

# Organizational Effectiveness Action Plans



Installation of solar panels at OHCHR’s Regional Office for Central America in Panama. © OHCHR

OHCHR’s commitment to continuous internal improvement is articulated in its Organizational Effectiveness Action Plans (OEAPs). OEAPs support increased efficiency and effectiveness in programme delivery. They also support OHCHR’s commitment to provide an inclusive, innovative and inspiring working environment in which all those who work for OHCHR can grow and contribute the maximum of their potential, thereby ensuring that the entire organization achieves the highest standards of performance and results.

The High Commissioner’s extended Management Plan for 2022 and 2023 updates existing OEAPs to match today’s context. An OEAP on Diversity and Inclusion (replacing the former OEAP on Diversity and Gender) addresses the intersectionality of gender, race and other forms of diversity and focuses particularly on inclusion and belonging.

The Plan also adds two OEAPs, on digital technology and on sustainable environmental management, which will assist OHCHR to contribute to recovering better for the future.

In 2022 and 2023, UN Human Rights will work to ensure that:

## Digital technology

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

We apply digital technology as a platform to improve organizational effectiveness and human rights impact. We confront challenges to the creation of an enabling environment for Office-wide technology development, uptake, use and interoperability, including in mandates and field presences. We make proposals and find solutions

to further connect our systems; use agile delivery methods; make sure our tools are fully employed; close cybersecurity protection gaps; and ensure that staff have the digital skill set they need. We explore, adopt and adapt new technologies to support human rights work across our mandate.

## Dynamic knowledge

*The Office is at the forefront of using knowledge to effect change. It is recognized for this and is a source of information that people come to. The office uses its resources strategically and sets evidence-based priorities for country and other engagements.*

We remain focused on creating, sharing and applying knowledge that adds value and leverage to our efforts to achieve human rights outcomes. To this end, we aim to fully implement a knowledge and information management strategy that builds on the advances we have made in information systems and data collection through the Universal Human Rights Index, Human Rights Case Database, Performance Monitoring System and Rights View project. Internally, a new intranet with an integrated knowledge hub will be created and OHCHR will adopt new methodologies and innovative ways of working to support and facilitate changes in how

we operate. We aim to consolidate innovations made during the pandemic, which have strengthened our flexibility, adaptability and outreach and our ability to fulfil our mandate.

## External communications

*OHCHR's human rights impacts and key messages are effectively communicated, helping position the Office as the global standard-bearer of human rights.*

We continue to organize our communications to enhance our visibility, advocacy, mobilization and education. We will further consolidate our communication capacity away from Headquarters and in New York, and in social media, audio-visual media and translation. On the basis of UN Human Rights' renewed branding, we undertake to communicate more clearly to broader audiences, notably through understanding their expectations better and refining our communication tools, platforms and messages so that we can 'tell our story' in a manner that generates additional public and financial support.

## Diversity and inclusion

*OHCHR's culture and workforce are more diverse and inclusive. Staff are treated with equality, dignity and respect. Decision-making is more informed by data. Accountability measures are better established.*

We have renewed and will strengthen our efforts to achieve a more inclusive and diverse UN Human Rights, that ensures all staff feel equally that they belong, regardless of their identity, duty station, grade or function. We will identify and address gaps, imbalances and barriers to recruiting and appointing a diverse workforce at all levels. We will continue to cultivate an organizational culture that promotes safety, strengthens shared values and beliefs, and addresses harassment and discrimination. We will introduce data collection and accountability measures to monitor progress against specific diversity and inclusion indicators.



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University UN Volunteers during their assignment with OHCHR. This programme was put in place in Geneva in 2021 to provide opportunities for young students from developing economies to gain work experience at the UN in Geneva. © OHCHR

## Innovation

*Across the Office, innovation is encouraged and supported and its results are implemented.*

We reaffirm our desire to generate innovative ideas and foster their application, and in particular develop breakthrough learning that adds value and creates leverage for change. We remain committed to establishing non-hierarchical settings, offering creative incentives, and showcasing and celebrating innovative work through annual innovation challenges. We will seek to establish appropriate partnerships and use new technologies to advance human rights. We will examine how we engage externally and constantly strive to improve our internal working methods.

## Managing talent

*OHCHR is actively unleashing the full potential of its staff by recognizing talent and making career management accessible to all.*

We remain committed to expanding and strengthening staff learning and career support opportunities that will permit UN Human Rights to fulfil its mandate today and in the future. We also remain committed to enabling managers and leaders to lead more effectively, in particular by identifying and investing in support for leadership talent and aligning staff learning to Office priorities. We will build on steps that have already been taken to strengthen human resources management by simplifying procedures, providing more equitable working conditions for staff, enhancing resolution of complaints, and implementing a fast track procedure for emergency deployment.

## Operations management

*OHCHR managers make the most efficient and responsible use of all available resources, supported by effective deployment of relevant technologies.*

We continue to focus on enhancing administrative and programmatic support to the entire Office, focusing on field presences, strengthening programme management functions, and ensuring that information technology tools and platforms are available to all staff members. We will continue to prioritize provision of accurate and timely information on income, budgeted expenditure, human resources, and travel, in particular taking account of our commitment to rigorously adhere to the UN's administrative system.



## Resource mobilisation

*Investment in and support for OHCHR has expanded and donors express confidence in the value delivered by these investments.*

It continues to be a priority to strengthen our relations with Member States, especially in order to increase regular budget funding for UN Human Rights and deepen engagement with current and prospective donors. It is also a priority to broaden UN Human Rights’ donor base among Member States and non-traditional actors, including by refining our approach to resource mobilization and reinforcing related skills and capacities. With this in mind, we continuously scan the horizon for innovative funding models and sharpen our communication and reporting on human rights impact.

## Strategic leadership and direction

*OHCHR is fit for purpose to deliver its mandate, having a strategic direction that responds to the changing global context, and inclusive and inspirational leaders who focus on results.*

The capacity to make, communicate and implement timely strategic decisions is a precondition of effective functioning in any organization. We remain focused on decision-making that is informed by the results and lessons of past performance and guided by its impact on achievement of the organization’s long-term goals. We will provide the strong strategic direction needed by a dynamic and vibrant organization that is responsive to the challenges and opportunities of today’s political and financial environment, within and outside the UN.

## Sustainable environmental management

*OHCHR Headquarters, field presences and all staff members support effective sustainability, doing their part to support rights-based action for people and the planet.*

We will build on existing good practices, draw on good experiences and practices from elsewhere, and continue to evolve towards environmentally sustainable global operations. Our increasing focus on transitioning to more environmentally sustainable policies and practices has led all planning entities to accept their responsibilities and make formal commitments to integrate elements of environmental sustainability in their work. These elements include transparency, accountability and adoption of a holistic, rights-based approach to sustainability, consistent with fulfilment of the human right to a healthy environment. This stance reinforces and underpins UN Human Rights’ advocacy for rights-based environmental action aligned with the UN’s sustainable development values.

