annual work plans include at least one activity related to gender equality Field: About 48% of annual work plans of field presences include at least one activity related to gender equality
Amount of OHCHR resources allocated for staff and activities primarily focusing on women's rights and gender equality objectives	US\$3 million	US\$5,985,686
Extent to which OHCHR has met the requirements of UN-SWAP	At least 3 of 6 requirements met	Out of 15 performance indicators in the 6 areas defined in UN-SWAP, 10 indicators were met and 1 exceeded the requirements

Following the approval of the Gender Equality Strategic Plan, the Office set up a network of gender facilitators. This network resulted in gender consideration being systematically taken into account in reviewing reports and missions of the High Commissioner and the Secretary-General. Women's rights and gender issues were also addressed in the High Commissioner's statements and speeches and more generally in the Office's interaction with the media.

The Office ensured the integration of a gender perspective in its policy and programmatic work through coordination and training of the internal network of gender facilitators; the production of

tools to facilitate integration of gender; and the analysis and improvement of internal processes. As a result:

- ▶ A gender perspective was included in all planning and programmatic guidelines such as the thematic strategies, expected accomplishments and indicators.
- ▶ Women's rights and gender have been reflected in OHCHR's advocacy positions, key messages and substantive technical inputs in the context of the post-2015 development agenda.
- ▶ The Secretary-General's Guidance Note on Racial Discrimination and Minorities issued in March 2013 called on the UN system to apply a gender perspective in all analyses and actions

and to address multiple and intersecting forms of discrimination.

- ▶ The OHCHR Publications Policy (2013) makes provisions for ensuring gender integration in the Office's publications.
- ▶ The OHCHR Policy on Human Rights Methodology and Training (2013) sets out standards for the integration of gender issues in the methodological tools produced by OHCHR and in all training designed and delivered by OHCHR.
- ▶ A gender perspective was integrated into the Office's peace and security work. For example, the Office enhanced its engagement with DPKO, DPA and the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, in particular in relation to mission planning. In the context of South Sudan, in the absence of a senior Women Protection Adviser (WPA), the Office continued to work with DPKO and the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict to provide advice and guidance to the Head of the Human Rights Division of the United Nations Mission in South Sudan (UNMISS) and to the WPAs on code cables, reports and position papers, with a view to ensuring the central role of human rights in their work. Similarly, the Office continued strengthening its interaction and cooperation with the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, including by sharing information and analyses ahead of its missions and those of the Assistant Secretary-General for Human Rights and also joined forces in undertaking joint strategic assessment missions (such as in the Central African Republic and Somalia).

UN System-wide Action Plan on Gender Equality and the Empowerment of Women

OHCHR worked closely with UN Women and other UN entities to implement the UN-SWAP, which outlines 15 performance indicators in six areas. In 2013, OHCHR exceeded in implementing one indicator in the policy area. Ten indicators were met in the areas of performance management, strategic planning, monitoring and reporting, auditing, programme review, financial resources tracking and allocation, capacity-development, knowledge and communication and coherence. Four indicators were not met in the areas of evaluation, gender architecture, organizational culture and capacity-assessment. The main reason these four areas were not achieved was that OHCHR's prioritization of gender integration work was a relatively recent development and the necessary

structures are only now being put in place for the 2014-2017 cycle. To this end, a new GMO strategy, aligned with the UN-SWAP targets, has been adopted for implementation in 2014-2017.

Resource allocation for women's rights and gender

In 2013, OHCHR allocated nearly US\$6 million to the Research and Right to Development Division's Rights and Gender Section, the Special Procedures Branch mandates on violence against women and the Working Group on discrimination against women and the CEDAW Secretariat, for a total of US\$3,175,460 in staffing costs and US\$2,810,226 in activity costs. In line with the Gender Equality Policy, the SMT endorsed a proposal to introduce gender-responsive budget processes at OHCHR. As of December 2013, OHCHR has in place a system to track the percentage of the annual work plans and cost plans of sections and field presences that include activities with gender equality objectives. This was made possible by adding a new functionality in the PMS, within which all OHCHR programming and financial data are included.

An IT-based tool to monitor Flexible Working Arrangements (FWAs) was launched in December 2013. This tool improves the monitoring mechanisms of FWAs, which are recognized as an important means of encouraging work/life balance, supporting a working environment conducive to gender equality and increasing productivity. The tool will enable OHCHR to track all FWA requests (rejected and accepted) with a view to better monitoring their use across the Office.

Gender integration in OHCHR field presences

A number of OHCHR field presences reported on the integration of gender perspectives in their work through specific training and by increasing gender balance in recruitment.

In South Sudan, the UNMISS Human Rights Division and the Ministry of Gender and Welfare conducted a nationwide campaign during the 16 Days of Activism Against Gender Violence in 2013. With regard to conflict-related sexual violence, UNMISS is the first political or peacekeeping mission to have a Women Protection Advisory Unit. WPAs are deployed to monitor/investigate, prevent and address conflict-related sexual violence in South Sudan and are operating in five locations with coverage of all 10 states in the country.

The UNCT in Chad established a thematic group on gender and human rights that was co-led by UNFPA and the HRA Unit. The Group advocated for the integration of a gender perspective in all UN agencies' programmes and activities and adopted a plan of action, which includes awareness-raising on human rights and the implementation of recommendations issued by the treaty bodies, special procedures and the UPR.

Gender-specific indicators were integrated in a UNDP project document that was developed to support the constitutional reform process in Liberia. In addition, a draft roadmap for women's participation in the constitutional reform process was developed as an outcome of a women's consultative forum on a constitutional reform process that was held in April 2013. The Human Rights and Protection Section of the United Nations Mission in Liberia collaborated with United Nations agencies to ensure that monitoring and evaluation processes were in line with United Nations Development Assistance Framework (UNDAF) guidelines on a human rights-based approach and that they served as a link between United Nations and government monitoring and evaluation frameworks.

In the Maldives, the HRA prioritized gender equality in the 2013 work plan, including by:

drafting, translating and disseminating the UNCT position paper on gender equality; investing in the development, publication and dissemination of materials promoting gender-equality; creating democratic space through workshops to facilitate networking and discussion on gender equality and Islam for women activists, government officials and civil society actors; evaluating candidates for the post of National Human Rights Officer (NHRO) on gender-sensitivity; undertaking training on gender integration with the NHRO; proposing and organizing the theme for Human Rights Day in 2013, in collaboration with UN Women, UNFPA and the Gender Advocacy Working Group, to ensure it was dedicated to the achievements of gender equality of Maldivian women over the past 20 years and identified the challenges that lay ahead.

In Papua New Guinea, OHCHR's HRA Unit actively participated in the Gender Task Team and the Gender Forum (chaired by the Resident Coordinator and the Papua New Guinea Department for Community Development and comprised of representatives of key government departments and development partners) to coordinate and mainstream human rights and gender programming.

GMO 4: Increased effectiveness in servicing human rights mechanisms

The targets for this GMO were partially met during the period under consideration. The Office can report important progress on the timely submission of documents, although further efforts are still required. With regard to the feedback from experts of the human rights mechanisms, an insufficient number of special procedures mandate-holders responded to the survey organized by the Secretariat to enable an accurate assessment of their level of satisfaction.

Indicator	Target	Achievement
Compliance rate for timely submission of documents	90% of documents submitted to Conference Management by slot date	Approximately 77%
Percentage of Member States, treaty body members and special procedures mandate-holders providing positive feedback on servicing and support provided by OHCHR, including in the field where the Office is present	80% of Member States providing positive feedback as a result of the support provided by the Secretariat to the HRC 60% of treaty body members and special procedures mandate-holders providing positive feedback as a result of the support provided by OHCHR	97% of treaty bodies experts were at least satisfied and 61% were very satisfied with support provided by the Secretariat 85% of Member States who responded to a survey expressed satisfaction with the support received

Submission of documents

As a result of measures undertaken in the past few years, including the establishment of an OHCHR Group of Document Focal Points (GDFFP) to coordinate the efforts of the Office in this regard,

important progress has been achieved in document submission compliance. In 2013, the submission compliance rate increased from 53% in 2011 to 75% in 2012 and to 77% in 2013. This helped the Office to better service all human rights mechanisms. The high frequency of sessions of human rights bodies, the



Ceiling of the Human Rights Council room at Palais des Nations in Geneva.

increasing number of special procedures reports and the decreasing time that is available for their preparation constitute serious challenges to OHCHR's ability to reach the benchmark of 90% compliance. Nevertheless, efforts will continue with the ultimate goal of reaching the benchmark in the next few years.

Feedback from experts of the human rights mechanisms

In December 2012, a survey assessing satisfaction with the Secretariat's support and servicing was sent to all experts of the human rights treaty bodies. 80% of the experts were satisfied with the support provided by OHCHR. In 2013, the survey was circulated and included Board Members of the Humanitarian Funds as well as the Special Fund of the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment (OP-CAT). A total of 97% of respondents were at least satisfied and 61% were very satisfied with the support provided by the Secretariat. A similar survey that was sent to special procedures mandate-holders did not generate sufficient responses to accurately assess their level of satisfaction with the support received from OHCHR.

Member States of the Human Rights Council were also surveyed during its 24th session in September 2013 to assess their satisfaction with the support provided by the OHCHR Secretariat. Out of 47 Member States, 20 (or 42.5%) replied to the survey. Of those who responded, 85.5% expressed satisfaction with the support received.

Office-wide support to the human rights mechanisms

The planning module of the PMS now ensures that for every prioritized result of OHCHR's country programme, relevant recommendations from the HRMs are identified and recorded. This enables the Office to improve the visibility of its efforts to follow up on the recommendations at the country level. In addition, the PMS also ensures that major HRM events, i.e., visits of special procedures mandate-holders, the UPR review and treaty body reviews, are visible in the annual work plans of the respective countries. This feature is intended to help field offices plan their support to these mechanisms.

NGO participation in the Human Rights Council in 2012 and 2013 increased by more than 20% over the previous biennium, accompanied by a sharp increase (50%) in the number of written and oral statements.

Over 300 email broadcasts were disseminated to more than 4,300 subscribers and regular briefings and replies to queries were given to civil society actors and networks.

OHCHR used a variety of communication tools and approaches to support the work of the HRMs, thereby increasing their visibility and accessibility and contributing to the overall strengthening of those mechanisms. The missions and reports of special procedures continue to be highly visible in the media. Several special rapporteurs are among the most prominent media voices on their subject areas. Coverage of the treaty bodies was considerably boosted through the efforts of a media officer who planned coverage and targeted both the international media and the national media of States appearing before the treaty bodies.

Dedicated security support was provided to special procedures and treaty bodies during their missions and to commissions of inquiry, fact-finding, assessment and mapping missions. During the biennium, OHCHR directly supported 68 HRM-related field missions; 42 special procedures missions (24 in 2012 and 18 in 2013) and 26 missions of CoIs, FFMs and the Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (SPT) (9 in 2012 and 17 in 2013).

OHCHR continued to support the production of the joint communications reports, which have been issued since 2011. Three short films on country visits were produced in 2013 in cooperation with UNTV to increase the visibility of the system. A planning calendar with all activities of the

HRC, including the UPR, special procedures and treaty bodies, is regularly updated to ensure coordination between the mechanisms and keep OHCHR informed. In 2013, OHCHR launched an iPad application which provides access to key information on HRC sessions.

The Regional Office for Central America provided support to the HRMs through targeted and specific training opportunities in all the countries for which reviews were scheduled or visits were planned. Regional Office staff accompanied six special procedures on visits to the Central American region in 2012-2013 (the Special Rapporteur on indigenous peoples to Costa Rica, El Salvador and Panama; the Working Group on Arbitrary Detention to El Salvador; the Special Rapporteur on the independence of judges and lawyers to El Salvador; the Working Group of Experts on People of African Descent to Panama). The Regional Office also organized a subregional consultation in Central America for the Special Rapporteur on the independence of judges and lawyers. The Regional Office successfully advocated for invitations to be extended to special procedures in Belize and Panama and supported the preparation of the visits. OHCHR ensured that effective contributions were submitted by all relevant CSOs and NHRIs to the second cycle of the UPR and in advance of treaty body reviews, thereby enhancing the strategic interventions of civil society and NHRIs in four instances, namely for the Human Rights Committee (Belize), the Committee on the Rights of Persons with Disabilities (Costa Rica and El Salvador) and the Committee on Economic, Social and Cultural Rights (El Salvador).

GMO 5: Increased effectiveness in supporting field operations

Indicator	Target	Achievement
Existence of updated policies on OHCHR's different types of field presences	Policies for all 4 main types of presences updated	Policies on 2 out of 4 types of presences have been updated
Existence of updated guidance on the work of field presences in the areas of protection and technical cooperation	Guidance on protection and technical cooperation approved	Work has continued in this area, including by updating the Monitoring and Investigation Manual
Percentage of OHCHR field staff providing positive feedback on headquarters' support	85% of all field staff	85%
Percentage of field presences whose requests for logistical and administrative support are satisfied (such as those involved in opening new presences, budget approvals and recruitment)	85% of field presences	100%

Policies on field presences

OHCHR regularly reviewed its strategies and configurations for field presences. The foundation for much of this work was OHCHR's contribution to the independent study, entitled *Influence on the ground*, which examined the impact of the work of human rights field presences and provided recommendations to reinforce their work. As a result, additional training was provided on protection strategies for selected field presences. Moreover, OHCHR senior management developed and considered new proposals on OHCHR's strategies and policies for regional offices. This extended to an analysis of regional initiatives carried out by other UN entities. OHCHR was also responsible for the operationalization of the new United Nations Development Group (UNDG) Strategy for the Deployment of Human Rights Advisers to UN Resident Coordinators and United Nations Country Teams as of January 2012.

Guidance on protection and technical cooperation

During the reporting period, OHCHR continued to focus on enhancing its support to field presences in the areas of protection and technical cooperation. In 2013, the Office developed and approved a new policy framework for the development and implementation of human rights methodology and training within OHCHR. The policy aims to reinforce and institutionalize existing standards and achieve a more consistent application of guidance related to human rights training and methodology and increase accountability in this regard, in particular in the field. OHCHR continued working on a manual for technical cooperation at the field level.

Office-wide support to field operations

The need to improve support provided by headquarters for field operations was identified in the past. Consequently, OHCHR has been systematically gathering direct feedback at the annual consultations with the Heads of Field Presences in the past biennium about the quality of support provided. Examples of support from headquarters are set out below.

The Human Rights Cases Database (HRDB), a standard OHCHR tool to record, store and analyse information on incidents involving violations of human rights and international humanitarian law, was rolled out in eight additional field presences (MINUSTAH, OHCHR-Tunisia, UNIOGBIS, UNPOS/UNSOM, UNMISS, UNJHRO/MONUSCO, UNOCI, and OHCHR-Colombia), bringing the number of field presences currently using the HRDB to 15. In 2012-2013, approximately 1,700 cases were documented in the HRDB by OHCHR field offices.

Tailored trainings were provided for field presences on how to effectively use the new OHCHR Anti-Discrimination Database to enhance their work and to ensure that up-to-date information is uploaded into the database.

Throughout the biennium, OHCHR worked on the implementation of the OHCHR Strategy on Engagement in Humanitarian Action, aimed at ensuring its effective, efficient and appropriate engagement in this area. An improved internal organization of resources has enhanced the Office's effectiveness in responding to crisis situations. A draft conceptual and operational framework for the application of a human rights-based approach

in humanitarian action is in the final stages of preparation.

OHCHR headquarters supported several field offices, especially in Africa and Latin America, in their efforts to address violations of human rights of lesbian, gay, bisexual, transgender and intersex (LGBTI) persons. This included the dissemination of the booklet, *Born Free and Equal*, and other public information materials, supporting training sessions about such violations and providing support for national and/or regional launches of the campaign, entitled Free & Equal. These efforts helped provide UN human rights presences with the necessary tools to document alleged violations, raise issues of concern with national stakeholders and effectively engage with civil society. They also helped publicize the strong position of the Office, the Secretary-General and UN agencies in relation to the rights of LGBTI persons. As a result, the Office's on the ground response to events affecting the enjoyment of rights by members of LGBTI communities has been stronger, more visible and timely than at any previous time.

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 compliant with International Public Sector Accounting Standards. In parallel, the Office has continued to ensure that the inventory records of field presences are up-to-date. A major inventory verification exercise was initiated in the fourth quarter of 2013, following the development of guidelines for physical inspections that were disseminated to all field staff.

The Office in Beirut piloted the new OHCHR global filing plan and transferred its archival records to Geneva. Similar support was provided for maintaining the human rights archives of the United Nations Integrated Mission in Timor-Leste (UNMIT) in accordance with the signed policy between OHCHR, DPKO, DPA and DFS.

Security officers were deployed to missions covering several countries in order to conduct security assessments for and coordination with field operations. A total of 99 security incidents with direct implications to staff were successfully handled by security staff during the biennium (34 in 2012 and 65 in 2013) and a total of 4,053 security clearance requests were processed (1,855 in 2012 and 2,198 in 2013).

GMO 6: OHCHR staff has the necessary competencies and skills to effectively implement the OHCHR programme for the biennium

OHCHR was able to renew staff competencies and skills, thus ensuring that they were fully capable of implementing the Office's programme for the biennium. This is reflected in the achievement of this GMO. Most targets were fully met or exceeded during the reporting period. The Office was not able to assess the target on the number of days used for learning activities as the existing recording system only allows the number of participants in training to be registered. The Office is currently designing a new system to record the number of days of training used by each staff member.

Indicator	Target	Achievement
Number of staff who have acquired new knowledge/skills relevant to the implementation of OHCHR's programme through training (disaggregated by field and headquarters staff)	300 field staff 450 headquarters staff	About 1,180 from HQ and 1,335 from field operations
Number and percentage of staff who understand RBM concepts and its implication for their work (disaggregated by field and headquarters staff)	300 field staff 100 headquarters staff	More than 400 field staff 186 headquarters staff
Extent to which organizational units are applying RBM to their planning, monitoring and evaluation work	Partial	Organizational units are partially applying RBM
Number of days used by staff member for learning activities.	5 days (as per Secretariat Guidelines)	Not able to assess
Number and percentage of staff who have attended training which includes a gender component, disaggregated by sex, grade and location	At least 100 headquarters staff and 100 field staff	105 headquarters staff 103 field staff

Number of staff who have acquired new knowledge/skills

OHCHR continued to increase the skills and competencies of its staff through mandatory training, upgrading of substantive skills and improved human rights training activities. During the period under review, more than 2,500 staff attended trainings organized by OHCHR. For example, in 2013, the Office supported the application of solid and consistent methodologies by providing training on human rights monitoring, fact-finding and investigation in 12 training courses. Some of these aimed at strengthening general human rights monitoring skills while others were designed to increase the capacities of human rights officers to monitor specific issues and draft reports.

Number of staff who understand results-based management

OHCHR conducted 21 trainings on RBM for 27 field presences, reaching a total of over 400 field staff members. 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/subregional programmes in line with RBM principles and began using the PMS for planning, monitoring and reporting. At headquarters, 186 staff were trained on RBM concepts. Tailor-made RBM trainings were conducted for the New York Office and staff working on thematic strategies and GMO strategies.

Extent to which organizational units are applying results-based management

As a result of OHCHR's investment in training and coaching of staff, its organizational units are increasingly applying RBM in their planning, monitoring and evaluation work. The 2012 review of 13 country/subregional notes and of the 2012 annual work plans and cost plans showed a clear and significant improvement in programmatic terms. There were still important differences among field presences, however, in terms of their understanding and application of RBM concepts. Most field presences were still facing difficulties in defining their targets. The entire Office prepared their 2014 annual work and cost plans within the RBM framework and using the PMS system.



OHCHR induction training for new staff members.

Number of staff who have attended training which includes a gender component

During the biennium, staff members also increased their understanding and competencies on gender-

related issues either by participating in training on gender integration or through the inclusion of gender components in other types of training such as the induction course for new staff members. Several training courses on gender integration were organized, including for gender facilitators, Heads of field presences and gender focal points in the Middle East and North Africa and Asia Pacific regions. Trainings on monitoring of sexual violence in conflict were also organized in the DRC and South Sudan.

The knowledge and capacity of 626 OHCHR staff members were strengthened through the coordination of 24 Coffee Briefings on current substantive human rights issues. Furthermore, 50 new staff members benefited from a two-day Orientation Programme on the mandate, strategy and functioning of the Office.

The OHCHR Library added 1,804 new books, answered 3,560 research questions and registered 18,384 visits to the library's online catalogue.

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

Through a challenging two years, both because of developing human rights crises and the global financial crisis, OHCHR significantly increased its profile throughout the world (as reflected in the huge increase in media interest) and maintained a high degree of support from Member States and other stakeholders. Most of the targets for this GMO exceeded the requirements. The Office partially met two targets and exceeded in one target related to fundraising, although in the current global context, this is already considered a good result.

Indicator	Target	Achievement
Percentage of key stakeholders assessing OHCHR as a valuable partner	75%	The indicator could not be monitored because the Office did not collect specific information in this regard. This indicator is not foreseen for the 2014-2017 programming cycle
Increase in number of unique visitors to the OHCHR website per year	10%	Around 145% increase in page views
Increase in the number of "likes" on Facebook and in followers on Twitter per year	50%	Facebook: 64% in 2013 Twitter: 83.5% in 2013
Number of media articles mentioning the High Commissioner and OHCHR	7,000	27,754
Level of participation of stakeholders in communication initiatives launched by OHCHR	Human Rights Day activities reported in 100 countries	101 countries
Percentage of donors maintaining or increasing their voluntary contributions	90%	61%
Percentage of unearmarked funding from total voluntary contributions	50%	53.4%
Number of new donors	25	22



Participants at a panel organized during the Open House Day at OHCHR headquarters in Geneva, September 2013

Key stakeholders assessing OHCHR as a valuable partner

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, at thematic briefings and side events) on the human rights situation in the world. She also spoke about what the Office is doing to address these challenges and provided an overview of OHCHR's financial situation. Permanent Missions and NGOs expressed appreciation for the briefings as they provided opportunities to exchange views on substantive and management issues, thereby enhancing the level of mutual understanding.

During the reporting cycle, key stakeholders such as Member States, United Nations partners, NHRIs, civil society organizations and international human rights bodies and mechanisms, assessed OHCHR as a valuable partner, in particular as a result of the provision of guidance, advice and applied research, the development of learning packages and the sharing of expertise on a wide range of human rights themes. Strategic partnerships with key stakeholders at the national, regional and global levels were established and existing ones were further strengthened to: integrate human rights into the development, humanitarian, economic and social affairs, peace and security and rule of

law programmes and activities of the UN system; integrate the promotion and protection of the right to development into global partnerships for development; and increase knowledge and understanding of thematic human rights issues through research, analysis, the development of guidance, knowledge resources, methodological tools and capacity-building. During this period, senior officials of OHCHR chaired the UNDG-Human Rights Mainstreaming Mechanism (UNDG-HRM) and co-chaired the UNDG Working Group on the Resident Coordinator system.

In the course of the biennium, donor countries became more aware of OHCHR's capacity to apply RBM and to deliver results, be accountable and undertake informed decisions based on evidence. This was reflected by major donors maintaining or sometimes increasing their contributions to OHCHR and accepting OHCHR reports as results-based.

In 2013, increased awareness, understanding and visibility of the regular work of treaty bodies among Member States, UN partners, NHRIs and civil society organizations was ensured through the organization of more than 50 briefings on the treaty bodies and the work of the Office. The briefings were targeted to a wide range of actors, such as State Party representatives, regional organizations and mechanisms, civil society organizations, lawyers, academics and students.

Civil society actors increased their knowledge, 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% over the course of the biennium. The broadcasts provided information on all OHCHR-related issues and events.

OHCHR online

To expand multilingual outreach and in response to the growing demand for human rights information in Arabic following the Arab Spring, the OHCHR Arabic website was launched on Human Rights Day 2012. By December 2013, the site had received over 3.8 million page views.

OHCHR established its presence on social media in 2011. In February 2012, OHCHR counted 12,500 followers on Twitter and 19,600 followers on Facebook. As of December 2013, OHCHR has over 120,000 followers on Facebook and more than 255,000 on Twitter. OHCHR continues to look for new opportunities to increase its visibility and raise awareness about human rights issues by staying up-to-date with social media developments. For example, it has developed the use of Google+, a platform that offers new ways and opportunities of engaging with the audience such as “Hangouts” (an online live video conference). After hosting eight Google+ Hangouts on key human rights issues, Google+ is now OHCHR’s fastest growing platform and counts over 400,000 followers. The Human Rights Council Secretariat also maintains a presence on Facebook, with nearly 150,000 “likes” as of the end of 2013, and Twitter, with nearly 15,000 followers. The Secretariat provides regular updates about the Council’s activities via SMS feeds and posts clips of proceedings on its YouTube channel.

Approximately 140 web stories were published on the “How We Make a Difference” section of the OHCHR website in 2013 on a wide range of human rights subjects and highlighting human rights achievements in the last 20 years. A total of 78 briefings were organized on a variety of human rights topics for 2,266 people, including university students, diplomats, lawyers, journalists and groups.

OHCHR in the media

OHCHR’s presence in the media significantly increased during the period under review, with the number of published articles four times higher than

the target. In 2012, approximately 11,508 articles mentioned the High Commissioner or the Office. This number increased to 16,246 in 2013.

In 2013, an additional effort was made to improve media coverage in French and help raise the media profile of the commissions of inquiry and the treaty bodies, which were supported for the first time by a media officer.

OHCHR videos generated a strong interest among broadcast media, in particular when accompanied by press releases, i.e., on the Syria conflict, enforced disappearance, migration and racism in football. In 2013, 21 feature videos and video news releases were produced and disseminated to the broadcast media through UNIFEED and the European Broadcasting Union as well as through UN Information Centres (UNICs), UNCTs and social media platforms such as YouTube.

Level of participation of stakeholders in communication initiatives

A growing number of stakeholders are participating in OHCHR communication initiatives such as Human Rights Day. Globally, nearly 200 OHCHR partners reported 600 activities organized around Human Rights Day 2013 in 77 countries, including 70 civil society organizations and 15 NHRIs, as well as a large number of UN bodies, agencies, offices, committees and information centres.

Funding

In 2012-2013, 64 donors (61%) maintained or increased their financial support to the Office, while 41 donors (39%) decreased their level of support. Overall, OHCHR managed to encourage an increase in the level of voluntary contributions, with an additional US\$12 million recorded compared to 2010-2011, corresponding to a 5.4% increase. The increase primarily occurred in 2013 (with US\$10.1 million more than in 2012). An online donation facility was added to OHCHR’s website in November, which enables individuals to donate money with their credit card. OHCHR began work on developing partnerships with IT companies to find solutions that would facilitate OHCHR’s work. The project on accessibility that was initiated in 2012 with Microsoft was successfully concluded with the presentation of a report to the Committee on the Rights of Persons with Disabilities on the measures and resources required to make the proceedings of the HRMs more accessible to stakeholders with disabilities.

In 2013, OHCHR focused on an office-wide initiative to mark the 20th anniversary of the 1993 Vienna Declaration and Programme of Action (VDPA) and the subsequent creation of the post of the High Commissioner for Human Rights. The campaign helped to raise the visibility of the work of the Office and opened a debate on the human rights challenges we will likely face in the next two decades. Major events took place throughout the year, including: a High-level panel on the VDPA 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, Geneva, on 14 September, with the support of the Swiss Government and the Canton and City of Geneva, a High-level side-event during the General Assembly in September in New York that was co-organized with the Government of Austria; and the Human Rights Day event in Geneva on 5 December. The campaign also featured web-based, social media and audio-visual components, such as a timeline of human rights milestones and an overview of the 20 biggest human rights achievements of the last 20 years.

A promotional video was produced to showcase the highlights of key

human rights events of the past 20 years. It was screened at various events marking the anniversary. The video included famous faces ranging from human rights activists, artists, politicians and sports personalities 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 also used by international broadcasters such as CNN and France 24 and on Swiss Air Lines international flights.

The proportion of unearmarked funding increased to 53.4% of the total income received in 2012-2013, up from 52.6% in 2010-2011. Despite the financial situation, OHCHR was able to attract 22 new donors during the biennium. This figure includes six donors that provided a contribution for the first time and 16 previous donors that did not contribute in 2010-2011 but renewed their contributions in 2012-2013.

Outreach and awareness-raising

To commemorate the International Day for the Elimination of Racial Discrimination on 21 March 2013, the Office organized an event which

focused on racism and sport in Geneva. The event comprised a high-level panel discussion with the participation of two well-known football players; Kevin Prince Boateng and Patrick Vieira. Ideas were exchanged among professional footballers, football clubs, administrators and representatives of football governing bodies, including the AC Milan Football Club, representatives of FIFA and UEFA. The event was acknowledged as the first such forum for exchanges on a subject that continues to challenge sport. It attracted over 50 different media organizations and prompted live debates on major television networks, including CNN, BBC and ZDF.



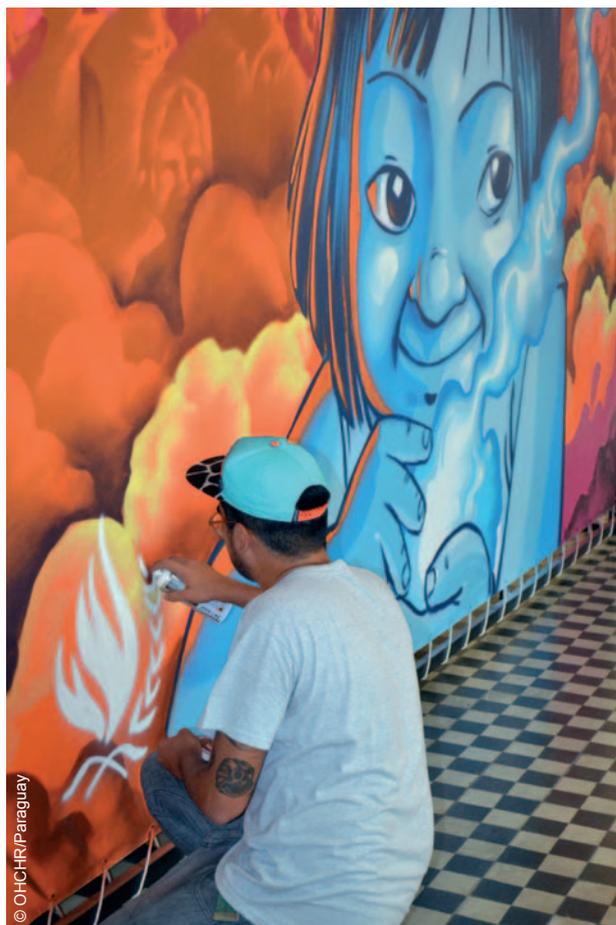
Human Rights Day event at Palais des Nations in Geneva, December 2013.

In Paraguay, the Office celebrated the 20th anniversary through a video, entitled *20 years working for your rights: Paraguayan voices*, with testimonies from OHCHR counterparts. This video, along with a publication, contributed to demonstrating the relevance of OHCHR's work in the country, highlighting joint achievements and raising awareness on human rights issues. This was also an opportunity to combine art with human rights, particularly related to the rights of indigenous peoples. During the celebration, graffiti was painted by a famous local artist to honour the Sawhoyamaxa peoples. The graffiti was later unveiled during an intercultural festival and will be donated to the Government's Human Rights Network upon request of the Sawhoyamaxa peoples.

In Kenya, the Office supported various activities to celebrate Human Rights Day 2013, with a focus on the 20th anniversary of the establishment of the mandate of High Commissioner. This year, the celebration coincided with the 50th anniversary of Kenya's independence. To mark the two events, the Office collaborated with UNDP-Kenya, the Kenya National Commission on Human Rights, the Kenya Human Rights Commission and the Finnish Embassy to hold a public debate to assess the status of human rights in Kenya 50 years after independence. The debate was covered live by one of the local media outlets and elicited extensive debate among Kenyans.

The Regional Office for Europe strengthened its cooperation with the Directorate-General for Development Cooperation (DG-DEVCO) of the European Commission to ensure the application of a human rights-based approach to development policies of the EU. This included participation in the European Development Days where the Deputy High Commissioner delivered a keynote address along with the EU Special Representative for Human Rights, Stavros Lambrinidis. OHCHR and the Human Rights Unit of DG-DEVCO also co-organized a panel at the European Development Days on the application of a human rights-based approach to development.

The Regional Office for Middle East and North Africa strengthened its network of media contacts and enhanced OHCHR's public profile in the region by disseminating press releases and web stories in both Arabic and English, in collaboration with the regional United Nations Information Centres. The creation of a Twitter account for the region in March 2013 raised OHCHR's profile on social media with an increase of 450% by the end of the year.



Grffiti honouring the Sawhoyamaxa peoples painted by an artist during the 20th anniversary celebrations of OHCHR in Paraguay.

OHCHR-Mexico makes extensive use of social media networks to reach civil society organizations and the general public. The total views of the Office's Facebook page was 507,686 in 2012 and 2,452,204 in 2013; a growth of 383%. The average number of interacting users was 273 in January 2012 and 8,941 in 2013, representing an increase of 270%. The number of OHCHR-Mexico's Twitter account followers grew from 4,482 in 2012 to 8,520 in 2013. Based on this data, OHCHR-Mexico developed a Social Networks for Human Rights Methodology to use and measure social media. This methodology enhanced the Office's electronic communication. More importantly, lessons were drawn on how to know, for example, when is the right time to post a video, the age and gender distribution of audiences, whether or not users view content from a computer or a mobile device and their livelihood. This information helped to better focus the contents of the posts.

GMO 8: Efficient management of human and financial resources

OHCHR undertook considerable efforts in the biennium to ensure that human and financial resources were more efficiently managed. Several audits and programme reviews confirmed that improvements were made. This is particularly noticeable in the area of implementation rates and the reduction of post vacancy rates. Pending challenges relate to the capacity of the Office to plan travel in advance and to complete recruitment within shorter timeframes. While OHCHR's dependence on the United Nations Office at Geneva somewhat impacts the latter, a number of initiatives are being put in place to address these issues.

Indicator	Target	Achievement
Reduced post vacancy rate (for posts filled through regular recruitment)	5% reduction	Compared to 2012, the vacancy rate from 2013 has been reduced by 27%
Reduced average number of days for all steps in the recruitment process under the authority of the Office	64 days	128 days on average in 2013 (as per the Human Resources Scorecard)
Unspent obligations are identified and liquidated quarterly; degree to which prior biennium obligations are utilized	Fully	Fully
Budget implementation rates	90%	99.4%
Percentage of official travel tickets issued late (within 14 days of travel)	Less than 10%	39%
Number and percentage of flexible working arrangement requests granted, disaggregated by organizational units, sex, category and duration	To be defined	Flexible working arrangements are being progressively implemented

Recruitment

OHCHR took measures to encourage staff training in recruitment processes and stepped up the monitoring of all stages of recruitment. As a result, the vacancy rate was reduced by 27% in 2013. While the target for the timeliness of the recruitment process was not met, the Office continues to take action to reduce the length of those processes. For instance, the use of rosters for rapid deployment, commissions of inquiry and fact-finding missions and HRAs has increased the efficiency of such recruitment processes and improved the Office's capacity to respond quickly in urgent situations.

Unspent obligations

During the period under review, OHCHR continued its efforts to improve the management of financial resources. New systems are being developed to allow for enhanced budget discipline and prudent financial management. Unspent obligations have been identified and liquidated on a quarterly basis, freeing up resources for other activities. All prior biennium obligations have been used or liquidated.

Budget implementation rates

Throughout 2012 and 2013, OHCHR liaised and collaborated with the United Nations Office at

Geneva and with New York Headquarters to prepare for the implementation of International Public Sector Accounting Standards and of Umoja. Preparations for the implementation of Umoja are in full swing with monthly meetings, status reports, data cleansing, testing and training. In the meantime, OHCHR continued to ensure full budget implementation and exceeded the target in this regard.

Travel

In response to the current economic climate and the call on the Organization by Member States to do more with less, OHCHR has undertaken measures to ensure efficient services at reduced cost. One of the ways it accomplished this was in the area of travel. First, in collaboration with the United Nations Office at Geneva, the Office discontinued the payment of daily subsistence allowance in the form of cheques and now uses bank transfers for official travellers. The Office also continued to encourage compliance with instructions on advanced ticket purchases issued by the Under-Secretary-General for Management and noted a positive trend in the percentage of tickets issued in advance of the 14 days required before departure (61% in 2013 and 64% in 2012). Travel requests, however, continued to increase. While the number of tickets purchased within 14 days of travel was 55% in 2011, the percentage was reduced to 36% in

2012. There was a slight increase to 39% in 2013. Approximately 4,000 travel requests were processed for staff members, meeting participants, special procedures, treaty body members and commissions of inquiry in 2013; however, the number of travel requests increased to 4,500 in 2013. The new travel policy and the encouragement to avoid travel when possible might bring further change to those numbers in the coming planning cycle.

Flexible working arrangements

In line with the Secretary-General's request, OHCHR continued to encourage the use of flexible working arrangements and implemented an online tool for this purpose. Initial figures show that 156 requests were made with 108 approved (71%) and 48 pending. Out of the approved requests, 82% were for women and 18% were for men.

Records management

In 2013, the Office approved business and filing classification schemes. Clean-up operations were carried out in a number of divisions and branches at headquarters. As a result, important archival records were secured and space was freed up. As much as 284 linear metres of paper records were 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. In addition, OHCHR continued to collaborate with the Institutional Memory Section of the United Nations Office at Geneva 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 for implementation in 2014.