

How to read this report

OHCHR's results framework

The OHCHR Report 2011 is structured around OHCHR's six thematic priorities: discrimination; impunity and the rule of law; poverty and economic, social and cultural rights; migration; armed conflict and insecurity; and the human rights mechanisms. It presents results according to the planned programme set out in the High Commissioner's Strategic Management Plan 2010-2011 and consists of two parts: a printed report and a CD attached.

In the printed report, chapters for each thematic priority present samples of results the Office has contributed to through its headquarters offices (Geneva and New York) and field presences. Results are grouped according to the Office's 11 expected accomplishments. The six thematic chapters are complemented by a Management chapter, detailing results achieved by the Office on its global management outputs, and a Funding chapter, presenting an overview of OHCHR's income and expenditure. A list of the expected accomplishments and global management outputs can be found at the end of this chapter.

In the CD, the reader will find all the results that each headquarter or field entity contributed to in the course of 2011. It is structured by headquarter Divisions and geographic region.

Reporting on Results – A Work in Progress

Over the past couple of years, OHCHR has made continuous efforts to fully transform itself into a results-based organization. Since 2010, the Office has based its planning process on an organizational framework of expected accomplishments and indicators. It has moved from reporting on individual Units' activities to reporting as an organization on results linked to its six thematic priorities.

While still a work in progress, these efforts are now beginning to bear fruit. Investment in developing staff capacity has enhanced knowledge of results-based management concepts. This allows OHCHR to implement its performance monitoring framework, thereby strengthening its accountability and improving its planning, reporting and strategic decision-making processes.

The results reported on in the OHCHR Report 2011 are derived from a set of qualitative and quantitative indicators which were defined for the 2010-2011 biennium. These indicators have been further developed with protocols including guidelines, reporting format and data management summaries which will be used for reporting on the next biennium. In addition, a monitoring framework has been developed to measure and report on the defined global management outputs. More details about this can be found in the OHCHR Management Plan 2012-2013.

An analysis of planning documents and results reported in 2010 nevertheless revealed a weakness in the capacity of staff to define targets - a key area for results-based management and accountability of the Office. To address this capacity gap, a decision was made to provide tailor-made training workshops to all staff. These training workshops will be implemented over a three-year period (2011-2013).

In 2011, the staff of 17 field presences² received training on results-based planning, monitoring and evaluation. This training enabled staff to become familiar with the use of results-based management concepts; engage in a participatory revision of its planning documents, including a clarification of their targets; and use the IT-based Performance Monitoring System that has become OHCHR's tool to facilitate planning and evidence-based reporting.

² The trained field presences are: Kosovo Stand-alone Office, the former Yugoslav Republic of Macedonia Human Rights Adviser, Europe Regional Office, Serbia Human Rights Adviser, Central Africa Regional Office, East Africa Regional Office, Uganda Country Office, Middle East Regional Office, Occupied Palestinian Territory Stand-alone Office, Mexico Country Office, Guatemala Country Office, Central America Regional Office, Ecuador Human Rights Adviser, Colombia Country Office, Paraguay Human Rights Adviser, Honduras Human Rights Adviser, South America Regional Office (part of the staff).

Thanks to these efforts, for the first time, OHCHR is able to provide a clear indication of progress in the achievement of planned targets for the 17 trained field presences. This is presented in annex III on page 195.

In analysing the results described within this report, the following three points should be kept in mind:

- ▶ Considering the confidentiality parameters within which this Office often operates, both in relation to duty-bearers and rights-holders (and particularly victims of human rights violations), OHCHR is not always able to publicly report on all of its accomplishments.
- ▶ Results in the area of human rights are difficult to assess because there can be multiple contributing factors. This report is an indication of where OHCHR activities were a significant factor contributing to the result.
- ▶ Due to the nature of its mandate, OHCHR must continue to invest resources in challenging human rights areas where it is known that results may not be achievable within a given programming cycle.

A summary of the biennium 2010-2011

While the OHCHR Report 2011 focuses mainly on results contributed to in the year 2011, it also includes two annexes summarizing results reported on over the 2010-2011 biennium. Annex I on page 184 provides a summary of main results reported on over the course of the biennium by expected accomplishment. Annex II on page 191 details our work on the thematic strategies by field presence for the biennium 2010-2011.

Looking ahead

By the end of 2013, with the finalization of its capacity-building programme, it is expected that OHCHR will be in a position to fully report through the IT-based Performance Monitoring System against global targets covering the entire extent of its field and headquarters work.

OHCHR's Expected Accomplishments for 2010-2011

Relating to changes in national protection systems

1. Increased compliance with international human rights standards by all States entities, including national human rights institutions and the judiciary, as well as with domestic laws, policies and programmes (EA 1).
2. Increased ratification of international and regional human rights instruments and review of reservations of international human rights instruments (EA 2).
3. Justice and accountability mechanisms established and functioning in accordance with international human rights standards to monitor, investigate and redress civil and political, as well as economic, social and cultural human rights violations (EA 3).
4. Increased number of measures taken to improve access of discriminated groups, and particularly women, to justice and basic services (EA 4).
5. Rights-holders, especially discriminated groups, and particularly women, increasingly use existing national protection systems and participate in decision-making processes and the development and monitoring of public policies (EA 5).

Relating to changes in the international protection system or its use

6. Increased compliance and engagement by States with UN human rights mechanisms and bodies (treaty bodies, special procedures, Human Rights Council/Universal Periodic Review) (EA 6).
7. Increased number and diversity of rights-holders and national human rights institutions and civil society actors acting on their behalf making use of UN and regional human rights mechanisms and bodies (EA 7).
8. International and regional human rights law and institutions progressively strengthened and/or developed (EA 8).
9. Enhanced coherence and consistency of UN human rights mechanisms and bodies (EA 9).

Relating to changes in the involvement of other international actors in human rights work

10. International community increasingly responsive to critical human rights situations and issues (EA 10).
11. Increased integration of human rights standards and principles, including the right to development, into UN system policies and programmes with respect to development, humanitarian action, peace and security and economic and social issues (EA 11).

OHCHR's Global Management Outputs for 2010-2011

- Output 1:** Understanding of OHCHR strategic direction is shared across the Office, with coordination and communication strengthened between management and staff, between headquarters and field presences and among Divisions.
- Output 2:** Strategic decisions are made in a timely and transparent manner and effectively implemented and followed up.
- Output 3:** Increased effectiveness of OHCHR's lead role in partnerships for human rights mainstreaming.
- Output 4:** Increased effectiveness in servicing human rights mechanisms and supporting follow-up to their recommendations.
- Output 5:** Increased effectiveness and efficiency in supporting field operations.
- Output 6:** OHCHR staff have necessary competencies and skills to implement OHCHR global thematic strategies and consistently adopt and diligently achieve related targets.
- Output 7:** OHCHR website supports OHCHR's mission and priorities and meets the needs of users.
- Output 8:** Resources mobilized in a diversified and sustainable way, with flexible use for OHCHR.