



# Management

Nancy González, member of the Tz'ununya' collective who participated in the strategic litigation training programme led by OHCHR, talks to OHCHR staff members during a visit to San Pedro La Laguna in Guatemala. © 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 the 10 UN Human Rights Organizational Effectiveness Action Plans (OEAPs).

## Accountability and governance framework

### Mandate

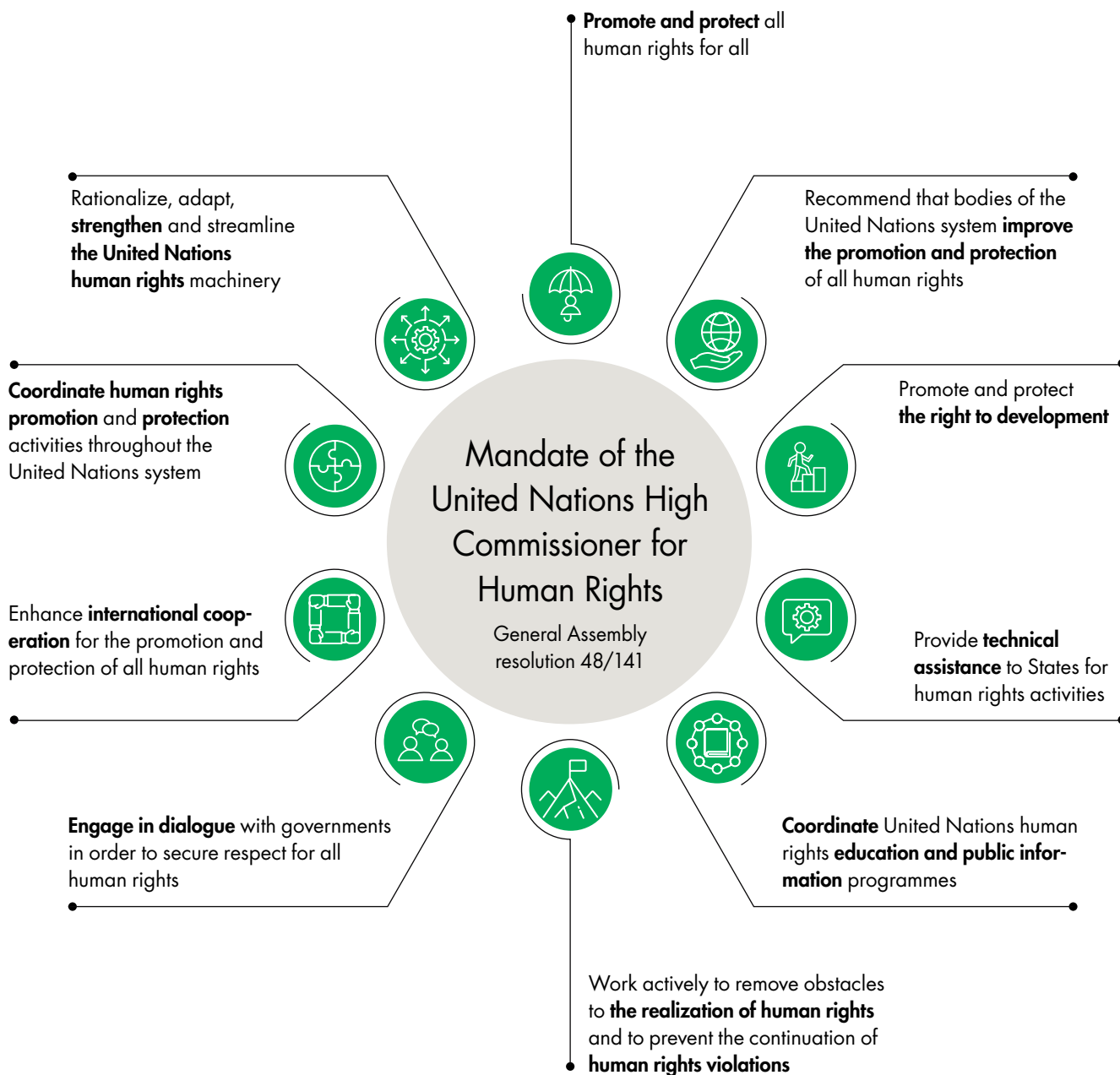
Mandated by General Assembly resolution 48/141, UN Human Rights is a department of the United Nations Secretariat. It does not have its own executive board and is directly accountable to the Secretary-General and the General Assembly.

The mandate of UN Human Rights is derived from multiple sources, including General Assembly resolution 48/141, the Charter of the United Nations, the Universal Declaration of Human Rights (UDHR) 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.

UN Human Rights is mandated to prevent human rights violations, secure respect for all human rights, promote international cooperation to protect human rights, coordinate related activities throughout the United Nations and strengthen and streamline the UN system in the field of human rights. In addition to these

responsibilities, the Office leads efforts to integrate a human rights-based approach (HRBA) into all work that is carried out by UN entities.

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, Volker Türk, with the support of the Deputy High Commissioner, Nada Al-Nashif, and the Assistant Secretary-General for Human Rights, Ilze Brands Kehris, who heads the New York Office.



## Internal decision-making

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) and the extended Policy Advisory Group (ePAG), which are also chaired by the Deputy High Commissioner, provide additional forums for senior managers to exchange views on policy, organizational change and management.

In 2022, one ePAG meeting was held. The focus of the meeting was workplace culture, including the Secretariat's Strategic Action Plan on Addressing Racism and Promoting Dignity for All, diversity and inclusion, staff engagement and sustainable environmental management (SEM).

The Senior Management Team met on four occasions to make decisions on policy-related matters. The SMT endorsed the revised OHCHR Risk Register, discussed OHCHR's work with International Financial Institutions, the Office's engagement in the 2022 World Cup, alternative models of country engagement, post-COVID-19 working arrangements,

OHCHR's role in humanitarian action and effective and efficient measures for a carbon-neutral OHCHR.

The High Commissioner met with senior managers, including from the regions, for a two-day leadership retreat. The retreat marked the beginning of a whole-of-office conversation to create a new vision for human rights and reshape and strategically position OHCHR to implement that vision.

The **Programme and Budget Review Board** met regularly to review OHCHR's programme, budget and new funding proposals, contributing to improvements in the internal governance of office-wide programming, budgeting and financial management. In 2022, it held 10 regular meetings. A monthly update on revisions to the inter-agency programming framework was added as a standing item on the PBRB agenda. It was also decided that human resources matters would be considered on a monthly rather than quarterly basis. The situation in Ukraine was added to the agenda as a temporary standing item between March and September and on an as-needed basis thereafter.

In 2022, the PBRB reviewed 56 fundraising and fund allocation proposals (16 from headquarters and 40 from field presences), which mirrors the figures from 2021. The

PBRB Secretariat processed 46 submissions as electronic reviews to optimize PBRB meeting time and enable timely decisions between monthly meetings.

## Results-based management

### Planning

The OHCHR Management Plan (OMP) combines the High Commissioner's vision for the Office with a strong results-based framework. The Secretary-General's Call to Action for Human Rights guides its priorities and results. It details OHCHR's priorities, expected results and strategies and is a tool to hold OHCHR accountable to the people it serves, Member States and the entire UN system.

Although the OMP usually covers four years, the Office extended its 2018-2021 OMP through 2023. In addition to extending the OMP, it was updated to recalibrate, renew and introduce work areas to sharpen OHCHR's engagement, take advantage of immediate opportunities and address emerging challenges.

The six stable pillars that underpin global efforts to advance the enjoyment of all human rights for all have been maintained. Building on these pillars, additional shifts were defined for 2022 and 2023 to respond to the changing global environment, along with specific spotlight populations. While efforts to combat all forms of discrimination will continue, these changes will enable UN Human Rights to focus on groups and uphold the guiding principles of the 2030 Agenda for Sustainable Development.

### Evaluation

The Evaluation Plan for 2022-2023 is being implemented as envisaged. A total of 10 evaluations were finalized in 2022 and four are ongoing. The finalized evaluations related to: the country programmes in Colombia and Ethiopia; the "Strengthening the Capacity of the Independent National Commission on Human Rights in Liberia" project; the "Strengthening the Capacity of Regional Actors to Promote Human Rights, Accountability, Democratic Space and Gender in the Asia-Pacific Region" project; the "Civic Space and Conflict-Related Sexual Violence in the Democratic Republic of the Congo" project; and the "Youth and Human Rights" project. The evaluations were published on the UN Human Rights website and the United Nations Evaluation Group (UNEG) portal. The PBRB endorsed their management responses and action plans and implementation is underway. Additionally, evaluations were completed in relation to the Regional Emergency Response Teams programme; the "Widening Democratic Space, Strengthening the Rule of Law and Promoting Respect for and Protection of Human Rights in Thailand" project; and the Sudan country programme. Evaluations were initiated and finalized in the first quarter of 2023 for the OHCHR Annual Report and Annual Appeal; OHCHR's capacity to support

investigative mechanisms; and the country programmes for the Syrian Arab Republic and Uganda. In addition to the evaluations, a number of internal assessments for vision exercises were carried out. In terms of the Evaluation Guidance Framework, the model terms of reference (ToRs) and the guidelines for the preparation and follow-up to evaluation reports were updated and the revision of the Evaluation Policy is ongoing.

The evaluation recommendations were uploaded to the Decision Tracking System and their status is monitored, updated and reported to the PBRB every six months. The new Evaluation Module in the Performance Monitoring System (PMS) was populated with evaluation data from the current programming cycle. This data will be used for the meta-analysis of evaluation findings in 2023 and included as an input in the preparation of the next OMP. The database and mailing list of evaluation consultants was maintained and the digital repositories of evaluation reports were stored on OHCHR's Intranet, external website and the UNEG portal.

Finally, gender equality and disability inclusion were mainstreamed into the evaluation processes. This was reported during the reporting cycles of the UN System-wide Action Plan on Gender Equality and the Empowerment of

## Risk management

Women (SWAP) and the United Nations Disability Inclusion Strategy (UNDIS). As co-convenor of the UNEG Working Group on Gender, Disability and Human Rights, the Office contributed to their integration into evaluations across the UN system. In particular, the UNEG Guidance on Integrating Disability Inclusion in Evaluations, which OHCHR helped to develop, was launched during the year. The revision of the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation began and will be finalized in 2023.

In 2022, OHCHR continued to maintain its office-wide Risk Register, implementing the risk treatment and response plans for the very high and high levels of risk categories. The Risk Register was reviewed and updated and the progress of the implementation of the risk treatment and response plans was reported to the Department of Management Strategy, Policy and Compliance (DMSPC).

Risk management is regularly included in OHCHR's Annual Workplan process, as well as its mid-year and end of year review processes, with entities required to report on their actions in relation to risk management. In 2022, the mid-year review had a special focus on risk management.

OHCHR continued participating in the United Nations Working Group on Enterprise Risk Management, which contributed to the Secretariat-wide risk management undertaken by the Management Committee Task Force on Enterprise Risk Management.



Children receive the best drawings awards for an art competition devoted to Human Rights Day during the launch of the campaign to celebrate the seventy-fifth anniversary of the Universal Declaration of Human Rights in Baku, Azerbaijan. © OHCHR

# Organizational development

## Organizational effectiveness results (OEs)

OHCHR defined nine interrelated OEAPs in the OMP 2018-2021. In the process of extending the OMP to 2023, two more OEAPs were added, namely, the OEAP on Sustainable Environmental Management and the OEAP on Digital Technology. The OEAP on Diversity and

Gender was replaced with a revised OEAP on Diversity and Inclusion, with a focus on addressing racial discrimination and promoting intersectional approaches in order to achieve gender equality and respect for diversity.

OEs are the changes that UN Human Rights commits to achieving in order to improve its programme delivery and operational relevance and efficiency. The results were defined at the output level in the 2022 annual workplans. Additional results are reported by reporting entities under relevant OEAPs.

### Organizational Effectiveness Action Plans (OEAPs)





### Office-wide contribution to organizational effectiveness results

Approximately 80 per cent of programming entities reported on OEs at the end of the year, demonstrating a high level of office-wide engagement, both in headquarters and the field.

### Level of progress towards OE results

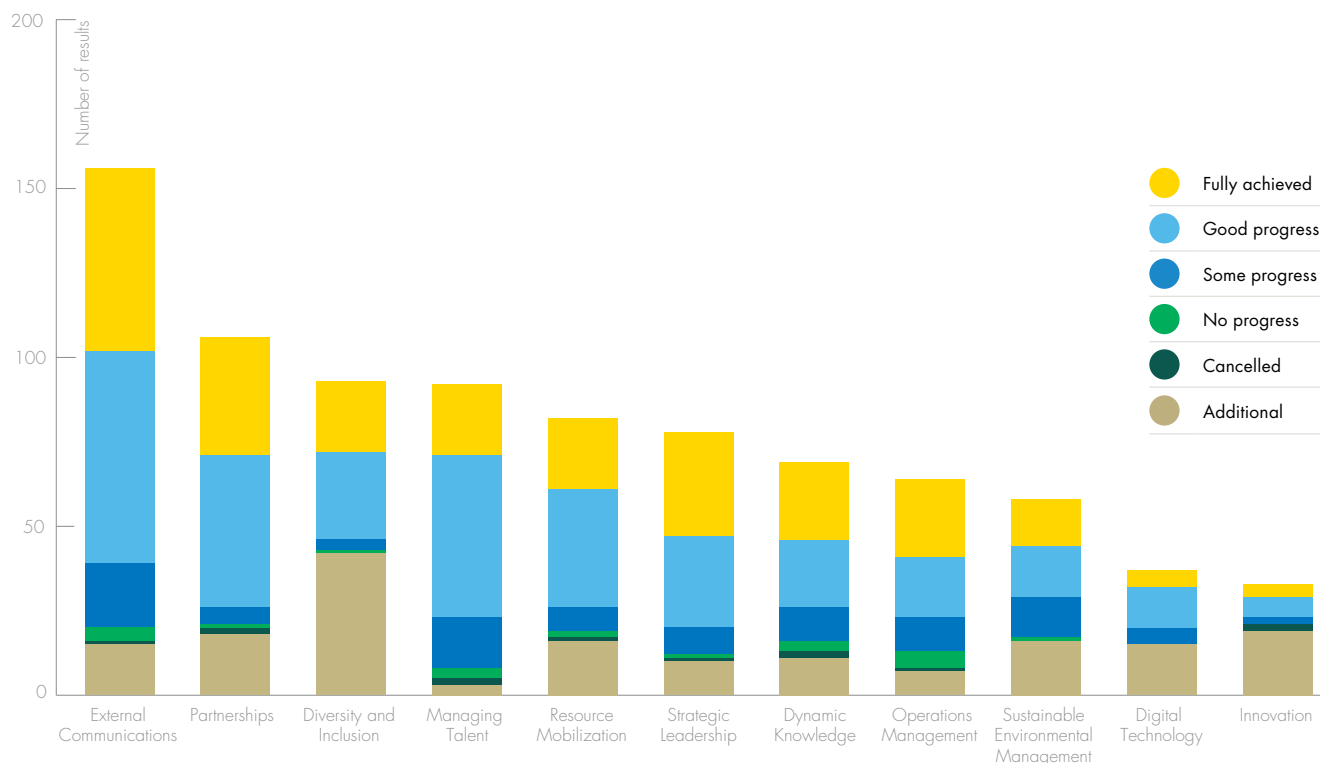
Progress on outputs planned for 2022 was visible with an eight per cent increase in the number of outputs that were reported as fully achieved. There was also an increase in the number of additional results. There was a decrease in the number of outputs that were reported as having attained good progress, some progress and cancelled.

The average number of outputs marked as fully achieved was 35 per cent. All OEs had a significant number of outputs that were reported as having achieved good progress (45 per cent). In total, 81 per cent of total outputs were rated as having attained good progress or fully achieved.

Where no progress was achieved in terms of the outputs planned, capacity and staffing constraints were indicated as reasons and in some cases, implementation was postponed to 2023. Several output updates referred to a postponement of implementation until 2023 and many were not implemented due to capacity and staffing constraints, including delays in recruitment processes. Several of the outputs that were rated as having achieved no progress were related to strengthening external communications and storytelling, including in Mozambique, the Philippines, Tunisia and Yemen.

The following pages summarize progress made in the implementation of the 10 OEAPs and highlight key achievements from headquarters and the field during the year. More examples can be found on pages 415-421 of the online report.

### Progress reported under each OEAP in 2022



## Strategic Leadership and Direction

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

In 2022, steady progress was made in reaching the targets under the extended OMP. Programme implementation was marked by a transition from COVID-19 working methods to a return to Office, with the integration of flexible working arrangements and support through virtual working methods.

Significant efforts went into providing leadership and operational guidance throughout the year. An office-wide process was undertaken to collect lessons learned from the pandemic and build on changes that were made to ensure that OHCHR continued to deliver on its mandate. Effective and efficient functioning of the governance bodies and focused discussions on strategic issues took place. Decisions were accessible to all staff through the online Decision Tracking System. Information was also disseminated to staff through the Weekly Update, the Weekly News Podcast, videos and other means. The Office finalized 10 evaluations and the implementation status of recommendations was monitored, updated and reported to the PBRB every six months. The Office continued to mitigate risks through the risk treatment and response plans developed for the eight very high and high risks identified by the office-wide Risk Register.

### **HIGHLIGHTS OF RESULTS IN 2022**

- In an effort to implement more flexible and adaptable working methods, OHCHR undertook a COVID-19 lessons learned exercise to document how the Organization adapted in the context of the pandemic and to determine what is required to sustain introduced changes and adjust working methods, tools and practices.
- The results of the OHCHR Staff Survey, the Secretary-General's Staff Engagement Survey and the Secretary-General's dialogues were applied to ensure accountability. Following the OHCHR Staff Survey in 2020, action plans to address identified gaps were prepared across the Office. Progress was achieved in the subsequent 18-month implementation period. All entities established measures to cater to staff well-being and a work/life balance and enhance career development. These efforts accompanied centralized measures that were implemented by headquarters.
- Staff awareness about OHCHR's work and decisions was improved through the Weekly Update, the Weekly News Podcast and the OHCHR tv channel. Four all staff meetings were held and a new podcast was introduced that is dedicated to interviews with the High Commissioner.
- Accountability was increased through an update of the online Decision Tracking System, which was created as part of OHCHR's larger accountability framework.
- To strengthen risk management, an office-wide Risk Register was maintained, which implemented the risk treatment and response plans that were developed for the very high and high risks it identified. The Risk Register was reviewed and updated and progress was reported to DMSPC on the implementation of the risk treatment and response plans.
- Evidence-based programming was enhanced through the implementation of the 2022-2023 Evaluation Plan and the finalization of 10 evaluations.

## Dynamic Knowledge

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

The OEAP on Dynamic Knowledge is critical to boosting the capacities of UN Human Rights to leverage its expertise, good practices and evidence-based knowledge for human rights results.

OHCHR staff are increasingly using knowledge-sharing and online collaboration tools to carry out their work, which was expanded through the move to the un.org tenant. OHCHR communities of practice (CoPs) and knowledge networks continued to flourish during the year and facilitated the exchange of knowledge in real time. A new CoP on the protection of civic space was introduced and knowledge-sharing in relation to the 2030 Agenda, human rights and elections and youth CoPs sustained peer-to-peer support and strengthened linkages between thematic and geographic streams. These platforms improved OHCHR's efficacy and efficiency with essential data, information and knowledge.

The Intranet and Knowledge Hub redesign project, a key element of OHCHR's digital transformation, progressed into Phase 2, which is focused on the design and construction of the new platform. The goal is to respond to OHCHR's internal communications and knowledge management needs in order to better connect OHCHR's workforce across the world.

### **HIGHLIGHTS OF RESULTS IN 2022**

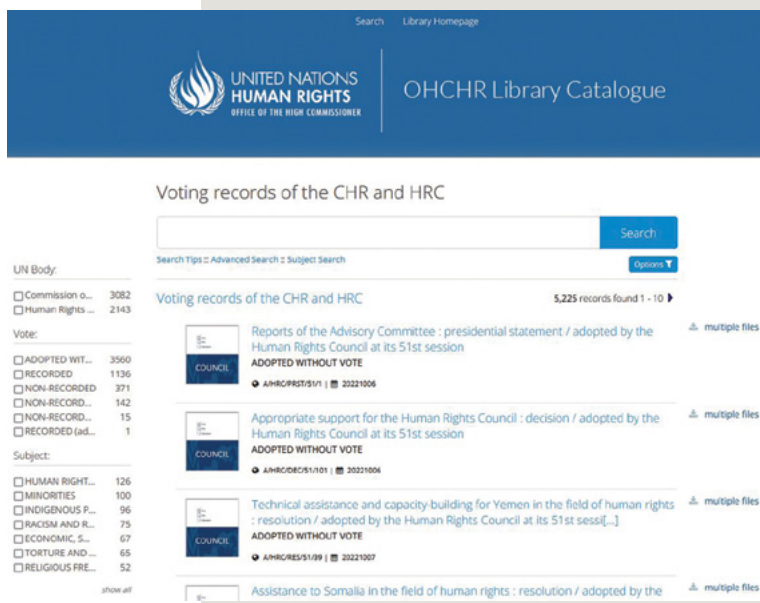
- The OHCHR Library provides OHCHR staff and other clients with access to quality, human rights-related print and electronic information, resources and databases to support their work. Further, a new OHCHR Library Voting database was launched, which includes the voting data of resolutions and decisions adopted by the Commission on Human Rights (CHR) and the Human Rights Council (HRC).
- Capacity-building sessions were regularly held to support staff and teams from headquarters and field presences on knowledge management methodologies, knowledge-sharing and collaboration tools and processes, the facilitation of CoPs and knowledge networks.
- OHCHR completed Phase 1 of the Intranet and Knowledge Hub project, a key element of OHCHR's digital transformation, and began Phase 2, which is focused on the design and construction of the new platform.
- The OHCHR Welcome Mat provides a consistent and standardized way to onboard new staff, offering necessary entry-level knowledge and access to resources and platforms. It was updated in 2022 with resources on diversity and inclusion and dignity at work.
- A Desk Officer's Handbook was developed to systematize and harmonize their role and tasks. The Handbook will provide newcomers with key information on essential documents and processes as they support OHCHR's country operations.
- A total of 18 new translations of the UDHR were added to the collection, bringing the number of available translations to 548 print versions, thereby enabling more communities to have facilitated access to knowledge about their basic human rights.



## OHCHR's new Library Voting database

To ensure that OHCHR's human rights knowledge, expertise and resources are available to its staff and partners, the OHCHR Library develops, promotes and integrates new data, information and knowledge services and products as part of its offerings. In 2022, the Library Voting database was launched. The online database consolidates the voting data of resolutions and decisions adopted by the Commission on Human Rights and the Human Rights Council. It provides access to all available documents from the first session of the CHR to the most recent session of the HRC. It is updated after each session of the Council.

The OHCHR Library Voting database search function enables users to narrow the list of resolutions and decisions by body, type of document, type of vote, date, subject and country. Each record provides links to relevant text documents, including the drafts, resolutions, sessional reports and any available HRC webcasts of the vote on each draft resolution. The resolutions and decisions adopted with a vote include detailed lists of Member State votes. The OHCHR Library Voting database is available to OHCHR staff and its external partners, including Member States, members of civil society, human rights defenders (HRDs), academia, students and other interested parties. The database can be accessed online [HERE](#).



The OHCHR Library Voting database. © OHCHR

## The most translated document in the world: The Universal Declaration of Human Rights translation project

<p>217 (III). International Bill of Human Rights</p> <p style="text-align: center;">A UNIVERSAL DECLARATION OF HUMAN RIGHTS</p> <p style="text-align: center;">PREAMBLE</p> <p><i>Whereas</i> recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world,</p> <p><i>Whereas</i> disregard and contempt for human rights have resulted in barbarous acts which have outraged the conscience of mankind, and the advent of a world in which human beings shall enjoy freedom of speech and belief and freedom from fear and want has been proclaimed as the highest aspiration of the common people,</p> <p><i>Whereas</i> it is essential, if man is not to be compelled to have recourse, as a last resort, to rebellion against tyranny and oppression, that human rights should be protected by the rule of law,</p> <p><i>Whereas</i> it is essential to promote the development of friendly relations between nations,</p>	<p>217 (III). Charte internationale des droits de l'homme</p> <p style="text-align: center;">A DÉCLARATION UNIVERSELLE DES DROITS DE L'HOMME</p> <p style="text-align: center;">PRÉAMBULE</p> <p><i>Considérant</i> que la reconnaissance de la dignité inhérente à tous les membres de la famille humaine et de leurs droits égaux et inaliénables constitue le fondement de la liberté, de la justice et de la paix dans le monde,</p> <p><i>Considérant</i> que la méconnaissance et le mépris des droits de l'homme ont conduit à des actes de barbarie qui révoltent la conscience de l'humanité et que l'avènement d'un monde où les êtres humains seront libres de parler et de croire, libérés de la terreur et de la misère, a été proclamé comme la plus haute aspiration de l'homme,</p> <p><i>Considérant</i> qu'il est essentiel que les droits de l'homme soient protégés par un régime de droit pour que l'homme ne soit pas contraint, en suprême recours, à la révolte contre la tyrannie et l'oppression,</p> <p><i>Considérant</i> qu'il est essentiel d'encourager le développement de relations amicales entre nations,</p>
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Excerpt of the text of the original UDHR (A/RES/217(III)). © OHCHR

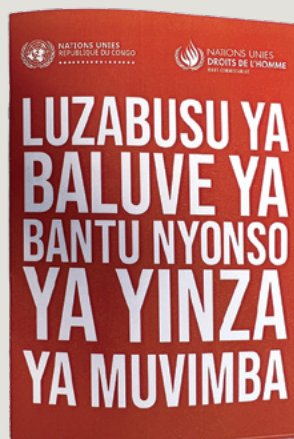
From Abkhaz, a language spoken by 13,000 people in north-western Georgia, to Zulu, a language spoken by more than 10 million people in Southern Africa, the UDHR is truly a global document. As of 1 January 2023, the year of the UDHR's seventy-fifth anniversary, there are 551 UDHR translations available in the online collection, including 548 print versions and six videos in sign languages. It holds the Guinness World Records title of the world's most translated document. All translations are searchable through the [OHCHR Library catalogue](#).

How did such a document come to be so widely translated? The UDHR translation project began in 1995, within the framework of the United Nations Decade for Human Rights Education, when copies of the UDHR were collected and digitized. The project received a boost in 1998, during the UDHR's fiftieth anniversary, as various digital translations were posted online.

"The project is meant to be a message of unity within diversity – fostering the sense of our common humanity embodied in the UDHR," said Elena Ippoliti, UN Human Rights Officer, who started the project.

The project aims to share the UDHR with everyone, everywhere. Anyone is welcome to contribute a new translation that is not already in the collection. Colleagues select the official or best available translations and seek out new translations that will be easily accessible to the public.

In 2022, the following languages or dialects were added to the collection: Akan, Aromanian, Avestan, Bahdidan (Yazidi), Chachi, Cherokee, Failsi Kurd, Gumuz, Kafi noono, Macho (Kaka'i), Kituba, Kpelle, Krung, Manx, Mandaic (Sabeian Mandaean), Shabaki, Sidaamu Afoo, Sumerian, Tumpoun, Turkmen (Latin) and Turkmen.



The UDHR in Kituba, one of the three national languages in the Republic of the Congo. The language is spoken by approximately 50.35 per cent of the Congolese population, living mainly in the southern part of the country (Bouenza, Kouilou, Lékoumou, Niari and Pointe-Noire). © OHCHR



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

This OEAP promotes innovation across OHCHR through an internal system of incentives, an annual Innovation Challenge and the establishment of an Innovation Engine.

The 2021 Innovation Challenge was finalized and project documents were prepared for the implementation of the three selected projects. Another Innovation Challenge is planned for 2023.

Participation in the Innovation Challenge was encouraged and awareness about proposed projects was enhanced through the Weekly Update, the Weekly News Podcast and the OHCHR tv channel.

The Light Up! Innovation Engine contributed to the development of new ideas in the Office and supported existing and proposed projects.

**HIGHLIGHTS OF RESULTS IN 2022**

- Innovation was encouraged and awareness about opportunities to promote new ideas was enhanced through the Innovation Challenge and the Light Up! Innovation Engine.
- A system of incentives was established and US\$100,000 in seed funding was set aside for the winners of the Innovation Challenge to support the implementation of their projects.
- The 2021 Innovation Challenge was finalized. Project documents were prepared for the implementation of the following selected projects: 1) a project using artificial intelligence (AI) in support of human rights indicator production; 2) a project that uses engaging activities to encourage collaboration and well-being at OHCHR; and 3) a project to reduce OHCHR's environmental footprint through behaviorally-informed interventions.
- The Light Up! Innovation Engine and the University of Geneva developed several projects for implementation in 2022. The projects contributed to improving crisis response, early warning and prevention, SEM in procurement, data mining for human rights indicator production and re-inventing how OHCHR manages its reports.
- The Ditch UNfair Internships programme continued and was scaled up from a small pilot to office-wide participation. It was also integrated into the annual workplan process to ensure adequate funding was allocated to enable its operationalization. The programme won the Secretary-General's Innovation Award for 2021.



## The Light Up! Innovation Engine

The Light Up! Innovation Engine continued to innovate different aspects of OHCHR's work processes, methodologies and technology. On 19 March, the project on data mining for human rights indicator production hosted a [Human Rights Data Dive](#) hackathon as part of the [Open Geneva Festival of Open Innovation](#). During the day, participating teams took on challenges identified by OHCHR. The participants came from a wide variety of backgrounds, but physics was particularly well represented. The joint winning teams developed ideas in relation to monitoring attacks on HRDs and helping institutions to use crowd-sourcing as a component of their own human rights monitoring. The runners up suggested interesting concepts on product labelling regarding environmental and human rights impacts and ways to address data gaps and the human rights of older persons. The intern project team developed training data for tagging news stories, which was used to develop an AI-based text classifier that is now available within OHCHR's Azure environment.

As part of a project to re-invent how the Office manages its reports, interns with the Light Up! Innovation Engine prepared an interactive e-book that consolidates essential lessons identified during the OHCHR Global Webinar Series on the human rights dimensions of COVID-19. This will serve as an important institutional memory knowledge management asset for OHCHR.



Human Rights Data Dive  
19 Mar 2022

UNITED NATIONS  
HUMAN RIGHTS  
OFFICE OF THE HIGH COMMISSIONER

**Catégorie / Categories**  
Médias & transformation numérique / media & digital transformation

**Organisateur.trice.s / Organisers**  
United Nations Office of the High Commissioner for Human Rights

Human Rights Data Dive Banner. © OHCHR

## Sustainable Environmental Management

**UN Human Rights is on a path to global leadership in sustainable environmental management, catalysing efforts to build back better and strengthen partnerships and global standard-setting, especially with regard to the right to a healthy environment and climate change.**

OHCHR's OEAP on Sustainable Environmental Management outlines steps to increase OHCHR's environmental and social sustainability. Two years into its implementation, the OHCHR SEM Group has made important contributions to mainstreaming sustainability throughout OHCHR's operations and programming. In 2022, efforts were undertaken to engage country and regional offices in data collection for carbon footprint reporting. As a result, the number of locations providing data increased from 13 in 2021 to 25 in 2022. OHCHR's overall carbon emissions for 2021 (calculated and reported in 2022, in line with UNEP's Greening the Blue Initiative) were 3,868 tCO<sub>2</sub>e or 2.1 tCO<sub>2</sub>e per person. This is below the UN average and a reduction of 49.59 per cent compared with OHCHR's 2019 footprint. In 2022, the OHCHR Green Fund supported 12 projects in seven field presences.

OHCHR took further steps to develop its Environmental Management System (EMS), as called for by the United Nations Sustainability Strategy 2020-2030. Relevant work included an environmental performance review, stakeholder consultations and the drafting of an EMS implementation plan. To raise awareness

about the human rights consequences of climate change and environmental harm, OHCHR produced a series of information materials and launched an online course for staff on SEM and human rights. OHCHR also drafted sustainable procurement guidance and created a virtual toolkit to increase the sustainability of procurement and meetings and to reduce air travel. Nearly 80 staff members signed up as SEM focal points to improve the integration of sustainability into workplans, budgets, programmes and processes.

### **HIGHLIGHTS OF RESULTS IN 2022**

- Data collection for carbon footprint reporting was improved due to OHCHR's development of environmental data training. In addition, the expansion from 13 locations providing local data in 2021 to 25 locations in 2022 increased access to data on OHCHR's carbon footprint that is based on actual data rather than proxies.
- A total of 12 OHCHR Green Fund projects were supported, which have the potential to lower electricity costs, reduce greenhouse gas emissions and improve air quality. A smart generator, an electric motorcycle, mobile solar chargers, lighting motion sensors, a solar photovoltaic (PV) system, environmental education and exterior solar lights are examples of sustainability-related projects that were supported in 2022.
- A three per cent carbon levy on all OHCHR travel (mandated and non-mandated) was approved by the SMT.
- 2021 carbon emissions (reported in 2022) were calculated to be 3,868 tCO<sub>2</sub>e (42.39 per cent air travel, 8.46 per cent other travel and 49.19 per cent facilities) or 2.1 tCO<sub>2</sub>e per person. As the emissions were offset through the UN Secretariat initiative, based on emissions reported under Greening the Blue, OHCHR was considered to be carbon neutral.
- To enhance staff capacity and knowledge on SEM and human rights, OHCHR

produced a series of information materials and launched an online course on SEM and human rights. The training was included in the OHCHR Welcome Mat for new staff.

- Approximately 70 staff members attended a screening of the film *Marcher sur l'eau*, to raise awareness about the impacts of climate change on access to water and vulnerable communities.
- A one-day bike repair workshop held at OHCHR, in Geneva, contributed to the maintenance of 22 bikes of staff members.

## OHCHR-Uganda takes the lead in the adoption of clean energy

The OHCHR Green Fund provided funding for sustainability projects in OHCHR field presences. During the two years of its existence, the Green Fund supported 44 projects across 16 country offices and five regions. A total of 21 of the 44 funded projects supported actions connected with the adoption of clean energy. Among the 12 green projects that were funded in 2022, the OHCHR-Uganda Office received funding to install new compound lights, particularly as Gulu, Northern Uganda is an area that experiences sporadic power outages. The project installed four 90W solar streetlights that are each powered by a 390W panel and 400Ah battery. At sundown, the streetlights switch on automatically and provide adequate lighting for the night. The lights turn off at dawn. The community warmly welcomed the initiative and the police team assigned to the compound's security expressed its gratitude and reported that the lighting system enabled them to see and monitor every area of the compound. Additional projects in Uganda include motion sensor lights and solar panels to reduce energy use and reliance on traditional energy sources.



Compound lighting in Gulu, Uganda. © OHCHR



## External Communications

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

UN Human Rights highlighted the six main pillars, spotlight populations and shifts of the OMP via messaging and stories on its work. Efforts were also undertaken to combat a narrative deficit related to its impacts in the field, including through better storytelling, strengthening its presence in the digital sphere and improving the design of its audiovisual and other materials.

Confronted with the challenge of communicating about human rights, and against the backdrop of decreasing civic space and increasing scepticism about the efficacy of human rights, UN Human Rights produced more “hope-based” stories that were widely disseminated through traditional media channels and social media platforms. At the same time, it produced additional audiovisual and multimedia products to keep up with the rapid pace of communications and integrated media.

### HIGHLIGHTS OF RESULTS IN 2022

- Interest in UN Human Rights' social media channels increased, as illustrated by 11.5 million followers of the headquarters and field presence channels, compared to 10.5 million followers in 2020.
- The new OHCHR website, launched in March, reported a 30 per cent increase in unique site visitors over the previous

year. The new website was redesigned in accordance with the UN Web Guidelines and OHCHR's latest branding.

- Storytelling was further developed with the production of 108 success/feature stories and 221 video stories, including campaigns, human interest and feature stories, profiles of HRDs and video messages from OHCHR's senior leadership.
- The “#StandUp4Migrants” campaign partnered with Nik's Fudo to celebrate the culinary journeys and experiences

of women chefs who have migrated by sharing their recipes and stories, resulting in 103,000 views on Instagram.

- A total of 15 radio shows around the world commemorated the International Day of People of African Descent (31 August) as part of the “Learn, Speak Up, Act!” campaign to fight racism.
- Innovative partnerships were established to reach new audiences, including with Wikimedia, Canva, Peace One Day and David Clark Cause.

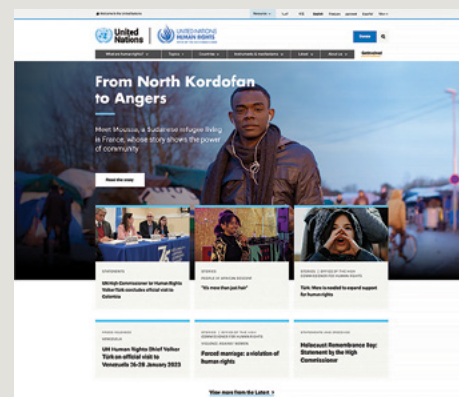
### Launch of the new OHCHR.org website

The new OHCHR.org website was launched in March. The new site was redesigned in accordance with the UN Web Guidelines and OHCHR's latest branding. It is now mobile-friendly and more accessible to persons with disabilities. In addition, the site uses Drupal, a powerful UN-approved platform for website content management.

The migration of the HRC site and redesign of OHCHR.org was an office-wide project involving close to 400 people over three years, including approximately 300 OHCHR staff members and six vendors. Over 5,000 web pages were reviewed, rewritten and reorganized. To make content more findable, nearly 8,000 pages were manually tagged using a web taxonomy and approximately 50,000 documents were programmatically tagged. As of December, the new site hosts more than 115,000 pages and 230,000 documents.

Since the site was launched in March, it has registered a 30 per cent increase in the number of unique site visitors over the previous year. Indexing and ranking in search engines (especially Google) also improved.

Enhancements and updates to OHCHR.org will continue as the site expands and evolves.



The new OHCHR.org website. © OHCHR



## Diversity and Inclusion

### **UN Human Rights culture and workforce are more diverse and inclusive. Staff are treated with equality, dignity and respect and greater data usage informs decision-making with established accountability measures.**

The renewed OEAP on Diversity and Inclusion aims to facilitate a more inclusive and diverse UN Human Rights Office that ensures all staff feel they belong, regardless of their identity, duty station, grade or function. To translate this commitment into reality, the Office appointed a Senior Diversity and Inclusion Adviser, recruited a UNV Specialist and established an Advisory Group on Diversity and Inclusion.

In 2022, a variety of demographic measures were implemented to support greater diversity. With respect to the equal representation of women, OHCHR has reached overall gender parity and continues efforts towards gender parity at all levels.

### **HIGHLIGHTS OF RESULTS IN 2022**

- The OEAP was operationalized through the establishment of a team and an Advisory Group to provide strategic guidance and oversight.
- The OHCHR University UNV Youth Programme was expanded to provide opportunities for graduates from developing economies.
- An increased number of P-2 entry-level positions were created to enable more young people to join the Office.
- Recruitment practices were reviewed to facilitate inclusive recruitment, including through a briefing for managers.
- Diversity and inclusion dashboards were developed to enable greater visibility and granularity of staffing data in order to inform decision-making at the division and section level.
- The OHCHR Gender Accreditation Programme continued its third iteration in the Country Offices of Guatemala and Syria, focusing on diversity and inclusion, gender equality, value-based behaviour and instilling a positive office culture.
- Inclusion insight workshops were delivered on race and racial discrimination.

## Continuing the roll-out of the UN Human Rights Gender Accreditation Programme in Guatemala and Syria

In 2022, UN Human Rights implemented its Gender Accreditation Programme in its Country Offices in Guatemala and Syria (based in Beirut). The Programme was piloted in 2019 in Cambodia and in the State of Palestine\*.

Participating offices examined their existing gender gaps, involved all staff in defining priorities on women's human rights and gender issues and visibly strengthened their gender capacities. The Offices showed outstanding results and met standards of gender integration in six performance areas, namely: management and accountability; staff capacities;

organizational culture and the workplace; human rights work; partnerships; and knowledge and communication. In 2022, independent evaluators awarded UN Human Rights-Colombia and the Human Rights Monitoring Mission in Ukraine (HRMMU) with the highest level of accreditation (Level 3). The implemented changes guided the gender work of the Office throughout the year.

On International Women's Day (8 March), UN Human Rights-Syria launched a Facebook-based photo exhibition, in partnership with four Syrian CSOs. As part of this advocacy initiative entitled



A Global Human Rights Representatives meeting during which the HRMMU and UN Human Rights-Colombia received their accreditation. © OHCHR

\*All references to the State of Palestine should be understood in compliance with General Assembly resolution 67/19.



“364 أيام للمرأة” (“364 Days for Woman”), each CSO submitted three photos reflecting ways that women in the country face violence and discrimination. The Office prepared a video that includes the 12 photos and posted the virtual exhibition on Facebook.

In Guatemala, UN Human Rights conducted a series of capacity-building trainings for 380 staff members (285 women) from four relevant State institutions, including the Presidential Secretariat for Women (SEPREM) and the Secretariat against Sexual Violence, Exploitation and Trafficking in Persons (SVET). The goal of the trainings was to strengthen knowledge about women’s human rights, international standards and the implementation of a gender-based approach in their work. The Office also provided technical assistance to 23 women’s organizations on a wide range of topics, including the preparation of inputs to the Committee on the Elimination of Discrimination against Women (CEDAW). To commemorate the International Day for the Elimination of Violence against Women (25 November), OHCHR organized a social media campaign “Cambia la historia” (Change the history). It was launched with a video that features men challenging traditional concepts and stereotypes associated with masculinity in order to promote the right to a life free of violence for women and girls.



Social media campaign “Cambia la historia” (Change the history) and capacity-building activities conducted in Guatemala. © OHCHR





## Managing Talent

### UN Human Rights is actively unleashing the full potential of its staff by recognizing talent and making career management accessible to all.

UN Human Rights remained committed to expanding and strengthening staff learning and career support opportunities to enable UN Human Rights to fulfil its mandate. It also aims to assist managers and leaders in leading more effectively, in particular by identifying and supporting leadership talent and aligning staff learning to OHCHR's priorities.

Recruitment processes were improved and direct support for hiring managers offered greater transparency and efficiency during selection processes. The Office is piloting an optional functional mobility project for P-3 Human Rights Officers to broaden development opportunities through a job exchange programme. Internal rosters are also being compiled to establish a cadre of pre-approved candidates for vacant professional-level positions.

There was a marked investment in supporting mental health and well-being of staff through individual and team consultations on stress management, trauma, secondary trauma, prevention and practical interventions. A self-care week of online workshops was hosted for staff worldwide and a mindfulness stress reduction programme was introduced. The Office continued to strive for a harmonious and enabling work environment where family-friendly policies, workplace flexibility and standards of conduct were embraced by senior leadership.

### HIGHLIGHTS OF RESULTS IN 2022

- Improved recruitment processes and direct support to hiring managers led to a significant reduction in the onboarding time from candidate selection to entry on duty, with an average time of 53 days.
- The new performance management People Management Index (PMI) was implemented for managers with staff management responsibilities.
- An Inter-Agency Action Coaching Initiative for managers was piloted, with accredited coaches from OHCHR, UNHCR, WIPO and ITC.
- The standard operating procedure (SOP) on the activation of the internal rapid deployment roster was implemented to enable staff deployment to emergency/surge situations.
- A voluntary functional mobility project for P-3 Human Rights Officers is being piloted to broaden their development opportunities.
- Internal rosters of pre-approved candidates for vacant professional-level positions were established.
- A self-care week was introduced and attended by more than 300 staff and a mindfulness stress reduction programme was attended by 360 staff. Webinars were convened for managers on stress management, trauma, secondary trauma, prevention and practical interventions.

**The introduction of a Mindfulness Stress Reduction Programme** was a crucial investment in stress prevention at UN Human Rights. Structured around peer-to-peer learning, each programme took place over an eight-week period and emphasized the importance of the staff's mental health and well-being in the workplace.

Three learning programmes were offered during the year, which were developed and facilitated by two staff members, a professional mindfulness instructor and a certified coach. Participants were provided with guided practical mindfulness sessions that were complemented by information and awareness briefings on topics such as neuroscience and mindfulness research. Workshops were held twice a week and at different times to give the global workforce an opportunity to participate. Each programme offered an online resource platform that contained course materials, a practice booklet, research papers, background reading material, workshop recordings and an interactive chat function to enable discussions among participating staff and facilitators.

A total of 360 staff registered and participated in the online programmes. The participants benefited from learning that enhanced greater self-awareness and psychological safety and connected with colleagues on a personal level that would not have been possible in the professional context.

## Resource Mobilization and Partnerships

### Investment in and support for UN Human Rights expands and partners express confidence in the value delivered by these investments.

UN Human Rights continued to invest in and support the partnership and resource mobilization function across the Office, including throughout the pandemic and in the context of the Ukraine crisis.

Despite these challenging circumstances and deteriorating global financial conditions, OHCHR received US\$240.8 million in extrabudgetary resources in 2022, the highest level of voluntary contributions received to date. OHCHR's tailored engagement with non-traditional donors led to sustained interest and a 13 per cent increase in financial support since 2021. The donor base was diversified with the addition of three new donors from the private sector and philanthropic partners and individual donations increased by 20 per cent. OHCHR also developed strategic and multi-year partnerships with the potential for financial and other forms of support, including a three-year Memorandum of Understanding (MoU) with the Development Bank of Latin America, in August, to promote the rights of persons with disabilities.

The Office invested in resource mobilization to build staff capacities and competencies and equip staff with tools and guidance. Efforts to strengthen the resource mobilization function in the field included the recruitment of a resource mobilization position at the Regional Office in Panama. There are now three

resource mobilization positions in three regional offices, which provide tailored support for fundraising initiatives in their respective regions. Investing in human resources, staff capacities and competencies is essential to ensuring that the support that is needed at the global, regional and country level can be provided.

### HIGHLIGHTS OF RESULTS IN 2022

- The highest level of voluntary contributions received to date was secured in 2022, amounting to US\$240.8 million.
- Financial support from non-traditional donors increased by 13 per cent and the donor base was diversified with three new donors from the private sector and philanthropic partners.
- Individual donations increased by 20 per cent.
- US\$9.4 million was received from UN pooled funds.
- 85 results-based fundraising proposals, including on specific spotlight populations (youth, women and persons with disabilities), and 216 narrative and financial reports were submitted to donors.
- The Office signed 86 funding agreements.
- Seven stories, the Annual Report and the Annual Appeal were produced.
- Dialogues with donor countries were enhanced through 35 consultations and briefings.
- The implementation of the Office's first Resource Mobilization and

Partnerships Strategy, developed in 2021, was initiated.

- Capacities and skills were strengthened in relation to resource mobilization in four regions at headquarters.
- The implementation of the Customer Relationship Management (CRM) platform continued. A total of 50 licences are in use across OHCHR.



## Operations Management

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

This OEAP aims to facilitate and expedite the implementation of mandates through the effective and efficient use of financial, human and physical resources, aided by the use of pertinent IT tools. The Office engaged with all sections and divisions to prepare realistic budgets and monitor their implementation. OHCHR rationalized its travel arrangements and ensured that procurement considered the principles of transparency, fairness, value for money and sustainable procurement in buying decisions. Human Resources continued to provide tailored services for personnel and ensure proper talent management across the Organization. The UMOJA roll-out to field offices continued and is expected to be completed by mid-2023.

### **HIGHLIGHTS OF RESULTS IN 2022**

- The transition of Human Resources Business Partner Services from UNOG to OHCHR contributed to process efficiencies and significant annual savings.
- An e-clearance system for processing administrative actions was rolled out, resulting in a more structured handling of tasks, improved tracking of decisions and a reduction in bottlenecks.
- The new OHCHR jurisprudence database includes a complete record of decisions on individual complaints related to human rights violations issued by the human rights treaty bodies and an updated user interface. It is available to the public and provides greater transparency and ease of access to the vast body of legal interpretation of international human rights law.
- Development and implementation of the Mandate Review and Management System (MRMS) resulted in increased efficiency and time-saving in the preparation of oral statements and programme budget implication documents for HRC sessions.
- A delegation of authority project was initiated to provide field offices with the autonomy and agility to process transactions under their responsibility.
- OHCHR implemented its SOP on the activation of the internal rapid deployment roster to respond to emergency/surge situations.

## Digital technology

### **UN Human Rights maximizes its potential and scales up its impact by fully integrating its technology stack and digital services in order to advance its mandate.**

This OEAP addresses the enabling environment for technology development, uptake and use within OHCHR. Digital technology is a critical platform for organizational effectiveness and human rights impact. The OEAP addresses several long-term challenges that the Organization faces, including: the structural underfunding of digital technology; the fragmentation of information systems; technology project delivery methods; the underutilization of existing tools; cybersecurity risks; foundational digital skills; and diversity and inclusion. It also encourages OHCHR's leadership to consider institutional arrangements for technology and cyber governance and services. A key component of the OEAP was the development of a holistic vision for the digital transformation of OHCHR, which was achieved through the development of the OHCHR Digital Transformation Strategy.

The digital transformation of OHCHR aims to use digital technologies to improve operational efficiency by: digitizing paper-based work; interconnecting, rationalizing and instrumentalizing processes to deal with bottlenecks and efficiently deploy resources; and better coordinating, collaborating, sharing and managing information and knowledge. It also means rethinking policies, practices and technologies to secure and protect data and information. Taking advantage of the

exponential growth in open-source data, digital transformation supports the use of technologies to supplement OHCHR's monitoring, investigations, analysis, early warning and prevention efforts to address human rights challenges. Digital transformation is connected to improved information-gathering, which results in the enhanced production of human rights data and statistics, the shaping and setting of standards and the use of data to amplify the voices of the unheard. Building on these elements, digital transformation also means employing digital technologies to further develop the global constituency for human rights by improving the quality of stakeholder experiences as they engage and interact with different parts of UN Human Rights and the international human rights mechanisms.

The OEAP refers to activity indicators, which include a number of modernized infrastructure and platforms and, where relevant, the consolidation of systems to serve more work processes. Important achievements that resulted in developments in OHCHR's digital capacities included:

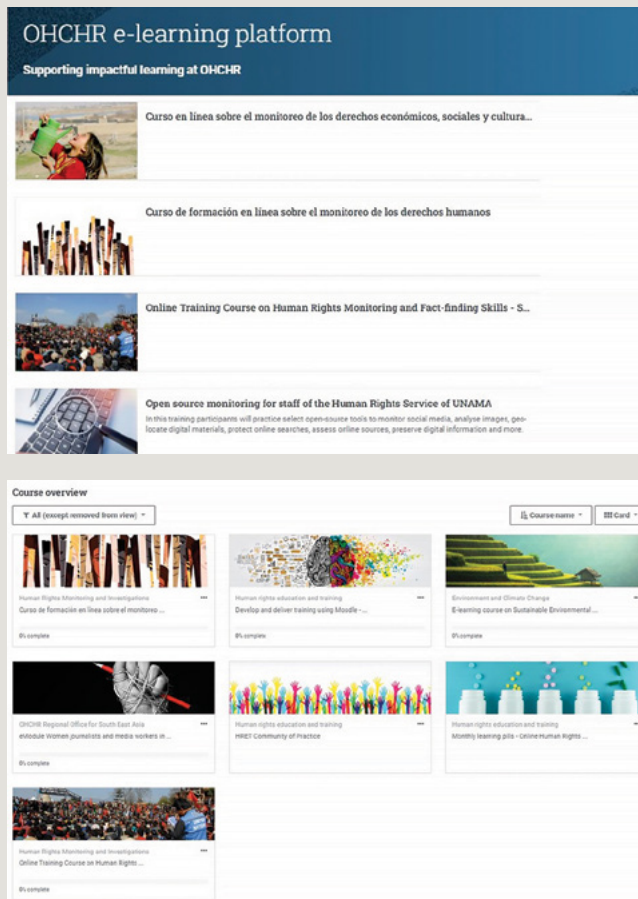
- The creation and launch of the new UN Human Rights website.
- The development of a Digital Transformation Strategy, which offers a coherent vision for the digital transformation of the Office.
- The adoption and roll-out of an OHCHR Learning Management System for remote learning. At the end of 2022, more than 2,000 users were registered.
- The development and adoption of a monitoring tool for the Gender Accreditation Programme.
- The deployment of AI for monitoring attacks against HRDs from online news media (SDG 16.10.1).
- The creation of a UN Human Rights Cyber Security Team.
- The establishment of a digital investigation support cell, which will lead digital investigative work and reduce/minimize data security and pollution risks.
- A substantive upgrade of the jurisprudence database to process and publish decisions of the human rights treaty bodies, with a higher degree of automatization and improved accessibility for external users.
- The development of an online portal to facilitate the structured submission of individual complaints and provide an initial analysis of their admissibility.
- The relaunch of the National Recommendations Tracking Database (NRTD) 2.0 to facilitate the work of National Mechanisms for Reporting and Follow-up (NMRFs) and the continued development of the Universal Human Rights Index (UHRI) as a portal for all stakeholders to access the work of the international human rights mechanisms.
- The successful piloting of the UPR Working Group drafting platform to support its in-session work and the preparation of the final reports of its fortieth and forty-first sessions.



## The OHCHR Learning Management System (OHCHR Moodle)

The Office enhanced the capacities of its staff to develop online human rights training through the use of education technology. To this end, an OHCHR Learning Management System (OHCHR Moodle) was established and customized with OHCHR branding. As of the end of 2022, the platform had over 2,000 users, most of whom were OHCHR staff, and more than 30 courses had been developed and delivered via OHCHR Moodle.

This education technology expertise was made available to colleagues in headquarters and field presences through online human rights training. Building on this resource, the Office launched online human rights trainings through OHCHR Monthly Learning Pills, a series of online sessions aimed at building staff capacities to develop online human rights training. Five sessions were held in 2022.



OHCHR Learning Management System (OHCHR Moodle). © OHCHR



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