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 and abuses 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, human rights defenders, 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 and the Security Council and his public outreach activities (speeches, lectures, statements, opinion articles and interviews), the High Commissioner brought attention to the most egregious human rights violations and abuses and drew the international community’s attention to critical situations. Building on the expertise of the Office of the High Commissioner for Human Rights, both at headquarters and in the field, the High Commissioner advocated for human rights to be mainstreamed across the United Nations system. The High Commissioner’s leadership role was reinforced by the Deputy High Commissioner 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 (EO), 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) and the Safety and Security Section (SSS).
Executive Office

Background

The Executive Office provides direct support to the High Commissioner and the Deputy High Commissioner in their daily work, in their management and strategic leadership of the Office and in their interactions with different stakeholders. It ensures that all documentation submitted for their attention is widely consulted, processed in a timely manner and, upon approval, disseminated within the Office for appropriate follow-up. The Executive Office also aims to ensure 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.

With the support of the Executive Office, in 2017, the High Commissioner and the Deputy High Commissioner undertook missions to Australia, Canada, El Salvador, Ethiopia, France, Guatemala, India, Ireland, Japan, Kuwait, Libya, Luxembourg, Oman, Peru, Qatar, Slovenia, the United Kingdom of Great Britain and Northern Ireland, the United States of America, Uruguay and Uzbekistan. They also delivered a number of speeches, video addresses and op-eds on a wide array of human rights topics. For instance, the High Commissioner delivered lectures at Georgetown University in Washington, D.C.; Vanderbilt University in Nashville, Tennessee; Johns Hopkins School of Public Health in Baltimore; Columbia University in New York; the Lady Margaret Lecture at Christ’s College, Cambridge; and the Grotius Lecture on the future of international law at the Law Society in London. The Grotius lecture traced the roots of international law to emotions at the “core of civilization” and detailed in stark terms some of today’s threats to international human rights law in the context of conflict, counter-terror efforts and torture. It also took aim at populists, demagogues and tabloid newspapers that have “remorselessly stoked” xenophobia and bigotry. Like many of the High Commissioner’s speeches, it has been extensively discussed by academics and the human rights community.

The Deputy High Commissioner delivered speeches at conferences and other events, such as the UN Climate Change Conference (COP 23) and other large international conferences on, inter alia, humanitarian issues; women’s rights; the role of midwives; adolescent health; the UN human rights system; and population and development. She consistently engaged with the Human Rights Council, including on country-specific issues, and introduced OHCHR’s thematic and country reports. Moreover, the Deputy High Commissioner delivered statements at a number of Human Rights Council panels, annual discussions and side events, including on the rights of the child and women’s rights; the right to health, including maternal mortality and access to medicine; migration; indigenous peoples; racial discrimination, human rights mainstreaming and technical cooperation.

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 support the development of UN Secretariat and system-wide policies. The Of-
Office also provides direct advice and support on human rights-related matters to the Secretary-General and his Executive Office.

NYO 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 leads the Office’s engagement with the peace and security and peacebuilding architecture, the conflict prevention strategy and the Sustaining Peace Agenda in the General Assembly and the Security Council. Furthermore, it co-leads OHCHR’s advocacy on 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.

In 2017, the arrival of a new Secretary-General required the Office to be engaged in a number of structural reforms, including the new management reform initiative, the reconfiguration of the peace and security and counter-terrorism architecture, the development system reform and the evolving Sustaining Peace Agenda.

This year, the Assistant Secretary-General for Human Rights undertook country visits to the Central African Republic, Colombia, Honduras, Liberia, Mali, Somalia and South Sudan. He also participated in a number of conferences and meetings, including in Belgium, Canada, Ireland, Morocco, Switzerland and the United Kingdom, related to the work of the Office and in the context of his mandate as the senior United Nations official designated to lead UN efforts to put an end to intimidation and reprisals against those cooperating with the UN on human rights.

Results

Strengthening international human rights mechanisms

Enhanced synergies, complementarity and coherence within and between human rights mechanisms (EA 9)

As part of the sixty-first session of the Commission on the Status of Women, OHCHR organized an event on “Strengthening cooperation between the international and regional human rights mechanisms on women’s rights,” which discussed how to enhance cooperation between mechanisms, as well as how to protect gains made in the development of norms and standards on gender and women’s rights from the resistance demonstrated in intergovernmental fora. Subsequently, the Secretary-General requested that OHCHR, UN Women and the Department of Political Affairs cooperate to develop a system-wide strategy aimed at protecting norms and standards on gender and women’s rights in intergovernmental fora.

Enhancing equality and countering discrimination

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

The OHCHR-led UN Free & Equal campaign reached hundreds of millions of people worldwide through its website, traditional and social media, videos, fact sheets and other digital content. In 2017, more than 13.5 million people saw UN Free & Equal videos. This included a mini campaign, #CultureOfLove, aimed at showing how culture, family and tradition can embrace LGBTI members of their communities. Also in 2017, OHCHR supported two high-level events on LGBTI issues that were co-hosted with the LGBTI Core Group. In May, an event, entitled “Standing up for LGBTI Youth,” was held for the International Day against Homophobia, Biphobia and Transphobia. The objective of the event was to raise awareness about bullying and exclusion of LGBTI youth, help amplify the voices of those affected and discuss steps that can be taken by UN Member States to protect young people. In September, the event on “Ending Violence and Discrimination against LGBTI Persons” focused on measures to tackle violent abuse and unfair treatment of LGBTI people around the world. The Office further provided analysis and advocacy materials and briefings for use by the United Nations Country Teams and issued press releases, media briefing notes, statements, feature stories, op-eds, online blogs on LGBTI-related human rights issues to maximize its advocacy efforts.

In September, OHCHR launched a set of global standards to support the business community in tackling discrimination against LGBTI people. The new standards, developed in partnership with the London-based Institute for Human Rights and Business, are the product of more than a year of consultations with hundreds of companies and human rights activists worldwide. They offer practical guidance to companies on how to eliminate discrimination in the workplace and leverage their influence, resources and market presence in order to promote greater respect for the rights of LGBTI people in the countries where they do business. The standards were launched at a series of events in New York, Mumbai, London, Paris, Geneva, Hong Kong, Tokyo, Melbourne, Nairobi and Sao Paulo in late 2017 and early 2018. To date, some 50 global brands, including Adidas, Burberry, the Coca-Cola Company, Deutsche Bank, Dow Chemicals, Google, IKEA Group, Intel, Microsoft, Ralph Lauren Corp., Twitter and Virgin, have signalled their support for the
standards, with many more preparing to announce their formal endorsement in 2018. At that time, the Office will launch a follow-up guide for practitioners to implement the standards, which will highlight examples of concrete actions undertaken by some of the early supporters.

Through its participation in the Global Inter-Agency Programme Advisory Committee of the UN Trust Fund to End Violence against Women, OHCHR launched a new grant-making opportunity, in 2017, to address violence against women and girls with disabilities. This will enable participants to engage in efforts to prevent violence from occurring in the first place and complement the actions of the response system to break the cycles of violence against women and girls with disabilities.

The NYO supported the work of the Open-Ended Working Group on Ageing (OEWGA) during its eighth session. For instance, the Office ensured that the work of the OEWGA adhered to human rights standards, that its sessions included the participation of NHRIs for the first time and that its discussions shifted from polarized debates regarding the need to elaborate an international human rights instrument for older persons to discussions on the substantive content of such an instrument.

Combating impunity and strengthening accountability and the rule of law

Increased awareness among Member States about international human rights norms and rule of law principles relating to the death penalty with a view to encouraging States to adopt a moratorium or abolish the death penalty

Over the course of the past four years, OHCHR has explored the human rights dimensions of the death penalty through a series of high-level panel events and publications, generally linked to the bi-annual General Assembly resolution on a moratorium on the use of the death penalty. The resolution, first passed in 2007, calls on all States that still allow capital punishment to “progressively restrict the use of the death penalty and reduce the number of offences for which it may be imposed” and “to establish a moratorium on execution with a view to abolishing the death penalty.” Subsequently, the General Assembly has adopted various resolutions (2008, 2010, 2012, 2014, 2016), which were approved by a progressively growing number of Member States.

In addition, between 2014 and 2017, OHCHR held a series of high-level panel events that focused on lessons from national experiences, wrongful convictions, deterrence and public opinion, discrimination and the death penalty, the voices of victims’ families and victims and the death penalty generally. These panels brought together a range of representatives of Member States, academia and civil society to discuss obstacles to the abolition of the death penalty. The Office also launched a series of publications, including the 2014 report Moving Away from the Death Penalty: Arguments, Trends and Perspectives and the 2016 book Death Penalty and the Victims, based on thorough academic research and the personal testimonies provided by the families of victims and the wrongfully convicted. The books have been used to support OHCHR’s advocacy with Member States for the abolition of the death penalty or the adoption of a moratorium on its use.

Counter-terrorism legal frameworks, policies, strategies and institutions increasingly aligned with international human rights standards

The NYO sustained its efforts to help implement the UN’s Global Counter-Terrorism Strategy, thus contributing to more effective and coordinated UN support to Member States and regional organizations while facing the complex and ever changing threat of terrorism. Through its active participation in the Counter-Terrorism Implementation Task Force (CTITF) and as co-Chair of the Working Group on Promoting and Protecting Human Rights and the Rule of Law while Countering Terrorism, OHCHR steered the publication of five guidance documents on the following topics: stopping and searching of persons, security infrastructure, conformity of national legislation with international human rights law, right to a fair trial and due process in the context of counter-terrorism and detention in...
the context of counter-terrorism. A sixth guide on the proscription of organizations has been finalized and is ready for publication. Furthermore, OHCHR jointly implemented projects in five countries (Iraq, Jordan, Mali, Nigeria and Tunisia) aimed at providing human rights training and capacity-building for law enforcement officials involved in counter-terrorism-related activities.

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

In 2017, OHCHR continued its collaboration with UN Women to develop guidelines for UN field operations to take into account gender and human rights approaches in the drafting of plans and policies to prevent violent extremism. As part of its work at the CTITF’s Working Group on Human Rights and Rule of Law, OHCHR will look into developing these guidelines. OHCHR also established partnerships with leading US-based universities to conduct research on key issues related to the protection of women in the context of counter-terrorism and violent extremism. At the end of 2016, the University of Pennsylvania presented a compilation of 20 cases on how gender and human rights had been integrated into national efforts to prevent violent extremism in distinct parts of the world. In 2017, the University of Chicago finalized a study on actions to prevent violent extremism in Kenya, Tunisia and the USA, and how gender and human rights considerations had been taken into account in these efforts.

**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)**

With the support of OHCHR, the first questionnaire was developed to measure Sustainable Development Goal (SDG) indicator 5.6.2, to identify the number of countries with laws and regulations that guarantee women aged 15-49 access to sexual and reproductive health care, information and education. The questionnaire includes recommendations from the international human rights mechanisms and pays special attention to the most discriminated groups in society. The inputs provided by OHCHR helped to solve the challenges of measuring plural legal systems, identifying vulnerable groups and ensuring alignment between what countries reported under the SDG framework and how they were evaluated by the human rights mechanisms. In 2017, OHCHR also successfully advocated for the first inclusion of women human rights defenders and national human rights institutions in the agreed conclusions of the sixty-first session of the Commission on the Status of Women.
sexual violence in relation to the 2009 events. At the request of the Guinean authorities, the Team of Experts will continue to support the Minister of Justice in the operationalization of the Coordination Committee that will oversee the preparations and planning of the trials for the September 2009 events, including the protection of witnesses and victims, sensitization and outreach to Government officials, victims’ associations and the general public.

In relation to the Central African Republic’s accountability efforts for conflict-related crimes of sexual violence, the Team of Experts deployed an expert to support the work of OHCHR’s mapping team to document conflict-related sexual violence crimes that had been committed in the country between January 2003 and December 2015. This work helped to ensure that conflict-related sexual violence remains a priority in all future transitional justice and accountability mechanisms.

In Côte d’Ivoire, the Team of Experts provided technical assistance to the national army for the implementation of its action plan on combating sexual violence. Such measures have translated into a reduced number of violations attributable to the military and, as a result, Côte d’Ivoire’s army has been removed from the annex of the 2017 report of the Secretary-General on conflict-related sexual violence. With the closing of the United Nations Operation in Côte d’Ivoire, and to ensure the sustainability of efforts undertaken by Ivorian authorities, OHCHR led the recruitment and developed a work plan for two experienced national human rights officers who will continue to work on legislative review, train judicial officials, support the implementation of the national army’s action plan to combat sexual violence and support accountability efforts related to the crimes committed during the post-electoral crisis in 2011.

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 years 2016 and 2017 saw a greater emphasis of the UN on conflict prevention. In 2016, OHCHR actively participated in the working group on conflict prevention and has contributed to the creation of a UN compendium of prevention cases. In 2017, the Office actively participated in the development of activities linked to the June 13th Appeal, by the Government of Switzerland, to situate human rights at the heart of conflict prevention. Among other measures, the Appeal called for enhanced cooperation between the Human Rights Council and the Security Council in relation to decisions that are relevant to conflict prevention and to improve the Security Council’s use of available information to inform its decisions, including briefings of OHCHR and reports of the Human Rights Council and its mechanisms.

Through its inputs to the reports of the Secretary-General on Women, Peace and Security and on Conflict-Related Sexual Violence, OHCHR provided valuable information on how the consolidation of protection functions are helping to ensure that women’s rights are adequately considered in the work of peace missions in several conflict-affected countries.

**Global Management Outputs**

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

- In September, the Office of Internal Oversight Services issued the report of its audit to assess the effectiveness of the processes and structures of the NYO, covering the period from January 2015 to March 2017. The Office is currently implementing the recommendations to make the management of its human and financial resources more efficient.

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

- In 2017, the Secretary-General issued a policy aimed at achieving gender parity in the workforce by the year 2028. OHCHR was at the forefront of gender parity strategy discussions and strongly supported the use of special temporary measures and targeted efforts to increase the recruitment and retention of qualified female and male staff members where gender imbalances exist. Such temporary measures, in line with human rights norms and standards, have been retained as part of the final policy.

- The Assistant Secretary-General for Human Rights committed to devoting specific attention to women’s rights in all of his missions and systematically advocating for approaches that uphold women’s rights in all of his contributions to UN system-wide efforts in the peace and security, development and human rights pillars. The Secretary-General has subsequently asked all senior UN officials to become Gender Champions and has used the Assistant Secretary-General’s voluntary commitments as an example of good practices for Gender Champions who are now joining the initiative.

**Increased effectiveness in supporting human rights mechanisms (GMO 4)**

- Throughout the year, OHCHR continued to engage with and promote the work and recommendations of the human rights treaty bodies and the special procedures in relation to the human rights of LGBTI
persons, including by providing inputs for general comments and thematic reports and supporting the joint initiatives of UN mechanisms and peers from the regional systems on, for instance, the rights of LGBTI persons in detention or combating violence and harmful medical practices against intersex children and adults. OHCHR further supported the UN human rights mechanisms to address violations faced by LGBTI persons through inputs to urgent appeals, allegation letters, general comments and concluding observations.

- The NYO supported several meetings in New York of the Working Group on discrimination against women in law and in practice and other UN human rights mechanisms, including meetings of States Parties to the Convention on the Rights of the Child, the Convention on the Elimination of Racial Discrimination, the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of Persons with Disabilities and the election of members of their respective committees.

- The NYO supported the participation in General Assembly meetings of 44 special procedures mandate-holders and 10 Chairs of the human rights treaty bodies, as well as the Chair of the Commission of Inquiry on Burundi and the Independent Expert of the Global Study on Children Deprived of Liberty. The NYO provided support in the preparation of and during the visit of the President of the Human Rights Council to UN Headquarters in New York and supported the annual visit of the Coordination Committee of Special Procedures.

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

- Through partnerships with the Department of Public Information’s Strategic Communications and News and Media Divisions, as well as the UN Spokesperson’s Office, high-level events carried out by the NYO, such as those on the death penalty, torture and LGBTI issues, received greater visibility through the social media accounts of the UN, websites and news centres. The NYO also increased its outreach to journalists, particularly relating to the Assistant Secretary-General’s missions and key statements and through background meetings and interviews on thematic issues, such as climate change and business and human rights.

- In partnership with the UN Foundation, a roundtable discussion on human rights was organized, in Washington, D.C., with the presence of the High Commissioner. The event, which was moderated by CNN Global Affairs Correspondent, Elise Labott, received strong media coverage.

### External Outreach Service

#### Background

The External Outreach Service is composed of four sections; the Communications and Public Mobilization Section, the Donor and External Relations Section, the Media and Public Positioning Section and the Meetings, Documents and Publications Unit.

The Communications and Public Mobilization Section, which is composed of the Web Unit, the Editorial Unit and audio-visual and social media officers, works on the branding of the Office as well as its engagement with new audiences. The Section develops and implements outreach strategies addressed to a broad constituency and its main functions include the development and distribution of public information campaigns, the production of print, audio-visual and online outreach materials, engagement with the public through social media and the provision of relevant communications support to the Office as a whole, including field presences.

The Donor and External Relations Section (DEXREL) has 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. The Section mobilizes funds, negotiates and manages a large number of contribution agreements and organizes and services numerous meetings, briefings and consultations with donors. In addition, it serves as an entry point for Member States and others seeking general information on OHCHR’s current work, future priorities and funding needs.

The Media and Public Positioning Section focuses on engagement with the media and promoting the messaging of the High Commissioner and the Office through speeches, news releases, press briefings and other media products and activities.

The Meetings, Documents and Publications Unit (MDPU) is responsible for planning, coordinating and submitting all OHCHR official documents for processing and for providing advice to senior management on documentation and conference management-related issues. It provides advice on the preparation of OHCHR documentation, including format, length and submission deadlines; prepares the yearly calendar of OHCHR official meetings; and processes requests for non-calendar meetings using the facilities managed by the UN Office at Geneva. MDPU is also responsi-
Global Management Outputs

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

- During 2017, the Office issued several statements and press releases relating to women’s rights from the High Commissioner and the Deputy High Commissioner. A special social media initiative was developed for the 16 Days of Activism and a number of feature stories focused on women, including in relation to sexual and reproductive health and rights.

- In addition to seeking funding to support OHCHR’s gender work, DEXREL aimed at mobilizing resources to support various OHCHR projects specifically focused on gender issues. Most notably, funding was secured from Canada for a project on countering sexual and gender-based violence in Iraq and Syria; from the UK to support OHCHR’s work on countering sexual and gender-based violence in a number of field presences; from Australia for work to address sexual violence; from Spain for the gender advisers in Beirut, Dakar and Panama; from two foundations (Wellspring and Ford) for work on discriminatory laws and sexual and reproductive health and for a project in Mexico related to disappearances, including of women and girls.

- Gender integration has been highlighted as a standard and a priority in the OHCHR Publications Policy and has consistently been promoted and applied during each phase of the publishing process. All concept notes for new publications are aligned with the OHCHR Gender Equality Policy and gender aspects are integrated into the methodological and content development processes, peer review critiques, vetting by the OHCHR Publications Committee and throughout the editing and production processes of OHCHR publications. In addition, in 2017, the Publications Committee considered and reviewed an increasing number of new publications focusing on women’s human rights and gender-related issues, including *Born Free and Equal*: *Sexual Orientation, Gender Identity and Sex Characteristics in International Human Rights Law*; a training package on the human rights of LGBTI persons; *Stereotyping and the Judiciary: A Facilitator’s Guide for Judges*; *Gender Integration in the Work of the United Nations Human Rights Mechanisms: A Handbook*; and *Systematizing Gender Integration: Guidance for Human Rights Investigations*.

Increased effectiveness in supporting human rights mechanisms (GMO 4)

- The Office made full and effective use of a wide variety of communication tools and approaches to support the work of the international human rights mechanisms, thereby increasing their visibility and accessibility. For instance, in 2017, OHCHR issued 387 media communications, including advisories and press releases, relating to the work of the special procedures and 111 relating to the work of the human rights treaty bodies. The treaty body outputs were reduced by 65 per cent as part of a rationalization process, through which outputs were combined and sent out on a weekly basis rather than individually.

- Under the leadership of the Communications Section, good progress was made on the development of the new Human Rights Council website, which is scheduled to be launched in early 2018.

- DEXREL contributed to ensuring funding for the international human rights mechanisms through discussions with donors and Member States, both during annual consultations and at specific briefings on the substantive work of the Office. Contributions to the mechanisms and the dedicated trust funds, including the Universal Periodic Review (UPR) trust funds and the Voluntary Technical Assistance Trust Fund to support the Participation of Least Developed Countries (LDCs) and Small Island Developing States (SIDS) in the work of the Human Rights Council, were received from Argentina, Australia, Austria, Belgium, Czech Republic, Denmark, European Commission, Finland, France, Germany, India, Ireland, Italy, Japan, Kazakhstan, Republic of Korea, Kuwait, Liechtenstein, Monaco, the Netherlands, Norway, Pakistan, Paraguay, Saudi Arabia, Singapore, Spain, Switzerland and Turkey.

- MDPU has been increasingly called upon to find workable solutions to documentation and meeting-related problems, including regarding mandates, deadlines, translations and room allocations. The regular meetings of OHCHR’s Group of Document Focal Points were re instituted, while the terms of reference of the Group were reviewed. Additionally, MDPU strengthened its dialogue with submitting officers ahead of its submission deadlines and piloted the use of submission follow-up tracking lists in order to improve submission compliance. The final submission compliance rate for all slotted pre-session documents submitted by OHCHR for meetings taking place in 2017 was 84 per cent, meeting the target set for the period 2014-2017.

Increased effectiveness in supporting field operations (GMO 5)

- The Communications Section worked in partnership with OHCHR field presences and supported them in the production of public information materials and the launch of a campaign on the seventieth
anniversary of the Universal Declaration of Human Rights and advised them on media and social media issues, among other activities.

- Colleagues in the field and at headquarters consistently requested DEXREL support for their fundraising efforts. To this end, the Fundraising in the Field Guidance Note, first issued in 2014, was updated in 2017 and a standard operating procedure on the topic was drafted and will be discussed in 2018. Support was also provided for fundraising efforts at the field level through the development of several templates for proposal writing regarding thematic and country-based projects.

- During 2017, MDPU supported field operations worldwide by responding to and filling orders for OHCHR materials aimed at supporting training activities, the stocking of resource centres and libraries and promoting activism by NGOs and other parties. It also maintained the centralized online repository of in-progress and completed English and local language publications produced by field presences and provided policy and technical publishing advice and pre-press support to field presences.

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

- In support of fostering and strengthening resource mobilization coherence and coordination across the Office, DEXREL redesigned and populated its intranet with a number of key resources, including templates for funding proposals, fact sheets, infographics, training packages, resource mobilization information, such as voluntary contributions, proposals and reports submitted to donors, calls for proposals and other relevant information. The aim of this revised repository is to contribute to the improved effectiveness and efficiency of resource mobilization efforts across the Office.

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, the Office launched a year-long campaign to celebrate the anniversary of the Universal Declaration of Human Rights (UDHR), which will turn 70 in 2018. The campaign provides an opportunity to promote, engage with and reflect on the Declaration and its relevance in everyday life. The High Commissioner and the Mayor of Paris kicked-off the campaign at a public conference at Palais Chaillot in Paris, the historic site where the UDHR was adopted in 1948. In Geneva, the iconic Jet d’Eau and Palais Wilson were illuminated to celebrate the occasion. In New York, the Secretary-General launched the cam-

The “Stand up for someone’s rights today” campaign

The Stand Up campaign, which was launched on Human Rights Day 2016, allowed UN Human Rights to engage new audiences and increase the reach of its call to “Stand up for someone’s rights today.”

Throughout 2017, UN Human Rights took every available opportunity to promote human rights values through the campaign. For instance, it partnered with the International Olympic Committee on the occasion of the international Day against racial discrimination (21 March) to stand up against racism. On 11 June, the High Commissioner kicked off a Football World Cup Qualifier, in Dublin, alongside the President of Ireland, taking the Office’s message to the sports field. In another example, on 26 June, on the International Day in support of Victims of Torture, the Office joined forces with the International Bar Association to spread a message of hope and rally the legal profession against torture. Other notable collaborations were established, including with the United Nations Association of the United States of America, which spread the Office’s human rights message in the USA through its local chapters. In 2017, the Stand Up campaign, and its hashtag #standup4humanrights, reached millions of people and offered an opportunity for everyone to defend and promote human rights in their everyday life.
Also during 2017, the Media and Public Positioning Section produced a total of 791 products for external audiences. These included 153 media products for the High Commissioner (85 news releases and media statements, 37 briefing notes, eight advisories and 10 comments), as well as 387 for the special procedures and 111 for the human rights treaty bodies. Furthermore, the Section’s speechwriter produced 140 speeches, lectures, video statements and other miscellaneous texts for the High Commissioner. As of the end of December, at least 24,010 articles had referenced the High Commissioner, his Office, his spokespeople and OHCHR senior staff. Although this is approximately 4,000 fewer references than in 2016, it is the second highest total in the organization’s history.

Approximately 100 feature stories were produced and published on OHCHR’s website, the “Stand up for someone’s rights today” and UDHR’s seventieth anniversary website and social media platforms.

Regarding social media, OHCHR reached a combined following of more than 6.37 million followers, across 45 accounts, mainly in the English-language central accounts. Partnerships with leading social media companies, such as Twitter and Facebook, were established, resulting in unprecedented coverage on Human Rights Day.

The Office increased its video production and, in 2017, a total of 116 videos were produced and recorded. Of these videos, 55 were published on YouTube while 36 others were shared with broadcasters (the European Broadcasting Union and the UN Department of Public Information’s distribution channel Unifeed) and received significant coverage by the media. One video featured interviews with an OHCHR team from Yemen, which was re-played 191 times by various television stations globally. Furthermore, OHCHR’s YouTube channel continues to generate public interest with an increase of half a million views during the year.

DEXREL disseminated information and generated broad-based support for OHCHR among Member States and the wider donor community. In addition to appealing to existing and potential donors, the Section negotiated new agreements, followed up on contributions received and served as a focal point for Member States and others seeking information on OHCHR’s needs, activities and priorities. Under the leadership of DEXREL, and with an office-wide effort to reach out to donors in 2017, a total of US$142.8 million was raised in extra budgetary contributions, representing an increase of approximately 10 per cent compared to the previous year (US$129.6 million), which can be considered a significant improvement in light of the current political climate. The proportion of unearmarked funding increased slightly to 43 per cent (up from 38 per cent in 2016) as unearmarked contributions increased by US$11.7 million (from US$49.7 million in 2016 to US$61.4 million in 2017). The Office received more earmarked contributions due to ongoing efforts to attract more local funding for field activities as well as tapping into non-traditional budget lines from which donors can only provide earmarked funds.

Contributions from Member States increased to US$126.1 million, compared to US$110.9 million in 2016. These contributions represented 88.3 per cent of the income received by the Office in 2017. During the reporting year, 63 Member States made contributions to OHCHR, three less than in 2016. No
Member States pledged funds for the first time, while ten renewed their support after at least one year of inactivity. A total of 13 others disappeared from the list of donors. Almost all of the countries from the Western Group (25) contributed in 2017 and only 10 of the 33 States in the Latin American Group made a contribution. In the Asian Group, 16 out of 54 Member States contributed and in the Eastern European, 10 out of 23 supported the Office. Only two out of 54 African Members States provided financial support to OHCHR. Finally, a total of 102 funding agreements were signed, 22 of which were multi-year agreements.

To encourage an increase in contributions from the development envelopes of OECD members, Dexrel submitted a request to the OECD to increase the rate at which contributions to its work could be reported by its members as official development assistance. As a result of a successful review by OECD’s Development Assistance Committee, the rate at which unearmarked contributions provided to OHCHR can be reported as official development assistance is now 88 per cent (compared to the previous 64 per cent). In addition, donor support earmarked to OHCHR’s work in developing countries, as per the OECD list of recipient countries, as well as contributions to the Voluntary Funds for Victims of Torture and for Technical Cooperation, can be reported in full as official development assistance.

DEXREL participated in the annual OHCHR training on humanitarian planning and financing for field colleagues and provided guidance on available humanitarian funds and processes, whenever required. The funding generated through humanitarian appeal processes amounted to US$752,332 in 2017 (compared to US$1,345,507 in 2016).

DEXREL’s support to field presences was instrumental in increasing the amount raised in the field to approximately US$28.2 million, compared to US$25.3 million in 2016.

In 2017, 42 calls for proposals from the European Union were examined, 16 of which were shared with colleagues. One application was submitted. While the concept note was approved, the full proposal did not rank among the best candidates. In addition to an increased participation in calls for proposals, the presence of a permanent DEXREL staff member in Brussels resulted in enhanced possibilities for providing colleagues with guidance, particularly in the field, when approaching the EU with regard to directly negotiated funding procedures.

DEXREL explored new funding avenues with existing and potential donors throughout the year. For instance, the Section managed to secure additional resources for joint submissions with UN partners and participation in pooled funds, normally through the UNDP-managed Multi-Partner Trust Funds (MPTFs). Total funds received through MPTFs decreased in 2017 to US$3.9 million (compared to US$5.7m in 2016).

In terms of outreach to the private sector, OHCHR’s five-year partnership with Microsoft was officially launched on 16 May. In 2017, the partnership entailed the scoping and definition of Rights View, a dashboard that will display country data gathered from a variety of internal and external sources; the organization of events to promote the UN Guiding Principles on Business and Human Rights; joint advocacy on LGBTI rights; as well as the provision of financial support for the work of the Office. Meetings to discuss potential areas of collaboration were also held with H&M, Marks & Spencer and Unilever, among other business corporations. At the end of the year, H&M announced its intention to engage with the UN Free & Equal campaign.

OHCHR’s mobile application developed for outreach and fundraising purposes was officially launched on the World Press Freedom Day, on 3 May. In addition, the number of individual donations through

### Human Rights Day 2017

On 10 December, UN Human Rights Chief Zeid Ra’ad al Hussein, in partnership with the Mayor of Paris, Anne Hidalgo, and the French Government, launched a campaign at Palais de Chaillot to commemorate the 70th anniversary of the Universal Declaration of Human Rights (UDHR). It was at that site, 69 years ago, on 10 December 1948, that world leaders gathered to unanimously adopt the Declaration. The UDHR was the first document to recognize what have become universal human values, namely, equal dignity and the worth of every person. On this occasion, the City of Paris organized a month-long exhibit of posters that were created by international artists to illustrate the Declaration. In addition, the façade of the Palais Wilson, the headquarters of UN Human Rights in Geneva, displayed the Office’s “stand up for human rights” message while the iconic Jet d’Eau was lit up with blue lights. In New York, the Secretary-General launched the campaign in the presence of two former High Commissioners for Human Rights, Navi Pillay and Louise Arbour. As a special guest, Eleanor Roosevelt, who was portrayed by an actress, spoke about the ground-breaking and triumphant development of the UDHR and responded to questions from the audience. Other activities were organized elsewhere by UN Human Rights field presences, the United Nations family and the global human rights community.
OHCHR’s website was maintained at approximately US$1,000 per month, with more contributions being provided on the occasion of Human Rights Day or the International Day in Support of Victims of Torture.

- Supported by DEXREL, senior management and other colleagues devoted time to briefing Member States on the Office’s work, plans, achievements and outputs, as well as on funding requirements. DEXREL organized over 100 briefings/meetings with Member States and other donors and donor consultations in 2017; almost four times as many briefings/meetings than were held in 2016. These included the launch of the 2017 Annual Appeal in February, the 2016 OHCHR Report in May and a technical briefing on the same report in July. In addition, meetings were held in Amman, Beirut and Jerusalem, in October, with a number of donors. The meetings were organized in cooperation with the Board of Trustees of the Voluntary Fund for Technical Cooperation. The members spoke as independent human rights experts to highlight some key achievements of OHCHR’s technical cooperation work and identified the Office’s needs in the region in order to encourage further donor support.

- In an effort to better communicate OHCHR’s added value to its donors, DEXREL invested in improving the Office’s storytelling capacity by commissioning a seasoned communications specialist to undertake the two first field missions to Colombia and Kenya to gather stories from the field. The end result of this project will be reported in 2018.

- In 2017, OHCHR distributed over 78,000 copies of printed materials worldwide, including through several high-profile events during the year, including the Business and Human Rights Forum, where over 3,500 copies of printed materials were distributed to conference participants. MDPU also coordinated the production of seven new and revised English language OHCHR publications and 18 translations in other official UN languages.

Policy, Planning, Monitoring and Evaluation Service

Background

The Policy, Planning, Monitoring and Evaluation Service leads 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. It ensures that implementation efforts are monitored, results are evaluated and lessons learned are identified and factored into planning and programming processes, working with the entire Office in a service-oriented approach.

Global Management Outputs

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

- In addition to meetings held in the context of OHCHR’s internal bodies for senior-level decision-making (i.e., the Senior Management Team (SMT) and the Programme and Budget Review Board (PBRB)), as well as discussions in the context of the Policy Advisory Group (PAG), several leadership retreats were held to provide dedicated time and space for managers to engage in collective thinking regarding the operationalization of important policy issues.

- The PBRB convened 11 in-person and 12 virtual sessions in 2017. The use of the electronic review by the PBRB, as an alternative to in-person meetings, proved helpful in reducing the workload of the in-person meetings and ensured a quick turn-around in addressing urgent matters.

- In terms of performance assessment, the End of Programme Cycle reporting is a crucial step in OHCHR’s programming framework as it contributes to assessing the Office’s performance over the previous four years and provides insights into the impact of its work. In this respect, the different parts of the Office were required to reflect on their contributions to the results that OHCHR committed to deliver during the 2014-2017 cycle and analyse any successes, challenges and lessons learned. In the course of 2017, the data collection forms to be used for the assessment of indicators were updated and finalized. Furthermore, a guidance note on the indicators was produced by PPMES, enabling colleagues to use the data collection forms in a consistent and comprehensive way.

- Information collected through the Office’s Performance Monitoring System and subsequent analysis have been shared with the PBRB, triggering actions at the management level resulting in an enhanced monitoring capacity of the Office.

- On the planning side, in the context of the global consultation for the preparation of the 2018-2021 OHCHR Management Plan (OMP) and in order to facilitate the work of colleagues during the discussions on specific issues, PPMES prepared a number of compilations on activities currently being implemented by OHCHR in specific areas of work. Special attention was given to exploring frontier issues in OHCHR’s current work to have a better understanding of the level of engagement that the Office has had on these issues and to link the future implementation of OHCHR’s programme with lessons learned.
In relation to planning and the development of its next four-year management plan, the Office engaged in internal and external consultations, gathered information, assessed past experiences and opened up the space for creative and innovative thinking. Consultations took place at the country, regional and headquarters levels and those organized with external stakeholders involved a wide range of actors, including Member States, the UN system and civil society. In total, more than 140 external stakeholders participated in the regional consultations (in Addis Ababa, Bangkok, Beirut, Brussels and Panama) and 900 responded to the online survey. The outcomes of the consultations were carefully reviewed by senior management at a retreat held on 23-24 May and their conclusions served as the basis for an OHCHR-wide meeting in July. At the meeting, Heads of field offices and colleagues from New York and Geneva came together to identify and flesh out the key building blocks of the new management plan.

The new management plan is built around six pillars that broadly follow the thematic priorities of the current OMP and reflect OHCHR’s core mandate, namely, accountability, participation, non-discrimination, the mainstreaming of human rights in development and in peace and security and support to the international human rights mechanisms. At the same time, a number of areas were identified that require greater attention so that OHCHR can adapt its programme to the changing external context. The so-called identified “shifts” are: building a global constituency for human rights, protecting and expanding civic space, preventing conflict, violence and insecurity and delivering human rights in the context of frontier issues, such as climate change, corruption, digital space, inequality and migration. Areas of action to improve the effectiveness of the organization were also identified, including the promotion of diversity and gender equality, building partnerships, enhancing knowledge management, strengthening communication, career development and resource mobilization.

Following the approval of its Evaluation Plan for 2014-2017, the Office committed itself to undertaking six strategic evaluations per programming cycle, including two impact studies per programming cycle and one evaluation per headquarters’ sub-programme per cycle, as well as three evaluations of field presences per year. In 2017, the evaluations of the Regional Gender Advisers Structure, the Country Programme for Honduras and the Maya Programme in Guatemala were finalized and the evaluation of Support to Legislation in Conformity with International Standards was initiated; all of them under the leadership of PPMES. In addition, PPMES supported an evaluation that was undertaken by the Office of Internal Oversight Services on human rights protection in peacekeeping operations and an assessment of the Office by the Multilateral Organization Performance Assessment Network, both of which began in 2017.

In relation to the implementation of the recommendations of the evaluation of NHRIs, the Regional Office for Central Asia and the Country Programme Review for Mexico, the corresponding action plans have been submitted to the PBRB and are being implemented. Similar follow-up plans are being prepared for other evaluations that have been recently finalized.

In addition, an analysis of the results of all evaluations and audits conducted during the programming cycle 2014-2017 was undertaken in order to provide inputs for the formulation of the management plan for 2018-2021. The conclusions, good practices, lessons learned and recommendations were categorized and analyzed and used during the consultations and development of the new OMP.

With regard to the Performance Monitoring System, time was invested in analysing and eliminating redundancies in the code basis, which has led to the improved performance of the system. In addition, in 2017, new functionalities were added to the system, including new dashboard controls and new data collection forms and view screens that are needed for the end-of-cycle reports.

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

As of the end of 2017, approximately 50 per cent of the approved recommendations related to the change management process that are under the purview of OHCHR were implemented, including the review of job descriptions, the delegated authority for field recruitment and the electronic submission of recruitment memos.

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

A gender perspective was systematically integrated into planning and programming and, in particular, in the process to define OHCHR’s strategy for 2018-2021. A dedicated Organizational Effectiveness Action Plan on diversity and gender was developed under the co-leadership of PPMES. Gender focal points attended the different stages of the development of the new OMP to ensure that a gender perspective was taken into account.

Increased effectiveness in supporting field operations (GMO 5)

PPMES, together with other sections in the Office, initiated a working group to coordinate all aspects related to the Office’s engagement with the Peace-
building Fund. In the context of this working group, OHCHR is in regular contact with the Peacebuilding Support Office in New York on opportunities and requirements and is reaching out to its field presences to alert them about upcoming opportunities. As a result, a number of funding proposals have been submitted and an increase in quality was observed.

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

- PPMES provided regular briefings to donors on the Office’s achievements related to results-based management, the new OMP, internal governance structure and the Change Initiative.

Programme Support and Management Services

Background

The Programme Support and Management Services provides administrative support within the Office. It handles budget and financial management, recruitment and human resources management, procurement, asset management and general logistical support to field activities, travel services, 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, while the introduction of the new UN Secretariat Staff Selection and Mobility System heralded more changes and required intensive interaction and coordination within OHCHR and with the Office of Human Resources Management in New York. In this regard, the Staff Development Unit provided training and learning opportunities to support OHCHR staff members within the context of the Mobility System.

Global Management Outputs

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

- PSMS continued to lead the implementation of Umoja at OHCHR. This has meant, among other things, an ongoing investment of time into the necessary training programmes and the phased roll-out of appropriate modules to OHCHR field presences.

In relation to the implementation of a Digital Secretariat, PSMS created a number of extranets that enable stakeholders to concurrently work on documents in a secure paperless manner. As a result of this work, for example, the human rights treaty bodies now often post their documents on their extranets instead of distributing physical copies at their sessions, thus reducing the need for paper copies.

- The OHCHR Standard Operating Procedure (SOP) on Access to Classified Records and Declassification was finalized in 2017 and presented to senior managers for approval. The SOP provides guidelines on the classification and handling of OHCHR’s sensitive information, in line with the Secretary-General’s bulletin ST/SGB/2007/6.

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

- With the logistical support of PSMS, a new mandatory course on “Preventing and responding to sexual exploitation and abuse” was introduced for all United Nations Secretariat staff. In addition, the online course, “I Know Gender,” was delivered as part of the induction and orientation for new OHCHR staff members.

Increased effectiveness in supporting field operations (GMO 5)

- PSMS undertook several missions in 2017 to provide direct help and advice to field presences with audits, Umoja roll-out and other administrative issues. Additionally, PSMS organized four week-long Umoja training sessions in the field, in Beirut, Bogota, Dakar and Entebbe, during the second half of 2017, in addition to Webex sessions on the Umoja travel function for staff members in all OHCHR field presences.

- PSMS contributed to the development of the new National Recommendations Tracking Database and maintained the existing MAYA application for managing financial information at the field level, which is still being used during the transition to Umoja.

- PSMS continued to provide logistical support to the field with respect to the start-up of the Commission of Inquiry on South Sudan, the Fact-Finding Mission for Myanmar, the International, Impartial and Independent Mechanism on Syria as well as the Group of Eminent International and Regional Experts on Yemen.

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

- PSMS continued to increase the skills and competencies of OHCHR staff through mandatory training, upgrading of substantive skills, peer learning activities, in-house trainings and coaching. During the
period under review, more than 147 staff members attended trainings organized by PSMS. It also supported increased access to learning opportunities for field-based staff members through the promotion of the new learning platform, Lynda.com, and the organization of Umoja trainings.

The knowledge and capacities of OHCHR staff members were strengthened through the organization of Coffee Briefings on current substantive human rights issues, which were also made available to field-based staff through podcasts. Furthermore, 48 new staff members benefited from a two-day Orientation Programme on the mandate, strategy and functioning of the Office.

**Efficient management of human and financial resources (GMO 8)**

- Regarding recruitment processes, PSMS continued supporting OHCHR’s use of Inspira, the Secretariat’s current system for recruitment of staff, consultants and interns, performance management and continuing appointments. The introduction of Umoja generated a number of new processes, which required adjustments regarding the workflows for selections and onboarding of recruited staff.

- The financial reporting module of Umoja is not yet fully functional. As a consequence, the extraction of financial records to produce numerous donor financial reports has been extremely labour intensive. OHCHR has seen a tendency of the donor community to earmark funds with separate financial reporting requirements, which has nearly doubled the volume of reports prepared by PSMS in recent years.

- The MAYA system was installed in the Honduras Office in 2017 and the staff member supporting the application was trained on its correct use.

- In 2017, OHCHR migrated its email platform from Lotus Notes to Microsoft Exchange, as per the strategy of the Office of Information and Communications Technology, in New York. This change brought a reduction of costs to the Office as the Lotus Notes licences were comparatively expensive.

- Umoja continued to be a major area of focus for PSMS with regard to travel, as it had to engage with UN Headquarters to address some of the specificities of OHCHR-supported travel arrangements that were not foreseen during the development of the travel module of Umoja.

- PSMS has also seen a significant increase in its workload since the expansion of low-value procurement authority from US$4,000 to US$10,000. This meant taking over all low value procurement cases from the UN Office at Geneva and the low value procurement cases from several field offices.

- Given the instructions from UN Headquarters to phase out the use of UNDP to process travel and procurement in the field as of 2018, the volume of work for PSMS in these two areas will significantly increase. In preparation for this change, PSMS conducted regional training for field staff in four locations in 2017, and it is expected that additional training will be held in 2018 in other locations.

**Safety and Security Section**

**Background**

The OHCHR Safety and Security Section coordinates the security of OHCHR operations, staff and assets worldwide in accordance with the established UN security risk management practices and in close coordination with the United Nations Department of Safety and Security. The Section is an integral part of the OHCHR support mechanism to the Human Rights Council’s mandated activities, such as fact-finding missions and commissions of inquiry. The Section is responsible for coordinating UN security management system coverage to officials and experts, including working groups, special rapporteurs and commissioners, who are travelling on behalf of OHCHR. It also participates in system-wide UN security policymaking fora to ensure that human rights are mainstreamed into staff security policies and procedures applicable to all UN agencies, funds and programmes. At the operational level, the Section conducts risk assessments and analyses of security situations, both globally and in relevant field locations. It 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.

**Global Management Outputs**

**Increased effectiveness in supporting human rights mechanisms (GMO 4)**

- Dedicated security support is provided to special rapporteurs and treaty body experts during their official missions, as well as to members of the commissions of inquiry, fact-finding, assessment and mapping missions. This support, based on detailed security concepts of operations and security risk assessments that are developed in accordance with the UN security management system policies, has been very effective in ensuring a safe working environment. In 2017, the Section supported and coordinated 28 missions of special procedures and treaty body experts,
and 32 field visits of commissions of inquiry, fact-finding missions and missions of the Subcommittee on Prevention of Torture and other Cruel, Inhuman or Degrading Treatment or Punishment.

**Increased effectiveness in supporting field operations (GMO 5)**

During 2017, the Section deployed security officers to the field on missions covering several countries to conduct security assessment and security coordination missions and supported 33 elevated risk field missions.