In keeping with the principles of results-based management (RBM), OHCHR has translated its mandate into 11 identifiable changes. These global expected accomplishments outline the behavioural, institutional or legislative gaps of rights-holders and duty-bearers, which the Office works to address.

OHCHR’s global expected accomplishments relate to three types of changes: changes in national human rights protection systems; changes in the international human rights protection systems; and changes in the participation of other actors in human rights work. Detailed accounts of our achievements in these areas can be found throughout this report. Below is a sample of the results to which we have contributed.

### Discrimination

Discrimination remains a primary obstacle to the enjoyment of basic human rights in all parts of the world. As one of our priority areas of engagement, we provide assistance in the preparation of effective legislation and establishment of institutions to tackle discrimination. In 2011, our support contributed to

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**Presence on the ground**

In 2011, OHCHR established a country office in Tunisia and human rights staff were integrated into the United Nations Support Mission in Libya. The mandates for the Offices in Cambodia and Guatemala were extended for a further two and three years, respectively. The mandate of the Nepal Office was not extended and it will be closed in 2012. As at the end of December 2011, OHCHR had 58 field presences: 13 country/stand-alone offices, 15 human rights components of peace missions, 12 regional offices and 18 human rights advisers within United Nations Country Teams (UNCTs). These human rights presences are critical for providing national counterparts with direct and targeted assistance in addressing human rights issues.

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Thousands of people at the Tunisian border fleeing from the conflict in Libya.
the drafting of legislation related to discrimination in Afghanistan, Cameroon, Congo, Ecuador, Mauritania, Nepal, Peru, Republic of Moldova, Serbia, Sierra Leone and Uganda. Institutions dealing with discrimination were established or strengthened in Bolivia, Guatemala, Liberia, Malaysia, Panama, Republic of Moldova, South Africa and Timor-Leste and plans of action/strategies to combat discrimination were developed or implemented in Bolivia, Colombia, Kosovo, Mauritania, Paraguay and the former Yugoslav Republic of Macedonia.

During the commemoration of the 10th anniversary of the adoption of the Durban Declaration, at the 66th session of the General Assembly, delegations adopted a political declaration which will help renew efforts to combat racial discrimination and xenophobia.

### Indigenous and minorities

The United Nations-Indigenous Peoples’ Partnership (UNIPP) was launched on 20 May 2011. OHCHR co-chairs the Board on behalf of participating United Nations organizations. In October 2011, UNIPP approved six country programmes (Bolivia, Cameroon, Central African Republic, Congo, Nepal and Nicaragua) and a regional programme for South-East Asia.

In Mexico, we provided technical advice for cases related to indigenous peoples’ access to justice. The Office’s monitoring and advocacy on the basis of international human rights standards led to the release of a Mayan woman who had been detained for over three years. These efforts also led to a watershed judgment by the Electoral Tribunal of the Federal Judiciary that integrated international human rights standards and ordered the community to undertake a public consultation for the election of local authorities. OHCHR continued to monitor and advocate for other cases, including the arbitrary detention of two indigenous Nahua human rights defenders in Atla, Puebla. The defenders remain in prison and their case is pending resolution.

The European Commission adopted the EU Framework for National Roma Integration Strategies to complement and reinforce the EU’s equality legislation and policies on the needs of Roma. During the drafting process, the Office advocated for a human rights-based approach to Roma integration and the Framework is largely compliant with international human rights standards.

The Office also assists Member States in developing national plans of action against racism. In 2011, we provided relevant support to: Benin, Bolivia, Burkina Faso, Costa Rica, Nigeria and Uruguay.

### Sexual orientation and gender

The Office contributed to the strategic planning process of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and prepared a joint workplan for submission to the 56th session of the Commission on the Status of Women and the 19th session of the Human Rights Council. In September, the High Commissioner submitted a report to the Council on effective practices in adopting a human rights-based approach to eliminate preventable maternal mortality and morbidity (A/HRC/18/27).

In 2011, pivotal developments took place at the intergovernmental level, including the notable adoption in June of the first UN resolution on lesbian, gay, bisexual and transgender persons (LGBT) (resolution 17/19) at the Human Rights Council. The resolution expressed “deep concern” at acts of violence and discrimination based on sexual orientation and gender identity and requested the High Commissioner to submit a study documenting such violence and discrimination and provide appropriate recommendations. The study prepared by OHCHR, which was issued on 15 December 2011, focuses on violence, discriminatory laws and discriminatory practices; including in the areas of employment, healthcare, education, the family, recognition of relationships and gender recognition.

OHCHR, in collaboration with the Office of the Special Representative of the Secretary-General on Sexual Violence and United Nations Action against Sexual Violence in Conflict, provided United Nations peace missions and country teams with operational guidance and support for the implementation of Security Council resolutions on women, peace and security (1325 (2000), 1820 (2008), 1888 (2009) and 1960 (2010)) to strengthen responses, ensure consistent and effective information gathering and investigations, fight impunity and promote access to justice for victims. To this end, the Office continued to provide the team of experts on the rule of law with support, pursuant to Security Council resolution 1888 (2009).

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1 Reference to Kosovo should be understood in full compliance with United Nations Security Council resolution 1244 and without prejudice to the status of Kosovo.
Disability

OHCHR was one of the founding partners of the United Nations Partnership to Promote the Rights of Persons with Disabilities (UNPRPD) Multi-Donor Trust Fund, launched in December. The aim of the fund is to generate and manage resources to support projects that strengthen national capacities for the effective implementation of the Convention on the Rights of Persons with Disabilities. OHCHR continues to co-chair the Inter-Agency Support Group on the Convention and is involved in the Bureau of the Conference of States Parties. At OHCHR’s initiative, an interdepartmental task force on accessibility was established to ensure the participation of persons with disabilities in the work of the United Nations, including delegates, staff members and visitors.

Impunity and the rule of law

OHCHR was involved in the development of a United Nations coordinated policy on electoral assistance and the elaboration of a strategic approach to issues such as unconstitutional changes of Governments. It also continued to provide support and advice on the integration of international norms into electoral laws; national and regional consultations on human rights and elections; and constitutional building processes (Libya and Somalia).

Progress was achieved in the adoption of national legislation or constitutions in compliance with international human rights standards in: Cambodia, Colombia, Guinea-Bissau, Honduras, Liberia, Mexico, Nepal, Rwanda, Senegal and Timor-Leste. National human rights action plans or road maps, prepared following a participatory process and compliant with international standards, were elaborated in Iraq, Liberia, Mauritania, Republic of Moldova, Paraguay, South Sudan, Sri Lanka and Uganda. Improvements in laws pertaining to, or the functioning of, the judiciary were witnessed in Bolivia, Guatemala, Liberia, Kenya, Kyrgyzstan and Senegal; and cases of human rights violations taken up or advanced in Bolivia, Cambodia, Côte d’Ivoire, Democratic Republic of the Congo (DRC), Guatemala, Guinea-Bissau, Haiti, Sierra Leone, Sudan and Togo. OHCHR also supported the establishment and strengthening of national human rights institutions in more than 40 countries.

OHCHR and the Department of Peacekeeping Operations jointly completed and launched the United Nations Rule of Law Indicators Project. The
indicators measure the performance, integrity, transparency, accountability and capacity of criminal justice institutions and have already been implemented in Haiti and Liberia. Meanwhile, progress was achieved in relation to transitional justice or the strengthening of truth and reconciliation mechanisms in Burundi, Guinea, Kenya, Libya, Madagascar, Mauritania, Togo and Uganda.

In the framework of the inter-agency security sector reform task force, OHCHR integrated human rights technical guidance notes on reform and peace processes, democratic governance of the security sector, national security policies and strategies and gender-responsive reforms. These tools will ensure that activities in this area are grounded in international human rights law and contribute to the Office’s work on security sector actors.

Poverty and economic, social and cultural rights

In 2011, the adoption of the Declaration on the Right to Development celebrated its 25th anniversary. At a global commemoration of this event, the main theme was “Development is a human right for all without discrimination.” In this context, the Office undertook a far-reaching programme of activities. Landmark statements were adopted by bodies across the United Nations system, and new civil society partners mobilized in support of the right to development.

OHCHR continued to support Member States in developing human rights indicators, using the Office’s methodology, and integrating human rights into national development planning and budget processes in: Ecuador, Kenya, Liberia and Mexico. In addition, a growing number of governmental bodies and national human rights institutions worked on developing the use of human rights indicators, including in Bolivia, Kenya, and Nepal.

In Nepal, the identification and publication of indicators to monitor economic, social and cultural rights, facilitated by OHCHR, greatly enhanced the Government’s human rights-based approach in national planning and programming on poverty reduction. Launched in September 2011, these indicators are the first to replicate OHCHR’s global initiatives to promote the use of human rights indicators to monitor the implementation of international human rights commitments at the national level. To ensure that the indicators are effectively used by national human rights institutions and civil society in engaging with the Government for the promotion and protection of economic, social and cultural rights, the Office conducted several training sessions on the use of these indicators in different regions of Nepal.

In Madagascar, the Human Rights Adviser (HRA) was requested by the UNCT to conduct a human rights compliance assessment of the mining company Rio Tinto/QMM before the UN began to cooperate with the company to improve local-level access to basic social services including water, housing, health and education. The report of the HRA provided the company with suggestions to improve its consultation procedures with the local communities and authorities. As a result, the UNCT agreed on a number of projects with the mining company. It also emphasized that the engagement of UN agencies and programmes will be continuously monitored through a human rights lens and stressed that the UN will not participate in any programmes/projects that violate the rights and environments of local communities.

Migration

The EU addressed the issue of unaccompanied children within its 2010-2014 Stockholm Programme, followed by the European Commission’s Action Plan on Unaccompanied Minors. OHCHR organized a judicial colloquium on the implementation of article 3 (best interests of the child) of the Convention on the Rights of the Child in Europe. Judges from national and regional courts in Europe shared their experiences and good practices in determining the best interests of the child in specific procedures related to migrant children, including unaccompanied and separated children. A study prepared after the colloquium provides a review of judicial decisions from regional and national courts and identifies a number of relevant cases. It is expected that this study will serve as a valuable legal advocacy tool in guiding future jurisprudence as well as policy initiatives throughout Europe.

In Lebanon, a unified contract for all migrant domestic workers was developed by OHCHR and the ILO with the Ministry of Labour. The document is in use, but the impact on the life of migrant workers has yet to be assessed.
Violence and insecurity

Throughout the year, OHCHR addressed a variety of needs arising from the Arab Spring. In February and March, the High Commissioner sent missions to Tunisia and Egypt, respectively, to discuss human rights challenges with national and international counterparts, as well as possible avenues for cooperation during the transition. In June and July, OHCHR conducted a human rights assessment mission to Yemen and in November and December, a team was sent to Yemen. Another assessment mission was sent to Bahrain. We also supported the fact-finding missions and commissions of inquiry on Côte d’Ivoire, Syrian Arab Republic and Libya. These various missions helped establish a foundation to secure accountability for human rights violations and ensure that future initiatives are based on internationally agreed norms and standards.

Monitoring and reporting activities are essential to the promotion and protection of human rights, as factual and objective information is critical to effective dialogue, advocacy and the provision of adequate protection and assistance. In Afghanistan, OHCHR and the United Nations Assistance Mission in Afghanistan publish two reports each year on the protection of civilians in armed conflict, documenting statistics on civilian casualties relating to the conflict and issuing recommendations to anti-Government and pro-Government forces. This reporting on civilian casualties has contributed to promoting accountability and respect for international humanitarian law. The proportion of civilian casualties caused by pro-Government forces declined due to improved safeguards that were adopted in accordance with the recommendations of the report and subsequent advocacy.

The Office took a leading role in the development of the Human Rights Due Diligence Policy on United Nations support for non-United Nations security forces. The Policy was endorsed by the Secretary-General in July, following an inter-agency effort co-led by OHCHR and the Department of Peacekeeping Operations. It reiterates the Organization’s commitment to ensure that support provided to non-United Nations security forces is conditioned on respect for human rights and international humanitarian law and provides operational guidance in this respect.

In 2011, OHCHR led Protection Clusters in Haiti, Kyrgyzstan, Nepal, the Occupied Palestinian Territory (OPT), Timor-Leste and the Pacific region and played a key support role in other countries, such as Iraq. OHCHR embarked upon innovative joint efforts and developed tools to integrate human rights in other sectors of humanitarian programming.

In May, with a view to making OHCHR a more effective actor in humanitarian preparedness and response efforts, the Office adopted an office-wide strategy and four-year plan of action on engagement in humanitarian activities. Continued cooperation on early warning systems with humanitarian partners resulted in human rights being mainstreamed and taken into account in all emerging crises in 2011.

Human rights mainstreaming

OHCHR continued to play a leading role in strengthening the UN system-wide efforts to integrate human rights in UN operational activities for development through chairing and coordinating the work of the United Nations Development Group Human Rights Mainstreaming Mechanism (UNDG-HRM) established in 2009. In order to mobilize further support to enhance country-level impact, the High Commissioner and the UNDG Chair jointly launched the Human Rights Mainstreaming Multi-Donor Trust Fund, in October.

In 2011, the UNDG-HRM undertook a UNCT survey on human rights mainstreaming to which 99 UNCTs responded, providing critical insights into challenges, opportunities and needs at the country level. The responses also demonstrated a high level of
commitment to address the growing needs of national partners, including in the context of implementing Universal Periodic Review recommendations.

In an effort to strengthen human rights in relation to the United Nations peace and security agenda, OHCHR led the development of a policy on Human Rights in United Nations peace operations and political missions, which was jointly endorsed in September by OHCHR, the Department of Peacekeeping Operations, the Department of Political Affairs and the Department of Field Support. The resulting landmark document reflects current policy, institutional arrangements and good practices in integrating human rights into peace operations in a single, binding document and provides operational guidance for its implementation. It is anticipated that it will also contribute to the effective delivery of human rights mandates and more coherent approaches to human rights across peace operations.

Meanwhile, OHCHR staff and human rights advisers work in close collaboration with the UNCTs to integrate human rights in their respective programming. A human rights-based approach and/or human rights principles and initiatives were integrated into the common country assessments (CCAs), United Nations Development Assistance Frameworks (UNDAFs) and other joint planning documents in 14 Pacific Island States, as well as Barbados, Bolivia, Burkina Faso, Cape Verde, Chad, Chile, Comoros, Djibouti, DRC, El Salvador, Gambia, Guinea-Bissau, India, Iran, Iraq, Jamaica, Kosovo, Lao PDR, Liberia, Madagascar, Mauritania, Mozambique, Nepal, OPT, Panama, Papua New Guinea, Peru, Philippines, Republic of Moldova, Saudi Arabia, Senegal, Syria, Tanzania, and Uruguay.

Supporting the Human Rights Mechanisms

Human Rights Council

In 2011, the Human Rights Council (HRC) discussed specific challenges to the protection of human rights in Libya and Syria and through four special sessions (compared with two in 2010). In addition, the Council held three regular sessions for a total of 10 weeks; two weeks of meetings of the Human Rights Council Advisory Committee; and four weeks of meetings of the HRC Complaints Procedure. OHCHR provided substantive support to all of these sessions.

By the end of October 2011, all 193 Member States had been reviewed in the UPR with a 100 per cent participation rate. Of these, 80 per cent were represented at the ministerial level, highlighting the importance States attached to the process. In close to 40 countries, UPR recommendations were followed up with targeted national plans of actions/frameworks/road maps on implementation that were prepared with OHCHR’s support, including in: Armenia, Guinea, Kazakhstan, Kenya, Madagascar, Mongolia, Republic of Moldova, Rwanda, Sierra Leone and Somalia.

Special Procedures

The Office continued to provide substantive support to the Human Rights Council special procedures and facilitating the work of the mandate-holders. Over the past year, we have seen the creation of two new thematic mandates (the promotion of truth, justice, reparation and guarantees of non-recurrence and the promotion of a democratic and equitable international order), three new country mandates (Côte d’Ivoire, Iran and Syria), the expansion of the mandate of the Special Rapporteur on toxic waste and the creation of a working group on human rights and transnational corporations and other business enterprises. The mandate of the Independent Expert on the situation of human rights in Burundi came to an end. There are now 46 special procedures mandates (36 thematic and 10 geographically related), including six five-member working groups.

The number of States which issued standing invitations to special procedures steadily increased in 2011 to a total of 90 States, compared to 78 at the end of 2010. Special procedures issued 604 communications in 2011, the same as in 2010. The number of visits to States increased to 82, compared to 67 in 2010. Each visit resulted in a set of recommendations for the respective State to follow-up on to demonstrate its commitment to international human rights undertakings and the protection of rights-holders.

Treaty bodies

The newly established Committee on Enforced Disappearances held its first session in November and the Committee on the Rights of Persons with Disabilities considered its first State Party report in April. The new Optional Protocol to the Convention on the Rights of the Child, which will allow individual children to submit complaints about violations of the Convention to the Committee on the Rights of the Child, was adopted by the General Assembly in December. When article 14 of the International Convention on the Protection of All Migrant Workers and Members of Their Families and
the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights come into force, all treaty bodies will be able to receive individual communications.

In 2011, the treaty bodies adopted some 120 concluding observations and 130 decisions on individual cases. As of November, 2,041 ratifications of human rights treaties had been deposited with the Secretary-General. OHCHR continued to provide technical assistance on the reporting process, individual communications and follow-up to requesting States Parties.

The website of the Universal Human Rights Index (www.universalhumanrightsindex.org), the only electronic tool compiling recommendations from the treaty bodies, special procedures and the Universal Periodic Review was recently upgraded and is now available in all six official languages of the United Nations.

The treaty body system will continue to expand with additional ratifications, increased reporting and the development of new international instruments. This represents a significant accomplishment for human rights. Nevertheless, the treaty body system suffers from chronic structural challenges, especially the massive backlog of State Party reports and individual communications, which are paralyzing the system.

In order to effectively respond to this challenge, the High Commissioner launched a process of consultation with Member States and other stakeholders to generate suggestions on how to strengthen the treaty body system. Key proposals received to date relate to more harmonized alignment of the working methods of the 10 treaty bodies. Other proposals entail new approaches that require joint cooperation and take into account the specificities and independence of the different treaty bodies. The implementation of these proposals will be primarily in the hands of treaty bodies and States Parties. A cost evaluation of the key proposals will be undertaken and the High Commissioner’s final report on the issue will be released in June 2012.

Summary of management results 2011

The following is a summary of results obtained under OHCHR’s global management outputs. For detailed accounts on how the Office is working to improve its efficiency, please refer to the Management chapter on page 112 or to the individual Division chapters found on the CD.

Last year, we launched a new management tool in the form of an office-wide planning week. Staff from all parts of the Office gathered in Geneva for one week in October to prepare coordinated and integrated workplans that effectively contribute to OHCHR’s expected accomplishments. Divisions and Branches from OHCHR were able to engage with each other, the field and New York colleagues, to participate in the joint planning and coordination of activities to implement OHCHR’s six thematic priorities and agree on an accountability framework for the implementation of deliverables outlined in these strategies.

OHCHR conducts an office-wide evaluation each biennium to allow its results to inform the planning process for the next period. The strategic evaluation undertaken in 2011 focused on the efficiency and effectiveness of OHCHR’s support to human rights mechanisms. The report is being finalized for presentation to the Strategic Management Team. A system is also in place to ensure that the recommendations of all internal and external evaluations and audits are implemented and reported on. At the end of 2011, OHCHR had fully implemented all recommendations made by the Office of Internal Oversight Services (OIOS) in its report on the “Efficiency of the implementation of the mandate of OHCHR” (A/64/203), following an evaluation carried out in 2009.

We adopted a Gender Equality Policy and are currently developing a gender equality strategic plan. To implement the policy and strategy, OHCHR, with the support of United Nations training entities, has embarked on a training programme for all staff members. OHCHR also actively participated in the consultation with United Nations entities on the system-wide plan of action on gender equality and women’s empowerment facilitated by UN Women.

Efforts to ensure OHCHR fully applies results-based management (RBM) are ongoing. In addition to continuing the results-focus throughout this report, 17 field presences are now in a position to report on results in relation to their planned indicators as a result of recent training. This training of OHCHR staff on RBM will continue in 2012. You can find more information about how OHCHR is working towards RBM in the “How to read this report” chapter on page 17.