

Management

This chapter provides an overview of the efforts of the Office of the High Commissioner for Human Rights (OHCHR or UN Human Rights) to enhance its policy and strategic decision-making, planning, management and evaluation processes, and includes examples of results achieved under the Office's eight global management outputs (GMOs).

Decision-making

OHCHR is led by the High Commissioner for Human Rights, with the support of the Deputy High Commissioner and the Assistant Secretary-General for Human Rights, who is based in New York. Internal decision-making takes place through three bodies that meet regularly to make recommendations to the High Commissioner on office-wide policies, operating procedures, programmes and resource allocations.

The Senior Management Team (SMT), chaired by the High Commissioner, is composed of the four division directors, and the Chiefs of the Policy, Planning, Monitoring and Evaluation Service, External Outreach Service and Programme Support and Management Services. The SMT is the principal consultative and advisory body of UN Human Rights and provides advice and recommendations to the High Commissioner for addressing issues of relevance for the entire Office. The SMT met twelve times in 2016 and primarily made decisions on matters related to the Change Initiative and policy issues related to, for instance, innovation, internal communication, outreach, and the implementation of recommendations issued by the Human Rights Council (HRC) and the Universal Periodic Review (UPR).

The Programme and Budget Review Board (PBRB), chaired by the Deputy High Commissioner, acts as the quality control body by monitoring programme development and implementation, expenditures, resource mobilization and human resources and managing the overall financial sustainability of the Office. In 2016, its terms of reference were amended to include the review of management evaluations and audits, and the oversight of the implementation of their recommendations. The PBRB held nine in-person and 14 virtual meetings in 2016 and, among other issues, considered the financial situation of the Office, reviewed the annual plans for 2017 and recommended that UN Human Rights invest in five focus areas (strengthening early warning and effective early action; protecting and expanding civil society space; promoting peaceful co-existence and

preventing hate; protecting the rights of people on the move and countering xenophobia; and advancing the 2030 Agenda for Sustainable Development) in the last year of the current OHCHR Management Plan (OMP).

The Policy Advisory Group (PAG), established in 2015 to provide senior managers with a forum to exchange views on policy-related matters, met on a weekly basis throughout 2016 to deliberate and provide recommendations for SMT discussions, when applicable, on a variety of topics, including thematic (i.e., countering violent extremism, health and human rights) and country issues (i.e., engagement with the League of Arab States), as well as organizational matters (i.e., evaluations, mobility policy).

Managing programme performance

In order to effectively implement results-based management (RBM) concepts and methodologies, the Office relied on its Performance Monitoring System (PMS). The PMS was introduced in 2010 and has become the centrepiece for all programme planning, monitoring and reporting activities of UN Human Rights. The Office also enhanced the efficient management of financial resources, thereby better supporting decision-making, by ensuring that programme information available in the PMS is linked to financial information.

This experience has enabled UN Human Rights to be a key contributor to the development of a UN Secretariat-wide "Finance Dashboard" which, once finalized, will link real-time financial data with programmatic information. UN Human Rights is also actively involved in the development of a budget formulation solution for Umoja, which will include processes of strategic planning, formulation of results-based budgets, programme monitoring, evaluation and reporting. During the initial phase of development, UN Human Rights contributed

to ensuring that the new Umoja module follows an RBM approach and that the product allows for transparent planning and monitoring processes. Participating in the project also enables UN Human Rights to identify how internal work processes, including the PMS, should be adjusted in light of the new system.

Planning

In 2016, the Office began to put in place the key elements for the programme planning process through which UN Human Rights will define its strategic direction for the next four years (2018-2021). A background paper on adjustments to the programming architecture and a timeline for the process were prepared and discussed with programme managers, the PAG, SMT and at a leadership retreat. The Office commissioned an update of the Academic Desk Review on Global Trends and their Possible Implication for the Promotion and Protection of Human Rights, that was initially prepared four years ago, for completion in early 2017.

The Office has initiated a broad-based, participatory process to define its strategic direction for the period from 2018 to 2021. This planning process provides an opportunity to engage in a dialogue with key stakeholders and to collectively think about how best to determine a future direction that is relevant to the changing context, takes advantage of OHCHR's added value and maximizes the relevance and impact of the Office's work to promote and protect human rights. Through this process, OHCHR will set strategic priorities that also meet its mandated obligations; are aligned to the Secretary-General's Strategic Framework; and are commensurate with its resource base. The outcome of this process will also further define OHCHR's contribution to support the implementation of the 2030 Agenda for Sustainable Development, with its promise to leave no one behind. This planning process will take place throughout 2017, culminating with the launch of OHCHR's Management Plan for 2018-2021 early in 2018.

Evaluation

The building of an evaluation culture in the Office reached a new stage in 2016 as the follow-up activities to all of the evaluations conducted during the biennium 2014-2015 were fully implemented. The follow-up action plan related to the evaluation of OHCHR's

support to national human rights institutions (NHRIs) was submitted to the PBRB for its endorsement and is being implemented. Follow-up plans were also developed for the implementation of recommendations originating from the evaluations of the Regional Office for Central Asia and the country programme review conducted in Mexico. The evaluation of the programmes supported by human rights advisers and the country programme review for Uganda were finalized this year. In addition, two more evaluations were initiated as part of the evaluation plan for the biennium 2016-2017, namely, the evaluation of the Maya Programme in Guatemala and the evaluation of OHCHR's structure of regional gender advisers.

The preparation of the evaluation plan for the new biennium, as well as the management and undertaking of all of the evaluations, relies on contributions from the members of OHCHR's Evaluation Focal Points Network and other colleagues from different parts of the Office who built their capacity through participation in various evaluation reference groups and review teams. The development of methodological tools and guidance continued, including through staff participation in the United Nations Evaluation Group. The new norms and standards for evaluation in the UN system include a norm related to human rights and gender equality and the updated evaluation competency framework includes the integration of human rights and gender perspectives. The terms of reference for the evaluation of projects and programmes were updated to reflect this integration.

Change Initiative

In order to better support the advancement of human rights, the High Commissioner proposed a number of changes to maximize OHCHR's resources and capacities for more effective and efficient delivery. These changes were suggested with a view to enhancing coordination and integration within headquarters and between headquarters and the field; facilitating more strategic partnerships with key stakeholders, including Member States and the United Nations system; and shifting operations to reduce associated costs.

In the field, UN Human Rights proposed to strengthen six of its existing regional offices and establish two additional offices. The proposal is resource-neutral as the strengthening of the field structure would be offset by the redeployment of posts from Geneva to lower-cost duty stations in the field. In December, the General Assembly decided to defer its final decision



The High Commissioner at a press conference during his visit to Colombia, September 2016. © UN Photo/Jean-Marc Ferré

on OHCHR's proposal for regional restructuring until the autumn of 2017. The Office remains fully committed to the strengthening of its regional offices and decentralizing resources and functions to the field, understanding that this can ensure that the United Nations human rights mandate will be implemented more effectively, efficiently and universally. It will continue to engage with Member States during 2017 to pursue efforts in this direction.

At headquarters, the Office presented a proposal to rationalize resources and structures and which seeks to reconfigure its divisions into three core areas, namely, thematic, mechanisms and field engagement. Under the proposed structure, support to the international human rights mechanisms (the HRC, including its UPR, and the human rights treaty bodies) will be the responsibility of the Human Rights Council and Treaty Mechanisms Division. Focus on the right to development and other thematic human rights issues and policies, including support to the thematic special procedures, will be the responsibility of the Thematic Engagement, Special Procedures and Right to Development Division. Finally, regional and country engagement will remain the responsibility of the Field Engagement Division. The New York Office will be strengthened to better support the integration of human rights concerns and approaches in the development and peace

and security agendas, especially in the context of the 2030 Agenda for Sustainable Development. A decision on these proposed changes was also deferred by the General Assembly until later in 2017.

Global Management Outputs

Global Management Outputs describe the managerial improvements that UN Human Rights commits to achieve to support the effective delivery of its planned thematic results. In 2016, significant progress was accomplished in relation to the eight GMOs outlined below.

GMO 1: Strategic decisions are made in line with results-based management principles and are implemented in a timely manner

A total of **85 per cent** of the outputs planned for this GMO in 2016 were fully or substantially achieved. This resulted in the implementation of more trans-

parent strategic decision-making processes and the increased integration of RBM into OHCHR's programmes, plans and activities. The following examples provide evidence of improvement in relation to this GMO.

- ▶ The terms of reference of the PAG were finalized, those of the SMT were reviewed and those of the PBRB were amended to include the review of the implementation of recommendations arising from evaluations. In 2016, all three bodies met regularly and provided the High Commissioner with advice and recommendations for decision-making on a wide array of thematic, policy and managerial matters.
- ▶ In view of the preparation of workplans for 2017, the Office agreed on five thematic areas of enhanced focus and decided to strengthen critical administrative and outreach functions which could lead to good returns on investment in the medium term.
- ▶ The application of RBM principles in internal procedures has progressed. In relation to reporting, the OHCHR Report 2015 provided an indication of positive steps made towards the achievement of the thematic results and GMOs and, for the first time,

included an indication of progress made towards the achievement of OHCHR's targets for the programming cycle. Progress was also made in using the data gathered through the PMS to inform strategic decision-making. As an example, information on the progress made towards the achievement of outputs and expected accomplishments across the Office was used during the Strategic Leadership retreats held in 2016.

- ▶ The evaluation of a number of areas of OHCHR's work advanced and their outcomes contributed to decision-making. Plans were developed for the implementation of recommendations originating from the evaluations of NHRIs, the Regional Office for Central Asia and the country programme in Mexico. Furthermore, the evaluation of human rights advisers and the country programme in Uganda were finalized this year and two more evaluations were initiated, namely, on the Maya Programme in Guatemala and on the structure of regional gender advisers. UN Human Rights further contributed to the inclusion of a norm on human rights and gender equality in the new UN system-wide standards for evaluation.



Screenshot of OHCHR's Performance Monitoring System and its new dashboard, which provides visual information on the level of implementation of OHCHR's expected accomplishments and outputs.

GMO 2: Organizational work processes, systems and structures are aligned for increased efficiency

A total of **85 per cent** of the outputs planned for this GMO in 2016 were fully or substantially achieved. A number of initiatives were carried out to improve the Office's processes and structures, which contributed to a more efficient implementation of OHCHR's mandate, as listed below.

- ▶ Internal task forces were established to define the proposed structural and functional changes in the context of the Change Initiative. Their implementation is pending the General Assembly's review and approval.
- ▶ A task force reviewed the trust funds managed by UN Human Rights, including their respective objectives and workloads, and provided senior managers with evidence-based recommendations which could lead to increased efficiency and savings, for instance, through the creation of a Trust Fund Management Unit.
- ▶ A working group considered options for improving work processes across divisions and geographic areas.
- ▶ Staff-led task forces were also established on key concerns including internal communications, innovation and OHCHR's "care for giving."
- ▶ A number of extranets were developed to allow external and internal stakeholders to concurrently work on documents in a secure, paperless manner. This new feature is used, for instance, by the human rights treaty bodies. Instead of distributing physical copies of documents at their sessions in the various UN official languages, they are now able to post these documents on their extranets, thus reducing the need for paper copies.
- ▶ Progress was made in relation to the implementation of an organization-wide records management system. The configuration of the file plan in the Unite Docs system was completed for the Human Rights Treaties Division (HRTD) and the Human Rights Council Branch and 90 per cent of HRTD's content was successfully migrated. In addition, the final draft of the Access Policy was completed and submitted to senior managers for its review. To date, UN Human Rights has the largest content in the Unite Docs system and it has worked diligently with the Project Team at UN Headquarters in New York to improve on the delivery and user-friendliness of the system. Once it is fully operational, the system will enable the Office to store all of its records in a common repository, regardless of geographical location and without compromising security.
- ▶ Following the 2015 signature of a host country agreement with the Government of Honduras for the opening a country presence, the field office

was officially opened by the Deputy High Commissioner, in November. The office is almost fully staffed and it is finalizing the recruitment of five more staff members.

- ▶ Also at the field level, following the publication of the report of the Secretary-General's High-level Independent Panel on Peace Operations (A/70/95-S/2015/446) which, among other recommendations, proposed the consolidation of protection functions, including child protection and protection against conflict-related sexual violence, under human rights components of peace operations, the United Nations Multidimensional Integrated Stabilization Missions in the Central African Republic and in Mali, and the United Nations Assistance Mission in Somalia, were selected to pilot the proposed new functional arrangements.

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

A total of **89 per cent** of the outputs planned for this GMO in 2016 were fully or substantially achieved. UN Human Rights made good progress regarding the integration of a gender perspective into its programmes and processes and the following results were achieved.

- ▶ The Office established a "Strengthening Diversity at OHCHR" task force, inclusive of attention to gender, to help map a way forward.
- ▶ A gender perspective was further integrated into OHCHR's planning. All guidelines for OHCHR's programming documents include instructions on how to integrate a gender perspective. In addition, the PMS now features a binary gender marker so that all planned activities which identify gender equality as the main focus are clearly indicated.
- ▶ The Office helped integrate expertise on gender and women's human rights into mandates established by the Human Rights Council. In collaboration with UN Women, gender advisers were seconded to the Commission of Investigation on Burundi, the UN Independent Investigation on Burundi, the Commission on Human Rights on South Sudan, the Commission of Inquiry on Eritrea, the Commission of Inquiry on Syria and the OHCHR field-based presence in South Korea. Moreover, concrete tools and guidance were developed to support the integration of gender concepts and approaches into the work of the international human rights mechanisms. Examples of these are an internal guidance note on the integration of gender into commissions of inquiry and fact-finding missions; a handbook on gender integration in the work of the United Nations human rights mechanisms; and a dedicated chapter on gender integration in the online training for delegates of the Human Rights Council.

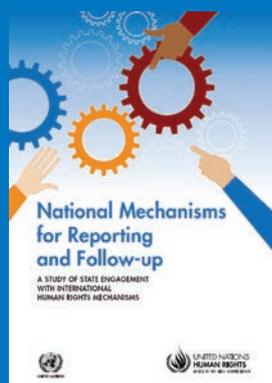
- ▶ At the field level, progress was made on the integration of a gender perspective into the programmes and/or processes of OHCHR's field presences in Afghanistan, Belgium (Regional Office for Europe), Bolivia, Burundi, Cambodia, Cameroon (Regional Office for Central Africa), Chad, Chile (Regional Office for South America), Colombia, Côte d'Ivoire, the Democratic Republic of the Congo, Dominican Republic, Ethiopia (Regional Office for East Africa), Georgia, Guatemala, Guinea, Iraq, Kenya, Kyrgyzstan (Regional Office for Central Asia), Lebanon (Regional Office for the Middle East and North Africa), Liberia, Libya, Madagascar, Mali, Mexico, Niger, Panama (Regional Office for Central America), Paraguay, Qatar (Training and Documentation Centre for South-West Asia and the Arab Region), Serbia, South Africa (Regional Office for Southern Africa), South Sudan, Sri Lanka, the State of Palestine⁶,

Thailand (Regional Office for South-East Asia), the former Yugoslav Republic of Macedonia, Timor-Leste, Tunisia, Uganda and Ukraine.

- ▶ Concrete examples of the above include the adoption of a gender strategy by the office in Uganda which, among other features, includes a monitoring and evaluation matrix with specific indicators for tracking the progress made by the office in the implementation of its gender-related interventions; the appointment of a gender focal point by the field presence in Kenya; and the development of a strategy on gender integration by the Regional Office for South-East Asia, followed by the establishment of a gender unit to monitor its implementation. Moreover, in December, the Regional Office for South-East Asia organized its first fellowship programme for women human rights defenders. Through the programme, a human rights defender from West Papua, Indonesia, was based in the office for two weeks where she received training and hands-on experience on the

⁶ Reference to the State of Palestine should be understood in compliance with United Nations General Assembly resolution 67/19.

Treaty Body Capacity-Building Programme



The Treaty Body Capacity-Building Programme was created as one of the outcomes of the treaty body strengthening process. Recognizing that many States have difficulties in fulfilling their multiple reporting obligations, General Assembly resolution 68/268 designed a significant capacity-building programme to “support

States Parties in building their capacity to implement their treaty obligations.”

The Programme was established at the beginning of 2015 with a team of staff that continues to operate out of OHCHR headquarters and the field. Ten staff members are based in 10 of OHCHR's regional offices and six are based in Geneva.

A practical guide and an accompanying study were published by the Programme, in June, entitled “Effective State Engagement with International Human Rights Mechanisms: National Mechanisms for Reporting and Follow-up.” The publications were officially launched during a dedicated panel discussion that was hosted by the Deputy High Commissioner, in November. The publications describe State practices with regard to national mechanisms for reporting and follow-up in the Bahamas, Cambodia, Mauritius, Mexico, Morocco, Portugal, the Republic of Korea and Senegal. While they identify good practices, they do not propose a one-size-fits-all solution.

To support the work of these national mechanisms and, more generally, the implementation of recommendations from all human rights mechanisms, the Universal Human Rights Index was improved and work advanced on the development of a National Human Rights Recommendations Tracking Database, which aims at facilitating the monitoring and follow-up of international human rights recommendations at the national level.

Training is also an important component of the Treaty Body Capacity-Building Programme. By the end of 2016, the Programme had enhanced the skills and knowledge of close to 170 State officials from 77 countries, who became trained-trainers on treaty reporting and part of a network of State officials within their subregions. UN Human Rights is also finalizing a general treaty reporting manual and trainers guide and has commenced work on treaty-specific training manuals and guides related to the two international human rights Covenants. All of these publications will assist States, other stakeholders and United Nations staff members to support increased State engagement with the international human rights mechanisms.

Based on its first two years of experience, the Treaty Body Capacity-Building Programme made a significant difference in terms of OHCHR's capacity to provide necessary support to States to ensure positive results. Some of these results include new treaty accessions and ratifications, the submission of outstanding reports and the improved dialogue and engagement with the treaty bodies by a number of States Parties.

work of UN Human Rights, including engagement with the international human rights mechanisms.

GMO 4: Increased effectiveness in supporting human rights mechanisms

A total of **82 per cent** of the outputs planned for this GMO in 2016 were fully or substantially achieved. UN Human Rights enhanced its support to the international human rights mechanisms as demonstrated by the following examples.

- ▶ In relation to the HRC, OHCHR supported the organization of 159 meetings, representing a 40 per cent increase over the number of meetings held in 2010. The Office serviced an unprecedented total of 57 interactive dialogues and 21 panels on a wide array of topics. In 2016, UN Human Rights contributed to the organization of a series of events to mark the 10th anniversary of the Council. The key event was a high-level panel discussion with all nine former Council Presidents, which was held during the Council's 32nd regular session, to discuss the various achievements of the Council in its first 10 years and some of its remaining challenges.
- ▶ UN Human Rights provided substantive, technical and logistical support to the three sessions of the UPR Working Group in 2016, during which 39 State reviews were conducted. It prepared 78 pre-session reports, drafted 39 Working Group reports and the same number of summaries of the UPR segment in the Council plenary sessions.
- ▶ UN Human Rights also contributed to the Human Rights Council's response to crisis situations. For instance, based on resolution 30/18, UN Human Rights deployed a team of three staff members for a period of nine months to provide technical support to the Government of Yemen and gather information to prepare a report on the human rights situation in the country. The report was presented during the 33rd session of the Council, in September.
- ▶ With substantive and logistical support provided by OHCHR, both from headquarters and the field, 96 country visits were undertaken by special procedures mandate holders to 65 States and territories. The Office also assisted in the drafting and submission of 526 communications to States, 134 reports to the Human Rights Council and 39 reports to the General Assembly.
- ▶ The Office serviced the human rights treaty bodies during 99 weeks of sessions, provided substantive assistance in their consideration of 168 State Party reports and for the drafting and adoption of approximately 7,800 recommendations and final decisions on 186 communications. With the logistical support of the Office, the Subcommittee on Prevention of Torture undertook 10 country visits.
- ▶ In line with the General Assembly's resolution on strengthening the human rights treaty body system (A/RES/68/268), since July, UN Human Rights and the Department of Public Information facilitated the live broadcasting and archival of the webcasts of all public meetings of the treaty bodies. In addition, a treaty body capacity-building programme was established, which enables the Office to promote the ratification of treaties and support States Parties with their reporting obligations.
- ▶ UN Human Rights contributed to the increased visibility of the international human rights mechanisms through, for instance, the publication of 461 media communications, including advisories and press releases, relating to the work of special procedures. A total of 313 media communications were issued in relation to the human rights treaty bodies. The work of the mechanisms was portrayed in a number of web stories and videos that were posted on

Tonga participates at the Human Rights Council

Thanks to the Voluntary Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the Work of the Human Rights Council, Tonga was able to engage with the Council.

Ms. Emeline Katoa, Assistant Crown Counsel at Tonga's Office of the Attorney General said: "The Trust Fund gave the Kingdom of Tonga an invaluable opportunity to be represented at the thirty-second session of the Human Rights Council on the occasion of its tenth anniversary. This experience allowed me to fully understand the work of the HRC and how it relates to the promotion of human rights in my country. Reading about the process

is nothing compared to attending and fully participating in it. It was an excellent opportunity to learn about the different technical and capacity-building assistance that is available to countries and to build connections with other Least Developed Countries and Small Island Developing States, developed countries and organizations.

This experience has given me a renewed sense of appreciation for the work of the Council and human rights issues and allowed the voice of Tonga, as a country with no permanent mission in Geneva, to be heard in the Council. I hope to take this experience back home to assist and promote human rights for the benefit of our Tongan people."



The Deputy High Commissioner visits a camp for internally displaced persons in Iraq, April 2016. © UNAMI PIO

OHCHR's social media channels. UN Human Rights also managed the Human Rights Council's social media accounts on Facebook, Twitter and Flickr, which were increasingly used to disseminate information about the activities of the Council, as evidenced by a significant growth in the number of followers on these platforms (an increase of 40,000 likes on Facebook and of 32,000 followers on Twitter).

GMO 5: Increased effectiveness in supporting field operations

A total of **82 per cent** of the outputs planned for this GMO in 2016 were fully or substantially achieved. The examples below show how UN Human Rights sought to support its field operations in their efforts to provide technical assistance to regional and national actors in order to make human rights a reality on the ground.

- ▶ The High Commissioner, the Deputy High Commissioner and the Assistant Secretary-General for Human Rights extended support to the work and advocacy efforts of OHCHR's field presences through, among other activities, missions to Burundi, Colombia, the Democratic Republic of the Congo, Honduras, Iraq, the Republic of Moldova, South Sudan, Sri Lanka and Ukraine. The mission of the High Commissioner to Colombia, in September, to attend the ceremony for the signature of the peace agreement between the Government and the FARC-EP, was also instrumental for meeting local stakeholders and underlining the significant role of the office in Colombia in the peace process and confronting the challenges ahead.
- ▶ In line with the United Nations Development Group's (UNDG) Strategy for the Deployment of Human Rights Advisers, the Office provided support to 28 advisers across multiple regions. Due to insufficient funds, the posts were discontinued in

Bangladesh, the United Republic of Tanzania and Zambia as were the posts for the UNDG regional human rights advisers for Asia and the Pacific and for Latin America and the Caribbean.

- ▶ Staff members were deployed to respond to emergencies, including to monitor the human rights situation of migrants and refugees in Bulgaria, France, Greece, Italy and the former Yugoslav Republic of Macedonia; monitor the deteriorating human rights situation in the Republic of the Congo; assess the human rights situation in the lead up to presidential elections in the Gambia; and support a number of special procedures mandates, particularly in the context of commissions of inquiry, fact-finding missions and humanitarian response.
- ▶ Field-level implementation of the Human Rights Case Database continued. As an example, the database was adapted for the United Nations Support Mission in Libya and its staff members were trained on its use.
- ▶ Through the United Nations Voluntary Fund for Financial and Technical Assistance for the Implementation of the UPR, a total of 24 projects in the field were funded to support States in establishing and/or strengthening inter-institutional bodies to coordinate follow-up to recommendations issued by the human rights mechanisms; mainstreaming those recommendations into national human rights action plans; and implementing key priority human rights recommendations.
- ▶ Under the Treaty Body Capacity-Building Programme, support was provided to 11 duty stations, which were based in all regions of the world, to undertake approximately 80 activities, including to provide technical assistance to National Mechanisms for Reporting and Follow-up and to carry out training sessions on treaty reporting.
- ▶ Security officers were deployed to the field on 57 occasions to provide substantial advice or conduct security assessment missions.

GMO 6: OHCHR staff has the necessary competencies and skills to effectively implement OHCHR's programme

A total of **86 per cent** of the outputs planned for this GMO in 2016 were fully or substantially achieved. The following examples provide evidence of improvements made in relation to enhancing the knowledge, skills and capacities of UN Human Rights staff members.

- ▶ More than 140 staff at headquarters enhanced their skills on substantive and administrative topics through peer learning activities, in-house trainings and coaching. Access to learning opportunities was also granted to field-based staff through the promotion of the new learning platform called 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 edition of the orientation programme.
- ▶ A total of 157 staff members improved their skills on human rights monitoring through nine training courses, eight of which were conducted at the field level, to ensure that the learned skills would be more immediately applicable to their respective country realities.
- ▶ Staff capacity to use the Human Rights Case Database improved as a result of 33 remote briefings that were attended by 223 participants. The online course on the use of the database, which was launched in November, ensured that all UN Human Rights staff are now equipped with the knowledge of how to use the tool, regardless of their location.

RAZZA UMANA Exhibition



To help shine the spotlight on inclusion and human rights, the UN Human Rights Office organized an exhibition of photographs entitled RAZZA UMANA (or The Human Race). The exhibition was mounted on Quai Wilson, in Geneva, during September and October 2016. The collection consisted of portraits of people from across the globe, highlighting our differences and what unites us as human beings. It is part of an ongoing project by the Italian photographer, Oliviero Toscani, celebrating the diversity of humanity.

Oliviero Toscani is renowned for his work highlighting discrimination and social injustice. He is known for his groundbreaking campaigns for the United Colours of Benetton (1982-2000) and his collaborations on several social and controversial campaigns on road safety, the death penalty, anorexia, AIDS and violence against women.

Toscani's striking work has consistently captured the attention of a wide audience and by collaborating with him, the UN Human Rights Office was able to amplify its

message of respect for equal rights and dignity for everyone. The exhibition on Quai Wilson stopped people in their tracks as they were confronted with the eyes of people just like them, staring back at them, connecting with them as fellow human beings and reminding them that we are all different and all equal.

In 2012, OHCHR's office in Guatemala organized a similar exhibition by Toscani, entitled Guatemala Diversa. That collection highlighted Guatemala's diversity in its broadest sense: ethnicity, gender, age, sexual diversity and social status, among others. The photos, which lined the streets of Guatemala City, fostered wide social debate and reflections on the importance of valuing diversity and eliminating racist attitudes.

Toscani's photos were previously used to illustrate the 2015 UN Human Rights Appeal.

For more information about his work, please visit www.olivierotoscanistudio.com or www.razzaumana.it.

- ▶ In the context of the Treaty Body Capacity-Building Programme, a concept note regarding a training tools package was approved. The Programme will guide the development of a general manual on treaty body reporting, specific manuals on training and guidelines for trainers.

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

A total of **90 per cent** of the outputs planned for this GMO in 2016 were fully or substantially achieved. Progress achieved in relation to OHCHR's efforts to reach out to Member States, rights-holders and other relevant stakeholders to increase their understanding of and support to the work of the Office can be seen in the following examples.

- ▶ Awareness about OHCHR's programme was raised through a series of campaigns, primarily the "Stand up for someone's rights today" campaign, which seeks to encourage people to take action in their everyday life to defend human rights. A number of communication materials and events were developed for the launch of this year-long campaign, including an interactive microsite (www.standup4humanrights.org), a Facebook Live session with the High Commissioner and a number of activities organized by the UN and the global human rights community around the world. Other campaigns supported by the Office in 2016 included a photo exhibition "Razza Umana," by Italian photographer Oliviero Toscani; the Free & Equal campaign; and some events to mark the 10th anniversary of the Human Rights Council.
- ▶ The visibility of the Office in the media continued to increase with 28,800 referencing articles in 2016. UN Human Rights reached more than 5 million followers across 45 social media accounts, mainly through its English-language accounts (1.55 million on Twitter and 1.71 million on Facebook). In addition, a total of 115 videos were produced and distributed through various channels, including social media platforms, OHCHR's YouTube channel, the UN Audiovisual Library (UNIFEED) and traditional television media through the European Broadcasting Union.
- ▶ Senior Management and other UN Human Rights staff members continued to brief Member States and other stakeholders on the Office's programmes, plans, achievements and funding requirements. Throughout the year, a total of 33 donor consultations and briefings for Member States were held in Geneva, including the launch of the 2015 Annual Report by the High Commissioner. Briefings for Member States and other stakeholders in New York were also organized on a number of topics, including the annual Human Rights Orientation Workshop for New York Diplomats in cooperation with UNITAR.
- ▶ The Office promoted its work and human rights standards and concepts through the production and dissemination of high-quality publications for Member States, civil society and other stakeholders. In 2016, UN Human Rights distributed, from headquarters alone, over 60,000 printed publications and other materials worldwide for various uses, including in meetings and conferences, trainings and to stock libraries and resource centres. Furthermore, over 4.7 million downloads of publications were recorded on the UN Human Rights website.
- ▶ Several outreach actions were undertaken at the field level to raise the awareness of stakeholders about the mandate of OHCHR and to garner support for its work. As an example, field presences in Fiji, Guinea-Bissau, Iraq, Kenya, Mauritania, Mexico, Panama, Rwanda, Senegal, Tunisia, Uganda, the United Republic of Tanzania and Yemen participated in events to commemorate Human Rights Day; photo contests were organized in Cambodia and Paraguay; participation in radio programmes took place in Cambodia and Uganda; the production and dissemination of factsheets and newsletters was undertaken by offices in Iraq, Mauritania and Panama; interviews were granted to influential media outlets in Chile, Colombia, Mexico and Thailand; and a film festival was co-organized with IOM in South Africa on the issue of migration.
- ▶ Financial support for OHCHR's programmes increased by 2.9 per cent over the previous year. Specifically, UN Human Rights raised its highest-ever amount of extrabudgetary contributions with a total of US\$129.5 million. Member States continued to be the main providers of voluntary contributions and their funding represented 85.6 per cent of the income received by the Office. In 2016, a total of 65 Member States made voluntary contributions in comparison to 62 in 2015.
- ▶ In relation to digital fundraising, a mobile application for outreach and fundraising purposes was finalized and published on the Apple and Google stores in October. The number of individual donations through OHCHR's website has been on the rise, albeit with modest amounts raised per month. Moreover, a consultant with expertise in digital communications was hired to look at how UN Human Rights could better leverage its brand and communications in the digital sphere. The results of the study will be presented to senior management in 2017.
- ▶ The Office concluded its first strategic partnership with a major corporation (Microsoft), which will span five years and cover areas such as digital rights,

business and human rights, innovation, outreach and collaboration on themes of mutual concern (rights of lesbian, gay, bisexual, transgender and intersex persons, freedom of expression, discrimination and other issues). The partnership also includes a significant financial contribution to UN Human Rights in support of these activities.

GMO 8: The efficient management of human and financial resources

A total of **97 per cent** of the outputs planned for this GMO in 2016 were fully or substantially achieved, which contributed to the increased efficiency of UN Human Rights in managing its human and financial resources. The following examples provide evidence of improvement in relation to this GMO.

- ▶ The introduction of Umoja needed the investment of a great deal of time and effort in various administrative areas. For instance, it required adjustments regarding the workflows for selections and onboarding of recruited staff; it made the produc-

tion of financial reports for donors extremely labour intensive as its financial reporting module is not yet functional; and it required additional efforts to process the increasing number of travel requests (approximately 4,000) as a significant number of them are now initiated by field presences but must be certified at headquarters. The workload with regard to procurement processes will also certainly increase with the implementation of the procurement and property management modules of Umoja, including at the field level.

- ▶ Regular meetings of the PBRB, which included a standing agenda item on financial status and human resources, ensured the efficient use of the Office's resources.
- ▶ OHCHR's proprietary system for financial management in the field (MAYA system) has been maintained in all field presences in Latin America and will be implemented in the new Honduras office in 2017. Until Umoja is rolled-out to field presences, the MAYA system will be maintained in order to provide the offices with a means of better managing their financial implementation and following up on the status of their financial requests with UNDP.