

Executive Direction and Management

The High Commissioner for Human Rights, as the principal advocate for human rights in the United Nations system, continued to be the voice for victims of human rights violations worldwide. His global advocacy for the promotion and protection of human rights for all included engaging in dialogue and fostering partnerships with Member States and other relevant stakeholders, such as civil society actors, national human rights institutions (NHRIs), other United Nations system entities and regional organizations. Through his country visits, participation in high-level meetings, briefings to the Human Rights Council (HRC) and the Security Council and his public outreach activities (speeches, statements, opinion articles and interviews), the High Commissioner brought attention to the most egregious human rights violations and warned of critical situations. Building on the expertise of the Office of the High Commissioner for Human Rights (OHCHR), both at headquarters and in the

field, the High Commissioner ensured that human rights were mainstreamed across the United Nations system. The High Commissioner's leadership role is reinforced by the Deputy High Commissioner for Human Rights and the New York-based Assistant Secretary-General for Human Rights.

The Executive Direction and Management (EDM) provides support to the High Commissioner, the Deputy High Commissioner and the Assistant Secretary-General for Human Rights in their endeavours. It is composed of the Executive Office, the New York Office (NYO), the Policy, Planning, Monitoring and Evaluation Service (PPMES), the Programme Support and Management Services (PSMS), the External Outreach Service (which includes the Communications Section, the Donor and External Relations Section (DEXREL) and the Meetings, Documents and Publications Unit (MDPU)) and the Safety and Security Section.



The High Commissioner talks at the opening of the Human Rights Council's 29th regular session, June 2015.

Executive Office

Background

The Executive Office supports the daily work of the High Commissioner and the Deputy High Commissioner in their leadership and management of the Office and all of their interactions with relevant stakeholders. The Executive Office ensures coordination between all parts of OHCHR regarding the preparation, quality and consistency control of the documents issued by the High Commissioner and the Deputy High Commissioner. It also guarantees the timely processing of their reports and briefing materials and ensures that all documents follow established workflows and that other Sections, Branches and Divisions of OHCHR are properly consulted. The same applies to the correspondence and invitations of the High Commissioner and the Deputy High Commissioner. Moreover, the Executive Office plays a coordination role within OHCHR vis-à-vis other UN departments, programmes and agencies, including in relation to the preparation of meetings and the elaboration of joint UN system responses, policies and other documents.

In 2015, the High Commissioner and the Deputy High Commissioner undertook missions to Austria, Brazil, Burundi, the Central African Republic, Colombia, Germany, Italy, Mexico, Republic of Korea, Sweden, Tunisia, the United Kingdom of Great Britain and Northern Ireland and the United States of America.

the High Commissioner's advocacy efforts with Member States, the UN system and other relevant stakeholders. In addition, in line with the recommendations and subsequent follow-up to the report of the former Secretary-General's Special Adviser on "a comprehensive strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations," the High Commissioner strongly advocated for accountability for sexual exploitation and abuse committed by international forces or UN peacekeeping forces. Special protocols for immediate reporting of such allegations were put in place.

During 2015, the High Commissioner participated in numerous panel debates and informal public discussions and delivered more than 90 formal speeches and briefings, both in person and via video recordings, including to the Security Council and the Human Rights Council. His statements included an address on preventing atrocities that was delivered at Washington's Holocaust Museum in May; a speech on the United Nations at 70 that was delivered at London's Guildhall in October; a speech on the migration crisis in Europe that was given at the Carnegie Council for Ethics in June; and the opening speech on the occasion of Sweden's Global Child Forum in November.

Results

Enhancing equality and countering discrimination

- ▶ *Increased responsiveness of the international community in ensuring accountability for gross human rights violations (EA 10)*

The High Commissioner, supported by the Executive Office, received and responded to a steadily increasing number of requests from national, regional and international judicial institutions, including the International Criminal Court, to use OHCHR information in investigations and/or court proceedings. As a follow-up to the OHCHR Investigation Report on Sri Lanka and the recommendation to adopt legislation establishing an ad hoc hybrid special court, the Executive Office supported

Global Management Outputs

Organizational work processes and structures are aligned for increased efficiency (GMO 2)

- ▶ The High Commissioner and the Deputy High Commissioner continued to hold regular all-staff meetings to brief staff members and exchange views on organizational matters, internal policy issues and key human rights concerns. They also chaired the meetings of the internal Senior Management Team (SMT), the Policy Advisory Group (PAG) and the Programme and Budget Review Board (PBRB).
- ▶ During an all-staff meeting in March, the High Commissioner announced the launch of a Change Initiative to implement functional and organizational changes within the Office. One of the objectives of the Initiative is to decentralize some of the human rights expertise of OHCHR from its headquarters to the field in order to provide more targeted support to rights-holders and duty-bearers on the ground. Throughout the year, the Executive Office supported the High Commissioner, the Deputy

High Commissioner and the Assistant Secretary-General for Human Rights in their advocacy efforts for the Initiative through briefings for Member States, staff members and other stakeholders. At the end of 2015, the Fifth Committee of the General Assembly did not approve the regional restructuring component of the Change Initiative and requested that the Secretary-General present a revised proposal to the General Assembly at its 71st session.

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

- ▶ The High Commissioner and the Deputy High Commissioner continued to ensure the integration of a gender perspective in their work. In October, the High Commissioner adopted an “action plan to improve on key areas of OHCHR gender and organizational culture” which was circulated to all staff members. The High Commissioner also committed to be a “Geneva Gender Champion” and pledged that he would no longer take part in any panel that does not include female experts, that he would meet with at least one women’s rights organization during each of his country visits and that he will endeavour to improve gender parity in the Office.
- ▶ The Executive Office supported the High Commissioner and the Deputy High Commissioner to ensure that general temporary assistance funds would be pooled to guarantee consistent maternity leave coverage and that gender equality and equal opportunities would be integrated in all regular recruitments to OHCHR.

Increased effectiveness in supporting human rights mechanisms (GMO 4)

- ▶ In all of their meetings with delegations, the High Commissioner and the Deputy raised the importance of engaging with the human rights mechanisms and following up on the implementation of their recommendations. They also underlined the need to cooperate with the mechanisms in order to achieve positive change on the ground. The Executive Office supported the High Commissioner’s dialogue with the human rights mechanisms on a regular basis.

Increased effectiveness in supporting field operations (GMO 5)

- ▶ The staff of the Executive Office assisted the High Commissioner and the Deputy in their support for the work of OHCHR field presences by preparing



The former Deputy High Commissioner, Flavia Pansieri, addresses the 28th session of the Human Rights Council, March 2015.

for their visits and through meetings and regular interactions with those working in the field.

- ▶ The Executive Office continued to provide advice to OHCHR field presences on a range of legal and policy questions, including on international humanitarian and criminal law. It also provided legal and policy inputs to and cleared reports from OHCHR field presences.

Improved awareness and understanding of and support to OHCHR’s mission and programme by Member States and other stakeholders (GMO 7)

- ▶ Supported by the Executive Office, the High Commissioner and the Deputy High Commissioner continued to interact with Member States and other stakeholders, including civil society actors, through bilateral and collective meetings and regular briefings. The Executive Office ensured that briefing materials were well prepared, timely and reflected appropriate inputs from across the Office.

Promoting the rights of intersex persons

The first UN meeting specifically dedicated to the human rights of intersex persons took place in Geneva, in September. Intersex persons are starting to gain greater visibility and international, regional and national human rights mechanisms are now beginning to promote and protect their rights to prevent the specific forms of violence to which they are often subjected. The meeting was opened by the High Commissioner and brought together experts from international and regional human rights mechanisms, intersex civil society organizations and experts to reflect on recent developments and challenges in the protection of the rights of intersex persons.

During his opening remarks, the High Commissioner admitted that when he started in his position a year ago, he knew little about intersex persons. “Too many people assume, without

really thinking about it, that everyone can be fitted into two distinct and mutually exclusive categories,” he said. “But in fact, human beings – like most living beings – are more diverse and complex than that. Our diversity – the differences between our experiences and perspectives, as well as the shapes of our bodies – is something that we should celebrate and protect, in all of its forms,” he added.

Kimberly Zieselman, Executive Director of Advocates for Informed Choice, didn’t find out the truth about being intersex until she was 41 years old. Throughout her life, Kimberly had a profound sense that something was different about her. “I felt free when I found out,” she said. She added that this meeting gave her an opportunity to share her experience with other intersex persons and with international and regional organizations and

that it was a historic moment for the intersex community. “Intersex has arrived, but the hard work lies ahead,” she said.

The High Commissioner noted there is progress being made in advancing the rights of intersex persons due to the tireless work of intersex organizations and human rights defenders. He added that there have been a number of recommendations urging Member States to take steps to address these violations and that in some States, recent court judgments have been handed down and new laws have been adopted to protect the rights of intersex persons.

He stressed, however, that more awareness needs to be raised to prevent violations. “We need to bridge the gap between legislation and the lived realities of intersex persons,” he stated.

New York Office

Background

OHCHR’s New York Office (NYO) is headed by the Assistant Secretary-General for Human Rights and is composed of two sections. The first section is dedicated to geographic and thematic issues and the second section focuses on cross-cutting intergovernmental and public information and outreach functions. The Office’s principal objective is to integrate a human rights perspective into the discussions taking place and decisions being made at United Nations Headquarters, including by engaging with UN agencies and departments, Member States, civil society organizations, academic institutions and the media. In recent years, a concerted effort has been undertaken to increase OHCHR’s input into intergovernmental discussions in New York, including in the Security Council and in the General Assembly and its various committees. The NYO works closely with other UN departments and agencies to inform and assist in the development

of UN Secretariat and system-wide policies. It also provides direct support on human rights-related matters to the Secretary-General and his Office. The New York Office leads OHCHR’s global engagement on human rights, sexual orientation and gender identity issues, including the coordination of the UN Free & Equal Campaign. The Office also leads OHCHR’s engagement with the peacebuilding architecture and co-leads on death penalty and counter-terrorism issues.

During the reporting period, OHCHR continued to consolidate its capacity to support peace missions under the Field Operations and Technical Cooperation Division in New York, which resulted in a redefined division of labour between OHCHR’s Geographic Section and the Peace Missions Support Section in New York. This enabled the Office to provide strengthened coverage, increase its participation in geographic interdepartmental meetings and task forces and more effectively follow the country situations on the Security Council’s agenda. In addition, due to the increased implementation of the Secretary-General’s Human Rights Up Front (HRUF) Action Plan, the NYO

strengthened its engagement with UN system partners on country and regional situations in terms of prevention, early warning and crisis management. Activities included negotiations related to and participation in the deployment of multi-disciplinary light teams to support UN capacity on the ground.

In 2015, the Assistant Secretary-General for Human Rights undertook missions to Afghanistan, Ethiopia, Kenya, Nigeria, Somalia, the former Yugoslav Republic of Macedonia and Ukraine. He also joined the Secretary-General's delegation to the African Union Summit, Belgium (to meet European Union institutions), Central Asia and Ireland.

Results

Strengthening international human rights mechanisms

- *Increased ratification of international human rights instruments, including optional protocols, and review of reservations with a focus on instruments and regions with low ratification rates (EA 2)*

OHCHR worked closely with the Group of Friends of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights, which was led by Portugal and Uruguay, to organize a special event, in May, to celebrate the 2nd anniversary of the Optional Protocol's entry into force and to encourage its ratification by all countries that have not yet done so. The NYO also co-sponsored the organization of a panel discussion to mark the 25th anniversary of the International Convention for the Protection of All Migrant Workers and Members of Their Families, in cooperation with the Permanent Missions of Argentina, El Salvador and Mexico. The event provided participants with an opportunity to address ways to increase ratifications of the Convention.

Enhancing equality and countering discrimination

- *Legislation, policies and practices increasingly comply with anti-discrimination and equality standards (EA 4)*

As a result of several initiatives undertaken by OHCHR, Member States, civil society and the general public were made aware of UN standards and key concerns relating to the rights of lesbian, gay, bisexual, transgender and intersex (LGBTI) persons. These initiatives included: the presentation



The Assistant Secretary-General for Human Rights, speaking during the launch of the book "Moving Away from the Death Penalty: Arguments, Trends and Perspectives" in New York, November 2015.

of a report by the High Commissioner to the Human Rights Council in June, which provided an update of developments in international law, an overview of current human rights violations, as well as positive developments in key areas; the issuing of the first inter-agency statement on ending violence and discrimination against LGBTI persons; the continuation of the UN Free & Equal campaign, which reached millions of people through the release of campaign videos highlighting the positive contributions made by LGBTI persons to their communities; and a high-level event on the linkages between the inclusion of LGBTI persons and progress made towards the achievement of global development goals.

Combating impunity and strengthening accountability and the rule of law

- *Increased number of States that have abolished the death penalty and/or, pending abolition, increasingly comply with relevant international human rights obligations (EA 1)*

OHCHR in New York maintained its leading role in the UN's advocacy campaign to support a global moratorium on the use of the death penalty. During 2015, the Office organized two regional seminars in Doha (Qatar) and Addis Ababa (Ethiopia) to reflect on the human rights dimensions of the application of the death penalty. In November, the Office organized an event to launch a new edition of the OHCHR publication, *Moving Away from the Death Penalty: Arguments, Trends and Perspectives*. The Secretary-General delivered opening remarks at the launch.

- ▶ *Enhanced coherence and effectiveness of the UN in supporting the rule of law and human rights-compliant counter-terrorism policies (EA 11)*

The UN Counter-Terrorism Implementation Task Force's Working Group on Promoting and Protecting Human Rights and the Rule of Law While Countering Terrorism, co-chaired by OHCHR, continued implementing its project on human rights training for law enforcement officials involved in counter-terrorism. These efforts included developing and finalizing five human rights training modules on the international legal and policy framework, special investigation techniques, detention and the use of force and interviewing techniques. Initial training courses were held in Iraq, Jordan, Nigeria and Tunisia.

Moving away from the death penalty

The OHCHR Office in New York continued leading the UN's advocacy campaign in support of a global moratorium on the use of the death penalty. Since 2012, OHCHR has held a series of events on the human rights dimensions of the application of the death penalty, focusing on lessons learned from national experiences. During 2015, the Office organized two such events in Doha (Qatar) and Addis Ababa (Ethiopia). In November, the Office launched a new edition of the OHCHR publication, *Moving Away from the Death Penalty: Arguments, Trends and Perspectives*. In addition to being sold at the UN Bookshop, the book is being distributed to Permanent Missions, international and regional organizations, NGOs and law schools.

Integrating human rights in development and in the economic sphere

- ▶ *Human rights are integrated in the formulation of and follow-up to the post-2015 development agenda (EA 10)*

OHCHR continued its close engagement with intergovernmental and interdepartmental processes related to development, in particular the post-2015 agenda process leading to the Sustainable Development Goals and the Financing for Development Agenda leading to the Addis Ababa Action Agenda. OHCHR successfully mainstreamed human rights in the outcome documents of both events through various advocacy initiatives, including the organization of side events to raise the awareness of Member States and civil society organizations. In collaboration with UN Women, the NYO encouraged the inclusion of women's rights in

the Sustainable Development Goal 5 on gender equality and women's empowerment. It was also closely involved in the process to develop the post-2015 indicators, including through participation in the inter-agency and expert group meetings.

Early warning and protection of human rights in situations of conflict, violence and insecurity

- ▶ *Mechanisms and initiatives are adopted to increase human rights protection in contexts of conflict, violence and insecurity (EA 3)*

As a result of OHCHR's support to the Team of Experts on the Rule of Law and Sexual Violence in Conflict, established under Security Council resolution 1888, a human rights perspective was a core element of the support provided to justice processes at the national level, including in Colombia, Côte d'Ivoire, the Democratic Republic of the Congo (DRC), Guinea, Mali, Somalia and South Sudan. Through its support to the Team of Experts, OHCHR contributed to justice reform initiatives in the Central African Republic and the development of draft legislation on sexual violence in Somaliland.

- ▶ *Increased number and variety of stakeholders engaged in conflict prevention, peacebuilding and other violence reduction processes (EA 5)*

Through its participation in inter-agency task forces and ad-hoc inter-agency/interdepartmental meetings under the Human Rights Up Front Initiative, the New York Office ensured the integration of a human rights perspective in the consideration of countries in conflict or undergoing political transition and in the development of common messaging and system-wide strategies for engagement. This approach was applied with regard to Myanmar in the context of the November elections and Eritrea regarding follow-up on recommendations to ensure a firm response to human rights violations. The Office contributed to discussions and efforts that led to the deployment of a light team to Burkina Faso, in October, and was part of the light team deployed to Lesotho from November 2015 to January 2016.

- ▶ *Increased responsiveness of the international community to potential, emerging or existing human rights crisis situations, with human rights protection as an integral element of this response (EA 10)*

The country visits undertaken by the Assistant Secretary-General for Human Rights provided the international community, including the Security Council, with important opportunities for advocacy. The visit to the former Yugoslav Republic of Macedonia, for example, resulted

in a first-hand assessment of the human rights situation and allowed for the formulation of recommendations that were addressed to the Government, the UN system and the international community. The mission to Ukraine was instrumental to highlighting human rights concerns, including the impact of the conflict on civilians, which resulted in recommendations for follow-up by the Government and UN partners. The NYO continued to lead on integrating human rights issues in the work of the Security Council by providing inputs to briefings by the High Commissioner and the Assistant Secretary-General at formal meetings and informal consultations, including on Burundi, Myanmar, Ukraine and Yemen. OHCHR regularly engaged with the Security Council on draft resolutions, particularly regarding mandate renewals to ensure the full integration of human rights, and on thematic issues, such as migration.

Global Management Outputs

Increased effectiveness in supporting human rights mechanisms (GMO 4)

- ▶ During the 70th session of the General Assembly, the NYO provided substantive and technical support to the Third Committee for its consideration of 72 reports on human rights-related issues, including 46 reports submitted by special procedures and/or treaty bodies. The Office also supported the participation of 42 special procedures mandate-holders, nine chairpersons of treaty bodies and the chair of the Commission of Inquiry on Eritrea in the work of the Third Committee.
- ▶ At its 70th session, the Third Committee adopted 60 resolutions, 48 of which were related to human rights issues. OHCHR worked with Member States to ensure the integration of human rights perspectives in the General Assembly. Specifically, the Office encouraged the adoption of strong human rights language in several resolutions, for example, on violence against women migrant workers, the elimination of discrimination against women, the improvement of the situation of women and girls in rural areas and gender-related killings.
- ▶ The New York Office supported meetings of the States Parties to the International Convention for the Protection of All Persons from Enforced Disappearance, the International Convention on the Elimination of All Forms of Racial Discrimination and the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families. It also supported the Conference of States Parties of

the Convention on the Rights of Persons with Disabilities, which included the availability of documentation in an accessible format.

- ▶ The New York Office's Gender Adviser conducted preparations and accompanied the Special Rapporteur on violence against women and the Rapporteur on Women's Human Rights of the Inter-American Commission during a regional visit to the Caribbean (Barbados, Dominica, Jamaica and Trinidad and Tobago) and contributed to the sharing of their recommendations with UN entities on the ground. The Gender Adviser undertook a training session in the Caribbean on the Convention on the Elimination of All Forms of Discrimination against Women and reporting to human rights mechanisms.
- ▶ OHCHR supported UN human rights mechanisms to address violations faced by LGBTI persons through inputs to urgent appeals, allegation letters, general comments and concluding observations and by co-coordinating a joint statement on the rights of LGBTI children that was issued by the Committee on the Rights of the Child, six special procedures mandate-holders, the African Commission on Human and Peoples' Rights, the Inter-American Commission on Human Rights, the Council of Europe and the Special Representative of the Secretary-General on violence against children.

Increased effectiveness in supporting field operations (GMO 5)

- ▶ The New York Office assisted field presences to engage in UN Headquarters processes, discussions and coordination mechanisms, including as part of the HRUF Action Plan. This ensured the integration of a human rights perspective in the consideration of country situations and the development of strategic assessments, common and system-wide strategies and common messaging.
- ▶ Through its work at UN Headquarters, the New York Office contributed to the return of the OHCHR Office to Sana'a, Yemen, in November.
- ▶ The NYO advocated for the inclusion of human rights considerations in the possible establishment of a UN mission that would help support the implementation of a peace agreement that is expected to be signed by the Colombian Government and the FARC in 2016.
- ▶ Progress was made in supporting OHCHR field presences to address and respond to human rights challenges faced by LGBTI persons, including through the finalization of an electronic training module on the human rights of LGBTI persons. The training module will be uploaded into a UN Women's e-learning platform course in 2016. Support was also extended to field presences



Special event on “The Economic Cost of LGBT Exclusion” held in New York, December 2015.

in relation to monitoring and responding to violations of the human rights of LGBTI persons, including the Regional Offices for Southern Africa, West Africa, Central America, Central Asia and Europe and the Human Rights Advisers (HRAs) in Jamaica, Malawi and Zambia.

- ▶ The Office supported Member States in the drafting of the resolution to renew the mandate of the UN Human Rights Training and Documentation Centre for South-West Asia and the Arab Region by providing relevant information on activities undertaken by the Centre and discussing possible changes to reporting requirements.

Improved awareness and understanding of and support to OHCHR’s mission and programme by Member States and other stakeholders (GMO 7)

- ▶ The New York Office developed and implemented an outreach strategy targeting the following key audiences: media correspondents, civil society actors, representatives of Member States and UN staff from New York-based departments and offices. The Office also maintained and updated its home page on the OHCHR website by posting news stories, statements and press releases issued by OHCHR senior officials and other public materials issued by the Office. Since August, a weekly online newsletter has been published and disseminated to over 700 subscribers.
- ▶ As part of its lobbying and outreach efforts on the issue of the death penalty, the NYO launched two

dedicated social media platforms which attracted nearly 500,000 views between September and December.

- ▶ In collaboration with UNITAR, the New York Office held three day-long briefing sessions for Member States on current human rights issues. This provided an opportunity for recently accredited diplomats to learn about the work of the Office, including in relation to intergovernmental bodies, such as the Security Council, the General Assembly and the Human Rights Council. The Office also organized three briefings with representatives of civil society organizations and hosted six background briefings for New York-based media correspondents on current human rights issues and OHCHR priorities. In addition, the Office arranged approximately 40 media interviews, primarily with the Assistant Secretary-General for Human Rights, and responded to hundreds of inquiries from the media and the Office of the Spokesperson for the Secretary-General.
- ▶ In commemoration of Human Rights Day, the Office in New York organized two public events. The first event was a panel discussion on the HRUF Initiative at UN Headquarters and the second event was a flower-laying ceremony at the Four Freedoms Park on Roosevelt Island. Both events were well attended, including by senior UN staff members, officials representing the City of New York, diplomats, civil society organizations, media correspondents and students.

The UN at 70

In October, the United Nations Office at Geneva celebrated the 70th anniversary of the creation of the United Nations, and its symbolism of hope for a fairer and more peaceful world, by opening its headquarters in Palais des Nations to over 19,000 people.

The day was a celebration filled with activities for the younger and older public. Guided tours of the Palais des Nations and its 46-acre Ariana Park were favoured by those who seldom have an opportunity to visit. At the park, a new monumental sculpture by Italian artist Michelangelo Pistoletto, entitled *Rebirth*, was unveiled.

OHCHR was present throughout the celebrations and set up a large stand displaying publications and promotional materials. The Office invited visitors to use a special human rights photo booth where visitors had their pictures taken with a choice of human rights messages in the background, including in relation to universal rights, freedoms and equality; freedom from torture; the right to education; and access to justice for all. The Office also hosted a puppet show on human rights for children.

During a lecture on 9 October at Guildhall in London, England, the High Commissioner recalled that after 70 years, the UN is universal in membership and that its agenda now focuses on much more than the prevention of war; it also seeks to eliminate disease, poverty, ignorance and inequality. The programmes and activities of the United Nations are interdependent and the core goal of human rights is connected to development and peace.

attention on critical human rights situations, advocate support for human rights standards and inform rights-holders about their human rights. The main functions of the Communications Section include: the development and distribution of public information campaigns; the production of print, audio-visual and online outreach materials; interaction with the media; engagement with the public through social media; and the provision of communications support to OHCHR Divisions and field presences. The Section also coordinates with the United Nations Department of Public Information to mainstream human rights and strengthen coherence for increased visibility.

The Donor and External Relations Section has the primary responsibility for mobilizing adequate financial resources to enable OHCHR to implement its programme of work by building robust relationships with existing donors and exploring further funding opportunities with potential donors. In addition to mobilizing funds, negotiating and managing a large number of contribution agreements and organizing and servicing numerous meetings, briefings and consultations with donors, the Section serves as an entry point to Member States and others seeking general information on OHCHR's current work, future priorities and funding needs.

The Meetings, Documents and Publications Unit prepares the calendar of official OHCHR meetings, monitors the implementation of the Office's reporting obligations, prepares the documents forecast and channels all OHCHR documents for onward processing, including for editing. MDPU is also responsible for the OHCHR publications programme. It organizes the meetings of the Publications Committee, advises on publishing and design, processes manuscripts and distributes publications around the world.

External Outreach Service

Background

The External Outreach Service is composed of three sections, namely the Communications Section, the Donor and External Relations Section and the Meetings, Documents and Publications Unit.

The Communications Section develops and implements strategies for public information outreach to a broad constituency about the work of the United Nations human rights programme. Public information output from the Section assists the High Commissioner and the Office to focus

Global Management Outputs

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

- ▶ Women's rights and gender equality feature prominently in the communications output produced by OHCHR, including in press releases, feature stories and briefings. For instance, a special communications initiative was developed for the 16 Days of Activism against Gender-Based Violence Campaign and a number of feature stories focused on women's rights, such as one drafted on contemporary forms of slavery.

- ▶ In addition to seeking funding in support of OHCHR's gender work, DEXREL aimed at mobilizing resources to support a number of projects that were specifically focused on gender issues. Funding was secured, for instance, from: Canada for a project on countering sexual and gender-based violence (SGBV) in Iraq and Syria; Finland for the deployment of a regional gender adviser to East Africa; and the United Kingdom to support OHCHR's fieldwork on countering SGBV.

Increased effectiveness in supporting human rights mechanisms (GMO 4)

- ▶ In 2015, OHCHR issued approximately 900 media communications, including advisories and press releases relating to the work of the special procedures and the human rights treaty bodies. In particular, a media officer was added in October to cover the treaty bodies, which led to a significant increase in media coverage of their work.
- ▶ Through discussions and briefings with donors and Member States, DEXREL helped to secure additional funding for the human rights mechanisms. As a result, the contributions to the broad support provided by the Office to the human rights mechanisms and those earmarked to specific special procedures mandate-holders increased from US\$5.3 million in 2014 to US\$6 million in 2015.
- ▶ MDPU provided support to the Human Rights Council during its 28th, 29th and 30th sessions and engaged with submitting officers in an effort to move towards a target of 90 per cent for the timely submission of documents.
- ▶ Closer cooperation with the Editing Section of the United Nations Office at Geneva led to the implementation of a training session on editorial practices for OHCHR staff members supporting the treaty bodies.
- ▶ Templates of documents were developed and agreed upon for specific treaty body and HRC documentation.

Increased effectiveness in supporting field operations (GMO 5)

- ▶ The Communications Section supported OHCHR field presences in the production of public information materials and the organization of campaigns, such as Human Rights Day, and in their engagement with the media. The Section also engaged with field presences to better coordinate global social media efforts and social media platforms in languages other than English.
- ▶ DEXREL continued to support fieldwork by advocating for renewed and additional funding for activities being implemented in the field.

OHCHR field presences received advice on fundraising with donors in the field, including on the negotiation of specific funding arrangements. This contributed to an increase of 32 per cent in funds received for fieldwork. Specifically, US\$51.6 million was received in 2015 compared to US\$39 million in 2014. Out of this total amount, approximately US\$20.5 million was raised directly in the field, compared to US\$16.5 million in 2014 and US\$12 million in 2013.

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

- ▶ The Communications Section launched a year-long campaign to mark the 50th anniversary of the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights. The campaign was launched on Human Rights Day with a photo exhibition and a performance by Hollywood actor, Daniel Brühl. It also includes a microsite with a quiz, the photo exhibition, several short films and various publications. Other campaigns were developed for the 50th anniversary of the International Convention on the Elimination of All Forms of Racial Discrimination, the 16 Days of Activism against Gender-Based Violence, the International Decade of People of African Descent,

OHCHR communications – facts and figures

892 communications issued to the media, including 203 relating to the High Commissioner and the work of the Office, and 689 press releases, media statements and advisories relating to the activities of the special procedures and the treaty bodies.

20,134 print and electronic articles relating to the High Commissioner or the Office were recorded by the FACTIVA search engine.

150 stories were published on the OHCHR home page on a wide range of human rights subjects.

79 videos were produced for news, features and video messages from the High Commissioner and other senior managers. OHCHR's YouTube channel now hosts **356** videos with a total of 6,280,000 views.

At least **4.25** million followers on all OHCHR social media accounts, including 1.7 million followers on Twitter, 1.4 million on Facebook and 1.2 million on Google Plus.

Albinism campaign

In July 2014, OHCHR launched a communication campaign to raise awareness among the general public about the human rights abuses that are perpetrated against persons with albinism on a daily basis. The campaign also aimed to support the advocacy work of OHCHR to achieve consensus on the importance of promoting and protecting the rights of persons with albinism and combating impunity for violent attacks against them.

In March 2015, in parallel to the 28th session of the Human Rights Council, OHCHR organized a photo exhibition at Palais des Nations based on an essay, entitled *Blanc ébène (White Ebony)* that was created by Congolese photographer,

Patricia Willocq. The exhibition showed persons of all ages with albinism, appearing to be fully integrated in their communities in the Democratic Republic of the Congo, being protected and cared for by their loved ones and neighbours. The photos presented a positive image that is rarely associated with albinism in many parts of Africa.

A special website (<http://albinism.ohchr.org/>) was developed for the awareness campaign. The website showcases inspiring personal stories told by persons with albinism, the supporters who assist them medically and those who advocate for their human rights. The site also contains a wealth of resource materials on albinism and human



rights to inform visitors about the main issues affecting persons with albinism.

On the occasion of the first International Albinism Awareness Day, observed on 13 June, a feature documentary film, *In the Shadow of the Sun*, was screened at the Palais des Nations with the film's director, Harry Freeland, as a special guest. Filmed over six years, the film tells the story of two men with albinism as they attempt to follow their dreams in the face of prejudice and fear in Tanzania.

the 30th anniversary of the Indigenous Peoples Fund and the 70th anniversary of the United Nations, which included an Open Day event at the Palais des Nations in Geneva.

- ▶ OHCHR continued working on a campaign to raise awareness on albinism and launched a microsite, in May, in the lead-up to the first International Albinism Awareness Day on 13 June. By the end of June, the microsite, which includes personal stories and videos of 13 persons with albinism, had registered 30,000 page views from 9,600 visitors from 172 countries.
- ▶ The Communications Section coordinated briefings in Geneva on the work of OHCHR and human rights for nearly 80 groups and a total of more than 1,700 people. Most of the briefings were attended by university students, diplomats and civil society organizations.
- ▶ Since the introduction of a media strategy in 2008, the visibility of the Office in the media has more than quadrupled (from approximately 4,500 articles in 2007 to approximately 20,000 articles which reference the High Commissioner, his spokespeople and OHCHR senior staff). Furthermore, nearly 900 media communications were produced during the year, including 203 media products (i.e., press briefing notes, comments and news releases) for the High Commissioner, 440 for the special procedures and 230 for the treaty bodies. OHCHR's speechwriter also produced 171 statements, including for the High Commissioner, the Deputy High Commissioner and the Assistant Secretary-General for Human Rights and contributed to speeches by the Secretary-General and the Deputy Secretary-General.
- ▶ The redesign of OHCHR's home page was concluded in 2015. The new home page features a more streamlined layout with greater accessibility for persons with disabilities, easier access to the website's key pages through a new navigation bar and a design that adapts to a user's devices (laptop, tablet or mobile device). A redesign of the interior pages is planned for 2016.
- ▶ In relation to its social media outfit, OHCHR has 1.7 million followers on Twitter, 1.4 million on Facebook, 1.2 million on Google Plus and a new presence on Instagram. Some of the hashtags created by the Office are widely followed. As an example, on Human Rights Day, the hashtag #HumanRightsDay was launched and was the number one global trending topic for most of the day. The Communications Section is optimizing the positioning of OHCHR on social media platforms by, for instance, developing a strong referral network of key influencers (human rights experts, celebrities, city municipal accounts) who share OHCHR's messages and bring its content to their followers.
- ▶ DEXREL continued its work to disseminate information and generate broad-based support

for OHCHR among Member States and the wider donor community. The Section worked to increase understanding of OHCHR's programme, objectives, priorities and implementation strategies as presented in the 2014-2017 OHCHR Management Plan (OMP). Under its leadership, and with an office-wide effort to reach out to donors, a total of US\$125.8 million was raised in extrabudgetary contributions in 2015, representing an increase of 1.7 per cent compared to the previous year (US\$123.7 million). While this can be considered a significant improvement in the current economic climate, it should be noted, however, that some of the contributions received during the year were earmarked for new and/or additional activities, such as the HRUF Action Plan, as well as new field presences in Burundi and Ukraine, rather than for the regular work identified in the 2015 Annual Appeal.

- ▶ OHCHR received more earmarked contributions in 2015 (US\$79.3 million compared to US\$65.1 million in 2014) due to ongoing efforts to attract more local funding for field activities and by tapping into non-traditional budget lines from which donors can only provide earmarked funds.
- ▶ Contributions from Member States represented 84.2 per cent of the income received by the Office in 2015 with 62 Member States making voluntary contributions in comparison to 65 in 2014 (and 70 in 2013). One Member State pledged funds for the first time, seven renewed their support after at least one inactive year and 11 others disappeared from the list of donors, despite the High Commissioner's repeated appeal to broaden the donor base. In total, 71 institutional donors were registered, compared to 74 in 2014 (78 in 2013). While almost all countries from the Western Group contributed in 2015 (a total of 24), only seven of the 33 States in the Latin American Group made a contribution. In the Asian and Eastern European groups, 19 of the 54 members and nine of the 23 members, respectively, pledged to the Office. In the African Group, only three of the 54 members contributed.
- ▶ In relation to digital fundraising, work continued in 2015 to develop a mobile app for outreach and fundraising purposes. The app, which will allow individuals to become familiar with OHCHR's work and make donations to the Office in a streamlined and user-friendly manner, is due to be released in 2016. In addition, two new Donate Now pages were created on the OHCHR website for specific fundraising campaigns (torture and women human rights defenders).
- ▶ New funding avenues continued to be explored with existing and potential donors. DEXREL was

successful in securing additional resources for the implementation of the HRUF Initiative, in particular for the deployment of light teams, by tapping into a previously unexplored budget line of the Government of the United Kingdom. Joint submissions with UN partners and participation in pooled funds, normally carried out through the UNDP-managed Multi-Partner Trust Funds (MPTFs), were used to access additional funding. Total funds received through MPTFs in 2015 amounted to US\$6.3 million (compared to US\$7.9 million in 2014 and US\$5.8 million in 2013).

- ▶ Supported by DEXREL, Senior Management and other OHCHR staff members briefed Member States on the Office's programmes, plans and achievements, as well as on funding requirements during 33 donor consultations and briefings of Member States, including at the launch of the 2014 Annual Report by the High Commissioner on 28 May and a technical briefing on the Annual Report on 13 July.
- ▶ OHCHR continued to produce high-quality publications in accordance with the UN's publications policy and internal quality standards. In 2015, OHCHR's Publications Committee held 10 meetings and considered 16 concept notes for new projects, 13 manuscripts and 16 peer reviews. Moreover, OHCHR produced six English titles and 21 publications in translation.
- ▶ In 2015, over 71,000 publications and other materials were distributed to a wide variety of audiences worldwide in all official UN languages. Of these, almost two thirds were publications, while the remaining third were public information/promotional materials and research reports. Web analytics revealed that over 116,370 online publications were downloaded. The Office also exhibited and disseminated its publications at a number of events and fora, including the United Nations Forum on Business and Human Rights, the annual Book Fair in Moscow, the Regional Conference on the International Decade for People of African Descent in Brazil, the NGO Forum and Book Fair in the Gambia, the eighth session of the Forum on Minority Issues and the 2015 UN Open Day in Geneva.
- ▶ Partnerships with IPU, ILO, UN Women and UNFPA enhanced the visibility of OHCHR publications and led to reduced production costs, increased language diversity, reinforced networks and a wider global reach. Moreover, OHCHR publications, which are for sale via UN Sales and Marketing, are now available through

New OHCHR home page

The OHCHR website is a critical outreach and communication tool and more than 6 million visits have been made to the website since the start of 2014. Yet, the last time this critical resource was redesigned was in 2007.

While the entire site needs improvement, the home page was selected for renewal to give it a much needed “face lift,” and to undertake a complete structural overhaul to ensure that it is user-friendly, accessible, mobile-friendly and clearly communicates OHCHR’s mission and priorities.

The redesign was concluded in 2015 and the new home page was launched on 1 December. The new home page features a more balanced and streamlined layout, making it easier and more user-friendly. Other improvements include: greater accessibility for persons with disabilities; a responsive design that adapts to a user’s devices (laptop, tablet or mobile device); and easier access to the key pages of the website through a new navigation bar. A redesign of the interior pages is planned for 2016.

Policy, Planning, Monitoring and Evaluation Service

Background

The Policy, Planning, Monitoring and Evaluation Service works to support the development of a culture of results within OHCHR. It supports all parts of the Office, and particularly the senior leadership, in facilitating the development of office-wide policies and programmes. In this context, PPMES takes the lead in translating the High Commissioner’s strategic vision into concrete priorities and operational programmes that focus on the achievement of results. It also ensures that programme implementation and results are effectively monitored and evaluated, thereby providing an effective feedback loop to incorporate lessons learned in future programme design and implementation. Through an ongoing analysis of OHCHR’s organizational environment, PPMES helps to identify substantive or managerial gaps in OHCHR’s results-based programming and policies and proposes responsive actions.

Global Management Outputs

OHCHR strategic decisions are implemented in a timely manner (GMO 1)

- ▶ With the support of PPMES, a midyear review of the 2014-2017 OMP was undertaken and expected results and targets were revised to ensure that they remain relevant and realistic.
- ▶ As the Secretariat of OHCHR’s Programme and Budget Review Board, PPMES revised its terms of reference to improve its functioning on the basis of experience and existing practices. The form that is used to submit requests to the PBRB was also modified to ensure that the Board is able to make informed decisions based on more detailed submissions.
- ▶ OHCHR’s Policy Advisory Group, a forum for senior managers to exchange views on policy-related matters, met on eight occasions since its establishment in April. As part of its support to the PAG, PPMES drafted and proposed terms of reference and other materials to support its establishment.
- ▶ As a result of a capacity-building programme facilitated by PPMES, programmatic proposals submitted for PBRB review showed increased implementation of results-based management (RBM) principles. The application of RBM principles in OHCHR monitoring has continuously progressed. The OHCHR Report of 2014 improved its results-based orientation by providing an indication of progress made towards the achievement of the thematic results and global management outputs. PPMES continued to support the preparation of this and other OHCHR reports by providing feedback and guidance to colleagues related to the formulation of results.
- ▶ Data gathered through the Performance Monitoring System (PMS) is now being used to inform decision-making. PPMES analyzed and presented data on the progress made towards the achievement of outputs and thematic expected accomplishments across the Office in 2014. This information has been essential to PBRB meetings, most notably during the midyear review in July. In addition, PPMES prepared an analysis of cross-cutting topics (gender and migration) in OHCHR’s programme for senior management information.
- ▶ With the technical support of PPMES, the PMS is being used by OHCHR staff members to view and query information and to prepare all programming documents. In 2015, efforts were dedicated to consolidating the system’s database and improving other features, such as the assignment to users of multiple roles and multiple offices. Furthermore, a number of screens and

modules were created or updated, including a module to facilitate the midterm review of the OMP and modules to prepare monthly reports and the midyear review.

- ▶ The results of the evaluation of the Regional Office for Central Asia were presented in January and a follow-up plan to their recommendations is being implemented. The final report of the evaluation of OHCHR's support to NHRIs was received in October and the evaluation team submitted the first draft report of the evaluation of HRAs in December. Other assessments are being conducted, such as the review of the Country Programmes in Mexico and Uganda, a study of the impact of technical assistance and capacity-building in the DRC and evaluations of technical cooperation projects in the Regional Office for Central Asia and in the Republic of Moldova.

Organizational work processes and structures are aligned for increased efficiency (GMO 2)

- ▶ Following the endorsement by the SMT, a reviewed internal clearance process was developed and its implementation began in November. An electronic document management system is now being developed to support the process and PPMES participated, throughout the year, in evaluating options for the system.
- ▶ PPMES has had a leading role in coordinating the implementation of the High Commissioner's Change Initiative. This has included convening and coordinating the steering group and developing proposals to implement its decisions; drafting communication materials for internal and external audiences; briefing external interlocutors, such as Member States; and facilitating the implementation of steering group decisions, in particular the development of the initiative to establish regional hubs.

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

- ▶ PPMES promoted the integration of a gender perspective in the Office's activities by: providing guidance on how to integrate a gender perspective in OHCHR's programming documents; integrating a gender marker in the PMS to allow for the identification of OHCHR activities where gender equality is the main focus; ensuring that sufficient time is provided for discussions on gender during any programmatic review in the PBRB; and revising the terms of reference for conducting evaluations in order to strengthen the integration of gender issues in the assessments undertaken in the Office.

Increased effectiveness in supporting human rights mechanisms (GMO 4)

- ▶ In the context of the High Commissioner's Change Initiative, PPMES is supporting a working group to identify areas for increased collaboration and more efficient use of resources among the three OHCHR Branches that are supporting human rights mechanisms. This work is ongoing and several areas are being explored for increased efficiency.

OHCHR staff has the necessary competencies and skills to effectively implement the OHCHR programme (GMO 6)

- ▶ Following capacity-building sessions facilitated by PPMES, a total of 130 staff members (71 from headquarters and 59 from the field) acquired RBM knowledge and increased their capacity to apply RBM principles to their programmes. More specifically, PPMES conducted RBM trainings for the Regional Office for Central Asia, the UPR Branch, staff working with the Trust Funds administered by OHCHR, the External Outreach Service, the Treaty Body Capacity-Building Programme Team and staff of the United Nations Mission in South Sudan.
- ▶ The RBM online training was finalized and tested and feedback is being collected to determine how best to launch the tool as part of OHCHR's mandatory capacity-building tools.

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

- ▶ PPMES contributed to the preparation of the Office's response to the Joint Inspection Unit's report on the management and administration of OHCHR by highlighting the Office's approach to RBM and the strength of its governance system. These inputs were featured in the Secretary-General's official response to the report.

Programme Support and Management Services

Background

Within OHCHR, administrative functions are provided by the Programme Support and Management Service. Staff members handle budget and financial management, recruitment and human resources management, procurement, asset management and general logistical support to field activities, information technology and staff

development and training. PSMS has an overall view of the resources of the Office and is consequently in charge of monitoring, coordinating and maximizing the use of those resources.

In 2015, the transition to Umoja has presented great challenges for PSMS, in particular in relation to finance, budget and human resources processes. Considerable effort was invested in providing PSMS staff members with training on how to use the new system and assisting OHCHR staff members in the processes under their individual responsibilities. A great deal of effort is being spent on resolving pending issues, creating workaround solutions and adapting to the new arrangements.

This year, support was provided to ensuring the successful opening of the OHCHR field-based structure to strengthen the monitoring and documentation of the situation of human rights in the Democratic People's Republic of Korea, located in Seoul. Assistance was also extended for the closing of offices in Ecuador, Kosovo⁸ and Togo.

Global Management Outputs

Organizational work processes and structures are aligned for increased efficiency (GMO 2)

- ▶ PSMS has been directly affected by the introduction of Umoja as its implementation has meant an enormous investment of time in necessary training programmes and adapting to the comprehensive changes to the way the work is done. All of the processes that were previously handled through the IMIS system have been comprehensively re-structured in the Umoja system, which is not entirely adapted to the specific requirements of OHCHR. While the long-term expectation is that this will bring about greater efficiency, the immediate impact has proven to be the opposite. Ongoing efforts are required, therefore, to find solutions to the implementation issues as they arise.
- ▶ While the Special Procedures Branch has started using Unite Docs to manage its records and files, the plan to have the whole Office using the system by the end of 2015 suffered some delays due to the sheer volume of data to be migrated. PSMS continued providing trainings for the introduction of Unite Docs and supporting the migration process. It has also developed a quick troubleshooting guide and a user-friendly training page for Unite Docs.

⁸ Reference to Kosovo should be understood in full compliance with United Nations Security Council resolution 1244 and without prejudice to the status of Kosovo.

- ▶ A new OHCHR Digital Registry system was introduced to facilitate the work of the Registry Team which receives, registers and distributes thousands of pieces of incoming correspondence each year. In addition, PSMS provided support for the implementation of the OHCHR file plan to achieve a well-structured, organized and clean filing system for electronic records.

Increased effectiveness in supporting field operations (GMO 5)

- ▶ PSMS has continued to provide guidance and advice on all human resources, finance and general administrative issues concerning field operations. In particular, PSMS began working with OHCHR field offices to progressively integrate OHCHR field activities into the Umoja system.
- ▶ In 2015, PSMS staff members undertook several field missions to provide direct help and advice on the opening or closing of field presences, most notably the opening of the Seoul-based OHCHR field structure to document the situation of human rights in the Democratic People's Republic of Korea and the closing of the presences in Ecuador, Kosovo⁹ and Togo.
- ▶ Progress has been achieved in creating a roster of qualified staff members to quickly respond to crisis situations, which has already been used for several commissions of inquiry.
- ▶ As in previous years, specific training sessions were organized for field staff. For instance, PSMS facilitated consultations on administrative matters, specifically on Umoja, by using webinar technology. The briefings are available as podcasts on the OHCHR Intranet site to ensure their accessibility to field colleagues.

OHCHR staff has the necessary competencies and skills to effectively implement the OHCHR programme (GMO 6)

- ▶ During the period under review, more than 1,000 staff members attended trainings organized by PSMS. Access to learning opportunities for field-based staff members was increased through the use of webinar technology on topics such as performance management and general administrative support. OHCHR staff members enhanced their knowledge through Coffee Briefings on current substantive human rights issues, which were made available to field-based staff through podcasts. Furthermore, 50 new staff members benefited from a two-day orientation programme on the mandate, strategy and functioning of the Office.

⁹ Reference to Kosovo should be understood in full compliance with United Nations Security Council resolution 1244 and without prejudice to the status of Kosovo.

Efficient management of human and financial resources (GMO 8)

- ▶ In anticipation of Umoja going live in Geneva, in November, PSMS resources were tied up in preparations, which included a huge number of trainings, monthly readiness meetings, status reports, data cleansing and the definition of processes. As a result, several PSMS staff members are now Umoja Local Process Experts and Umoja Trainers. Once the system becomes fully functional, Umoja should provide a much more efficient capacity to provide detailed financial reports and analysis to support senior management decision-making.
- ▶ The system for financial management in the field (MAYA system) has been enhanced and all field offices in Latin America are using it, except for the newly created Honduras Office. PSMS is currently investigating if the system can continue to be used in the long-term or if it will be replaced by Umoja as it becomes more operational in the field.
- ▶ PSMS has been heavily involved in providing input to and preparing for the new Mobility and Recruitment Policy of the UN Secretariat, which is due to begin in 2016. Human rights, as a function, will be part of the first phase of the new Recruitment Policy.

Safety and Security Section

Background

The Safety and Security Section coordinates the security of OHCHR's global operations, staff and assets in close cooperation with the United Nations Department of Safety and Security and in accordance with established UN Security Management System policies, guidelines and security risk management practices. At the operational level, the Section provides technical supervision and assistance

on policies, procedures and minimum operating security standards for all staff, field presences and activities. The Section is an integral part of the OHCHR support mechanism to the activities of the Human Rights Council, such as fact-finding missions and commissions of inquiry. To that end, it is responsible for coordinating UN security management system coverage for officials and experts, including representatives of the human rights treaty bodies, working groups, special rapporteurs and commissioners who are travelling on behalf of OHCHR. It further participates in system-wide policymaking fora on security to ensure that human rights are mainstreamed into staff security policies and procedures that are applicable to all UN agencies, funds and programmes.

Global Management Outputs

Increased effectiveness in supporting human rights mechanisms (GMO 4)

- ▶ During the year, the Section supported 16 field visits of the special procedures and 28 missions undertaken by members of commissions of inquiry, fact-finding or monitoring missions. Dedicated security support was provided based on detailed security concepts of operations and security risk assessments and was developed in accordance with the UN security management system policies. This security support has contributed to ensuring a safe working environment.

Increased effectiveness in supporting field operations (GMO 5)

- ▶ In 2015, the Section directly supported 50 elevated risk field missions by either involving or deploying security officers to provide substantial advice or conduct security assessment missions. The Section further handled 60 security incidents with direct implications to staff and processed 2,634 security clearance requests in order to ensure compliance with UN security policies and procedures.