

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), 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 the international community about 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 (EOS) (which includes the Communications Section, the Donor and External Relations Section and the Meetings, Documents and Publications Unit) and the Safety and Security Section (SSS).



The High Commissioner for Human Rights addresses the General Assembly on the implementation of human rights instruments, October 2016.
© UN Photo/Rick Bajornas

Executive Office

Background

The Executive Office provides direct support to the High Commissioner and the Deputy High Commissioner in their daily work as well as in their management and strategic leadership of the Office and their interactions with different stakeholders. It ensures that all documentation submitted for their attention is processed in a timely manner and disseminated within the Office for appropriate coordination, consultation and follow-up. The Executive Office also guarantees that OHCHR contributions to UN-system wide processes are timely and well-coordinated, including in relation to the preparation of meetings and the elaboration of joint UN system responses, policies and other documents.

In 2016, the High Commissioner and the Deputy High Commissioner undertook missions to Albania, Austria, Belgium, Canada, Colombia, the Democratic Republic of the Congo, Ecuador, France, Germany, the Holy See, Honduras, Iraq, Liechtenstein, the Netherlands, Norway, Qatar, Sri Lanka, Switzerland, the United Kingdom of Great Britain and Northern Ireland and the United States of America. The Deputy also visited Sri Lanka and Myanmar as part of Secretary-General's delegation.

Results

Combating impunity and strengthening accountability and the rule of law

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

Throughout the year, the High Commissioner, supported by the Executive Office, advocated for the increased responsiveness of the international community in ensuring accountability for human rights violations and abuses and other international crimes, including at several speaking engagements on accountability, transitional justice and international criminal justice. The Executive Office also assisted the High Commissioner in supporting judicial accountability mechanisms by responding to the significantly increased number of requests from national, regional and international judicial institutions, including the International Criminal Court. OHCHR provided these institutions with relevant information that could be used in investigations and/or court proceedings. Support was similarly provided to the High Commissioner's ongoing efforts to strongly advocate for accountability in cases of sexual exploitation and abuse, particu-



The Deputy High Commissioner briefs journalists on the human rights situation in Iraq at the end of her visit to the country, April 2016. © UN Photo/Elma Okic

larly when committed by members of international forces or UN peacekeeping forces. Special internal protocols were drafted and adopted to ensure the effective reporting of such allegations.

In the course of 2016, the High Commissioner participated in numerous high-level panel debates and informal public discussions. He also delivered more than 100 formal speeches in person, including during his official missions, and via video recordings. The speeches and lectures covered issues such as human rights-based migration governance, the right to development and the 50th anniversary of the International Covenants on Human Rights. In addition, global updates and briefings were given to the Human Rights Council on thematic, regional and country-specific issues of concern.

Global Management Outputs

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

- The Executive Office supported the High Commissioner and the Deputy High Commissioner in ensuring the integration of a gender perspective into the Office's work in accordance with the OHCHR Gender Equality Policy (2011) and the Gender Equality Strategic Plan (2014-2017). This included paying due attention to the representation of women in senior positions at headquarters and in the

field. To this end, a new procedure was institutionalized which involves the review of recruitments to senior posts by the Staff Committee gender focal points. A “Diversity Working Group” was also established with a mandate of pointing the way forward in strengthening gender diversity.

Increased effectiveness in supporting human rights mechanisms (GMO 4)

- ▶ The Executive Office ensured that the High Commissioner and the Deputy High Commissioner, in their engagements with relevant stakeholders, raised the importance of ratifying the core human rights treaties, engaging with all human rights mechanisms and following up on their recommendations.

The Deputy High Commissioner regularly engaged with the Human Rights Council, including on country-specific issues and by introducing OHCHR’s thematic and country reports. In addition to her speeches at conferences and other events, she delivered statements at a number of Human Rights Council panels, annual discussions and side events, including on topics such as the human rights dimensions of preventing and countering violent extremism, widening the democratic space, women’s human rights and the rights of the child.

New York Office

Background

OHCHR’s New York Office is headed by an Assistant Secretary-General for Human Rights. Its principal objective is to integrate a human rights perspective into discussions and decisions made at United Nations Headquarters by engaging with other UN agencies and departments, Member States, civil society organizations, academic institutions and the media. In recent years, a concerted effort has been made to increase OHCHR’s participation in intergovernmental discussions in New York, including in the General Assembly and its various committees and in the Security Council. The NYO works closely with other UN departments and agencies to inform and assist in the development of UN Secretariat and system-wide policies. The Office also provides direct advice and support on human rights-related matters to the Secretary-General and his Executive Office.

The Office leads OHCHR’s global engagement on human rights, sexual orientation and gender identity issues, including through the ongoing UN Free & Equal

public information campaign. It also leads the Office’s engagement with the peace and security pillar, including the peacebuilding architecture, the conflict prevention strategy and the new Sustaining Peace Agenda as adopted in the General Assembly and the Security Council. Furthermore, it co-leads OHCHR’s advocacy for the universal abolition of the death penalty and its work on counter-terrorism and human rights. The NYO is also responsible for providing OHCHR’s support to the Security Council Team of Experts under Security Council resolution 1888 on sexual violence in conflict.

During 2016, OHCHR’s presence in New York was reinforced in order to strengthen its engagement in relation to peace operations and the follow-up to the 2030 Agenda on Sustainable Development.

In 2016, the Assistant Secretary-General for Human Rights undertook missions to Austria, Burundi, the Democratic Republic of the Congo, the Republic of Moldova, South Sudan and Ukraine.

Results

Enhancing equality and countering discrimination

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

The UN Free & Equal campaign reached 1.5 billion people around the world through its website, social and traditional media. The campaign produced 13 new videos, two fact sheets and, in a first for the UN, the campaign also launched a mini-campaign promoting awareness of the human rights needs of intersex people. National spin-off campaigns and events were organized by UN teams in 25 countries, including Albania, Bhutan, Brazil, Cabo Verde, Cambodia, Fiji, Honduras, Jamaica, Panama, Peru, Senegal and Sri Lanka. A dedicated micro-campaign



The Assistant Secretary-General for Human Rights briefs the Security Council on the human rights situation in the Democratic People’s Republic of Korea, December 2016. © UN Photo/Manuel Elias

was launched, in October, to raise awareness about abuses that are experienced by intersex children. In addition, a collection of postage stamps was launched, in collaboration with the UN Postal Administration. The collection represented the world's first stamp set dedicated to promoting equality for lesbian, gay, bisexual, transgender and intersex (LGBTI) persons and generated widespread international media interest. The Office also supported a General Assembly high-level event on the rights of LGBTI persons, which was attended by Heads of State and government representatives. Finally, the NYO launched a new study, "Living Free and Equal," that features more than 200 examples of initiatives undertaken in 65 countries aimed at addressing violence and discrimination against LGBTI persons. In relation to the first General Assembly Summit for Refugees and Migrants, the High Commissioner's statement at the plenary session generated extensive media coverage. The Office also successfully advocated for the inclusion of human rights language in the final declaration, which contains over 100 explicit references to human rights. As a result, human rights is one of the thematic issues that is mentioned in the draft resolution on the negotiation modalities of the proposed Global Compact on migration.

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 undertook a series of activities intended to increase awareness among Member States about the human rights dimensions of the death penalty, with a view to encouraging Member States to adopt a moratorium or abolish the death penalty. The Office organized a high-level event in New York, in September, which was opened by the Secretary-General and explored the perspective of victims. In addition to this event, the Office issued a new publication, "Death Penalty and the Victims," which highlights recent global academic research on the impact of capital punishment on a broad array of persons. Both activities were intended to meaningfully add to the General Assembly's debate on the biannual resolution on a moratorium on the use of the death penalty. The number of Member States that supported the resolution was 117, the same as in 2014, while the number of those voting against the resolution increased from 37 to 40.

- ▶ *Enhanced coherence and effectiveness of the UN in supporting the rule of law and human rights-compliant counter-terrorism policies (EA 11)*
As a co-chair of the Counter-Terrorism Implementation Task Force (CTITF) Working Group on Promot-

ing and Protecting Human Rights and the Rule of Law while Countering Terrorism, OHCHR led the coordination of four meetings in 2016 where UN entities discussed and contributed to the implementation of several human rights projects, including human rights training modules for law enforcement officials in Iraq, Jordan, Nigeria and Tunisia. OHCHR was involved in the development and delivery of the training materials and in the establishment of the methodology of the project, which included the tailoring of materials to each country through context-specific scenarios and exercises. OHCHR participates in ten of the twelve CTITF Working Groups, including the new Working Group on Gender and Violent Extremism.

Integrating human rights in development and in the economic sphere

- ▶ *Human rights are integrated into the formulation of and follow-up to the Post-2015 Development Agenda (EA 10)*

As a result of OHCHR's efforts with regard to the 2030 Agenda for Sustainable Development, including by engaging with civil society organizations and Member States on integrating gender and a human rights-based approach and by providing inputs to the development of indicators for the Sustainable Development Goals, a human rights-based approach and a gender perspective were incorporated as a single and interconnected principle into the new United Nations Development Assistance Framework guidelines.

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)*

The Office accompanied the Special Representative of the Secretary-General on Sexual Violence in Conflict on missions to Colombia, Côte d'Ivoire and Guinea, and continued to provide technical support to the Team of Experts on the Rule of Law and Sexual Violence in Conflict. In Guinea, for example, increased cooperation between the Team of Experts and judicial partners from neighbouring countries resulted in 16 indictments of high-level military officers, the hearings of over 400 victims and witnesses of sexual violence, the arrest of key suspects and the development of a comprehensive reparations strategy for victims. In Colombia, the support provided by OHCHR to the Team of Experts contributed to the inclusion of sexual and gender-based violence considerations and related issues of discrimination in the peace process and the final peace agreement.

- ▶ *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)

As a result of the Office's advocacy and strategic engagement, there is continued interest from the Security Council in receiving human rights information and analysis. In addition to various formal and informal briefings that were delivered by OHCHR senior officials, the Security Council engaged with the special procedures and the treaty bodies in formal and informal meetings. The Office further supported a number of human rights awareness-raising briefings for Security Council members, including eight briefings to the Security Council Informal Expert Group on Women, Peace and Security (two each on Afghanistan, the Central African Republic, Iraq and Mali), which were co-organized with UN Women and other agencies, and ensured that key human rights considerations were included in the briefings and the outcome documents. The Office also engaged with system-wide coordination mechanisms relating to women, peace and security issues. In addition to its contribution to the work of the Team of Experts and the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Office worked with the Department of Peacekeeping Operations and the Department of Public Affairs to co-organize the annual workshop of Women Protection Advisers, which was held in New York.

Moreover, the field visits of the Assistant Secretary-General for Human Rights provided advocacy opportunities to address country-specific situations and resulted in the issuing of follow-up recom-

mendations and consolidated cooperation with key stakeholders. In particular, his participation at the African Union (AU) Summit in Addis Ababa, in January, facilitated high-level advocacy on country-specific situations and emphasized the importance of strengthening cooperation between the UN and the AU with regard to human rights. Furthermore, the February visit to Burundi provided an opportunity to encourage Burundian authorities to undertake a series of measures, including the release of detainees arrested in the context of the current crisis who were not involved in violent activities, the withdrawal of related arrest warrants, the authorization of the reopening of private media outlets that were closed following the coup attempt and allowing civil society organizations to resume their suspended activities.

- ▶ *The protection of human rights is an integral part of the international community's preparedness, response and recovery efforts in the context of humanitarian crises and is effectively integrated into the mandates, policies and actions of United Nations peacekeeping operations and special political missions (EA 11)*

The New York Office stepped up its engagement on peacebuilding matters in a year when the UN was re-evaluating its approach to this subject. OHCHR strengthened its partnership with the Peacebuilding Support Office to ensure the enhanced integration of human rights into the UN's peacebuilding work, processes and activities, in particular in light of the adoption of resolutions, in April, on the review of the United Nations peacebuilding architecture by the

UN Free & Equal

Launched in 2013 and led by OHCHR, UN Free & Equal is a global campaign for equal rights and the fair treatment of lesbian, gay, bisexual, transgender and intersex (LGBTI) persons. In 2016, the campaign reached 1.5 billion people through its website, and social and traditional media. Highlights included 13 new videos, two fact sheets and, in a first for the UN, a mini-campaign promoting awareness of the human rights needs of intersex people. National spin-off campaigns and events were held in 25 countries including Albania, Bhutan, Brazil, Cabo Verde, Cambodia, Colombia, Fiji, Honduras, Jamaica, Panama, Peru, Senegal and Sri Lanka. In conjunction with the UN Postal Administration, the campaign launched a series of UN Free & Equal postage stamps, the world's first stamp set dedicated to the cause of LGBTI equality. The campaign also supported several high-profile initiatives at United Nations Headquarters in New York, including a rainbow crosswalk that was installed in front of the UN complex in coordination with the opening of the seventy-first session of the General Assembly, in September, and



One of the UN Free & Equal postage stamps launched by OHCHR in conjunction with the UN Postal Administration.
© UN Photo/Rick Bajornas

a high-level meeting which included speakers such as the Secretary-General, the President of Chile, the Prime Minister of Norway and the Vice President of the United States of America.

Security Council (S/RES/2282) and the General Assembly (A/RES/70/262). The Office contributed to this result by providing advice on the role of human rights in peacebuilding and sustaining peace; participating more regularly in UN peacebuilding fora, like the Senior Peacebuilding Group, Peacebuilding Contact Group and the Working Group on Transitions; briefing the Peacebuilding Commission on country-specific situations like Burundi; and engaging in UN inter-agency processes related to peacebuilding. To this end, OHCHR provided substantive inputs to a toolkit on Women's Access to Justice that was developed with UN Women on issues related to legal systems and transitional justice.

Global Management Outputs

Increased effectiveness in supporting human rights mechanisms (GMO 4)

- ▶ The New York Office provided support to all agenda items related to human rights discussed by the Third Committee of the General Assembly during its 71st session, including on issues pertaining to the human rights treaty body system. The Office also participated in side events that were organized in the context of the General Assembly, such as the implementation of recommendations issued by the international human rights mechanisms.
- ▶ The New York Office supported the participation in General Assembly meetings of several special procedures and three chairs of the human rights treaty bodies. The Office also provided support to the annual visit of the Coordinating Committee of Special Procedures, in November, including by organizing a meeting between members of the Committee and members of the Security Council. Technical support was also provided to sessions of the Working Group on the use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination, held in July, and the Working Group on discrimination against women in law and in practice, also held in July.
- ▶ The New York Office provided support to the 28th Meeting of Chairpersons of the Human Rights Treaty Bodies and helped organize briefings on the treaty body strengthening process to Member States, in June and October, respectively.
- ▶ In June, the Office provided support to the 9th Session of the Conference of States Parties to the Convention on the Rights of Persons with Disabilities, which elected nine members to the Committee on the Rights of Persons with Disabilities. The Office also organized meetings of States Parties to the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women and the International Covenant

on Civil and Political Rights, which elected its respective members.

Increased effectiveness in supporting field operations (GMO 5)

- ▶ Through the provision of technical and substantive support, materials and guidance, OHCHR field presences, in all regions, were enabled to monitor and address human rights violations faced by LGBTI persons. OHCHR also finalized the electronic training module on the human rights of LGBTI persons, which was uploaded to UN Women's e-learning platform course, "I Know Gender."

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 contributed to the awareness and understanding of and support for OHCHR's mission and programme among Member States and other stakeholders by organizing briefings on a number of topics or countries, including on Boko Haram and the Lake Chad Basin, Burundi and South Sudan.
- ▶ Together with UNITAR, OHCHR organized the annual Human Rights Orientation Workshop for New York Diplomats. Over 30 delegates took part in the event.

External Outreach Service

Background

The External Outreach Service is composed of 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 OHCHR. The public information output helps the High Commissioner and the Office to draw attention to critical human rights situations, inform rights-holders about their human rights and advocate for the upholding human rights standards. The main functions of the Communications Section include the development and distribution of public information campaigns, the production of print, audiovisual and online outreach materials, interaction with the media, engagement with the public through social media and providing relevant communications support to the Office as a whole, including field presences. The Section coordinates with the United Nations Department of Public Information to

mainstream human rights and strengthen coherence for increased visibility. The Section also works closely with communications officers based in field presences. Nevertheless, the communications capacity of the Office outside of headquarters is limited and unbalanced among all regions, which consequently impacts on OHCHR's global visibility.

The Donor and External Relations Section (DEXREL) 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, 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 (MDPU) prepares and maintains the calendar of official OHCHR meetings, monitors the implementation of the Office's reporting obligations, prepares the document forecasts and channels all OHCHR documents for onward processing, including 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.

Global Management Outputs

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

- ▶ Gender integration is highlighted as a standard and priority in the OHCHR Publications Policy. In implementing the Policy, gender equality and women's empowerment continued to be promoted and applied at each phase of the publishing process, from the conceptualization and planning stages to the development of methodology and content, during peer review and throughout the vetting process undertaken by the OHCHR Publications Committee and in the final steps of editing and production.

Increased effectiveness in supporting human rights mechanisms (GMO 4)

- ▶ The Communications Section contributed to the increased visibility of the international human rights mechanisms. Coverage of the work of the special procedures became more manageable during the last three months of the year due to additional temporary editorial assistance. In 2016, OHCHR

issued 461 media communications, including advisories and press releases, relating to the work of the special procedures and 313 relating to the work of the human rights treaty bodies. Furthermore, a project was launched to increase the engagement of the special rapporteurs on social media, thereby strengthening the Office's news outreach, advocacy and campaigning.

- ▶ DEXREL helped to secure additional funding for the UN human rights mechanisms through ongoing engagement with donors. As a result, donors increased their contributions from US\$6 million in 2015 to almost US\$9 million in 2016 in order to enable OHCHR to continue providing support to the human rights mechanisms and to specific special procedures mandate holders. Contributions were also made to the mechanisms and dedicated trust funds, including the UPR trust funds and the Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the work of the Human Rights Council, by Algeria, Argentina, Australia, Austria, Canada, Chile, Finland, France, Georgia, Germany, Ireland, Italy, Republic of Korea, Kuwait, Morocco, Saudi Arabia, Switzerland, Turkey, the United Kingdom of Great Britain and Northern Ireland and the United States of America, as well as other donors.
- ▶ MDPU provided in-session support to the Human Rights Council during its three sessions in 2016. MDPU also sent out reminders to submitting officers ahead of the document submission deadlines for the Human Rights Council. Over the coming sessions, MDPU will continue to monitor whether these reminders have had a consistent positive impact on submission compliance in an effort to move towards the 90 per cent target set out in the High Commissioner's Compact.

Increased effectiveness in supporting field operations (GMO 5)

- ▶ DEXREL continued to support OHCHR's field presences by advocating for renewed and additional funding for activities implemented at the country level. OHCHR field presences received support and advice on fundraising with donors at the country level, including regarding the negotiation of specific funding arrangements. This led to an increase of 3.1 per cent in funds received for fieldwork (US\$53.1 million in 2016 compared to US\$51.5 million in 2015).
- ▶ MDPU maintained and updated a centralized online repository of in-progress and completed English and local language publications produced by field presences. The repository raised awareness about the variety of materials that have been published outside of Geneva, fostered coherence within the OHCHR publishing programme and encouraged policy compliance.

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

- ▶ On Human Rights Day, OHCHR launched the campaign “Stand up for someone’s rights today” to encourage and amplify what people do in their everyday life to defend human rights. An interactive microsite, www.standup4humanrights.org, was developed, which features calls to action and requests that users take an online pledge to promote and protect the human rights of others. By the end of 2016, over 5,000 people had taken the pledge. The site also features online space that is dedicated to stories submitted by the public. As of the end of the year, more than 50,000 contributions had been received and the site had received 90,000 views by 43,000 users from 197 countries.
- ▶ The “Stand up for someone’s rights today” campaign was also launched through other events. The High Commissioner took part in a Facebook Live session and answered questions posed by hundreds of participants from around the world. The event was viewed by more than 100,000 people and received more than 6,000 comments. Geneva’s iconic Jet d’eau was lit up with blue lights at night, photo booths and social media stands were set up in various sites around Geneva and in the lobby of UN Headquarters in New York and a number of activities were organized by the UN and the global human rights community around the world.
- ▶ Other campaigns were organized to support the increased understanding of OHCHR’s work by different audiences. For instance, at the World Humanitarian Summit, a stand was set up to disseminate OHCHR’s work in emergency situations; a campaign was launched, in June, to mark the 10th anniversary of the Human Rights Council; a photo exhibition by Italian photographer Oliviero Toscani, “Razza Umana,” was presented at the Palais des Nations. In October, the exhibition was featured on billboards along the promenade of Geneva’s Lac Lemman.
- ▶ In 2016, the visibility of the Office in the media increased with 28,800 referencing articles. The addition of a Media Officer has led to an increase in the production of media products. Over the year, 944 media products were issued, including press briefing notes, news releases and advisories, 186 statements, speeches and op-eds were published and contributions were made to speeches delivered by the Secretary-General and the Deputy Secretary-General.
- ▶ OHCHR reached more than 5 million followers through 45 social media accounts, including its English-language central accounts (1.55 million on Twitter, 1.71 million on Facebook, 95,000 on Instagram) as well as those managed at the field level. The Office also transitioned its message to a new generation of social media that is designed for mobile platforms and driven by visual imagery, such as Snapchat and Instagram. In addition, a new series of Facebook Live sessions were launched to answer the public’s questions about various human rights issues. As a result, social media is quickly becoming the Office’s lead tool for public engagement.
- ▶ After the re-design of OHCHR’s homepage in 2015, the Office began developing a web governance framework and a content inventory and strategy. It also selected a new Content Management System that is better suited for public websites and in line with UN practice. Work also started on the design of a new website for the Human Rights Council, which is expected to be launched in mid-2017.
- ▶ The Office continued to increase its video production. In 2016, a total of 115 videos were produced or repackaged, including 22 video stories, 62 YouTube video interviews and three promotional videos, including a fundraising video for the Burundi office, a video commemorating the 10th anniversary of the Human Rights Council and another commemorating the 30th anniversary of the Declaration on the Right to Development. Furthermore, 30 video messages were filmed and edited featuring the High Commissioner, the Deputy High Commissioner, senior OHCHR staff members and special rapporteurs. The videos were distributed through various channels, including social media platforms, the Office’s YouTube channel (which has more than 14,000 subscribers), the UN Audiovisual Library (UNIFEED) and traditional television media outlets through the European Broadcasting Union.
- ▶ DEXREL worked to generate broad based support for OHCHR within the donor community. In addition to appealing to potential donors, the Section negotiated new agreements, followed up on contributions received and served as the focal point for Member States and others seeking information on OHCHR’s needs, activities and priorities. Under its leadership, and with an office-wide effort to reach out to donors in 2016, a total of US\$129.5 million was raised in extrabudgetary contributions, representing an increase of 2.9 per cent compared to 2015 (US\$126.8 million). While this can be considered a significant improvement in the current economic climate, it should be noted that some of the contributions received during the year were earmarked for new and/or additional activities rather than the regular work detailed in the 2016 Annual Appeal and others were one-time, non-recurring contributions.
- ▶ The proportion of unearmarked funding increased slightly to 38 per cent (up from 37 per cent in 2015) of total income received. The Office received more earmarked contributions due to ongoing efforts to attract more local funding for field activities and by tapping into non-traditional budget lines from which donors can provide earmarked funds.

- ▶ Contributions from Member States remained stable with just under US\$111 million, compared to US\$105.9 million in 2015. These contributions represented 85.6 per cent of the income received by the Office in 2016. During the year, 65 Member States made contributions to OHCHR, compared to 62 in 2015. In spite of the High Commissioner's repeated appeals to broaden the donor base, no Member States pledged funds for the first time. While almost all of the countries from the Western Group (24) contributed in 2016, only seven of the 33 States in the Latin American Group made a contribution. In the Asian Group, 16 out of 54 Member States contributed, as was the case in 2015. The Eastern European and African Groups saw some slight increases in comparison to 2015, with 13 of 23 Eastern European Member States contributing (compared to 9 in 2015) and five of the 54 African Member States (compared to 3 in 2015).
- ▶ DEXREL also explored new funding avenues with existing and potential donors. For instance, the Section managed to secure additional resources for joint submissions with UN partners and through its participation in pooled funds, such as the UNDP-managed Multi-Partner Trust Funds (MPTFs). Total funds received through the MPTFs, however, continued to decrease in 2016. The funds amounted to US\$5.7 million, representing a decrease from US\$6.3 million received in 2015).
- ▶ DEXREL's support to field presences was instrumental in increasing the funds raised in the field to approximately US\$21.2 million, compared to US\$20.5 million received in 2015. Following the deployment of a DEXREL staff member to Brussels in 2014, consistent engagement with the European Commission has resulted in an increase in OHCHR's participation in calls for proposals. In 2016, a total of 57 calls were reviewed, 21 of which were shared with OHCHR colleagues on the basis that the Office was eligible to participate and the objectives of the calls matched those of OHCHR's plans and programmes. Eventually, two submissions from the field were made and one of those was successful and resulted in the project being funded. In 2016, two other projects were funded by the European Commission, which arose from submissions to calls for proposals issued in 2015.
- ▶ In 2016, the Office concluded its first strategic partnership with a major corporation, namely, Microsoft. The partnership will span five years and cover areas such as digital rights, business and human rights, innovation, outreach and collaboration on themes of mutual concern, including LGBTI rights, freedom of expression and discrimination. Microsoft pledged US\$5 million to OHCHR for these activities, which will be implemented in line with an agreed workplan. Support was also provided to the



The Jet d'Eau in Geneva, Switzerland, lit up with blue lights to mark Human Rights Day and the launch of the "Stand up for someone's rights today" campaign. © OHCHR

- High Commissioner and other senior managers for their meetings with private sector contacts, which included the High Commissioner's attendance at the World Economic Forum in Davos.
- ▶ Some headway has been made on the mobile application developed for outreach and fundraising purposes. The app was finalized and published on the Apple and Google stores, in October. As of the end of the year, more than 1,000 individuals had downloaded the app from the two platforms.
- ▶ The number of individual donations made through OHCHR's website has been steadily increasing. Close to US\$1,000 was raised each month and additional donations were made during peak events, such as Human Rights Day and the International Day against Torture. An external consultant with expertise in digital communications was hired to analyse how OHCHR could better leverage its brand and communication in the digital sphere. The results of the study will be presented in 2017 and it is expected that a recommendation will be forthcoming to establish a dedicated capacity in EOS to work on digital outreach and fundraising.
- ▶ In 2016, DEXREL organized 33 donor consultations and briefings for Member States, including the launch of the OHCHR Report 2015 by the High Commissioner, on 31 May, and its technical briefing, on 5 July. Through these meetings, and with the support of senior managers and OHCHR colleagues, DEXREL sought to increase the awareness of Member States about the Office's work, plans, achievements, outputs and funding requirements.
- ▶ OHCHR sustained the breadth and high quality of its electronic and printed materials, which promoted the work and knowledge of human rights experts and supported the High Commissioner in his advocacy on human rights issues and challenges. OHCHR distributed, from headquarters alone, over 60,000 printed publications and other materials worldwide for their use in meetings, conferences and trainings and to stock libraries and

resource centres. Furthermore, the Office recorded over 4.7 million downloads of publications from the OHCHR website. The Office boosted its online presence by continually updating and issuing a digital catalogue of publications and e-products, comprehensive publication lists and order forms in multiple languages. Quarterly notification e-mails of new titles were sent to organizational contacts and networks. Social media platforms were used to publicize and market OHCHR publications to all audiences.

Policy, Planning, Monitoring and Evaluation Service

Background

The Policy, Planning, Monitoring and Evaluation Service continues to lead OHCHR's efforts to become a fully results-based organization. It supports the entire Office and is central to turning the High Commissioner's strategic vision into actionable priorities and operational plans, policies and procedures. By working with the entire Office in a service-oriented approach, PPMES ensures that implementation efforts are monitored, results are evaluated and lessons learned are identified and factored into planning and programming processes.

Global Management Outputs

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

- ▶ In June, the Committee for Programme Coordination approved the 2018-2019 Strategic Framework of OHCHR, by consensus. PPMES contributed to the drafting of the document, coordinated consultations with Member States and presented the document to the Committee.
- ▶ In preparation for the development of the OHCHR Management Plan (OMP) for 2018-2021, PPMES presented a background paper to senior managers on adjustments to the programming architecture and a timeline for the process. It also commissioned an update of the academic review on emerging trends that was initially prepared four years ago and will serve as an input to the development of the new OMP.
- ▶ Following the 2015 establishment of the Policy Advisory Group (PAG), PPMES coordinated the finalization of the body's terms of reference and working methods. Throughout 2016, the PAG met on a weekly basis, which provided a forum for senior managers to exchange views on policy-related matters.
- ▶ Likewise, the terms of reference of the Senior Management Team (SMT) were reviewed in 2016. The SMT met 12 times and made decisions related to the Change Initiative and wider policy issues (i.e., the implementation of recommendations issued by the international human rights mechanisms, engagement with resident coordinators, innovation, internal communication and fundraising).
- ▶ The Programme and Budget Review Board (PBRB), which is also serviced by PPMES, held nine in-person and 14 virtual meetings to monitor expenditures, resource mobilization and human resources; manage the financial sustainability of the Office; and oversee the implementation of its decisions. In 2016, its terms of reference were amended to include the review of the implementation of recommendations that were issued during evaluation and audit processes.
- ▶ In view of the preparation of workplans for 2017, the PBRB agreed on the thematic areas of enhanced focus and decided to strengthen the critical administrative and outreach functions of OHCHR. This could lead to good financial returns in the medium term.
- ▶ Programmatic proposals submitted for PBRB review showed an increase in the implementation of the results-based management (RBM) principles. In addition, a peer review process was established to determine the RBM compliance of all 2017 workplans submitted for PBRB consideration. PPMES facilitated the increased use of RBM principles through ongoing advice and the review of proposals.
- ▶ Progress was made regarding the application of RBM principles to monitoring. For example, the OHCHR Report 2015 highlighted the progress made towards the achievement of the thematic results and global management outputs and indicated that progress was also made towards the achievement of OHCHR's targets for the programming cycle. PPMES supported the preparation of the OHCHR Report by providing feedback and guidance to colleagues on RBM-related issues when they reported on results achieved.
- ▶ Progress made in relation to RBM enabled the Office to use the data gathered through its Performance Monitoring System to inform strategic decision-making. PPMES analyzed the data on the progress made towards the achievement of outputs and thematic expected accomplishments across the Office and presented its findings during a Strategic Leadership retreat, in January.
- ▶ In relation to the 2016 end-of-year reports, PPMES released revised indicator protocols, including for global management outputs, which contributed to more focused reporting against targets.

- ▶ Regarding the Performance Monitoring System, a number of screens and modules were updated and others were developed. For the 2016 end-of-year reports, changes were implemented to allow for the collection of additional facts and data that can be used for external reporting and the development of visual materials, such as infographics. Other updates focused on making the system more user-friendly. As an example, the system now features a dashboard, which provides a visual indication of key data related to the status of output implementation and progress reported under OHCHR's thematic priorities.
- ▶ In terms of evaluation, the follow-up action plan for the evaluation of national human rights institutions was submitted to the PBRB, as was an update of the plans being implemented for the evaluation of the Regional Office for Central Asia and the Country Programme Review in Mexico. The evaluation of human rights advisers and the Country Programme Review for Uganda were finalized this year and two more evaluations were initiated as part of the evaluation plan for the biennium 2016-2017, namely, the evaluation of the finalized Maya Programme in Guatemala and the evaluation of the regional gender advisers structure. The development of evaluation methodological tools and guidance continued, including through the participation in the United Nations Evaluation Group. The new UN system-wide norms and standards for evaluation now include a norm on human rights and gender equality and the new evaluation competency framework integrates human rights and gender perspectives.

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

- ▶ PPMES supported and facilitated the work of the internal task forces established to define the proposed structural and functional changes within the context of the Change Initiative. The consultative process contributed to increasing the ownership of the issued recommendations, most of which are pending review and approval by the General Assembly. With regard to the 2016 review of the Change Initiative that was undertaken by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, PPMES coordinated the preparation of the report and developed key messages, questions and answers and strategies for engagement with Member States.
- ▶ PPMES facilitated the office-wide Task Force to review the trust funds managed by OHCHR. The Task Force, established at the end of 2015 and composed of 14 staff members, gathered all rel-

evant data regarding each trust fund managed by the Office; undertook a workload analysis for each of the trust funds and reviewed their work streams in order to provide evidence-based views and recommendations. The recommendations included a proposal on better integrating the work of the trust funds into OHCHR's programme and the establishment of a Trust Fund Management Unit, which could lead to increased efficiency and savings.

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

- ▶ Particular attention has been paid to the integration of a gender perspective into OHCHR's planning. All guidelines for OHCHR's programming documents provide instructions on how to integrate a gender perspective. The Performance Monitoring System now integrates a binary gender marker so that all planned activities which feature gender equality as the main focus are clearly indicated.

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

- ▶ PPMES contributed to a number of briefings for Member States, both in Geneva and in New York, including on the proposed regional restructuring of OHCHR.

Efficient management of human and financial resources (GMO 8)

- ▶ With the deployment of Umoja, finance and programme officers will be able to access financial data from units and field presences in real-time. To ensure efficient programme implementation, there is a need for access to programmatic information in OHCHR's Performance Monitoring System. PPMES contributed to a UN Secretariat-wide project that will present this information in a dashboard. A beta version of the dashboard is being reviewed. In the context of Umoja implementation, the UN will develop a solution for budget formulation, which will include processes of strategic planning, the formulation of results-based budgets, programme monitoring and evaluation, reporting and the publication of budget documents. OHCHR is actively involved in the project and, in 2016, seconded a PPMES staff member for two months to review different solutions for strategic planning, performance monitoring and evaluation. During this phase, OHCHR helped to ensure that the proposed system follows an RBM approach and that the end product will allow for transparent planning and monitoring processes.



Promotional material prepared for the “Stand up for someone’s rights today” campaign. © OHCHR

Programme Support and Management Services

Background

The Programme Support and Management Services provides administrative functions within the Office. 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.

The transition to Umoja continued to present great challenges for PSMS. Although the new system is nominally self-service for OHCHR staff members, they still required considerable assistance from PSMS to complete simple administrative processes. Umoja also introduced changed responsibilities, additional functionalities and new requirements, which required PSMS to provide intensive training. The planned and ad hoc training requirements added to an already heightened workload. The introduction of the new UN Secretariat Staff Selection and Mobility System, applicable to human rights positions, led to further changes and required intensive interaction and coordination within OHCHR and the Office of Human Resources Management in New York.

Global Management Outputs

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

- ▶ The introduction of Umoja, and the changes it necessitated in internal procedures, required the continued allocation of PSMS’s time to the necessary training programmes and the management of client expectations.
- ▶ By implementing a Digital Secretariat, PSMS created a number of extranet pages that enable internal and external stakeholders to concurrently work on documents in a secure, paperless environment. This new feature is used, for instance, by the human rights treaty bodies, which often post these documents on their extranet pages, in the various UN official languages, instead of distributing physical copies of documents at their sessions. This has dramatically reduced the need for paper copies.
- ▶ The implementation of an organization-wide records management system is an ongoing activity. The retention schedules for the Human Rights Treaties Division (HRTD), the Human Rights Council Branch (HRCB) and the Field Operations and Technical Cooperation Division were finalized and reviewed. The configuration of the file plan in the Unite Docs system was completed for HRTD and HRCB and 90 per cent of HRTD’s content was successfully migrated. Regular training sessions were held, especially for users of the new system, and several advisory sessions were organized to help users become familiar with the file plan. Additionally, the final draft of the Access Policy was completed.

ed and submitted to management for its review. To date, OHCHR has the largest content in the Unite Docs system and has worked diligently with the Project Team in New York to improve on the delivery and user-friendliness of the system. The system enables the Office to store all of its records in a common repository, regardless of geographical location and without compromising security.

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

- ▶ The online course, “I Know Gender,” is included in the orientation for new OHCHR staff members and is facilitated by PSMS. It also provided guidance and support on integrating a gender aspect into recruitments and promotions, in line with Secretariat policies and within the Office’s authority under the new Staff Selection and Mobility System.

Increased effectiveness in supporting field operations (GMO 5)

- ▶ PSMS worked with field offices and the Umoja team to progressively integrate OHCHR activities in the field into the Umoja system.
- ▶ In collaboration with UNDP, PSMS managed to convert the contracts of many of the local UNDP-administered staff members to continuing appointments. This introduced a level of stability to the field offices and boosted staff morale. UNDP is now providing monthly updates from its ATLAS database so that OHCHR has a better overview of local staff with UNDP appointments.
- ▶ PSMS continued to support field offices in terms of information technology by, for instance, contributing to the development of a new national recommendations tracking database.
- ▶ Peer-to-peer learning opportunities on various topics were made available as podcasts on the OHCHR intranet site to ensure that all field colleagues had access to the same learning opportunities.

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

- ▶ PSMS contributed to enhancing the skills and competencies of OHCHR staff through mandatory trainings, the upgrading of substantive skills, peer learning activities, in-house trainings and coaching. During 2016, more than 147 staff members attended trainings organized by PSMS. It also supported access to learning opportunities for field-based staff members through the promotion of the new learning platform entitled Lynda.com.

- ▶ A total of 42 new staff members benefited from a two-day orientation programme on the mandate, strategy and functioning of OHCHR. A gender perspective was included in the 2016 orientation programme.

Efficient management of human and financial resources (GMO 8)

- ▶ While preparations for Umoja required a great deal of time and effort in the human resources management area, PSMS also concentrated on providing continued support to the Office with Inspira, the Secretariat’s portal for the recruitment of staff, consultants and interns and for performance management. The introduction of Umoja generated a number of new processes. This required adjustments regarding the procedures for selection and onboarding of recruited staff.
- ▶ As the financial reporting module of Umoja is not yet functional, the production of numerous financial reports for donors has been extremely labour intensive, particularly due to the increased tendency of donors to earmark their voluntary contributions with corresponding separate financial reporting requirements.
- ▶ The system for financial management in the field (the MAYA system) has been implemented in all field offices in Latin America with the exception of the Honduras Office where implementation is planned to begin in 2017. Until Umoja is rolled-out to field presences, the MAYA system will be maintained to provide the offices with a means of better managing their financial implementation and to enable them to follow up on the status of their financial requests made to UNDP.
- ▶ In 2016, PSMS certified approximately 4,000 travel requests and expense reports. With the roll-out of Umoja, the number of travel requests to be certified increased considerably as many requests are now initiated in field presences while the corresponding certification is still done in Geneva. This trend is likely to continue as the processing of travel via UNDP in the field will be phased out in the near future. PSMS provided briefings and training on the Umoja travel module to staff members and provided them with support and guidance on a daily basis.
- ▶ PSMS also focused on the implementation of the procurement and property management modules of Umoja. PSMS staff members reviewed more than 260 procurements in Geneva and 130 procurements in the field. The increase in the procurement authority from US\$4,000 to US\$10,000 and the phasing out of procurement processing via UNDP will increase the workload of PSMS.

Safety and Security Section

Background

The Safety and Security Section coordinates the security of OHCHR's global operations, staff and assets in close coordination 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 and manages the global security clearance and travel advisory service. The Section is an integral part of the OHCHR support mechanism to Human Rights Council activities, such as fact-finding missions and commissions of inquiry, and is also responsible for coordinating UN security management system coverage for officials and experts, including representatives of the human rights treaty bodies, working groups, special rapporteurs and commissioners, who are travelling on behalf of OHCHR. It further participates in system-wide policymaking 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)

- ▶ Based on detailed security concepts of operations and security risk assessments that were developed in accordance with the UN security management system policies, the Safety and Security Section supported 48 field missions in 2016, including 21 visits by the special procedures (compared to 16 in 2015) and 27 missions by commissions of inquiry, fact-finding and/or monitoring missions and visits of the Subcommittee on Prevention of Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (compared to 28 in 2015).

Increased effectiveness in supporting field operations (GMO 5)

- ▶ The Security Section continued to deploy security officers to the field in relation to missions covering several countries and to conduct security assessment and coordination missions in connection with field operations. In 2016, the Section supported 57 elevated risk field missions, compared to 50 in 2015.