

MANAGEMENT



OHCHR staff listens to a woman in Chermalyk village of Donetsk region, located a few kilometers from the contact line that is frequently under shelling. The woman explains that she had sustained a concussion as a result of heavy shelling at a cemetery during a funeral in July 2019. © OHCHR



This chapter provides an overview of the efforts of UN Human Rights to ensure its decision-making, planning, management and evaluation processes operate at the highest possible standard.

It includes highlights of results achieved under UN Human Rights' nine Organizational Effectiveness Action Plans (OEAPs).

Decision-making and accountability framework

UN CONTEXT AND MANDATE

Mandated by General Assembly resolution 48/141, UN Human Rights is a department of the United Nations Secretariat. It does not have its own executive board but it is directly accountable to the Secretary-General and the General Assembly.

The mandate of UN Human Rights is derived from General Assembly resolution 48/141, the Charter of the United Nations, the Universal Declaration of Human Rights and subsequent human rights instruments, the Vienna Declaration and Programme of Action of the 1993 World Conference on Human Rights and the 2005 World Summit Outcome Document.

The mandate includes preventing human rights violations, securing respect for all human rights, promoting international cooperation to protect human rights, coordinating related activities throughout the United Nations and strengthening and streamlining the United Nations system in the field of human rights. In addition to its mandated responsibilities, the Office leads efforts to integrate a human rights approach into all work that is carried out by the United Nations agencies.

The High Commissioner for Human Rights is the principal human rights official of the United Nations who is appointed by the General Assembly for a fixed term of four years, with the possibility of one renewal for a second term.

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 heads the New York Office. In December 2019, the Secretary-General announced the appointment of Ms. Nada Al-Nashif, of Jordan, as Deputy High Commissioner for Human Rights and of Ms. Ilze Brands Kehris, of Latvia, as Assistant Secretary-General for Human Rights and Head of the New York Office.

INTERNAL TO THE OFFICE

Office-wide decision-making takes place through the Senior Management Team (SMT), which is chaired by the High Commissioner, and the Programme and Budget Review Board (PBRB), which is chaired by the Deputy High Commissioner. These two bodies meet regularly to make recommendations to the High Commissioner on policies, operating procedures and programme and resource allocations. The Policy Advisory Group (PAG), which is chaired by the Deputy High Commissioner, is an additional forum for senior managers to exchange views and recommend issues of a policy/programme or financial nature



Deputy High Commissioner Kate Gilmore attends the 5th National Sitting of Children's Parliament in Edinburgh to celebrate 30 years of children's rights as enshrined in CRC. © Children's Parliament of Scotland

for further discussion by the SMT and/or the PBRB.

In 2019, the SMT met on seven occasions to shape decisions on policy-related matters and organized one expanded Strategic Leadership Retreat for senior managers. The SMT approved the UN Human Rights Security Accountability Policy, the Standard Operating Procedures (SOPs) on Crisis Preparedness and Response and on Internal Communications. It also approved the opening of an office in Niger and discussed the office-wide work already underway in relation to economic, social and cultural rights (ESCR), prevention and the SDGs. During the Strategic Leadership Retreat, the leadership team agreed on four “re-sets” to sharpen UN Human Rights’ work on: 1) Leadership and silo disruption; 2) Technical cooperation; 3) Engagement with Member States; and 4) Storytelling and communication. A

fifth “re-set” was to enhance UN Human Rights’ work on ESCR, prevention and the SDGs.

Twelve regular meetings and one extraordinary meeting of the PBRB were held during 2019, thereby contributing to the improved internal governance of office-wide programming, budgeting and financial planning. During the first half of 2019, the PBRB completed the 2018-2019 Annual Workplan transition and undertook a Mid-Year Review Resource Reality Check (see below for further details on this strategic exercise). In the course of 2019, the PBRB reviewed approximately 70 fundraising and fund allocation proposals from both headquarters and the field, which is a record number indicating an increased involvement of staff in resource mobilization and continued support from donors. While monthly monitoring of extrabudgetary financial

expenditures and income have been on the PBRB’s agenda for many years, monitoring of human resources and the regular budget situation became regular items on the agenda in 2019. This contributed to enhanced internal governance, and to timely and coherent messaging from senior management to staff on sensitive topics, such as the evolving regular budget situation.

Following an internal survey-based assessment of the PAG, the PAG meetings are now organized when needed, instead of on a weekly basis. The meetings focus on strategic areas of intervention by UN Human Rights.

In 2019, three PAG meetings were held in relation to: (i) possible focus areas for speeches and statements by the High Commissioner for the year; (ii) crisis preparedness and response; and (iii) UN Human Rights’ response to global protests. The recommendations from these meetings were taken up by the SMT.

Extended PAG (ePAG) meetings with managers continued to be organized on a bimonthly basis as a forum to share and discuss management issues. Discussion items included the Assessment by the Multilateral Organization Performance Assessment Network (MOPAN); the UN’s internal administration of justice system; a 360-degree review for managers; health and well-being, including flexible working arrangements and smoking; the Dignity@Work policy; diversity and UN Human Rights demography; the branding project; web redesign and security accountability.

Results-Based Management

PLANNING

The programmatic work of UN Human Rights is guided by the OHCHR Management Plan (OMP), which is in line with the Secretary-General's Strategic Framework 2018-2019. It integrates the mandates given to UN Human Rights by United Nations intergovernmental bodies and engages the High Commissioner's overarching mandate to promote and protect all human rights for all.

The OMP positions the work of UN Human Rights under the following thematic pillars: support for the international human rights mechanisms; mainstreaming human rights within development and peace and security efforts; and advancement of the core human rights principles of non-discrimination, accountability and participation. To maintain relevance in a changing world, UN Human Rights introduced "shifts" under the pillars to strengthen its work to prevent conflict, violence and insecurity; help expand civic space; broaden the global constituency for human rights; and further explore emerging human rights concerns (frontier issues) in the context of climate change, corruption, inequalities, people on the move and digital space and emerging technologies.

This new road map is designed in line with the 2030 Agenda for Sustainable Development and has a particular focus on the Agenda's human rights-based commitment to "Leave No One Behind." The OMP also shines a human rights "spotlight" on women, persons with disabilities and young people.

The OMP is built on a strong results framework with risk management, which was introduced in 2018, as an integral component of programme management at the field level.

MONITORING

Monitoring the performance of the Office against the targets set by the OMP takes place through the Performance Monitoring System (PMS); a tailor-made online tool that facilitates planning, monitoring and reporting on a common set of office-wide results in line with results-based management (RBM) principles and standards.

In 2019, the PMS reported the following performance highlights:

- Over 12,149 sessions for users with editing rights;
- Over 661 colleagues accessed the system;
- Less than two per cent downtime was reported throughout the year; and
- Over 95 per cent of user support requests were addressed within two hours.

The 2019 Mid-Year Review ensured budgetary discipline, adjustments in programmatic and managerial priorities and close monitoring of OEAPs as more entities across UN Human Rights became involved in their implementation. In some cases, the Mid-Year Review revealed that adjustments to some country or regional programmes were required. This was taken up during the preparation of the 2020 Annual Workplans (AWPs). Furthermore, a substantial programmatic analysis and programmatic discussion at the September PBRB meeting fed into the programmatic guidance for the 2020 AWP process. The monitoring and strengthened programmatic analysis functions are providing an effective feedback loop for strategic decision-making at the PBRB level.

EVALUATION

In 2019, the evaluations of the Uganda Country Programme and RBM were finalized. The Uganda evaluation was effectively used during renegotiations related to the continuation of the UN Human Rights presence in Uganda. The evaluation on transitions from peace operations was initiated with missions to New York, Geneva and Liberia. In addition, preparations began for the country programme evaluations for Cambodia, Central America, Colombia and Ukraine.

The MOPAN assessment was launched and a management response and action plan were finalized and approved by the PBRB. Internal reviews were conducted for the Gender Facilitators Network, the UN Human Rights Training and Documentation Centre for South-West Asia and the Arab Region, internal communications and the staffing of the front offices of senior managers. An

internal start-up review of the G5 Sahel project was also completed during the reporting period.

The tracking system for the follow-up to evaluation recommendations and the evaluation module in the PMS ensured that the outputs of these evaluative exercises were effectively integrated into the workplans of the respective teams and are now being implemented. This contributed to continuous improvements in the work programmes and their overall strategic direction. Managers involved were requested to submit new updates to the PBRB every six months. With a focus on lessons learned, evaluation findings were identified and made available to relevant teams and contributed to informed decision-making. The database of evaluation consultants was consistently maintained and updated, and a checklist was prepared for the recruitment of consultants.

Gender has been mainstreamed into all of the evaluations that were managed and conducted by UN Human Rights. The assessment of the UN System-wide Action Plan on Gender Equality and Women's Empowerment (SWAP) rated the UN Human Rights evaluations as "exceeding the requirements" of gender integration.

Following the 2019 adoption of the new UN Disability Inclusion Strategy, steps were taken to begin integrating disability inclusion into evaluations. This included supporting the development of an evaluation indicator and technical note, within the framework of the United Nations Evaluation Group Working Group on Human Rights and Gender Equality in an evaluation that was co-convened with UN Women.

EVALUATION OF THE IMPLEMENTATION OF RESULTS-BASED MANAGEMENT

In 2019, an evaluation of the implementation of results-based management (RBM) in the Office was conducted by a team of external consultants.

The evaluation found evidence that staff increasingly applied RBM principles and made use of RBM tools and instruments to make informed decisions that were focused on results. The evaluators also witnessed a positive trend to incorporate perspectives that transcended departmental interests and practices. Other achievements included well-established strategic management, performance monitoring and results reporting practices; a positive trajectory in terms of planning and performance related to gender integration and women's empowerment; and the establishment of a dedicated evaluation unit with corresponding policies and practices.

At the same time, the evaluation identified areas where improvements could be made. Evidence suggests that RBM is not yet fully recognized for its contribution to learning and the generation of knowledge. Although OHCHR is a data-driven organization, it is only recently that initiatives have been taken to strengthen information management and knowledge management. Importantly, the Office has not yet developed ways to integrate results-based budgeting into its RBM system.

The evaluation results were discussed at an end-of-the-year workshop for the main internal stakeholders. A management response and action plan are being prepared for the implementation of the evaluation recommendations.

LESSONS LEARNED

RBM is about developing a culture of results. A key component of developing a culture of results is to recognize the actions that promote learning from experience. Compiling, systematizing and disseminating good practices and lessons learned supports more effectiveness in programme implementation because it allows effective programmes to be replicated with the knowledge and experience of others.

The 2018-2021 OMP is based on robust contextual analysis and broad consultations with many different stakeholders, drawing on achievements and lessons learned, including from internal reviews, external evaluations and audits.

The MOPAN assessment, which was published in April, rated the uptake of lessons learned and good practices from evaluations and other reports as an area of improvement. UN Human Rights stepped up its efforts to capture and share good practices and lessons learned. For example, during the consultation process of the virtual planning month, which was launched as part of the preparations for the 2020 AWP, all teams reflected on the lessons learned (what worked and what did not) that would require a change in their strategy for programme implementation.

In 2019, the Task Forces on SDGs, prevention and ESCR, established by the High Commissioner to expand work in these three critical areas, produced essential analysis and recommendations. The Surge Initiative confirmed that while there is limited knowledge about the opportunities that are available for human rights implementation in the 2030 Agenda, there is considerable interest among field presences to operationalize the pledge of “Leaving No One Behind;” link UN human rights reviews and SDG

reporting and accountability; invest in the new Common Country Analysis and UNSDCF; and do more related to data disaggregation. Amid rising inequalities, field presences responded positively to specialized and technical advice to work on economic and other inequalities and their impact on the enjoyment of economic, social and other human rights.

One of the objectives of the evaluations that UN Human Rights conducted in 2019 was to produce useful lessons learned and good practices that illustrate successful and unsuccessful strategies. For example, the Independent Evaluation of the Implementation of Results-Based Management at UN Human Rights identified lessons learned and good practices in the implementation of the RBM approach. The evaluation report concluded that UN Human Rights’ investment in RBM had paid off and had positioned it in a far better position than it was in 10 years ago, both in terms of knowing what it is contributing to and why and its capacity to communicate this to others. At the same time, UN Human Rights placed more emphasis on accountability than on the learning component of RBM.

Lessons learned exercises were also undertaken in the context of UN Human Rights country engagement. For example, in a follow-up to a lessons learned exercise on the response to the Honduras crisis, UN Human Rights developed new standard operating procedures on its preparedness and response. In another example, a lessons learned workshop was jointly organized by UN Human Rights and the Department of Peace Operations regarding cooperation between UN Human Rights and military components of peace operations. This also provided an important opportunity to reflect on the potential for collaboration between the two UN

departments to promote and protect human rights. The identified good practices and lessons learned will be used to update the UN Handbook on integrating human rights into the work of UN military components. Furthermore, identifying and applying lessons learned was integral to the 2019 Mid-Year and End-of-Year Reviews. In some cases, the Mid-Year Reviews revealed that adjustments to country or regional programmes were required. This was taken up during the preparation of the 2020 AWP. Finally, substantial programmatic analysis and discussions fed into the programmatic guidance for the AWP 2020 process.

RISK

Effectively managing risk is a vital element of good governance and management. This is taking place on a daily basis within UN Human Rights. In its 2018-2021 Management Plan, UN Human Rights made risk management an integral component of programme management. Risk management contributes to the successful achievement of expected outcomes and results, especially at the field level where every programme has a risk management component. Risk assessment is a requirement in the guidelines for UN Human Rights' country and regional strategies in the OMP and it is monitored through end-of-year reporting.

UN Human Rights will manage and reduce risk throughout the organization by identifying, assessing, understanding, acting on and communicating risk issues. This will help senior management to strategically plan and wisely allocate resources, enhance responsible decision-making and contain threats to the organization. Risk management will be monitored as part of programme performance monitoring, strengthening the link between expected outcomes, results and evaluation.

As part of the overall risk management initiative of the United Nations Secretariat, UN Human Rights is currently developing a corporate risk management plan in an effort to improve the organizational governance and accountability framework. This is expected to be ready in 2020.

Based on the assessments and assumptions that were made when developing the different theories of change adopted by UN Human Rights, the Office identified three main risk factors, namely, environmental (political/crisis/cultural); programmatic; and institutional. It then

assessed the likelihood that each of these risks might occur and devised measures to prevent them or reduce their impact.

The principal **environmental** risks in 2019 included armed conflict (Iraq, Libya, Mali and the Syrian Arab Republic), lack of access (Southern Caucasus and Ukraine), political unrest and elections (Bolivia, Cambodia, Chile, Ecuador, Lebanon, the Republic of Moldova and the State of Palestine), humanitarian disasters (Jamaica, Malawi, Mozambique and Zimbabwe) and unpredictable challenges in partnerships with Governments.

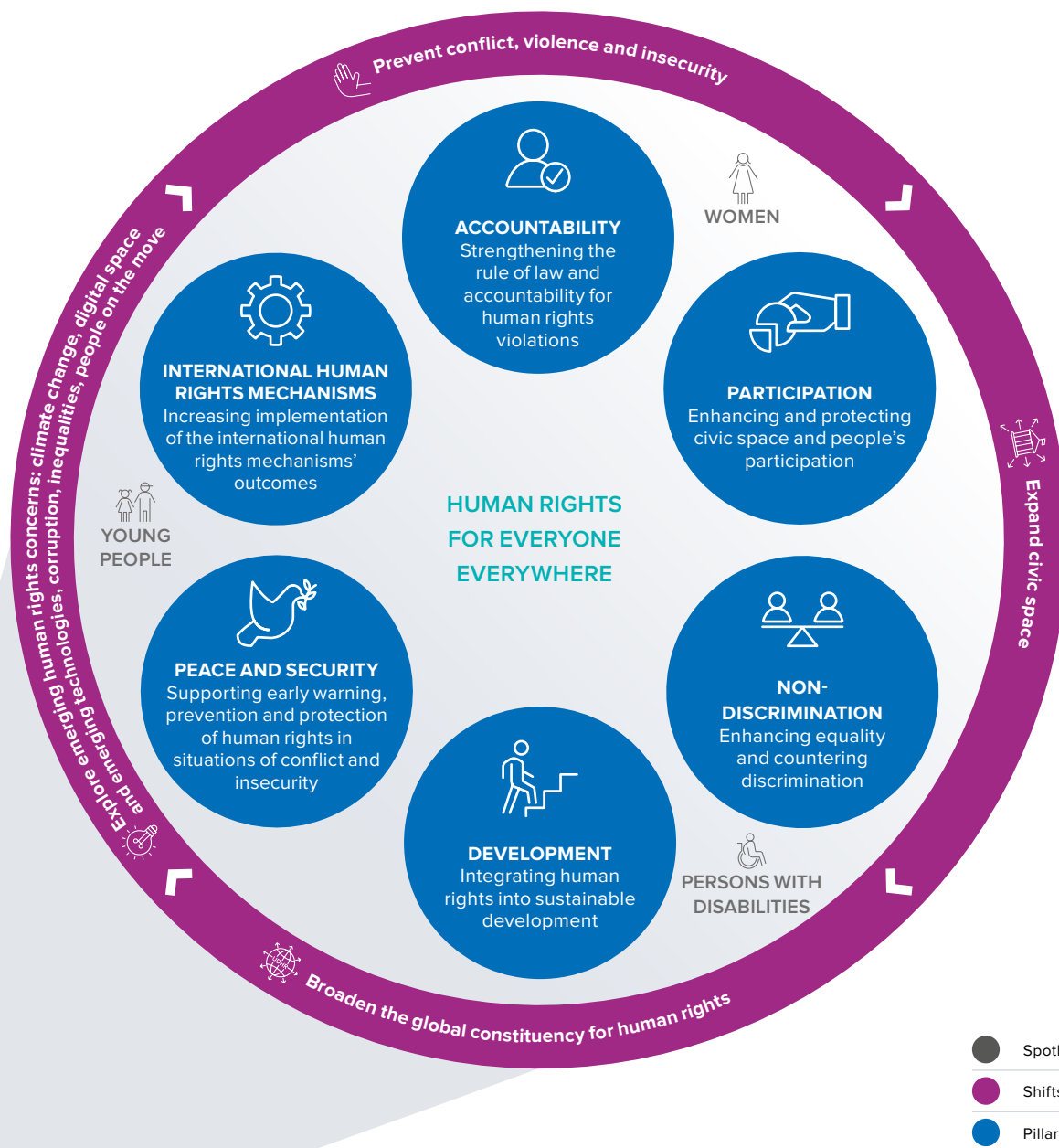
The principal **programmatic** risks in 2019 included lack of resources and staff (Kyrgyzstan), delays in approval of national framework for cooperation (Madagascar), unclear positioning of authorities on human rights issues (Tunisia), unwillingness to engage and lack of a host country agreement (Burundi and Myanmar) and domestic bureaucratic delays (Yemen).

The principal **institutional** risks in 2019 were mainly related to delays in recruitment and regularisation of national and international staff, due to human resources policies not fully adapted to the needs of field presences (Malawi, the Syrian Arab Republic, and G5 Sahel Framework Project).

The implementation of the OMP in 2019

FIGURE 1: OMP 2018-2021

The priorities, strategies and targets of UN Human Rights are set out in the OMP 2018-2021. The Plan provides a robust results framework through to the end of 2021 that is based on six Pillars, four Shifts and three Spotlights. It also includes nine OEAPs.



OVERVIEW OF PROGRESS MADE TOWARDS ACHIEVING OMP RESULTS IN 2019

The data is based on self-assessments by 101 reporting entities of (i) their level of progress; and (ii) whether a result is connected to a shift or a spotlight population.

In their end-of-year reports, programming entities indicated the level of progress they had made towards achieving the country results planned as targets for 2021. With regard to organizational effectiveness, results are defined at the output level and progress for this report is assessed over a 1.5-year period from July 2018 to December 2019.

When providing an update on progress made towards the achievement of a country result, programming entities had the choice of indicating different levels of achievement, which included no progress, some progress, good progress or partially achieved/fully achieved.

Progress towards country results

Throughout the Office, the distribution of activities is quite even across the six pillars, with a stronger focus on Peace and Security and Accountability. While Accountability, Mechanisms and Participation have a relatively even focus across regions, the focus on the other pillars differs significantly depending on the region.

In 2019, the pillar with the most progress was Mechanisms, wherein 22 per cent of results were partially or fully achieved (above the Office average). This was also the case in 2018.

On the other hand, Development showed 11 per cent of all Development results with no progress.

Shifts linked to results

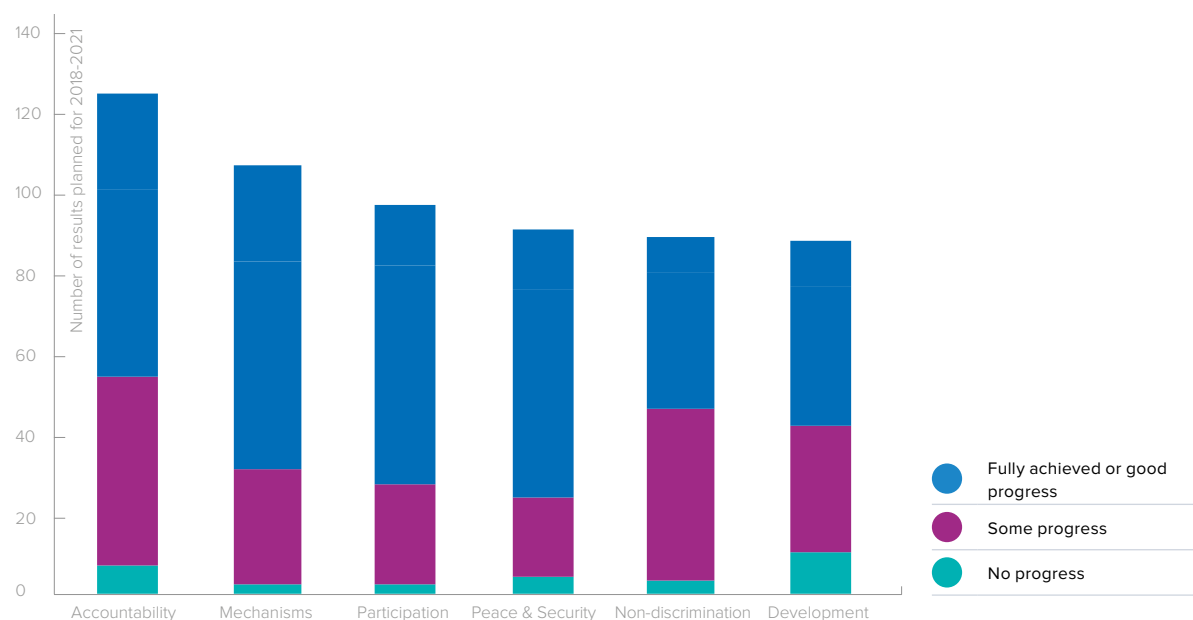
Four Shifts were identified in the OMP:

- (i) strengthen work to **prevent** conflict, violence and insecurity;
- (ii) help expand civic **space**;
- (iii) broaden the **global constituency** for human rights; and
- (iv) explore further **emerging human rights concerns**, i.e., “**frontier issues**.”

This shift has five sub-thematic issues, namely, climate change, digital space and emerging technologies, corruption, inequalities and people on the move.

In 2019, there was an increase in the percentage of outputs contributing to shifts. While 43 per cent of results reportedly contributed to a shift in 2018, in 2019 it was approximately 46 per cent. The High Commissioner’s prioritization of prevention explains the considerable increase in the percentage of outputs contributing to the prevention shift.

FIGURE 2: LEVEL OF PROGRESS BY PILLAR RESULT



Spotlight populations linked to results

In the 2018-2021 OMP, UN Human Rights emphasized the spotlight populations of youth, women and persons with disabilities.

The focus on spotlight populations in 2019 remained unchanged from 2018 with women remaining the most selected population (and the order of distribution among the three spotlights remained the same: women, youth and persons with disabilities).

The number of results targeting youth more than doubled since 2018, reaching 26 per cent of all results associated with a spotlight population. Most of the outputs were under the Participation pillar.

SDGs, prevention and ESCR

The 2019 end-of-year reports included the contribution of reporting entities towards results associated with the High Commissioner's priorities, namely, SDGs, prevention and ESCR.

The results reflect the impact of the work undertaken by the Surge Team in 2019.

Principal SDG engagement lies with SDGs 5, 10, 16 and 17.

Organizational development

ORGANIZATIONAL EFFECTIVENESS RESULTS

UN Human Rights defined nine inter-related Organizational Effectiveness Action Plans under the OMP 2018-2021 (see Figure 3 opposite): Strategic Leadership and Direction; Innovation; Dynamic Knowledge; External Communications; Resource Mobilization; Partnerships; Operations Management; Diversity and Gender; and Talent and Career Management.

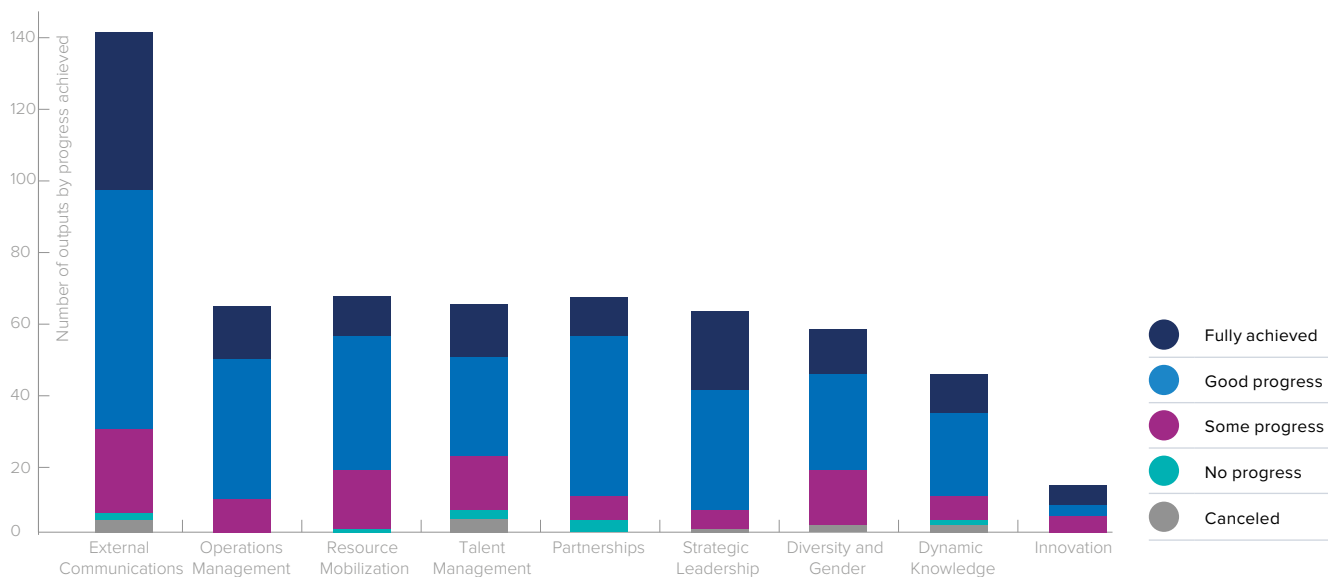
Organizational Effectiveness (OE) results are the changes that UN Human Rights commits to achieving to improve its organizational effectiveness. OE results are defined at the output level and were defined in the 2018-2019 Annual Workplan for a period of 18 months.

Approximately 86 per cent of programming entities have reported on OE results, thus demonstrating a high level of office-wide engagement towards the OEs in all regions and by all headquarters programming entities.

OHCHR IN THE UN DEVELOPMENT SYSTEM REFORM

As Co-Chair (with WHO and UNESCO) of the UNSDG Task Team on "Leaving No One Behind, Human Rights and the Normative Agenda," OHCHR actively engaged in the Secretary-General's reform of the UN Development System through fostering policy coherence on normative issues across the UN system. The Task Team promoted increased engagement of development actors with the international human rights mechanisms, notably overseeing the revision of the UN Common Learning Package on a Human Rights-Based Approach to Programming and the finalization of the UNSDG Operational Guide for UNCTs on Leaving No One Behind, which was then piloted in Cameroon, Nepal and Tunisia.

The Office also contributed to the re-design of the UN Development Assistance Framework into the UNSDCF with a strong normative and human rights foundation for collaborative Country Team initiatives.

FIGURE 3: OEAPs**LEVEL OF PROGRESS FOR EACH OEAP**

Progress in the implementation of the nine OEAPs is outlined below, highlighting key achievements from headquarters and the field in 2019.



Strategic Leadership and Direction

UN Human Rights leadership bodies are making timely, evidence-based strategic decisions in line with results-based management principles.

- A UN Human Rights Global Meeting was organized, in Geneva, in July, bringing together approximately 400 staff, including over 70 colleagues from field presences, to inspire, innovate, learn, communicate and operate as One Office. The Global Meeting furthered the discussions from the 2019 Strategic Leadership Retreat and confirmed the commitment to the four “re-sets” to sharpen the focus of the Office on: 1) Leadership and silo disruption; 2) Technical cooperation; 3) Engaging with Member States; and 4) Storytelling and communication. In addition, a fifth “re-set” was confirmed with regard to how the Office can enhance its work on the three priority areas identified by the High Commissioner in 2018 (SDGs, prevention and ESCR).
- The High Commissioner also launched a number of initiatives to “re-set” key operational issues, such as a review of the terms and conditions for national staff and General Service staff and the launch of a UN Human Rights health and well-being action plan. Three communities of practice were launched in relation to communication (CommsNet), administration (AdminNet) and leadership (LeadingNet) in order to foster exchange, peer learning and information sharing.
- Following the adoption of the Dignity@Work Policy and Action Plan, in line with the Diversity and Gender OEAP, a Dignity Dialogue (2018) and a Diversity Dialogue (2019) were rolled out to the Office. Over 700 staff members took part in each Dialogue. The Dialogues are tools to encourage an open exchange on the actions that could be taken to improve the working environment, uphold respect and dignity in the Office and accelerate change to ensure that its demography is more in sync with the world’s population. Furthermore, in February, a Network of Dignity Contacts was introduced to provide UN Human Rights colleagues with the full range of confidential formal and informal options that are available to them in case of concerns about how they are treated within the Office, including prohibited conduct in the workplace. Following a six-month pilot period and an internal evaluation, the Network was expanded into the field with approximately 20 new trained volunteers from all corners of the world. It went live in February 2020. The Dignity@Work Policy was a finalist in the 2019 Secretary-General Awards.
- In preparation for the Secretariat’s move towards an annual programme budget document in 2020, UN Human Rights developed the 2020 Budget Report programme plan. One element of the new format entailed the drafting of narrative “results stories” from the four sub-programmes reflecting the entirety of the UN Human Rights work programme. The preparation of the document required a higher investment of time than in previous years due to a complete change in its format. As an example, the new format requires the presentation of a fully achieved and a planned result for each sub-programme. In addition, UN Human Rights defined a strategy to engage with Member States, which included a presentation of the programme plan to Member States that was conducted by the High Commissioner. The briefing was well attended and many countries from different regions took the floor to support the programme. Nevertheless, due to a lack of consensus on the new format of the Secretary-General’s programme plans, the Committee for Programme and Coordination referred the programme plans to the General Assembly for review.
- In 2018, a 360-degree feedback mechanism was rolled out as a project with 19 senior leaders across the Office. The mechanism was subsequently rolled out to 130 managers supervising four or more staff in Geneva, New York and the field. The mechanism could be relaunched in two years to allow for benchmarking. Targeted training and learning opportunities will be explored to enhance skills on performance management with a focus on innovation, change, communication and team coaching, complementing the OEAP on Talent and Career Management.
- To further enhance internal communications, senior management approved a Standard Operating Procedure on Internal Communications, which was initially developed in 2018 and stipulated everyone’s responsibility to inform and stay informed. Several internal communications initiatives were implemented during the Global Meeting, including a Knowledge Fair and a team building event. A new intranet homepage was launched to improve access to information. Weekly and quarterly office-wide updates were issued and regular Hardtalks and all-staff meetings were organized.



Across UN Human Rights, innovation is encouraged, supported and its results are implemented accordingly.

- As part of the Innovation Action Plan, the 2019 edition of the UN Human Rights Innovation Challenge was launched, in April, to generate out-of-the-box ideas to transform how UN Human Rights works to achieve human rights impact. The Challenge provided staff with a platform to identify actions that UN Human Rights could stop doing and/or propose new and creative alternatives in which it could invest. A total of 29 proposals were submitted and 10 were shortlisted and invited to make a pitch for seed funding. A pitch event was held during the Global Meeting with three external panel experts including experts from the United Nations High Commissioner for Refugees (UNHCR) and UNAIDS. Staff voted to identify four winning innovation projects that were awarded seed funds for implementation.
 - › “Ditch UNfair internships” came in first and received seed funding of US\$25,000 to support a pilot programme to bring candidates from the Global South to Geneva. UN Human Rights also took part in the 100-day internship challenge to come up with concrete, actionable recommendations for the senior management of UN Geneva that would improve the internship experience in the UN Secretariat. Key achievements included assigning dedicated slots in language and other training courses for interns, free meals for interns in UN cafeterias after hours and a more structured onboarding and exit package.
 - › The other three winning proposals focused on the volunteer mobility programme for national staff, investing

in technology as a force for good and establishing a Human Rights Officers Academy. Three of the shortlisted proposals targeted youth.

- › The diversity of proposals, the engagement of the candidates and the feedback of the experts was a strong indication of success and a growing interest in innovation within the organization.
- › The UN Human Rights Innovation Challenge also attracted interest from other UN partners who have replicated and adapted the concept within their organizations.
- › All four winning proposals from the 2017 Innovation Challenge were implemented with seed funds by the end of 2019, including one information management project that attracted significant donor interest and led to an expansion of the original concept.
- During 2018 and 2019, work was undertaken to continue and build upon UN Human Rights’ annual Innovation Challenge, first launched in 2017. UN Human Rights developed links and cooperated with UN agencies with more advanced approaches to programmes and organizational arrangements to support innovation, including UNHCR, WIPO, UNDP and UN Global Pulse, to support the conceptualization and creation of the “Light Up! Innovation Engine” project, which included a study tour of UNHCR’s innovation services. UN Human Rights also became a member of the UN Innovation Network.
- The “Light Up! Innovation Engine” project was launched, in June, with the participation of over 25 colleagues across the Office including field presences. Representatives of the “Light Up! Innovation Engine” project met with UN Innovation

counterparts based in Geneva, such as UNHCR. During the meeting, they exchanged best practices and established an informal partnership with the University of Geneva's Innovation Hub in charge of the Master's Programme in Innovation, Human Development and Sustainability.

- UN Human Rights organized a workshop with Element AI to generate ideas for repetitive tasks that would benefit from the use of automation and artificial intelligence. Four ideas from different parts of the Office emerged at the workshop, two of which will be further developed during 2020. UN Human Rights also deepened its relationship with the Masters' Programme in Innovation, Human Development and Sustainability of the University of Geneva in partnership with Tsinghua University (THU, Beijing) in order to connect with its students for joint innovation projects. Three of these projects have been agreed upon for implementation in 2020.
- Due to the lack of access to the country, the **Myanmar** Team had to resort to alternative ways to monitor human rights developments. This included the use of Internet-based and encrypted applications to obtain and share information. This proved particularly effective for the work in Cox's Bazar where the Myanmar Team reached out to victims and witnesses in northern Rakhine to build its analysis of the situation on the ground. The Myanmar Team is also making use of satellite images to assess developments to areas where it has no access with a particular focus on land rights, conditions for safe and dignified returns and economic development.



Dynamic Knowledge

UN Human Rights' knowledge base is used strategically to actively shape programming, capacity, culture and structure.

- UN Human Rights launched "2030 CoP," the Community of Practice on the SDGs, economic, social and cultural rights, prevention and right to development as one of the outcomes of the three task forces on SDGs, prevention and ESCR that were convened by the High Commissioner in 2018. The 2030 CoP has three objectives, namely, to (i) facilitate peer to peer support so that colleagues can share knowledge and experiences and support each other in their work; (ii) share good practices, materials, stories and initiatives so that colleagues can build on work that is already underway; and (iii) serve as a directory for cross-fertilization so that colleagues with specific thematic expertise and practical experience can be easily identified. Soon after its launch, in October, participants identified several promising practices and opportunities for cross-fertilization, including on the right to water (Colombia, Kenya and Mexico) and the justiciability of ESCR (Tunisia). A focused discussion was also held on economic analysis and human rights. As of December, the 2030 CoP, operating through the Yammer social networking service for private communication, had more than 300 members and was comprised of UN Human Rights staff from headquarters and field presences.
- The first phase of the review of the new "welcome mat" for onboarding colleagues into new jobs at UN Human Rights was completed. The review included an all-staff survey; bilateral and small group consultations; a mapping of internal and external induction modalities and practices; consultations

on Knowledge Management and Learning; and collecting input from other UN system entities. A Knowledge Fair was organized in the context of the Global Meeting with over 100 knowledge products that were inventoried, catalogued and shared.

- UN Human Rights selected a partner to begin the process of systematically classifying its archive files. The partner reviewed all of the Office's paper archives to assess what should be sent to the archive in Geneva, what should be digitized and stored in a centralized repository and what could be eliminated. The digitization will begin in 2020. These efforts will complement the final phase of the transition to the human rights database (HRDB) for which the Office recruited a temporary staff member. The staff member helped to optimize the contents of the HRDB and coached staff on knowledge management. He also developed several formats to facilitate information gathering, analysis and sharing, including legal analyses for certain types of human rights violations.



External Communications

UN Human Rights' human rights impact and messages are effectively communicated, helping to position it as a partner of choice for its key stakeholders.

- There was a 46.5 per cent increase in the number of media articles citing UN Human Rights between 2018 (41,629 articles) and 2019 (61,015 articles). The total percentage increase since 2017 was 154 per cent, or almost eight times the target figure of a 20 per cent increase in the number of media articles by 2021. The 2019 total is the highest annual total achieved and includes the highest figure reached for a single month. The record number of media articles generated by the Office reflects stronger storytelling and clear and effective messaging. The launches of a number of key UN Human Rights reports, particularly those on Chile, Kashmir and Venezuela, were especially effective. The July launches of the reports on Kashmir and Venezuela and the High Commissioner's high-profile visit to Venezuela the previous month, were the primary reasons for the record monthly media pick-up of just under 10,000 articles, in July.
- In July, UN Human Rights recruited a communication consultant (as planned under the "Light Up! Innovation Engine") to focus on telling the stories of the work of the Office in the Africa region. Throughout the year, UN Human Rights issued bimonthly reports under a new format that showcases its human rights impact in the region in line with the OMP. It also issued human interest stories that were posted on social media and the UN Human Rights website. These stories attracted considerable attention from a large audience.
- In an effort to differentiate between OHCHR and the HRC, the HRC media team developed a Council website in 2018. In the reporting period, new features were introduced with a distinguishable identity for the HRC and its mechanisms. Moreover, the HRC media team developed a new logo, in all official UN languages, which has been applied to all HRC public materials and web-based platforms, including its social media accounts, outreach products, electronic e-mail signatures and business cards. In 2019, the HRC logo was included for the first time as a masthead on correspondence sent by the HRC Presidency.
- In March 2018, the Office launched a branding exercise that continued to be developed throughout 2019. The branding company presented its results, proposed a strategy and worked with UN Human Rights to develop and launch the 2019 Human Rights Day campaign. It also presented a first draft of the new UN Human Rights brand book.
- The multi-year Web Transformation Project, launched in 2018, aims to produce a new, user-friendly OHCHR.org website that leverages current technology and is effectively governed. In 2019, it focused on content revision, governance and procurement. The bulk of the content work involved auditing existing web pages and preparing reports that recommended what content to update, remove or migrate.
- A strong emphasis was placed on the use of multimedia, visual storytelling through social videos, interactive Instagram stories and animated infographics. This improved the Office's capacities to tell stories and convey its messages in different formats. UN Human Rights explored new ways of

storytelling, both in terms of format and venue, taking advantage of new platforms, such as Exposure or Medium. In addition, the Office developed unique visual messaging for various communications products and produced many social media-only stories in an immersive mobile format. In the second half of 2019, multilingual accounts were created in French (facebook.com/onudroitsdelhomme) and Spanish (facebook.com/onuderechoshumanos and instagram.com/onuderechoshumanos). These new pages will help UN Human Rights to increase its content promotion and audience engagement in multiple languages.

- In March, OHCHR and the UN in **Cambodia** partnered with a local pop celebrity, Laura Mam, her all-women production company, the Embassies of Australia, Sweden and the United Kingdom, the Swiss Development Cooperation and SMART telecommunications, to organize a concert celebrating female artists, music and dance in Cambodia. Through the concert and a special music video that was produced for International Women's Day, the campaign generated 221,000 live views through Facebook live streaming and 1.1M views in total. Leading up to the concert, televised round-table discussions with women leaders and influencers expanded the understanding of critical barriers to women's empowerment and gender equality in Cambodia.
- As part of its general communication objective to change the way that the Office communicates, the **Central America Regional Office in Panama** worked with the Museum of Contemporary Art in Panama (MAC Panama) to create a space that would enable the general public to interact with the 30 articles of the UDHR and

raise awareness about the need to stand up for human rights. For this project, which consisted of a six-week exhibition, the Central America Regional Office and MAC Panama requested 30 graphic designers and illustrators (gender-balanced, most of whom were under the age of 30) to create 30 posters: one poster for each of the articles of the UDHR. During the exhibition, the Office carried out several events to generate traffic from different types of audiences. The events included a scrapbook workshop to create signs with messages on women's rights, especially to eradicate violence against women, a human rights workshop, a DJ night and a hip hop night with break dancers and rappers who sang about human rights. The exhibition closed on 10 January 2020 with a music event. The exhibition enabled people to physically interact with the art and contributed to generating content and attracting the attention of younger audiences.

- For International Human Rights Day, the **Regional Office for Europe in Brussels** and UNESCO created a youth podcast, in collaboration with Spotify, called "The Future We Want" (<https://spoti.fi/2rvYfIZ>). The podcast was designed to mobilize youth for human rights by highlighting the journey of four youth activists (an activist on persons with disabilities, an activist on Roma rights, an educational youtuber and a climate activist).

Resource Mobilization

Investment in and support for UN Human Rights has expanded and donors are expressing confidence in the value delivered by these investments.

- Total voluntary contributions amounted to US\$179 million, a decrease of 4.3 per cent compared to 2018. It should be noted, however, that 2018 was an exceptional year, which saw the highest amount ever received by the Office (US\$187.1 million) with a 31 per cent increase over 2017. A total of 85 funding agreements were signed with donors in 2019.
- While grants were secured from the MacArthur Foundation and the Open Society Foundations in 2019, UN Human Rights developed a road map during the last quarter of 2019 to more proactively reach out to private foundations in 2020. A series of events will be organized throughout the year with the aim of paving the way for the creation of new platforms for their engagement with UN Human Rights. On 1 October, the Office signed a MoU with a funding component with two Qatari non-profit NGOs, namely, Silatech and Education Above All. The purpose of this MoU is to promote and protect the rights of young people, realize the 2030 Agenda for Sustainable Development relating to youth and implement the United Nations Youth Strategy.
- UN Human Rights prepared a position paper on the office-wide approach to JPO management and made specific recommendations on aligning JPO management with the OMP and its annual planning and monitoring processes. The paper was considered and endorsed by the PBRB at its December session for implementation starting at the 2020 Mid-Year Review point.
- The Case for Support, produced in 2019, was printed in early 2020. It will be available at several UN Human Rights events with the aim of proactively reaching out to private and corporate foundations and paving the way for the creation of new platforms for their engagement with UN Human Rights.
- An agreement with the customer relationship management platform, Salesforce, was signed in April and UN Human Rights was able to purchase its first licenses in May. In June, UN Human Rights began working with a consultant to adapt the system to its donor relations needs and the first modules were developed and tested. In addition, the consultant facilitated three trainings for the staff members of the Donor Relations Section to explain the main features of the system. UN Human Rights will begin using the system in 2020.
- In May, UN Human Rights deployed a P4 Human Rights Officer to work within the Financing for Peace Section of the Peacebuilding Support Office (PBSO) with a view to mobilizing more resources for UN Human Rights projects from the Peacebuilding Fund. Initial indications show that the deployment is improving the institutional links between UN Human Rights and the PBSO, resulting in more quality submissions from UN Human Rights. A joint UN Human Rights-PBSO workplan that was finalized and adopted by both offices in 2019 is being implemented.
- The Office in **Guatemala** increased its programming and fundraising capacities with the creation of a Programme Management Unit, in September. This Unit will closely coordinate with the teams working on administration, human resources and monitoring and evaluation to reach out to donors to inform their programmes and ensure that they include human rights priorities. Similarly, the Office in **Cambodia** enhanced its resource mobilization and programme management capacities by establishing an international post of External Relations and Planning Officer.

Partnerships

UN Human Rights has broadened and diversified its institutional partners and maximized the mutually reinforcing human rights benefits of exchange of expertise, reach and resources.

- OHCHR launched an internal taskforce to develop a road map for partnerships, which will include the identification of key partners and enablers, as well as a vision and toolkit for the establishment of partnerships in the future.
- OHCHR established a new partnership with HURIDOCS to automatize the Universal Human Rights Index (UHRI), which will include tagging the recommendations issued by the international human rights mechanisms against SDGs and targets through a pioneering use of artificial intelligence. UN Human Rights also supported the European Union Agency for Fundamental Rights in developing the European Union Fundamental Rights Information System by drawing on data from the treaty body jurisprudence database.
- The collaboration with the World Bank progressed well in 2019. Building on the success of the High Commissioner's engagement at the 2018 World Bank Spring Meetings, the High Commissioner participated in a prominent event on fragility, conflict and violence (FCV) at the 2019 Spring Meetings that were held in April, in Washington D.C., with CEO Kristalina Georgieva. UN Human Rights supported the High Commissioner's participation in the FCV event and engaged with the World Bank's consultation process as it develops its first draft Strategy for FCV. As of the end of the year, this process was ongoing.
- In 2019, the Special Rapporteur in the field of cultural rights initiated a

multi-year cooperation with UNESCO to develop a manual and toolkit that promotes a human rights-based approach to cultural diversity and the importance of safeguarding cultural heritage in humanitarian action and during security, peacebuilding and peacekeeping operations.

- The Human Rights Monitoring Mission in **Ukraine** (HRMMU) engaged for the first time in a partnership with a local NGO to prepare video lectures on international standards for protecting HRDs. As part of a broader online course for HRDs, the lectures aimed to deliver information to HRDs about their protection according to international law, including who can be considered an HRD, how the HRMMU operates in Ukraine, key challenges to civic space in Ukraine and what international mechanisms are available for the protection of HRDs. The lectures were posted online and widely shared by local civil society activists.



Operations Management

UN Human Rights managers are enabling the most efficient and responsible use of all available resources, supported by the effective deployment of relevant technologies.

- UN Human Rights continued contributing to the operationalization of the UNSDG Strategy for the Deployment of HRAs and ensured the timely and effective processing of extensions and processing of new approved deployments. As a result, at the end of 2019, all HRAs in 37 countries were operating under the aligned terms of reference that were managed in close cooperation between UN Human Rights and the UN Development Cooperation Office (DCO). New deployments were secured for Belize, Burkina Faso, Costa Rica, Guyana, Malaysia, Maldives, Mongolia, Nepal and Trinidad and Tobago. At the end of 2019, UN Human Rights deployed HRAs and Human Rights Mainstreaming Projects in 37 countries to support the enhanced integration of human rights into the country programmes of the respective resident coordinators and UN Country Teams (UNCTs).
- The emission reduction plan continues to be implemented. The greenhouse gas emissions for headquarters are calculated annually and waste measures are now included in this calculation. In 2019, UN Human Rights was assessed as being climate neutral, for the first time, as a result of the Secretariat's initiative of offsetting its 2018 carbon footprint.
- Throughout 2019, the transition from UNDP-operated Atlas to UMOJA continued in a number of field presences. In **Colombia**, it required the Office to conduct a detailed analysis of the procurement and travel processes. It also

required to make changes to the flowcharts, carry out induction sessions, determine the type of access that each staff member would have to the system and hold staff meetings at different stages of the implementation process. Regular staff meetings were essential to identify bottlenecks and possible solutions, analyse processes and prepare templates and documents to be used by the staff. In 2019, the Colombia Office travel unit processed 3,095 trips, of which 2,839 were processed through UMOJA. By planning travel in advance, ensuring understanding of staff members of the UMOJA travel module as well as compliance with Secretary-General policies, the Office in Colombia was able to reduce the volume of requests by 13 per cent, thus optimizing the resources used for travel.

- With support from headquarters, the **Regional Office for the Middle East and North Africa** initiated a project to develop a regional monitoring database, the first to be designed for a regional office. The database is being tailored to meet the regional-level needs in terms of monitoring, verification and documentation.



Diversity and Gender

Respect for diversity, gender equality and inclusion is at the centre of UN Human Rights' organizational culture and is fully supported by appropriate organizational arrangements.

- The pilot phase of the new UN Human Rights Gender Accreditation Programme was launched in 2019 in the UN Human Rights Offices in **Cambodia** and the **State of Palestine**. The Programme responds to a need to translate the external and internal commitments of UN Human Rights to gender equality, diversity and inclusion into concrete actions. The Programme aims to build and reinforce the capacity of the UN Human Rights field presences to integrate gender into advocacy and programmatic work by providing sustained on-the-job technical support. An internal platform was also established to help the offices to report on their commitments under the new Gender Accreditation tool. An official logo was designed and a pamphlet was developed to explain the premises of the programme. UN Human Rights organized an awards ceremony in Geneva, in January 2020, for the first two field presences that successfully completed the Programme. The Office issued a call for applications for 2020. In response to the call for entries launched by the High Commissioner, in November, the Country Office in Colombia and the HRMMU were selected to participate in the programme in 2020.

UN HUMAN RIGHTS PILOTS ITS GENDER ACCREDITATION PROGRAMME



In 2019, UN Human Rights launched its Gender Accreditation Programme, a new one-year gender and diversity accreditation programme for field presences and headquarters entities.

The purpose of the Programme is to translate our commitments to gender equality, diversity and inclusion into concrete actions and to build the capacity of staff on gender and diversity integration. It is a different way to promote learning and to track and reward progress. At the same time, it fosters accountability through a process that recognizes good performance and the delivery of results.

Pilot phase 2019: Voices from the field



“It’s been a fantastic opportunity to pause and look at how we deal with our programmatic and operational work through a gender lens. Now that we have been accredited, it will be a big tick for our donors. All of our donors are looking for an independent and concrete assessment on gender.”

James Heenan, Head of Field Presence, State of Palestine



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This programme is grounded in the OEAP on Diversity and Gender and the Office’s other existing commitments to gender and is one of the commitments of the High Commissioner as an International Gender Champion.

In 2019, the pilot phase was implemented in the field presences in Cambodia and the State of Palestine, both of which received their accreditation in an award ceremony held in Geneva, in January 2020. The award ceremony marked the successful end of the pilot stage and the full roll-out of the programme in OHCHR field presences in Ukraine and Colombia based on the assessment of the pilot phase.



“We were brainstorming and coming up with lots of innovative ideas that maybe we should have been doing a long time ago. Equally important it was fun and there is a competition element to it.”

Simon Walker, former Head of Field Presence, Cambodia



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- As part of the Office's piloting of the Gender Accreditation Programme, an audit was undertaken of gender and diversity in staffing and the recruitment process. The gender and geographic diversity profile of the Office was constantly monitored in terms of recruitment. Gender and diversity goals were included in over 90 per cent of staff Performance Assessments. Office-wide discussions on gender and diversity were held, with a focus on recruitment and the diversity profile of the Office.
- UN Human Rights piloted its LGBTI Fellowship, in November, as part of the OEAP on diversity and inclusion. The Fellowship seeks to raise awareness and build the capacity of LGBTI HRDs with regard to protecting and promoting the rights of LGBTI persons through the work of the international human rights mechanisms and within the international human rights law framework. It also aims to strengthen the capacities of UN Human Rights to integrate the human rights of these populations into its work. This year, a transgender person from Kenya was selected in recognition of the violence and discrimination that transgender persons face in all regions of the world.
- UN Human Rights prepared a discussion paper on Transforming our own demography for greater diversity (also known as The Rainbow Paper). The discussion paper takes stock of the Office's efforts in recent years in terms of diversity and remaining challenges. It also showcases staff profiles by gender and geography in comparison to the world population. The discussion paper was instrumental in the launch of a set of Diversity Dialogues in the Office to encourage an open exchange on what actions could be taken to ensure that its demography is more in sync with the world's population. The feedback received will be compiled into a set of concrete measures for the High Commissioner to approve for implementation in 2020. Recommendations from the staff Diversity Task Force remain important and will form part of

UNITED NATIONS DISABILITY INCLUSION STRATEGY

In 2019, UN Human Rights deployed its Human Rights and Disability Adviser to support the development of the United Nations Disability Inclusion Strategy (UNDIS). During the period from January to June, UN Human Rights, UNDP and ILO delivered 16 trainings and reached over 300 UN officers in New York, Geneva, Rome and Vienna. In addition, it supported the drafting of the UN policy and the entity-based accountability framework.

The UNDIS is the first system-wide accountability framework on disability inclusion in the UN. Its entity-based indicators and the scorecard for UNCTs (currently under development) are envisioned to bring about a structural change in the organization and provide for a human rights-based policy framework to improve its performance in "Leaving No One Behind," including persons with disabilities. It is also the first UN accountability framework that operates across all UN pillars, without distinction, and will also apply to peace and security and climate change initiatives.

UN Human Rights had a substantive role in the establishment of the UNDIS Secretariat in the Executive Office of the Secretary-General. The Office's Human Rights and Disability Adviser was shortlisted for the Secretary-General's Award as a "Change Agent," for his work on the UNDIS. UN Human Rights is preparing its first report to the Secretary-General on the UNDIS.

the measures to be presented to the High Commissioner.

- UN Human Rights in the **Republic of Moldova** conducted a Diversity Study to assess the diversity of UN national staff working in the country. Based on the results of the study, the UNCT identified major gaps in terms of diversity in the areas of ethnicity, age, language, geography and persons with disabilities and decided to re-establish a diversity task force to assess potential activities to increase diversity.
- At a retreat of the **Southern Africa Regional Office**, in February, for staff and Heads of field presences in Southern Africa, a discussion was held on gender and diversity. A number of action points were agreed to, including the development of a gender strategy, the need for all field presences in the subregion to integrate gender mainstreaming into their reporting and a proposal for additional training on gender mainstreaming. A draft of the regional Gender and Diversity Strategy 2019-2021 was finalized. The implementation of the Strategy, which is in line with UN Human Rights' and UN's policy commitments, will continue in 2020.



Talent and Career Management

UN Human Rights is actively unleashing the full potential of its staff with focused talent and career management accessible to all.

- A review of the work undertaken by the General Services staff in UN Human Rights Headquarters commenced, to review assigned work, the organizational structure and related classification levels. In addition, the regularization of staff was underway throughout the year and a comprehensive review of the conditions of service for national staff in field offices was concluded.
- In 2019, UN Human Rights targeted support and access to learning opportunities for field-based staff members through the promotion of the new learning platform, LinkedIn Learning, and through the organization of the Field Administrative Staff Consultations that took place in Geneva, in May, for 28 field-based administrative staff. A total of 46 UN Human Rights staff members used LinkedIn Learning in 2019.
- Following the 2018 launch of the 360-degree feedback project as a pilot for senior leaders (D1 level and above), UN Human Rights facilitated the delivery of the executive coaching package. The 360-degree feedback cycle for all managers supervising four or more staff members was rolled out in November 2018. Over 160 managers received feedback until the survey campaign closed. After reaching out to colleagues in Geneva, New York and all field presences, the data was collected and uploaded to the Vision Metrics platform, which was the main tool used to facilitate the implementation of the process. The survey was reviewed and adjusted according to the lessons

learned from the pilot with the senior leadership. The project was underpinned by a communication strategy to ensure active participation. The final reports were completed on 9 March. Colleagues that received feedback discussed the results and designed their professional development plans through coaching.

- In 2019, special focus continued to be placed on women leaders within UN Human Rights. Five staff members attended the UNSSC Women Leadership programme, EMERGE - the Programme for Emerging Women Leaders. During an office-wide collaborative effort in the first quarter of 2019, an initial proposal was developed for a Women's Mentoring Programme that was based on learnings and good practices by UNAIDS.

› EMERGE is a leadership development and coaching programme that promotes and develops women leaders with the aim of closing the gender parity gap in the UN system. It was co-developed for women leaders by 11 UN partners (ILO, the International Telecommunication Unit (ITU), the Office for the Coordination of Humanitarian Affairs (OCHA), UN Human Rights, UNAIDS, UNHCR, the United Nations Children's Fund (UNICEF), the United Nations Office at Geneva (UNOG), the United Nations System Staff College (UNSSC), WHO and the World Intellectual Property Organization (WIPO)) to implement the 2017 UN Leadership Framework. Specifically, it identified four leadership behaviours that exemplify the new way of working, namely, focusing on impact, driving transformational change, systems thinking and co-creation. The commitment to and belief in inter-agency collaboration and gender equality resulted in a high level

of engagement by 33 participants and 28 organizers, including learning managers, from the 11 entities over a sustained period of three years.

› In 2019, UN Human Rights jointly with ILO, ITU, OCHA, UNAIDS, UNHCR, UNICEF, UNOG, UNSSC, WHO and WIPO won the International Coaching Federation's Prism Award for EMERGE, in recognition of its high-quality standards of professional coaching. The award honours organizations of all sizes and in all sectors that have enhanced their organizational performance through the deployment of coaching for a change in culture, leadership and people development, organizational productivity and performance improvement. The third edition began in 2019.

- A number of initiatives were carried out to strengthen the skills of the staff in the **Guatemala** office. One such initiative that had a concrete impact on the work of UN Human Rights in the region involved the participation of a staff member in a training of trainers session on "Human Rights at International Borders," in Geneva. The training was instrumental in strengthening the capacity of the Office in Guatemala to provide technical assistance to State institutions, particularly immigration and law enforcement officers, and staff members of the national human rights institution. It also enabled the Office to support similar initiatives undertaken by other field offices in the region.