

Management

This chapter provides an overview of the efforts of UN Human Rights to ensure its decision-making, planning, monitoring and evaluation processes operate at high standard and includes examples of results achieved under the Office's eight global management outputs (GMOs).

Decision-making

UN Human Rights 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 two bodies, namely, the Senior Management Team (SMT) and the Programme and Budget Review Board (PBRB), which meet regularly to make recommendations to the High Commissioner on office-wide policies, operating procedures, programmes and resource allocations. In addition, the Policy Advisory Group (PAG) constitutes a forum for senior managers to exchange views and provide recommendations to SMT on a variety of topics related to policy and management.

Accountability of these bodies was reinforced in 2017 by introduction of systematic monitoring of the implementation of their decisions. Introduction of electronic review, as an alternative to in-person meetings, also helped to improve timeliness in addressing urgent matters. The PAG's terms of reference and meeting format were adjusted after review to strengthen its relevance, collegiality and link with other governance bodies.

Based on advice received from PAG, in 2017, SMT approved new standard operating procedures (SOPs), including to facilitate field mission travel for staff members with disabilities and the classification and declassification of documents. SMT also adopted policy positions on, for example, engagement with the business sector and on peace and security architecture. SMT endorsed the recommendations of a staff task force on strengthening diversity, which are now being implemented and led to the development of the UN Human Rights Dignity@Work Policy. It also approved the recommendations of an internal review to strengthen the efficiency and effectiveness of trust funds managed by UN Human Rights. The review of the outcomes of a survey conducted by the Staff Committee on the staff members' perception about the Office led to the implementation of a series of actions to address staff concerns. Moreover, SMT discussed and undertook key decisions in terms of thematic priorities, country engagement and organizational effectiveness outcomes related to the planning cycle for 2018-2021.

Guidance provided and budgetary decisions made by PBRB contributed to the Office's judicious management of its resources and its enhanced fiscal responsibility. In 2017, the income of UN Human Rights exceeded its expenditures for the second time since 2010.

"48. The Office has introduced a common framework for the planning and reporting of its activities that has created coherence among its broad mandate, thematic priorities and field presences. Its programming cycle, which comprises OHCHR-wide strategic planning and monitoring, uses three main tools: workplans, country notes and end-of-year reports. Clear guidelines have been developed for all of those tools. All of the 17 field presences reviewed had logical frameworks, most of which (14) were assessed as being of high quality. Some of the constructive features noted in such frameworks included clear and explicit links between resources, activities, outputs and expected ac-

complishments and their alignment with broader organizational thematic priorities... In addition, of the staff members interviewed who discussed programme planning processes in OHCHR, most were of the opinion that such processes had improved, because all field offices now planned against a global set of expected accomplishments and results. They also assessed the performance monitoring system as a generally good planning and programming tool."

Evaluation of the Office of the United Nations High Commissioner for Human Rights, Report of the Office of Internal Oversight Services (E/AC.51/2017/9)

PBRB's monthly monitoring of the Office's financial and programmatic implementation and its decision to establish an expenditure cap for the year contributed to this achievement.

Planning

In 2017, the Office worked to articulate its strategic direction for the next four years under the Human Rights Programme of the Secretary-General's Strategic Framework. Compared to previous planning processes, UN Human Rights expanded consultations with external stakeholders and invested in a forecast exercise and an analysis of trends impacting on human rights. From January to May, the Office gathered technical information, reviewed the findings of independent evaluations and audits, and worked to open up the space with internal and external stakeholders for greater creative and innovative thinking. Consultations were held at country, regional and headquarters levels, involving Member States, the UN system and civil society. More than 140 external stakeholders participated in regional consultations (held in Addis Ababa, Bangkok, Beirut, Brussels and Panama), while 900 responses were generated by an online survey. Over 300 staff members also participated in the consultations.

The findings were systematized for consideration by senior management at a leadership retreat. The results then formed the basis for a global UN Human Rights meeting, in July, attended by Heads of fields offices and staff from New York and Geneva. The meeting fleshed out the key building blocks for the new Management Plan for 2018-2021. From July to December, the Office took steps to define and draft its Thematic (pillar) Strategies, Country and Subregional Programmes and Organizational Effectiveness Action Plans.

Monitoring

The Office continued to regularly monitor the implementation of its Management Plan 2014-2017 through its Performance Monitoring System. For instance, the analysis of information collected through the System was used by PBRB on the occasion of the mid-year review of programme implementation. Furthermore, data collection forms were developed to facilitate the reporting on the achievement of indicators at the end of the 2014-2017 programming cycle. A guidance note

on the use of these forms was developed, enabling a consistent and comprehensive assessment of the indicators in the context of the end of programme cycle report exercise.

"Among the sample of organizations reviewed, OHCHR presented an interesting case of adaptation in the face of structural challenges posed by its institutional location. [...] the organization [developed] a parallel system, including a web-based results portal for its four-year strategic plan, that better responds to the organization's needs and is better aligned with results-based management practices, as it sought to increase its credibility and transparency for increased funding and to enhance its response to emerging demands emanating from its mandate."

Results-based management in the United Nations development system: Analysis of progress and policy effectiveness, Report of the Joint Inspection Unit (JIU/REP/2017/6)

Evaluation

Implementing its Evaluation Plan for 2014-2017, UN Human Rights finalized an evaluation of the Regional Gender Advisers Structure and began an evaluation of the Office's support for the enacting of Legislation in Conformity with International Standards. Evaluations were also conducted in relation to the Regional Office for South-East Asia, the Country Programme for Honduras and the Maya Programme in Guatemala. During the year, the Office supported the evaluation by the Office of Internal Oversight Services of human rights protection in peacekeeping operations and the assessment of UN Human Rights by the Multilateral Organization Performance Assessment Network, which started later in the year.

In order to enhance the Office's capacity in this area, a number of tools and guidelines to support the management, undertaking and follow-up of evaluations have been developed. This guidance complements training on evaluation issues that is offered to staff as part of a series of results-based management (RBM) capacity-building activities and the participation of staff in evaluation processes as members of internal review teams, reference groups and the network of evaluation focal points.

In previous years, evaluations were undertaken of the support provided by UN Human Rights to national human rights institutions, the Regional Office for Central Asia and the Country Programme Review for Mexico,

which resulted in the release of various recommendations. Action plans for their realization are being implemented. These plans are monitored every six months and their updates are regularly submitted to PBRB to ensure that the recommendations from evaluations are used for strategic decision-making. Furthermore, the results of all evaluations and audits conducted during the programming cycle provided an important input for the formulation of the Office's Management Plan for 2018-2021.

Change Initiative

Due to time constraints, the Fifth Committee of the General Assembly was unable to conclude its consideration of the UN Human Rights regional restructuring proposal at the end of 2017. The discussion therefore continued at the General Assembly's first resumed session, in spring 2018. At that session, the Office presented an updated report consolidating the details that were provided to the Fifth Committee during their previous deliberations on the issue. Despite the fact that the proposal entailed no additional costs and involved only a simple redistribution of existing resources in order to use them more effectively, the Committee was unable to reach agreement that it could proceed. The Committee's decision was a formal request that the Secretary-General consider submitting a new proposal to the General Assembly at its 74th session in 2019, if necessary.

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. From 2014 to 2017, 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

During the 2014-2017 programme cycle, the basis for strategic decision-making was significantly enhanced, including through the strengthening of the evaluation

function. Evaluation and audit outcomes and recommendations were fed into the decisions of the governance bodies, particularly PBRB. This has helped achieve a rate of implementation of over 85 per cent of critical and important audit recommendations. As a result of an investment in training at the beginning of the cycle, staff members from the Office have substantially improved their knowledge about results-based management. In addition, a more efficient decision-making system has been established through the strengthened accountability of governance bodies (PAG, SMT and PBRB) and the implementation of additional working methods, such as fast-tracked electronic project reviews. Finally, all projects and plans were reviewed by PBRB on the basis of their current and potential contributions to the Office's planned results for 2014-2017.

In 2017 alone, a total of **94 per cent** of the outputs planned for this GMO were fully or substantially achieved, as evidenced in the examples below.

- ▶ The UN Human Rights Dignity@Work Policy entered into force, reaffirming the Office's commitment to ensuring that all staff enjoy and actively promote diversity and dignity at work, free of any form of discrimination, abuse of authority and harassment, including sexual harassment. Moreover, a network of first-contact points was established, composed of a group of staff members trained to guide colleagues as to the full range of options that are available to them if they have concerns about prohibited conduct.
- ▶ In terms of performance assessment, all parts of the Office were required to report on their contributions to the OMP 2014-2017 results and to reflect on challenges and lessons learned. Data collection forms and an accompanying guidance note were developed to facilitate this. Information collected was analysed and shared with PBRB, enhancing accountability for results achieved.
- ▶ As noted above, in 2017, the Office embarked on an extensive exercise of reflection, consultation and analysis to help set out an evidence-based Management Plan for 2018 to 2021. The resulting Plan is built around six pillars reflecting UN Human Rights' core mandate. Those pillars are: support for the international human rights mechanisms; mainstreaming of human rights in development, and in peace and security; accountability; participation; and non-discrimination. In addition, a number of "shift" areas were identified on which the Office will focus in order to adapt effectively to the changing external context. These include preventing conflict, violence and insecurity; protecting and expanding civic space; building a global constituency for human rights; and delivering human rights in the



The High Commissioner and Anne Hidalgo, Mayor of Paris, during an event to mark Human Rights Days and launch the year-long campaign to commemorate the 70th anniversary of the Universal Declaration of Human Rights, December 2017. © Mairie de Paris

context of frontier issues, such as climate change, corruption, digital space, inequality and migration. The new Management Plan, which will be released in 2018, is also anchored in the 2030 Sustainable Development Agenda, with a strong focus on the Agenda’s human rights-based commitment to ‘leave no one behind.’

- ▶ The new Management Plan also addresses key organizational processes. To help drive organizational performance strategically and in alignment with the results the Office must deliver, action plans have been devised to promote diversity and gender equality; build partnerships; promote innovation; enhance knowledge management; strengthen communication; enhance human resources and resource mobilization.
- ▶ In addition to evaluations undertaken in 2017, as explained before, an analysis of the results of all evaluations and audits conducted during the programming cycle 2014-2017 was undertaken in order to also provide inputs for the formulation of the OMP for 2018-2021.

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

Achievements under this GMO have been modest during 2014-2017. Many of the recommendations from the Office Functional Review, beginning with the regional restructuring proposals, were not implemented awaiting the General Assembly’s Fifth Committee approval. Some progress was made in the review and re-engineering of work processes to improve coherence and coordination across different parts of the Office, including with regards to clearance procedures, centralization of the recruitment function and coherence in resource mobilization. Additional progress was achieved in terms of records management, with implementation of a new registry system that facilitated an improvement in the filing, management and follow-up of official correspondence.

A total of **85 per cent** of the outputs planned for this GMO in 2017 were fully or substantially achieved. The list below provides some examples of the initiatives undertaken for this purpose.



The Deputy High Commissioner speaks at the event on “Current Internet Governance Challenges: what’s next?” in Geneva, November 2017. © UN Photo/Elma Okic

- ▶ Approximately 50 per cent of the approved recommendations from the Functional review – those that fell within the purview of the Office – were implemented, including increasing the capacity of the New York Office, a review of job descriptions, delegated authority for field recruitment and the electronic submission of recruitment memos.
- ▶ UN Human Rights continued to implement Umoja, the new Enterprise Resource Planning system that the United Nations adopted to manage procurement, accounting, payroll and logistics. This involved implementation of training programmes and the beginning of the roll-out of the system to field presences.
- ▶ In relation to the implementation of a Digital Secretariat, a number of extranets were put in place to enable stakeholders to work concurrently on documents in a secure, paperless manner. As a result, the treaty bodies now often post their documents on their extranets instead of distributing physical copies during their sessions, thereby reducing the need for paper copies.
- ▶ The SOP on access to classified records and declassification was finalized in 2017 and presented to senior managers for their approval. The SOP provides guidelines on the classification and handling of UN Human Rights sensitive information, in line with the Secretary-General’s bulletin ST/SGB/2007/6.
- ▶ Following the release of the Secretary-General’s Report on the implementation of the recommendations of the High-level Independent Panel on Peace Operations (A/70/95, S/2015/446), the specialized protection functions in UN peacekeeping missions are being consolidated with the human rights components. The purpose of this consolidation is to improve the impact, advocacy and visibility of peace missions’ efforts to promote and protect human rights and to prevent and respond to conflict-related sexual violence and grave violations against children. The Human Rights Division of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic is piloting the new consolidation arrangement. To support this process, it designed a consolidation matrix highlighting priority areas, held weekly monitoring and evaluation meetings to assess the implementation of the arrangement and developed the capacity of staff to improve coordination and communication.

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

Considerable progress has been made in the systematic integration of a gender perspective into the work of UN Human Rights, both at headquarters and in the field. Financial resources were dedicated to the consistent engagement of the Office on gender integration. Since 2014, these funds have increased by five per cent each year, reaching a total of US\$7 million by the end of 2017. The Office remained committed to improving the representation of women among its staff. Measures to improve gender balance have positively influenced the percentage of women's representation in senior positions, which has increased from 18.2 per cent at the P-5 level and above in 2008 to 38.8 per cent in December 2017. In addition, the mandatory online training, "Gender equality, human rights and me," was completed by 92 per cent of the staff members of the Office, thereby fostering a greater understanding of a gender perspective at UN Human Rights. Overall, the Office has been deeply committed to promoting a more diverse and inclusive organizational environment. Numerous initiatives have been undertaken to this end during the reporting period, leading to the development and approval of the new Dignity@Work Policy (see more under GMO 1).

In 2017, a total of **89 per cent** of the outputs planned for this GMO were fully or substantially achieved, and the following results have been realized.

- ▶ To further integration of a gender and diversity perspective across the Office's work and operations, an internal "Strengthening Diversity Task Force" was established, which provided recommendations to senior management on how to improve diversity in the Office.
- ▶ In the context of the development of the OMP for 2018-2021, a gender perspective was systematically integrated and a dedicated Organizational Effectiveness Action Plan on diversity and gender was prepared.
- ▶ In 2017, the Secretary-General issued a policy aimed at achieving gender parity in the workforce by the year 2028. UN Human Rights was at the forefront of the policy discussions and strongly supported the use of special temporary measures to increase the recruitment and retention of qualified female and male staff where gender imbalances exist. Such temporary measures have been retained as part of the final policy.
- ▶ The Office ensured that expertise on gender and women's human rights was integrated into mandates established by the Human Rights Council. In

collaboration with UN Women, UN Human Rights deployed eight gender advisers to support commissions of inquiry and other investigative bodies established by the Council.

- ▶ At the field level, progress was made on the integration of a gender perspective into the programmes and/or processes of field presences in Afghanistan, Belgium (Regional Office for Europe), Cambodia, Central African Republic, Chad, Chile (Regional Office for South America), Colombia, Democratic Republic of the Congo, Ethiopia (Regional Office for East Africa), Guatemala, Honduras, Jamaica, Kyrgyzstan (Regional Office for Central Asia), Libya, Madagascar, Mexico, Niger, Nigeria, Panama (Regional Office for Central America), Senegal (Regional Office for West Africa), Serbia, Somalia, South Africa (Regional Office for Southern Africa), State of Palestine⁴, Sudan (Darfur), Timor-Leste and Uganda.
- ▶ Concrete examples include: the strengthened capacity to integrate a gender analysis into reports by field presences in Afghanistan, Central African Republic, Democratic Republic of the Congo, Mali and Somalia; the improved monitoring of gender and women's rights issues by the offices in Colombia and Guatemala; the appointment of a gender focal point at the Regional Office for Central Asia; and the recruitment of a female human rights monitor to specifically work on cases of gender-based violence in Gaza.
- ▶ An independent evaluation of the Office's Regional Gender Advisers Structure found it to be a highly effective mechanism for achieving positive regional-level results related to the integration of a gender perspective and provided recommendations to strengthen and improve the efficiency and sustainability of the Structure.

GMO 4: Increased effectiveness in supporting human rights mechanisms

Good progress has been achieved by UN Human Rights in efficiently supporting the international human rights mechanisms. For example, the percentage of documents submitted on time for consideration by the Human Rights Council, its subsidiary bodies and the human rights treaty bodies increased to 84 per cent. In addition, greater coordination was ensured within and between mechanisms by developing and implementing a variety of tools, such as databases, information technology tools and guidance documents. The webcasting of all of the public meetings of the Human

⁴ Reference to the State of Palestine should be understood in compliance with United Nations General Assembly resolution 67/19.

Rights Council, the Universal Periodic Review Working Group and the human rights treaty bodies further contributed to ensuring greater public access to their deliberations. UN Human Rights will continue to provide support to the international human rights mechanisms with a view to ensuring improved implementation of their standard-setting functions.

Overall, a total of **84 per cent** of the outputs planned for this GMO in 2017 were fully or substantially achieved. The following examples demonstrate the results achieved under this GMO last year.

- ▶ In 2017, UN Human Rights assisted the Human Rights Council to hold its three regular sessions and one special session. A total of 140 fully serviced meetings were organized, in addition to 50 interactive dialogues, 19 panel discussions, two intersessional panels and one intersessional seminar on a wide array of topics. The Office also provided secretariat support to the annual meetings of the subsidiary bodies and mechanisms of the Council, including the HRC Advisory Committee, the Working Groups under the Compliant Procedure, the Consultative Group, many intergovernmental working groups and three forums set up by the HRC.
- ▶ Also in 2017, UN Human Rights provided substantive, technical and logistical support to all sessions of the Universal Periodic Review (UPR) Working Group, including by preparing pre-session reports, Working Group reports and summaries of the UPR segment in the Human Rights Council plenary sessions. By November 2016, all 193 Member States had been reviewed by the UPR mechanism for the second time. In May 2017, the third cycle started.
- ▶ With substantive and logistical support provided by UN Human Rights during the year, the special procedures mandate-holders undertook 87 country visits to 67 States and territories. The Office assisted in the drafting and submission of 534 communications to States, 131 reports to the Human Rights Council, 39 reports to the General Assembly and the issuing of 387 public statements.
- ▶ UN Human Rights provided secretariat, logistical and substantive support to the 10 treaty bodies for the organization of 93 weeks of meetings, the consideration of 165 State Party reports, the drafting and adoption of approximately 7,500 recommendations and the adoption of final decisions on 2,216 communications. The Office continued to provide live webcasts of human rights treaty body meetings and, in 2017, facilitated the broadcast of 158 public reviews.
- ▶ The Office made use of a wide variety of communication tools to support the work of the international human rights mechanisms, thereby contrib-

uting to their increased visibility and accessibility. For instance, in 2017, UN Human Rights 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. In addition, good progress was made towards the finalization of the new Human Rights Council website, which was launched in March 2018.

- ▶ Security support was provided to special rapporteurs and treaty body experts during their official missions, as well as to members of commissions of inquiry and other fact-finding mechanisms mandated by the Human Rights Council. In 2017, UN Human Rights 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.

GMO 5: Increased effectiveness in supporting field operations

During the 2014-2017 planning cycle, UN Human Rights undertook steps to improve the effectiveness of its support to field operations, particularly in relation to rapid response operations, humanitarian planning processes, the allocation of grants to implementing partners on the ground and the streamlining of administrative processes. For example, the percentage of staff members who were released by their supervisors to deploy to emergency situations for a period of at least two months reached a target rate of 90 per cent over four years. Also, the percentage of grants and funds that were allocated to local organizations within two weeks of their application being submitted reached 75 per cent. While some progress was made in improving the process for clearing public reports and providing overall support to field operations, efforts will be made to strengthen these areas in the next planning cycle.

In 2017, **85 per cent** of the outputs planned for this GMO were fully or substantially achieved. The results outlined below provide examples of the achievements in this area.

- ▶ The High Commissioner, the Deputy High Commissioner and the Assistant Secretary-General for Human Rights supported the work and advocacy efforts of the UN Human Rights field presences through missions to: Central African Republic, Colombia, El Salvador, Ethiopia, Guatemala, Honduras, Liberia, Libya, Mali, Qatar, Somalia, South Sudan and the United States of America.

- ▶ The Office continued to ensure the timely recruitment and deployment of human rights advisers, in line with the United Nations Development Group's (UNDG) Strategy for the Deployment of Human Rights Advisers. Towards the end of 2017, in close cooperation with the UN Development Coordination Office and UNDG, UN Human Rights secured funding from Member States to ensure the continuity of existing deployments in 2018, in response to the requests of resident coordinators and United Nations Country Teams.
- ▶ In light of deteriorating or potentially deteriorating human rights situations, UN Human Rights staff members were deployed to the following countries or regions: Angola to monitor the human rights violations committed in Kasai, Democratic Republic of the Congo; Bangladesh to monitor the human rights violations of the Rohingya population in Myanmar; Qatar to gather information on the impact of the Gulf crisis on the human rights situation; Guatemala to assist the country office with human rights monitoring related to the crisis in the child welfare system; Honduras to assist the country office with human rights monitoring following the crisis that unfolded after the elections; and Mauritania to strengthen human rights expertise in the humanitarian context.
- ▶ Through the Voluntary Fund for Technical Cooperation, UN Human Rights provided resources to its field presences for the implementation of technical cooperation programmes designed to build strong human rights frameworks at the national level in 28 regions, countries and territories. In addition, with the support of the United Nations Voluntary Fund for Financial and Technical Assistance for the Implementation of the Universal Periodic Review, 24 projects were carried out by UN Human Rights field offices. The objective was to help countries implement the recommendations emanating from the UPR in order to strengthen national structures to follow up on and coordinate the implementation of recommendations and develop and implement national action plans and follow-up databases.
- ▶ Support for the work of field offices was provided not only by headquarters, but also by other field presences, thereby promoting an exchange of good practices and lessons learned. A good example of this was work of the country office in Mexico in relation to human rights indicators. This good practice has been shared extensively with other presences in the region, including Bolivia and Paraguay.
- ▶ Security officers were deployed to the field on 33 occasions to provide substantive advice or conduct security assessment missions.

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

UN Human Rights made significant progress in developing the capacities, competencies and skills of staff members to support effective implementation of the Office's programme. The Office undertook a range of activities, such as the adoption of an office-wide Learning and Staff Development Policy and the roll-out of training opportunities, including on substantive human rights issues, management and administration, gender integration and results-based management. For example, since Umoja first went live in 2015, considerable efforts have been undertaken to ensure that staff members acquired the skills to effectively use the system, including by establishing a helpdesk, creating a super user network and facilitating the participation of all staff members in mandatory trainings. Within the context of reduced financial resources, alternatives were explored for the delivery of training. For instance, progress was made by providing online learning offerings through Lynda.com, which enabled staff members to sign up for online language learning licences. Training in certain substantive skills, however, such as human rights investigations, may not be suited to distance learning. UN Human Rights therefore will look for alternatives to meet this challenge over the coming years.

A total of **87 per cent** of the outputs planned for this GMO in 2017 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.

- ▶ During 2017, more than 147 staff members based in headquarters attended trainings that were organized in relation to a variety of substantive topics. Access to learning opportunities for field-based staff members was supported through the promotion of the new learning platform, Lynda.com. A total of 153 staff members, primarily based in field presences, improved their human rights monitoring skills through nine training courses.
- ▶ In addition, 48 new staff members benefited from a two-day Orientation Programme on the mandate, strategy and functioning of the Office.
- ▶ Through targeted training sessions, members of the Treaty Body Capacity-Building Programme increased their knowledge and skills related to the human rights treaty bodies, received a basic introduction on human rights indicators, increased their understanding of the nuances between plans to implement the recommendations issued by the international human rights mechanisms and national human rights action plans. The participants are now



The Deputy High Commissioner engages in discussion with UN Human Rights staff members. © OHCHR

able to apply human rights training and knowledge management techniques.

- ▶ The capacity of staff members to use the Human Rights Case Database improved through 13 remote briefings that were attended by 64 participants. An online course on the use of the Database, launched in 2016, has ensured that information on how to use the tool is accessible to all staff members, regardless of their location, at all times. Some 100 staff members from 17 field presences completed the online course, which permitted the efficient sharing of key messages on the importance of thorough, systematic and accurate documentation in monitoring work.
- ▶ The online catalogue of the UN Human Rights Library registered more than one million visits, representing an increase of 19 per cent compared to 2016. The Library maintains the Human Rights and Education and Training (HRET) database, which now contains information on 1,219 institutions and 356 active human rights training programmes. In 2017, the Library started a project to digitize the HRET public domain publications to provide wider access to these resources.

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

Additional investment in the area of communications and outreach between 2014 and 2017 enabled the Office to increase its visibility and recognition among various audiences. The number of users of UN Human Rights social media platforms across its global accounts doubled to 6 million users. In addition, the

Office's web page was viewed by 24 million people in 2017 and the number of media articles mentioning the High Commissioner or his Office reached 24,000. There was also a remarkable 80 per cent increase in outreach communications with civil society through the e-mail broadcast system. Over the 2014-2017 reporting period, UN Human Rights made significant strides in terms of fundraising. Voluntary contributions increased from US\$121.2 million at the end of 2013 to US\$142.7 million at the end of 2017, representing an increase of almost 18 per cent during the programming cycle. The number of partnerships linked to major campaigns, such as those that were launched during Human Rights Day celebrations, exceeded expectations. Additional efforts will need to be deployed to establish additional partnerships with the private sector, foundations and individuals.

A total of **84 per cent** of the outputs planned for this GMO in 2017 were fully or substantially achieved. Below are some examples of the progress achieved by UN Human Rights in relation to its efforts to improve the understanding of and support for its programmes by all stakeholders.

- ▶ On Human Rights Day, the Office launched a year-long campaign to celebrate the seventieth anniversary of the Universal Declaration of Human Rights (UDHR), building on the "Stand Up for someone's rights today" campaign launched in the previous year. The High Commissioner and the Mayor of Paris kicked-off the UDHR campaign in Paris while, in New York, the Secretary-General launched the campaign alongside the President of the General Assembly, the Under-Secretary-General for Economic and Social Affairs and two former High Com-

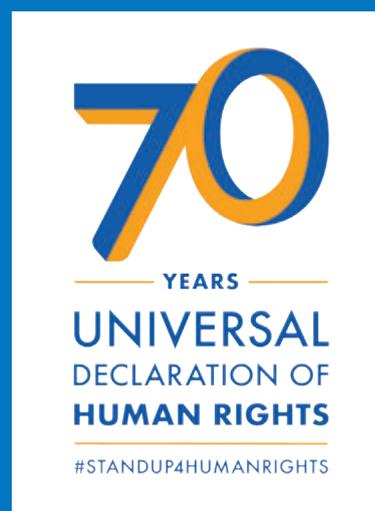
missioners for Human Rights, Louise Arbour and Navi Pillay. Several key officials and personalities also took the pledge to stand up for the rights of other people, including UNDP Administrator Achim Steiner and Goodwill Ambassadors Nikolaj Coster-Waldau, Connie Britton, Michelle Yeoh, Iker Casillas and novelist Paulo Coelho. Furthermore, the microsite, www.standup4humanrights.org, which was originally created for the “Stand Up” campaign, was revamped to support the UDHR seventieth anniversary campaign. The site includes downloadable materials, such as a commemorative logo in the six official languages of the UN, a series of illustrations of the 30 UDHR articles and a variety of information materials, including banners, social media visuals, a wristband, a button and a pin.

- ▶ Other communication initiatives were spearheaded by UN Human Rights in relation to International Women’s Day, the United Nations Voluntary Fund for Victims of Torture, the Business and Human Rights Forum, the Forum on Minority Issues, the Decade for People of African Descent, a UN global campaign to promote the rights of refugees and migrants (the TOGETHER campaign), the International Albinism Awareness Day, the International Day for the Elimination of Racial Discrimination, International Migrants Day and an international conference on human rights education.
- ▶ Regarding social media, UN Human Rights reached a combined following of more than 6.37 million followers, across 45 accounts, mainly through its English-language central accounts.
- ▶ Senior managers and other colleagues devoted time to briefing Member States and donors on the Office’s work, plans, achievements and outputs, as well as on funding requirements, during more than 100 briefings/meetings and donor consultations in 2017, nearly four times more than in 2016. These included the launch of the 2017 Annual Appeal, in February, the 2016 Annual Report, in May, and a technical briefing on the same report, in July.
- ▶ To raise awareness and increase the knowledge of stakeholders on substantive human rights issues, the Office distributed over 78,000 copies of printed materials worldwide, including through several high-profile events that were held during the year, such as the Business and Human Rights Forum.
- ▶ Field presences organized several outreach activities to raise the awareness of stakeholders about the mandate of UN Human Rights and to garner support for its work. As an example, field presences in Colombia, Georgia, Guatemala, Jamaica, Mali, Mexico, Qatar (United Nations Training and Documentation Centre for South-West Asia and the Arab Region), the Russian Federation, Senegal (Regional Office for West Africa), Tunisia and Uganda

organized events to commemorate Human Rights Day; the presence in Madagascar produced periodic newsletters to disseminate information on the work of the Office; the Regional Office for West Africa launched a social media campaign on human rights defenders in francophone West Africa; the Office in Mexico shared information and materials at the Guadalajara International Book Fair, the most important gathering on publishing in Latin America; and the Regional Office for the Pacific co-organized a Human Rights Film Festival in Fiji.

- ▶ Financial support for the Office’s programmes reached a total of US\$142.8 million, representing an increase of approximately 10 per cent compared to the previous year. Member States continued to be the main providers of voluntary contributions and their funding represented 88.3 per cent of the income received by the Office. In 2017, 63 Member States made contributions to UN Human Rights.

Campaign to commemorate the 70th anniversary of the UDHR



The Universal Declaration of Human Rights (UDHR) turns seventy in 2018! To highlight what the UDHR means for people in their everyday lives, UN Human Rights launched a year-long campaign that will culminate on 10 December 2018. Founded on the UN Human Rights Stand Up campaign, which called on people to take action for greater freedoms, stronger respect and more compassion for the rights of others, the UDHR70 campaign has three core objectives: to engage a broad base of audiences around the world; to help promote an understanding of how the UDHR empowers us all; and to encourage further reflection on the ways that each of us can stand up for people’s rights, every day. The UDHR70 campaign is an opportunity for everyone to express, celebrate and encourage support for human rights.

GMO 8: The efficient management of human and financial resources

The many new developments that were brought to UN Human Rights over the last four years affected the management of human and financial resources. These developments included the UN Secretariat-wide reform of the staff selection system, including mandatory mobility; the implementation of international public sector accounting standards (IPSAS); and the roll-out of the UN Secretariat's new enterprise resource planning system (Umoja). Overall, the delivery of human resources management services was more centralized within the UN Secretariat, resulting in fewer recruitments under the authority of the Office. At the same time, managing the impact of the changed recruitment process required improved communication with staff and managers. Following the successful introduction of IPSAS and Umoja, the management of the Office's financial resources was enhanced with fully justified and complete budget proposals that were submitted by established deadlines. The flexibility of Umoja also led to fewer re-deployments of funds within approved cost plans. Unspent obligations are now automatically liquidated at the year-end if their retention cannot be justified.

In 2017, a total of **97 per cent** of the outputs planned for this GMO were fully or substantially achieved. This contributed to the overall increased efficiency of UN Human Rights in managing its resources. Nonetheless, significant challenges emerged as outlined below.

- ▶ The financial reporting module of Umoja is not yet fully operational. As a consequence, the extraction of financial records to produce the numerous donor financial reports demanded of the Office has been extremely labour intensive. In addition, the tendency of the donor community to earmark funds with separate financial reporting requirements has nearly doubled the volume of reports that UN Human Rights has had to prepare in recent years.
- ▶ Regarding recruitment processes, the introduction of Umoja generated a number of new processes which required adjustments to the workflows for the selection and onboarding of recruited staff.
- ▶ The Office's proprietary system for financial management in the field (MAYA system) has been rolled-out to the Honduras country office. Until Umoja is fully implemented in the field, the MAYA system will be maintained to ensure that field offices have an effective tool to manage their financial implementation.