Khady Dieng, member of the Les Martyrs school’s human rights club, in the outskirts of Dakar. The club is supported by UN Human Rights. © OHCHR
UN Human Rights Organization chart
UN HUMAN RIGHTS THEORY OF CHANGE AND RESULTS FRAMEWORK

WHAT WE DO

- Provide expert legal advice on human rights issues
- Facilitate learning and knowledge transfer
- Deliver human rights education
- Raise human rights awareness
- Communicate
  - Monitor and publicly report on human rights situations
  - Advocate for human rights
- Directly protect civil society members and human rights defenders
- Facilitate dialogue between diverse stakeholders on human rights issues
- Build networks and alliances to extend human rights promotion and protection
- Enable the functioning of the international human rights mechanisms

OUR PILLARS

- To strengthen the rule of law and accountability for human rights violations
- To enhance and protect civic space and public participation
- To enhance equality and counter discrimination
- To integrate human rights into sustainable development
- To support early warning, prevent violence and protect human rights in situations of conflict and insecurity
- To implement the outcomes of international human rights mechanisms more fully

THE RESULTS WE CONTRIBUTE TO

- State laws and policies protect and promote human rights
- State institutions, non-State actors and the private sector promote, protect and respect human rights
- State accountability mechanisms monitor, investigate and provide redress for human rights violations
- Public participation in policymaking processes grows, particularly by women and members of groups facing discrimination
- Public support grows for protection of human rights
- Human rights are effectively integrated into UN policies and programmes
- The international community responds effectively to critical human rights situations and issues
- Global and regional human rights mechanisms and bodies effectively promote and protect human rights
- International human rights law and standards progress
- Member States and other actors engage with United Nations human rights mechanisms

GOAL

ALL HUMAN RIGHTS ARE ACHIEVED FOR ALL
## ACHIEVEMENT OF OHCHR TARGETS FOR 2018-2021 – PROGRESS IN 2019

<table>
<thead>
<tr>
<th>THE TYPE OF RESULTS WE CONTRIBUTE TO</th>
<th>OHCHR PROGRAMME INDICATOR</th>
<th>WHAT WE EXPECT TO HAVE CONTRIBUTED TO BY 2021, IN COOPERATION WITH OUR PARTNERS</th>
<th>REPORTED PROGRESS AND ACHIEVEMENT(^1)</th>
<th>PILLARS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State laws and policies protect and promote human rights.</strong></td>
<td># of countries of engagement* where the level of compliance of legislation/policy with international human rights standards in selected human rights areas has significantly improved.</td>
<td>In 63 countries*, laws and policies will have significantly increased protection and promotion of human rights in selected human rights areas.(^3)</td>
<td>35 countries* (29 in 2018)</td>
<td><img src="human_rights.png" alt="Pillar 1" /></td>
</tr>
<tr>
<td></td>
<td># of countries of engagement where NHRIs have been established or have improved compliance with international standards (Paris Principles).</td>
<td>In 35 countries*, national human rights institutions will have been established or will have improved their compliance with international standards (the Paris Principles).</td>
<td>19 countries* (16 in 2018)</td>
<td><img src="development.png" alt="Pillar 2" /></td>
</tr>
<tr>
<td></td>
<td># of countries of engagement where the level of compliance of selected State institutions and programmes with international human rights standards has significantly improved.</td>
<td>In 54 countries*, state institutions, non-State actors or the private sector will have increased their contribution to the promotion, protection and respect of human rights.</td>
<td>27 countries* (20 in 2018)</td>
<td><img src="peace.png" alt="Pillar 3" /></td>
</tr>
<tr>
<td></td>
<td># of countries of engagement where human rights trainings have been institutionalized in one or more selected human rights areas.</td>
<td>In 15 countries*, human rights education and training programmes will have been institutionalized.</td>
<td>10 countries* (8 in 2018)</td>
<td><img src="human_rights.png" alt="Pillar 4" /></td>
</tr>
<tr>
<td></td>
<td># of countries of engagement where the use of international human rights law in court proceedings and decisions has increased to a significant extent.</td>
<td>In 15 countries*, the use of international human rights law and jurisprudence will have increased in court proceedings and decisions.</td>
<td>6 countries* (5 in 2018)</td>
<td><img src="development.png" alt="Pillar 5" /></td>
</tr>
<tr>
<td><strong>State institutions, non-State actors and the private sector, promote, protect and respect human rights.</strong></td>
<td># of countries of engagement where oversight, accountability or protection mechanisms have been established or have improved compliance with international human rights standards</td>
<td>In 46 countries*, oversight, accountability or protection mechanisms will have been established or improved their compliance with international human rights standards.</td>
<td>28 countries* (19 in 2018)</td>
<td><img src="peace.png" alt="Pillar 6" /></td>
</tr>
</tbody>
</table>

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* Refers to countries in which the Office plans to undertake activities towards a planned result. It is not limited to countries where OHCHR has a presence.

1 Full or partial achievement of results or good progress made in achieving results.

2 Due to potentially shifting priorities, these targets should not be understood as the baselines for upcoming programming cycle. Similarly, the achievements from the previous programme cycle cannot be understood as the baseline. Baselines have been provided for those targets that are cumulative, i.e., ratification.
<table>
<thead>
<tr>
<th># of countries of engagement</th>
<th>In 24 countries*, transitional justice mechanisms will have been established or improved their compliance with international human rights norms and standards.</th>
<th>9 countries* (5 in 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>where transitional justice mechanisms which conform to international human rights standards have been established or have improved compliance with international human rights standards.</td>
<td>In 33 countries*, an increased number of cases of human rights violation raised by OHCHR will have been positively addressed.</td>
<td>17 countries* (15 in 2018)</td>
</tr>
<tr>
<td># of countries of engagement where the number of human rights violation cases raised by OHCHR which are positively addressed by the government has significantly increased.</td>
<td>In 35 countries*, the level of meaningful participation by selected groups in public processes will have improved significantly.</td>
<td>29 countries* (20 in 2018)</td>
</tr>
<tr>
<td># of countries of engagement demonstrating significant improvement in the level of meaningful participation in selected public processes.</td>
<td>In 23 countries*, the use of national protection systems will have increased significantly.</td>
<td>15 countries* (14 in 2018)</td>
</tr>
<tr>
<td># of countries of engagement where the level of use of national protection systems has increased significantly.</td>
<td>In 13 countries*, the international community will have engaged objectively and constructively on issues raised by OHCHR.</td>
<td>8 countries* (6 in 2018)</td>
</tr>
<tr>
<td># of countries of engagement where the international community has engaged in an objective and constructive way on specific issues raised by OHCHR.</td>
<td>16 UN peace and political missions will have integrated international human rights norms, standards and principles, as well as the recommendations of the human rights mechanisms, into their work.</td>
<td>14 countries* (10 in 2018)</td>
</tr>
<tr>
<td># of countries of engagement with UN peace missions which have integrated international human rights standards and principles, as well as the recommendations of the human rights mechanisms, into their work to a significant extent.</td>
<td>12 humanitarian operations will have integrated international human rights norms, standards and principles, as well as the recommendations of the human rights mechanisms, into their work.</td>
<td>5 countries* (6 in 2018)</td>
</tr>
<tr>
<td># of countries of engagement with humanitarian operations which have integrated international human rights standards and principles, as well as the recommendations of the human rights mechanisms, into their work to a significant extent.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Public participation in policymaking processes grows, particularly by women and members of groups facing discrimination.**

**The international community responds effectively to critical human rights situations and issues.**

**Human rights are effectively integrated into UN policies and programmes.**
<table>
<thead>
<tr>
<th>Category</th>
<th>Status</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td># of UN country teams where human rights norms, standards and principles, as well as the recommendations of the human rights mechanisms, have been integrated to a significant extent.</td>
<td>50 UN country teams will have satisfactorily integrated international human rights norms, standards and principles, as well as the recommendations of the human rights mechanisms, into their work.</td>
<td>42 countries*</td>
</tr>
<tr>
<td># of UN policies and programmes at the global level which integrate a human rights based approach to a significant extent</td>
<td>25 UN policies and programmes at global level will have significantly integrated a human rights-based approach.</td>
<td>22 UN policies</td>
</tr>
<tr>
<td># of countries of engagement where the narrative on selected HR topics has significantly improved.</td>
<td>In 23 countries*, the narrative on selected human rights topics will have improved significantly.</td>
<td>12 countries*</td>
</tr>
<tr>
<td># of countries of engagement where mechanisms for integrated reporting and/or implementation of outstanding recommendations of treaty bodies, special procedures or Human Rights Council are in place or increasingly functioning.</td>
<td>In 68 countries*, mechanisms for integrated reporting or implementation of recommendations of international human rights mechanisms will have been put in place or have improved functioning.</td>
<td>41 countries</td>
</tr>
<tr>
<td>Total number of international human rights treaties ratified.</td>
<td>100 additional ratifications of international human rights treaties. Baseline: 2,233</td>
<td>69 ratifications</td>
</tr>
<tr>
<td>Total number of reservations withdrawn from international human rights treaties</td>
<td>10 reservations will have been withdrawn from international human rights treaties.</td>
<td>1</td>
</tr>
<tr>
<td>Percentage of countries that submit reports to treaty bodies on time.</td>
<td>35% of countries will have submitted reports to treaty bodies in a timely manner. Baseline: 32%</td>
<td>38% of reports</td>
</tr>
<tr>
<td># of countries, which have issued a standing invitation to special procedures mandate holders.</td>
<td>125 countries will have issued a standing invitation to special procedures mandate holders. Baseline: 118</td>
<td>126 Member States</td>
</tr>
<tr>
<td># of countries for which requests for visits of thematic special procedures have resulted in at least one visit.</td>
<td>In 63 countries, requests for visits of thematic special procedures will have resulted in a visit.</td>
<td>168 visits to 79</td>
</tr>
<tr>
<td>Rate of response from governments to special procedures communications.</td>
<td>60% of special procedures' communications will have received a response from Governments. Baseline: 57.6%</td>
<td>45% per cent</td>
</tr>
<tr>
<td>Percentage of reprisals raised by OHCHR, which are positively addressed by the Government.</td>
<td>50% of the cases of reprisals against individuals for cooperation with HR mechanisms that are reported by OHCHR will have been addressed.</td>
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</tr>
<tr>
<td># of countries of engagement with a significant number of substantive submissions or submitting actors to UN human rights mechanisms.</td>
<td>In 51 countries* the number of submissions to UN human rights mechanisms will have increased significantly.</td>
<td></td>
</tr>
<tr>
<td>Total number of substantive submissions from national human rights institutions, civil society organizations, UN entities and individuals to UN human rights mechanisms.</td>
<td>15,000 substantive submissions to UN human rights mechanisms will have been received from national human rights institutions, civil society organizations, UN entities and individuals.</td>
<td></td>
</tr>
<tr>
<td># of thematic areas where international and/or regional human rights law or standards have been strengthened/developed.</td>
<td>In 12 areas, international/regional human rights law/standards will have been strengthened.</td>
<td></td>
</tr>
<tr>
<td># of countries which submitted or updated common core documents.</td>
<td>85 countries will have submitted or updated their common core documents.</td>
<td></td>
</tr>
<tr>
<td>International human rights laws and standards are elaborated.</td>
<td>9 areas</td>
<td></td>
</tr>
<tr>
<td>International and regional human rights mechanisms and bodies promote and protect human rights effectively.</td>
<td>33 common core documents submitted in 2018/19</td>
<td></td>
</tr>
<tr>
<td>Degree of progress made in improving the level of harmonization of treaty bodies’ work.</td>
<td>Harmonization of treaty bodies’ work will have improved significantly.</td>
<td></td>
</tr>
<tr>
<td>Degree of coordination among the special procedures</td>
<td>A high degree of coordination among the special procedures will have been achieved.</td>
<td></td>
</tr>
<tr>
<td>Degree of coordination among the special procedures</td>
<td>79% of communications were issued jointly by two or more mandate holders</td>
<td></td>
</tr>
</tbody>
</table>

*The 2019 report (A/HRC/42/30) included public allegations pertaining to 48 States, including summaries of formal responses to OHCHR from a third of total States on new and ongoing cases during the reporting period (1 June 2018 to 31 May 2019).
ABBREVIATIONS AND ACRONYMS

AI  Artificial intelligence
AU  African Union
AWPs  Annual Workplans
BINUH  United Nations Integrated Office in Haiti
CAT  - Committee against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment
- Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment
CCA  Common Country Analysis
CED  Committee on Enforced Disappearances
CEDAW  - Committee on the Elimination of Discrimination against Women
- Convention on the Elimination of All Forms of Discrimination against Women
CERD  Committee on the Elimination of Racial Discrimination
CESCR  Committee on Economic, Social and Cultural Rights
CMW  Committee on Migrant Workers
CRC  - Committee on the Rights of the Child
- Convention on the Rights of the Child
CRPD  - Committee on the Rights of Persons with Disabilities
- Convention on the Rights of Persons with Disabilities
CSO  Civil society organization
DCO  UN Development Coordination Office
DFS  Department of Field Support
DPA  Department of Political Affairs
DPO  Department of Peacekeeping Operations
ECLAC  United Nations Economic Commission for Latin America and the Caribbean
EMRIP  Expert Mechanism on the Rights of Indigenous Peoples
ERT  Emergency Response Team
ESCR  Economic, social and cultural rights
EU  European Union
FAO  Food and Agriculture Organization
FFM  Fact-Finding Mission
FGM  Female genital mutilation
GANHRI  Global Alliance for National Human Rights Institutions
GCM  Global Compact for Safe, Orderly and Regular Migration
HRA  Human rights adviser
HRBA  Human rights-based approach
HRC  Human Rights Council
HRD  Human rights defender
HRDDP  Human Rights Due Diligence Policy
HRMMU  Human Rights Monitoring Mission in Ukraine
HRUF  Human Rights up Front Initiative
IASC  Inter-Agency Standing Committee
ICPPED  International Convention for the Protection of All Persons from Enforced Disappearance
ICCPR  International Covenant on Civil and Political Rights
ICCPR-OP1  First Optional Protocol to the International Covenant on Civil and Political Rights
ICCPR-OP2  Second Optional Protocol to the International Covenant on Civil and Political Rights, aiming at the abolition of the death penalty
ICERD  International Convention on the Elimination of All Forms of Racial Discrimination
ICESCR  International Covenant on Economic, Social and Cultural Rights
ICRMW  International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families
ICRC  International Committee of the Red Cross
ICT  Information and communication technology
ILO  International Labour Organization
IOM  International Organization for Migration
ITU
International Telecommunication Unit

JPO
Junior Professional Officer

LDCs
Least Developed Countries

LGBTI
Lesbian, Gay, Bisexual, Transgender and Intersex persons

MINUJUSTH
United Nations Mission for Justice Support in Haiti

MINUSCA
United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

MINUSMA
United Nations Multidimensional Integrated Stabilization Mission in Mali

MENA
Middle East and North Africa

MONUSCO
United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

MOPAN
Multilateral Organization Performance Assessment Network

MoU
Memorandum of Understanding

MDTF
Multi-Donor Trust Fund

MPTFO
Multi-Partner Trust Fund Office

NGO
Non-Governmental Organization

NHRI
National human rights institution

NMRF
National Mechanism for Reporting and Follow-up

NRDT
National Recommendations Tracking Database

NPM
National Preventive Mechanism

OCHA
Office for the Coordination of Humanitarian Affairs

OEAP
Organizational Effectiveness Action Plan

OHCHR
Office of the High Commissioner for Human Rights

OMP
OHCHR Management Plan

OP-CAT
Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment

OP-CEDAW
Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women

OP-CRC-AC
Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict

OP-CRC-SC
Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography

OP-CRC-IC
Third Optional Protocol to the Convention on the Rights of the Child on a communications procedure

OPDs
Organizations of persons with disabilities

OP-ICESCR
Optional Protocol to the International Covenant on Economic, Social and Cultural Rights

PBF
Peacebuilding Fund

PBSO
Peacebuilding Support Office

PMS
Performance Monitoring System

RBM
Results-Based Management

RC
Resident Coordinator

SDGs
Sustainable Development Goals

SIDS
Small Island Developing States

SGBV
Sexual and Gender-Based Violence

SMT
Senior Management Team

SOPs
Standard operating procedures

SPT
Subcommittee on Prevention of Torture and other Cruel, Inhuman or Degrading Treatment or Punishment

SWAP
UN System-wide Action Plan on Gender Equality and Women’s Empowerment

UDHR
Universal Declaration of Human Rights

UHRI
Universal Human Rights Index

UNAMA
United Nations Assistance Mission in Afghanistan

UNAMID
African Union-United Nations Hybrid Operation in Darfur

UNAMI
United Nations Assistance Mission for Iraq

UNCT
UN Country Team

UNDAF
United Nations Development Assistance Framework

UNDP
United Nations Development Programme

UNDIS
United Nations Disability Inclusion Strategy

UNECE
United Nations Economic Commission for Europe

UNESCO
United Nations Educational, Scientific and Cultural Organization
UNFCCC
United Nations Framework Convention on Climate Change

UNFPA
United Nations Population Fund

UNGP\s
United Nations Guiding Principles on Business and Human Rights

UNHCR
United Nations High Commissioner for Refugees

UNICEF
United Nations Children’s Fund

UNIOGBIS
United Nations Integrated Peacebuilding Support Office in Guinea-Bissau

UNIPP
United Nations Indigenous Peoples’ Partnership

UNJHRO
United Nations Joint Human Rights Office

UNMIL
United Nations Mission in Liberia

UNMISS
United Nations Mission in South Sudan

UNMSDF
United Nations Multi-Country Sustainable Development Framework

UNOCI
United Nations Operation in Côte d’Ivoire

UNODC
United Nations Office on Drugs and Crime

UNOG
United Nations Office at Geneva

UNPRPD
United Nations Partnership on the Rights of Persons with Disabilities

UNSDCF
United Nations Sustainable Development Cooperation Framework

UNSDG
United Nations Sustainable Development Group

UNSMIL
United Nations Support Mission in Libya

UNOSOM
United Nations Assistance Mission in Somalia

UNSSC
United Nations System Staff College

UPR
Universal Periodic Review

UNV
United Nations Volunteer

VF\T\C
United Nations Voluntary Fund for Technical Cooperation in the Field of Human Rights

VNR
Voluntary National Review

WHO
World Health Organization

WHRD
Woman human rights defender

WIPO
World Intellectual Property Organization